

Thornage Hall Independent Living

England & Wales · Charity number 297496

Details

Other names C C E A, CAMPHILL COMMUNITIES EAST ANGLIA

Status Registered

Legal form Charitable company

Company number [02152319](#)

Registered 1987-08-12

Register [View on the Charity Commission register](#)

Contact

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Norfolk
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Activities

Objects: TO RELIEVE SICKNESS, PROMOTE GOOD HEALTH, PROVIDE CARE TO AND ADVANCE THE EDUCATION AND TRAINING OF: PEOPLE WITH A DISABILITY (WHETHER MENTAL OR PHYSICAL), THE YOUNG, THE OLD, OR PEOPLE OTHERWISE IN NEED, IN ACCORDANCE WITH THE PRINCIPLES OF DR RUDOLPH STEINER (AS SUMMARISED IN THE APPENDIX TO THE MEMORANDUM), PARTICULARLY (WITHOUT LIMITATION) BY THE ESTABLISHMENT AND MAINTENANCE OF COMMUNITIES IN THE FORM OF VILLAGES, RESIDENTIAL HOUSES, DAY CENTRES, KINDERGARTENS, SCHOOLS, COLLEGES OR OTHER TYPES OF SOCIAL AND/OR EDUCATIONAL COMMUNITY, IN WHICH BENEFICIARIES LIVE AND/OR WORK AND/OR TO WHICH THEY OTHERWISE RESORT, IN COMMUNITY WITH PERSONS PROVIDING SUPPORT.

Activities: CAMPHILL COMMUNITIES IS A COMMUNITY SUPPORTING PEOPLE WHO CHOOSE TO LIVE AND WORK TOGETHER WITH SHARED AIMS IN A MUTUALLY SUPPORTIVE ENVIRONMENT.

Classification

- **How:** Provides Services
- **What:** Education/training, Disability, Accommodation/housing
- **Who:** People With Disabilities

Geography

- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,140,094	£2,576,118	£6,087,973	60
2024-03-31	£2,741,796	£2,450,383	£5,524,222	55
2023-03-31	£2,264,729	£2,073,280	£5,227,387	49
2022-03-31	£2,269,352	£2,064,754	£5,047,118	47
2021-03-31	£2,055,926	£1,843,357	£4,838,934	54

Trustees

Name	Role	Appointed
Alec Stuart Gould		2023-02-13
Jane Louise Sayer		2022-02-14
Lauren Griffiths		2025-05-20
Mary Macaulay Gould		2023-02-13
Paul Richard Hare		2022-11-14
Philip David Goddard		2022-02-14
ROBIN JOHN BAINES		2022-09-01
THOMAS MICHAEL FITZALAN-HOWARD		2013-09-27

Thornage Hall Independent Living

England & Wales - Charity number 297496

Accounts

COMPANY REGISTRATION NUMBER: 2152319

CHARITY REGISTRATION NUMBER: 297496

Thornage Hall Independent Living Limited
Company Limited by Guarantee
Financial statements
31 March 2025

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Financial statements

Year ended 31 March 2025

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Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2025

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Reference and administrative details

Registered charity name	Thornage Hall Independent Living Limited
Charity registration number	297496
Company registration number	2152319
Principal office and registered office	Thornage Hall Thornage Holt Norfolk NR25 7QH

The trustees

The trustees who served during the year and at the date of approval were as follows:

T M Fitzalan Howard CBE (Chair)
R J Baines
P D Goddard
A S Gould
M M Gould
L Griffiths (appointed 20 May 2025)
P R Hare (Vice Chair) (appointed 25 February 2025)
J A Manser (Vice Chair) (resigned 25 February 2025)
M B Pollitt (resigned 13 May 2024)
J L Sayer

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Company secretary	P D Goddard
Patrons	The Rt. Rev. The Bishop of Norwich The Rt. Hon. The Lord Hastings The Lady Dannatt MBE
Senior Management Group	R Dunthorne (Chief Executive Officer) C Lawford (Director of Finance and Estates and Deputy Chief Executive) S Mace (Registered Manager)
Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Bankers	Barclays Bank PLC Barclays Banking Leicester LE87 2BB Triodos Bank NV Brunel House 11 The Promenade Bristol BS8 2NN
Solicitors	Hayes and Storr 27 Bull Street Holt Norfolk NR25 6HP Bates Wells 10 Queen Street Place London EC4R 1BE Leathes Prior 74 The Close Norwich NR1 4DR Hansells 13 The Close Norwich NR1 4DS

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Objectives and activities

The Charity's objectives are, for the public benefit, to promote good health and wellbeing, provide care and support and advance the education and training of adults with a diagnosed disability (whether mental or physical) from the age of 18.

This is carried out in accordance with the principles of Dr Rudolf Steiner, particularly by the establishment and maintenance of a community including the provision of Supported Living in five houses and Day Services offering a range of work based learning opportunities. At Thornage Hall Independent Living we wish to see an environmentally sustainable world, where everyone can live, learn and work together in a meaningful way, regardless of ability or disability. In order to achieve this we continue to develop an environment where people of all abilities live the life they choose, have opportunities for work of real value to themselves and where shared learning is encouraged and embraced. Our strategic priorities over the next five years will continue to focus on five core objectives.

1. Live

Demonstrating our person centred approach to creating an 'ordinary life' including mealtimes, hobbies, links with the wider community, domestic duties. We will do this through the development of:

- Houses which provide supported living and not residential care.
- Tenants who understand their own responsibilities under their tenancy agreements.
- Increased tenant decision making.
- Increased participation and leadership by tenants in meetings, staff recruitment etc.
- How we respond to tenants as they age, their needs increase and their ability to continue to contribute to the community.

2. Work

Highlighting our work based learning opportunities and supporting the engagement of a wider client group. We will do this through the development of:

- An increasing range of Day Services responsive to the needs of adults with learning disabilities.
- Real and meaningful work both within the community as well as through work placement.
- Our skills development programme, including training to support work place skills as per the local authority Pathways.
- Diversified activities on the land including market garden, estate management and farming.
- Direct sales to the public, involving service users in the process.

3. Learn

Everyone has something to give and everyone has something to learn, regardless of whether they are tenants, day service users, staff members or volunteers. Mutuality of learning is a fundamental part of our community. Learning opportunities run through all of our 'living' and 'working' initiatives for everybody engaging with Thornage Hall Independent Living and the wider community. We will develop these opportunities through:

- Our community engagement and education services.
- Positive behavioural support approaches and supporting people in accordance with their individual support needs.
- Seeking out and building new partnerships and expanding our work based learning services into the community.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Objectives and activities *(continued)*

4. Our people

In order to achieve our ambitions for developing the live, learn and work opportunities over the next five years we will need to attract, develop and retain a workforce with the skills and experience required. We will achieve this through:

- Highlighting the quality standards we are achieving and aspiring to.
- Differentiating our offer through underlining our values and ethos.
- Communicating with partner organisations and engagement with the wider community.
- Development and training of staff to provide high quality support and social care.
- Underlining the unique environment both of Thornage Hall Independent Living itself and of North Norfolk, not only as a desirable place to live, but also where career aspirations can be realised.

5. Our built environment

The development and improvement of the houses and facilities across our estate will be instrumental in helping us to meet our ambitions for providing the live, learn and work opportunities we wish to achieve over the next five years. In particular we will focus on the following initiatives:

- Plans to reconfigure accommodation in the Hall bringing en-suite and equitable standards of accommodation for all tenants.
- Continuation of our ongoing planned maintenance programme to maintain the upkeep and upgrade the standards of our existing accommodation as identified to a high standard some of which is heritage category Grade II listed.
- The development of a fundraising appeal to support the capital requirements for the development of Orchard Lodge, a further 5 bedroom accommodation unit.

Public benefit

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit.

Thornage Hall Independent Living Limited exists to promote the health and independence of all who live and work in its community. It has a strong emphasis on developing citizenship and a community culture, to enable each individual to develop their skills and interests to maximise their personal potential. This takes place alongside our bio-dynamic approach to managing the land, which is demonstrated to have benefits for environmental protection and improvement of the land.

The community is open to anybody identified as having a need for services following an assessment with their local authority, with Norfolk County Council residents being considered in the first instance. People of any race, religion, gender, culture, disability or orientation may seek to join us, in line with our policies on equality and diversity. Our services all operate on an individual's needs basis in line with public funding criteria.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Achievements and performance

Day Services

Our day service has continued to perform strongly this financial year despite wider economic challenges. Attendance remains high, with many workshops operating at full capacity. As of 31 March 2025, 50 individuals attended our service each week.

We continue to work closely with Norfolk County Council on the Life Opportunities framework. However, delays within the Council have meant that the three planned pathways are not yet active. The Skills & Employment pathway was paused in July 2024, and the Council is reviewing its overall strategy before launching the Promoting Independence and Enriching Lives pathways.

From 1 April 2025, a capped rate for commissioned day service hours will be introduced, alongside a shift from commissioning by day to commissioning by hour. While this will have a financial impact, we are maintaining close contact with commissioners and social work teams to ensure service quality remains unaffected.

Our internal quality audit process, based on CQC principles, continues to drive improvement. Each audit includes document reviews, staff and service user feedback and observations, resulting in actionable plans. Feedback from our 2024 audit highlighted excellent teamwork and detailed, person-centred care planning.

In March 2024, our Day Service Business Manager became the organisation's Safeguarding Lead, completing advanced training and now delivering in-house safeguarding workshops to staff, volunteers, trustees and service users. This approach has strengthened awareness and confidence around keeping safe.

We piloted an out-of-hours service in late 2024, offering weekend creative activities and outings to build peer networks. Following positive feedback and successful engagement, funding was secured in February 2025 to expand this offer next year.

Our first Activities Week in September 2024 provided 16 workshops, including dance, floristry, pottery, forest school, and green woodwork. Visits to partner sites such as Eve's Hill Veg Co and Sheringham Park enriched the experience. Many participants have since joined new workshops inspired by the week's activities.

We are proud of our dedicated staff and volunteer team, whose skills, commitment, and stability remain central to delivering a safe, caring, and high-quality service. Ongoing training, supervision, and administrative support continue to ensure excellence across all areas.

Looking ahead, our focus for 2025/26 will be on balancing financial sustainability with the continued delivery of a high-quality, person-centred day service.

Farm & Market Garden

All breeding cows calved successfully this spring with minimal intervention. Some young stock will be reared for beef production at Thornage, while five animals will be sold through our new outlet, Barnes Butchery. With a total herd of 20 units, the breeding herd is now in calf again with our new bull, Appleton Majestic, from Gressenhall. We look forward to new arrivals in early summer 2026.

Thirty new laying hens have been introduced and will soon resume egg production for the community. Caring for the hens continues to provide valuable workshop experience for service users, with ongoing support from the biodynamic farm that supplies our birds. All animals, including the alpacas, remain an important and meaningful part of daily activities on the farm.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Achievements and performance *(continued)*

The orchard has had an excellent season, producing a large crop of top fruit. Over 500 bottles of juice were made in partnership with Whin Hill Cider Company, alongside fresh fruit sales through local farm shops and to the community. Pruning, maintenance, and harvesting offer valuable hands-on learning, while new tree stock donated by The Tree Council has shown strong growth after grafting with our own cuttings.

Tenants and service users have continued to develop land-based skills, including training on the ride-on mower and tractor. During Day Service Activity Week, participants successfully operated the John Deere tractor and trailer with staff supervision-many thanks to Steve R. for leading this training. The introduction of battery-powered hedge trimmers and strimmers has made equipment handling safer and easier, enabling several service users to work more independently.

Our partnership with the West Norfolk and King's Lynn Bee Society remains strong, with additional hives established this year. Although honey production was slightly lower, colonies are healthy and continue to contribute both to biodiversity and small-scale income. We are grateful to Phil and Rose from the Bee Society for their ongoing support and expertise. Beyond animal and crop management, the team maintains all areas of the wider estate, including woodlands, hedges, reed beds, and lawns. Their hard work and planning ensure the holding remains well cared for and continue to provide learning opportunities for all involved.

We are proud to have retained Demeter certification for all land areas, with positive feedback from this year's inspection. Balancing workshop activities with the wider demands of the land can be challenging, and extend our sincere thanks to the whole team for their commitment, adaptability, and dedication to upholding Thornage's biodynamic principles.

Housing and Supported Living

This year has seen the start of the construction of Orchard Lodge, a new provision for 5 tenants. Several of our current tenants have expressed a wish to move into the new build when it is completed. The Hall works commenced and finished and internal moves were made. Two of the current Hall tenants moved into the newly refurbished second floor rooms and we also welcomed a new tenant who moved into The Hall meaning this house has reached full capacity. One tenant moved into alternative provision leaving two voids, one in Garden Flat and, one in the Grange.

Following the requests during last year's reviews for more of the tenants to have 1:1 support, and this being agreed by NCC, enables all to have rewarding and fulfilling lives. This additional level of support continues to benefit tenants' health and well-being, and they continue to achieve their goals and aspirations, taking part in a variety of new and favourite activities and experiences.

Tenants have joined in and celebrated events in the Thornage community.

In addition to this, bi-weekly trips continue to be a firm favourite to Gateway Club and monthly outings to Fuse nightclub in Norwich. Whole site trips for those tenants who wished to attend were arranged by Hazel to Pleasurewood Hills, Africa Alive and Castle Acre along with lots of Festive trips.

The 2025 Festive trips have been arranged for the tenants to visit the Thornage favorites: The Polar Express, Sandringham Christmas Market, Thursford Christmas Spectacular, Luminare, Bewilderwood presents Christmas, Sparkle @ Roarr and The Cromer Pier Show.

Delivery from the newly trained Train the Trainer staff commenced and PBS and Food Safety training has been completed by the majority of the staff team.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Achievements and performance *(continued)*

Capital Projects and Maintenance

We completed significant capital improvements during the year, including the refurbishment of the first and second floors of The Hall, our Grade II listed building, which houses seven tenants. The upgrades have provided significantly improved en-suite accommodation. These expenses were treated as capital additions and will be depreciated in accordance with our accounting policies.

Other property upgrades included:

- A kitchen refurbishment at one of our Supported Living homes
- Two en-suite refurbishments, furthering our commitment to providing high-quality accommodation across all five Supported Living homes

Governance and Strategy

Following last year's commitment to a cultural review, the Board of Trustees allocated further designated funds to support a comprehensive review of the charity's governance and strategic planning. This work was completed within the year with the support of external consultants.

We also invested significantly in improving compliance and health & safety standards, including enhanced measures for fire, water, and electrical safety across our community.

Our investment portfolio was reviewed following the introduction of a new account manager assigned to the Charity. Following careful consideration of the options it was agreed to transfer the Government Stocks and Fixed Investment Funds into the Opie Street Managed Fund, with a focus on long-term growth and income.

Financial review

Fee income for the year increased by 12% compared to the previous financial year. This growth was partially driven by inflationary uplifts awarded by Norfolk County Council (NCC):

- 5.85% on our Supported Living commissioned rates
- 5.75% on our Day Service commissioned rates

At the beginning of the year, NCC completed Supported Living reviews, resulting in increased 1:1 funding for many of our tenants. This uplift accounted for the majority of the additional fee income.

Sales income also rose slightly compared to the previous year. These earnings helped support the ongoing delivery of our day services and the wide range of activities available across our indoor workshops and 70-acre estate, including farming and market gardening.

Throughout the year, we secured additional donations and grants in support of the capital fundraising appeal for Orchard Lodge. With the majority of funds secured, excavation work began in November, and the timber frame was erected in January.

Whilst reporting an overall surplus of £563,000 after restricted donations and fundraising the operational surplus of circa £40,000, before aligning to framework rates reflects the financial landscape and challenges ahead.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Financial review *(continued)*

Unrestricted funds

Total income in unrestricted funds (including designated funds as detailed below) amounted to £2,600,237 (2024: £2,285,516) and after expenditure of £2,559,404 (2024: £2,415,337) and an investment loss of £225 (2024: gain of £5,422), the net movement of funds before transfers amounted to a surplus of £40,608 (2024: deficit of £1,321).

Designated funds

At 31 March 2025 designated funds amounted to £215,543 (2024: £534,147).

Restricted funds

Total income in restricted funds amounted to £539,857 (2024: £456,280) and after expenditure of £16,714 (2024: £35,046) and transfers out of £516,249 (2024: £72,234) restricted funds carried forward amounted to £931,362 (2024: £924,468).

The Trustees believe the state of the Charity's financial affairs to be satisfactory.

Principal funding sources

Much of the Charity's income is fees for day services, non housing related support and housing benefit received from primarily Norfolk County Council and North Norfolk District Council.

Investment powers

Under the Memorandum and Articles of Association, the Charity has the power to make any investment which the Trustees see fit. The investments are managed by Barratt & Cooke, members of the London Stock Exchange, with prior approval by the Trustees.

Investment policy

The Trustees have given careful consideration to the investment policy, balancing risk and reward. They have concluded that an investment portfolio of medium risk, structured to produce a reasonable level of income, together with the opportunity for capital growth is the most appropriate. The Trustees have a policy of purchasing ethically based investments wherever this is practical.

Reserves policy

The Trustees have given careful consideration to the level of free reserves the charity should hold and have established a policy of holding 6 months normal running costs, which at 31 March 2025 amounted to £1,279,702.

As at 31 March 2025, the free reserves amounted to £1,350,173 which is calculated as unrestricted net current assets less designated funds.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Financial review *(continued)*

Staffing and Operational Costs

Staff turnover improved significantly in the second half of the year, decreasing from 17% to 8.5%. This contributed to a reduced reliance on agency staffing.

The National Living Wage increased by 9.8%, and in line with our commitment to paying the Real Living Wage, we awarded a 9% salary uplift. These changes contributed to an 11.5% increase in overall staffing costs compared to the previous year.

Plans for future periods

Looking Ahead

As our £1.4M fundraising appeal nears completion, work on the new five-bed accommodation at Orchard Lodge will continue into the next financial year. This facility will provide accessible supported living for our aging population, accommodating increased mobility and support needs.

NCC's Medium-Term Financial Strategy outlines £61M in savings in Adult Social Care over the next five years. We continue to engage in open dialogue with the council to understand the potential impact on our commissioned services, especially regarding alignment with the Supported Living Framework.

NCC has also proposed new capped rates for all Day Service provisions, to be introduced in 2025/26. We will actively engage in discussions to fully assess the financial implications, which will inform the review and strategic direction of our Day Services in response to the evolving financial landscape.

Structure, governance and management

Governing document

Thornage Hall Independent Living Limited is a charitable company limited by guarantee, incorporated on 3 August 1987 and registered as a charity on 12 August 1987. The Charity is governed by its Memorandum and Articles of Association adopted on 3 August 1987 and amended on 17 April 2007, 26 October 2009 and 13 December 2018, these are currently being reviewed to reflect changes in management and to ensure compliance with relevant legislation. In the event of the Charity being wound up, the liability is limited to £1 per member of the Charity.

Recruitment and appointment of Trustees

There shall be at least three Trustees, each Trustee will be expected to bring a level of specialism in their field of expertise.

At every AGM one third of the Trustees shall retire from office. The Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment.

The Trustees may appoint a person who is willing to act as a Trustee, either to fill a vacancy or as an additional Trustee. A Trustee so appointed shall hold office only until the next following AGM, and shall not be taken into account in determining the Trustees who are to retire by rotation at that AGM. If not reappointed at such AGM he/she will vacate office at the end of the meeting.

Where the Trustee is the CQC nominated individual there is a requirement to familiarise themselves with CQC principles and be fully understanding of the role.

The current appointment of Trustees offers a balanced gender and experienced board.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Structure, governance and management *(continued)*

Trustee induction and training

All new Trustees will be provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the Charity

and are encouraged to read Charity Commission guidance notes CC3 - The Essential Trustee "What you need to know, what you need to do".

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Trustees have completed a thorough review of the Community's activities to identify the opportunities available to the Community and the risks to which it is exposed. The review covered the risks in the following areas: strategic, operational, environmental, compliance and financial. The Trustees reconsider each year the requirement for additional safeguards in the form of systems and procedures to supplement those already in place. In addition, the Trustees will ensure there are adequate procedures to minimise any potential impact on the Community should any of those risks materialise.

Organisational structure

The Trustees meet on a regular basis, a minimum of four times a year, in order to monitor the progress of the Community, to make key decisions and to see that legal requirements such as those of the Registrar of Companies, the Charity Commissioners, the Social Services Departments and other regulatory bodies are adhered to. Individual Trustees have lead roles in important areas of the organisation.

The Trustees delegate the day-to-day running and management of the Community to the Chief Executive officer in conjunction with the Executive Management Team. The Executive Management Team includes the Director of Finance & Estates / Deputy CEO and the HR & Executive Assistant. Further Senior Management Groups report to the Executive management Team and are responsible for specific tasks. These groups include:

- Registered Service Manager with support from Team leaders, Operational Support Officer and Support Workers, is responsible for the management and support of the tenants and running of the Support Living provision.
- Day Service Business Manager with support from the Admission, Welfare and Assessment Co-ordinator, Workshop Leaders and Day Service Assistants, is responsible for the management and operations of the Day Service Provision.
- Land Manager with support from Workshop Leader and Land Assistants, is responsible for the management and planning of the Farm, Market Garden and Land based activities within our Day Service Provision.
- Estates & Facilities Manager with support from our Caretaker, is responsible for the management, compliance and maintenance of the Estate.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

Structure, governance and management *(continued)*

Key management personnel

The Trustees consider the Board of Directors, who are the Charity's Trustees, and the Senior Management Group to comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give their time freely. Details of Trustees expenses are disclosed in note 15 to the accounts.

The pay of the senior staff is reviewed subject to the results of the local authority contract negotiations, and normally increased in accordance with average earnings. In view of the nature of the Charity the Trustees benchmark against pay levels in other care sector providers. The remunerations bench-mark is the mid-point of the range paid for similar roles.

Related parties

The Charity is a member of the Association of Camphill Communities UK and the Camphill Benevolent Fund.

Fundraising

Throughout the year our regular fundraising events took place including our Summer Fair during September and our Christmas Fair during November, raising £25,000 in support of our fundraising appeal for Orchard Lodge and improvements to our day services.

Following the prior year engagement of the professional fundraiser, Compton Fundraising Consultants to launch the £1.4M fundraising appeal for the capital cost of Orchard Lodge, our new 5 bed accommodation, we saw further successful grant applications awarded totaling £477,000 within the year. With the appeal having reached its target, works commenced in November and are expected to be completed before the end of 2025.

Trustees' responsibilities statement

The trustees (who are also directors for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2025

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

In so far as the trustees are aware:

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

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

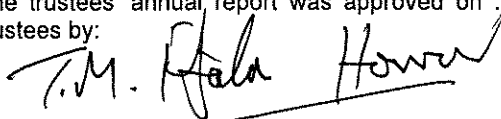
- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 11 Nov 25 and signed on behalf of the board of trustees by:



T M Fitzalan Howard CBE
Chair

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited

Year ended 31 March 2025

Opinion

We have audited the financial statements of Thornage Hall Independent Living Limited (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor responsibilities for the audit of the financial statements section of our report. We are independent of the 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 significant doubt on the 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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2025

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2025

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on pages 11 to 12), the trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliances with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluation the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2025

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

Use of our report

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



Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

03/12/2025

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2025

	Note	Unrestricted funds £	2025 Restricted funds £	Total funds £	2024 Total funds £
Income and endowments					
Donations and legacies	5	15,712	531,357	547,069	435,273
Charitable activities	6	2,521,250	8,500	2,529,750	2,250,914
Other trading activities	7	27,039	–	27,039	21,529
Investment income	8	35,982	–	35,982	33,868
Other income	9	254	–	254	212
Total income		<u>2,600,237</u>	<u>539,857</u>	<u>3,140,094</u>	<u>2,741,796</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(8,452)	–	(8,452)	(24,450)
Charitable activities	11	(2,550,952)	(16,714)	(2,567,666)	(2,425,933)
Total expenditure		<u>(2,559,404)</u>	<u>(16,714)</u>	<u>(2,576,118)</u>	<u>(2,450,383)</u>
Net income and net movements in funds before gains and losses on investments					
		40,833	523,143	563,976	291,413
Net (losses)/gains on investments	12	(225)	–	(225)	5,422
Net income before transfer of funds		40,608	523,143	563,751	296,835
Transfers between funds		516,249	(516,249)	–	–
Net movement in funds		<u>556,857</u>	<u>6,894</u>	<u>563,751</u>	<u>296,835</u>
Reconciliation of funds					
Total funds brought forward		4,599,754	924,468	5,524,222	5,227,387
Total funds carried forward		<u>5,156,611</u>	<u>931,362</u>	<u>6,087,973</u>	<u>5,524,222</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 20 to 34 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

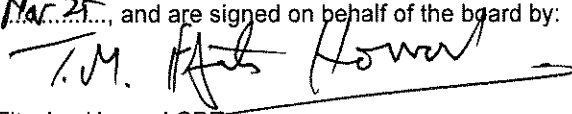
Balance sheet

31 March 2025

	Note	2025		2024	
		£	£	£	£
Fixed assets					
Tangible fixed assets	16		3,432,775		2,662,978
Investments	17		158,120		158,345
			<u>3,590,895</u>		<u>2,821,323</u>
Current assets					
Stocks	18	16,176		16,176	
Debtors	19	214,487		248,977	
Cash at bank and in hand		<u>2,477,909</u>		<u>2,612,079</u>	
		2,708,572		2,877,232	
Creditors: Amounts falling due within one year	20	<u>211,494</u>		<u>174,333</u>	
Net current assets			2,497,078		2,702,899
Total assets less current liabilities			<u>6,087,973</u>		<u>5,524,222</u>
Net assets			<u>6,087,973</u>		<u>5,524,222</u>
Funds of the charity					
Restricted funds			931,362		924,468
Unrestricted funds			<u>5,156,611</u>		<u>4,599,754</u>
Total charity funds	23		<u>6,087,973</u>		<u>5,524,222</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 11 Mar 25, and are signed on behalf of the board by:


T M Fitzalan Howard CBE
Chair

Company registration number: 2152319

The notes on pages 20 to 34 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities		
Net income	563,751	296,835
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	159,474	126,208
Net (losses)/gains on investments	225	(5,422)
Dividends, interest and rents from investments	(4,470)	(13,254)
Other interest receivable and similar income	(31,512)	(20,614)
Gains on disposal of tangible fixed assets	(254)	(212)
<i>Changes in:</i>		
Trade and other debtors	34,490	(57,366)
Trade and other creditors	37,161	(93,841)
Cash generated from operations	758,865	232,334
Interest received	31,512	20,614
Net cash from operating activities	<u>790,377</u>	<u>252,948</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	4,470	13,254
Purchase of tangible assets	(929,317)	(383,764)
Proceeds from sale of tangible assets	300	608
Purchases of other investments	-	(10,773)
Proceeds from sale of other investments	-	10,773
Net cash used in investing activities	<u>(924,547)</u>	<u>(369,902)</u>
Net decrease in cash and cash equivalents	(134,170)	(116,954)
Cash and cash equivalents at beginning of year	<u>2,612,079</u>	<u>2,729,033</u>
Cash and cash equivalents at end of year	<u>2,477,909</u>	<u>2,612,079</u>

The notes on pages 20 to 34 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Thornage Hall, Thornage, Holt, Norfolk, NR25 7QH.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Fund accounting

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

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(d) Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

3. Accounting policies *(continued)*

Income *(continued)*

- Income received by way of donations, legacies, grants and gifts is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the Charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

- Investment income is included when receivable.

- Income from charitable trading activity is accounted for when earned.

- Income from grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- expenditure on raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

- expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

(f) Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions costing less than £1,000 are not capitalised.

(g) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Residential buildings	-	over 40 years
Farm buildings	-	over 25 years
Motor vehicles and machinery	-	25% reducing balance
Furnishings and equipment	-	25% reducing balance and straight line

No depreciation is provided for assets in the course of construction until the assets are brought into their intended use.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

3. Accounting policies *(continued)*

(h) Investments

Investments held as fixed assets are revalued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(i) Stocks

Stocks have been valued at the lower of cost and net realisable value.

(j) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(k) Defined contribution plans

The Charity operates two defined contribution pension schemes in respect of employees and co-workers, a contribution stakeholder scheme (People's Pension) in respect of employees and co-workers and a money purchase scheme for co-workers only with Camphill Benevolent Fund, to which the trustees made no contributions during the year. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to the schemes.

4. Limited by guarantee

Thornage Hall Independent Living Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Donations			
Donations	<u>15,712</u>	<u>531,357</u>	<u>547,069</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations	<u>13,493</u>	<u>421,780</u>	<u>435,273</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Fees and contributions	2,474,875	–	2,474,875
Farm and garden income	38,756	–	38,756
Workshop income	7,619	–	7,619
COVID-19 Support	–	–	–
Market Sustainability and Improvement Fund	–	8,500	8,500
	<u>2,521,250</u>	<u>8,500</u>	<u>2,529,750</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Fees and contributions	2,134,856	–	2,134,856
Farm and garden income	32,725	–	32,725
Workshop income	6,282	–	6,282
COVID-19 Support	42,551	–	42,551
Market Sustainability and Improvement Fund	–	34,500	34,500
	<u>2,216,414</u>	<u>34,500</u>	<u>2,250,914</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Fundraising events	<u>27,039</u>	<u>27,039</u>	<u>21,529</u>	<u>21,529</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

8. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Income from fixed asset investments	4,470	4,470	4,149	4,149
Rental income	—	—	9,105	9,105
Bank interest receivable	31,512	31,512	20,614	20,614
	<u>35,982</u>	<u>35,982</u>	<u>33,868</u>	<u>33,868</u>

9. Other income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Asset sales	254	254	212	212

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Costs of other trading activities - Staging events	8,452	8,452	24,450	24,450

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

11. Expenditure on charitable activities by activity type

	Community expenses	Land expenses	Support costs	Total Funds 2025	Total Funds 2024
	£	£	£	£	£
Community expenses	28,680	243	–	28,923	31,507
Medical expenses	–	–	2,406	2,406	2,496
Food	69,044	1,757	1,524	72,325	61,372
Household	34,632	15,806	3,048	53,486	53,274
Estate and general maintenance	57,784	33,786	4,632	96,202	236,556
Light, heat and fuel	63,982	833	13,791	78,606	66,533
Rent, rates and water	11,307	2,152	–	13,459	9,012
Insurance	27,648	6,947	2,685	37,280	31,101
Motor and travel expenses	(23,955)	7,253	163	(16,539)	(11,088)
Wages and staff costs	1,308,350	190,325	271,401	1,799,139	1,605,267
Training and education	2,969	11,885	12,702	27,556	27,615
Contributions	2,558	1,229	3,543	7,330	6,666
Advertising	859	613	1,951	3,423	4,717
Printing, postage and stationery	107	1,108	7,149	8,364	9,710
Telephone	36	–	4,527	4,563	5,403
Professional fees	71,728	17,190	66,523	155,441	120,109
Sundries	375	607	778	1,760	2,036
Depreciation	114,767	25,890	18,817	159,474	126,208
Bank interest and charges	42	102	1,868	2,012	2,261
Bad debts	–	–	–	–	4
Farm cost of sales	–	10,171	–	10,171	10,051
Veterinary fees	–	2,837	–	2,837	3,414
Repairs and renewals	–	4,587	–	4,587	5,181
Pest control	567	294	–	861	1,028
Governance costs	–	–	14,000	14,000	15,500
	<u>1,771,480</u>	<u>335,615</u>	<u>431,508</u>	<u>2,567,666</u>	<u>2,425,933</u>

Included in the above is restricted charitable expenditure of £16,714 (2024: £35,046).

Analysis of governance costs

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
Audit fee	15,000	–	15,000	13,200
Audit fee re previous years	(1,000)	–	(1,000)	2,300
	<u>14,000</u>	<u>–</u>	<u>14,000</u>	<u>15,500</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

12. Net (losses)/gains on investments

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Gains on listed investments	<u>(225)</u>	<u>(225)</u>	<u>5,422</u>	<u>5,422</u>

13. Net income

Net income is stated after charging/(crediting):

	2025 £	2024 £
Depreciation of tangible fixed assets	159,474	126,208
Fees payable for the audit of the financial statements	15,000	13,200
Fees payable for the audit of the financial statements - prior year	(1,000)	2,300
Operating lease payments	<u>1,188</u>	<u>1,440</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025 £	2024 £
Wages and salaries	1,562,037	1,353,151
Social security costs	137,142	111,467
Employer contributions to pension plans	<u>70,897</u>	<u>58,334</u>
	<u>1,770,076</u>	<u>1,522,952</u>

Key management personnel remuneration amounted to £184,330 (2024: £195,098) in respect of 3 (2024: 5) employees.

The average head count of employees during the year was 60 (2024: 55). The average number of full-time equivalent employees during the year is analysed as follows:

	2025 No.	2024 No.
Number of administrative staff	5	5
Number of other staff	<u>45</u>	<u>40</u>
	<u>50</u>	<u>45</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2025 No.	2024 No.
£60,000 to £69,999	<u>1</u>	<u>-</u>

15. Trustee remuneration and expenses

No Trustee received any remuneration from the Charity during either the current or previous year.

No Trustee was reimbursed expenditure during either the current or previous year.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

16. Tangible fixed assets

	Land and buildings £	Agricultural machinery £	Motor vehicles £	Residential equipment £	Assets under con- struction £	Total £
Cost						
At 1 Apr 2024	4,465,786	145,172	97,236	221,976	–	4,930,170
Additions	366,972	3,720	–	65,000	493,625	929,317
Disposals	–	(2,471)	–	–	–	(2,471)
Transfers	(21,697)	–	–	–	21,697	–
At 31 Mar 2025	<u>4,811,061</u>	<u>146,421</u>	<u>97,236</u>	<u>286,976</u>	<u>515,322</u>	<u>5,857,016</u>
Depreciation						
At 1 Apr 2024	1,906,198	138,675	24,726	197,593	–	2,267,192
Charge for the year	115,677	2,545	18,127	23,125	–	159,474
Disposals	–	(2,425)	–	–	–	(2,425)
At 31 Mar 2025	<u>2,021,875</u>	<u>138,795</u>	<u>42,853</u>	<u>220,718</u>	<u>–</u>	<u>2,424,241</u>
Carrying amount						
At 31 Mar 2025	<u>2,789,186</u>	<u>7,626</u>	<u>54,383</u>	<u>66,258</u>	<u>515,322</u>	<u>3,432,775</u>
At 31 Mar 2024	<u>2,559,588</u>	<u>6,497</u>	<u>72,510</u>	<u>24,383</u>	<u>–</u>	<u>2,662,978</u>

Capital commitments

	2025 £	2024 £
Contracted for but not provided for in the financial statements	<u>862,280</u>	<u>304,536</u>

17. Investments

	Listed investments £
Cost or valuation	
At 1 Apr 2024	158,345
Additions	–
Other movements	(225)
At 31 Mar 2025	<u>158,120</u>
Impairment	
At 1 Apr 2024 and 31 Mar 2025	
Carrying amount	
At 31 Mar 2025	<u>158,120</u>
At 31 Mar 2024	<u>158,345</u>

All investments shown above are held at valuation.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

17. Investments *(continued)*

Financial assets held at fair value

The fair value of listed securities is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

Investments comprise the following:

	2025	2024
	£	£
Listed securities	155,776	157,953
Cash held for re-investment	2,344	392
	<u>158,120</u>	<u>158,345</u>

18. Stocks

	2025	2024
	£	£
Livestock	<u>16,176</u>	<u>16,176</u>

19. Debtors

	2025	2024
	£	£
Trade debtors	34,835	81,895
Prepayments and accrued income	178,701	166,272
Other debtors	951	810
	<u>214,487</u>	<u>248,977</u>

20. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	97,440	81,692
Accruals and deferred income	75,500	46,803
Social security and other taxes	38,554	42,116
Other creditors	–	3,722
	<u>211,494</u>	<u>174,333</u>

21. Deferred income

	2025	2024
	£	£
At 1 April 2024	–	42,737
Amount released to income	–	(42,737)
At 31 March 2025	<u>–</u>	<u>–</u>

Deferred income comprises the advance receipt of income in respect of charitable activities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements (continued)

Year ended 31 March 2025

22. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £70,897 (2024: £58,334).

23. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2024	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2025
	£	£	£	£	£	£
Unrestricted funds	4,065,607	2,600,237	(2,559,404)	834,853	(225)	4,941,068
Maintenance Fund	365,000	–	–	(335,000)	–	30,000
Capital Projects	–	–	–	–	–	–
Herb Garden	471	–	–	(143)	–	328
Activities Room						
Equipment	3,287	–	–	(3,287)	–	–
Future Projects	131,000	–	–	–	–	131,000
Sensory Room /						
Equipment	11,177	–	–	–	–	11,177
All Purpose Sports						
Pitch	1,000	–	–	–	–	1,000
IT & Photography	200	–	–	–	–	200
Vehicles	17,822	–	–	16,539	–	34,361
Day Services	4,190	–	–	3,287	–	7,477
	<u>4,599,754</u>	<u>2,600,237</u>	<u>(2,559,404)</u>	<u>516,249</u>	<u>(225)</u>	<u>5,156,611</u>

	At 1 Apr 2023	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2024
	£	£	£	£	£	£
Unrestricted funds	3,528,155	2,285,516	(2,414,804)	661,318	5,422	4,065,607
Maintenance Fund	250,000	–	–	115,000	–	365,000
Capital Projects	604,362	–	–	(604,362)	–	–
Herb Garden	1,004	–	(533)	–	–	471
Activities Room						
Equipment	3,287	–	–	–	–	3,287
Future Projects	246,000	–	–	(115,000)	–	131,000
Sensory Room /						
Equipment	11,177	–	–	–	–	11,177
All Purpose Sports						
Pitch	1,000	–	–	–	–	1,000
IT & Photography	200	–	–	–	–	200
Vehicles	6,734	–	–	11,088	–	17,822
Day Services	–	–	–	4,190	–	4,190
	<u>4,651,919</u>	<u>2,285,516</u>	<u>(2,415,337)</u>	<u>72,234</u>	<u>5,422</u>	<u>4,599,754</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

23. Analysis of charitable funds *(continued)*

The maintenance fund was created following the completion of a detailed condition survey which has led to a planned five year maintenance program. Significant maintenance has been carried out over the initial planned period and improvements to tenant facilities to create a high standard of accommodation across the community. The balance of the funds has been designed towards the next period of planned maintenance and to include the reconfiguration of the Hall, grade 2 listed building to upgrade and create en-suite facilities for those existing tenants. The reconfiguration of the Hall was undertaken during the year with capital expenditure of £335,000 being transferred to the General fund. In the previous year a transfer of £115,000 was made to the maintenance fund from the future projects fund.

Capital projects - In the previous year an amount of £15,227 was transferred from the General fund towards the future build of Orchard Lodge, while planning costs of £21,697 were capitalised, bringing the total designated fund to £367,892. The Trustees agreed to transfer the remaining £367,892 into unrestricted funds to boost free reserves, after the capital appeal was more successful than anticipated. It was previously acknowledged by the Trustees that there was a need for the investment in suitable office space for the expanding central staffing particularly during the pandemic to ensure IPC protocol can be maintained across the community now and into the future. The extension of the existing central office space was completed during 2024 with capital expenditure of £230,000 being transferred to the General fund. The total transfers from the fund in the previous year amounted to £604,362. No movement on the fund has taken place in the current year.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. A transfer of £143 has been made to the General fund in the current year in relation to the overspend against the 2024/25 herb budget.

The Activities Room Equipment fund has been created to equip the activities room "Gregories Barn". The remaining balance of £3,287 on the fund has been transferred to the Day Services fund.

The Future Projects fund was set up following the receipt of a generous legacy towards future new projects. This is to include the conversion of an existing farm building to create additional indoor workshop space. This need was identified as a result of Covid and the need to offer additional indoor workshop capacity. A transfer of £115,000 was made from the Future Projects fund to the maintenance fund during the previous year.

Donations received have been allocated towards a Sensory Room and related equipment.

Funds have been designated for the creation of an All Purpose Sports Pitch.

Donations received have been allocated towards the purchase of IT and photography equipment.

General fund donations received have been designated towards the replacement of vehicles. Further funds of £16,539 (2024: £11,088) have been transferred from the General fund during the year.

A transfer of £4,190 was made from the General Fund towards Day Services in the previous year, with the balance of £3,287 being transferred from the Activities Room Equipment fund in the current year. The funds will be put towards the creation of a covered walkway.

The General Fund comprises of the surplus/deficit on the income and running costs of the charity's activities, plus donations and bank interest.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

23. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Apr 2024 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2025 £
Orchard Lodge	902,474	480,760	–	(493,625)	–	889,609
Day Services						
Equipment	–	–	–	–	–	–
HM Memorial	125	–	–	–	–	125
Land	3,400	20,650	(6,240)	–	–	17,810
Tenant / Social Fund	1,205	–	–	–	–	1,205
Staff Fund	2,748	3,660	(4,308)	–	–	2,100
Vehicles	4,226	–	–	–	–	4,226
Market						
Sustainability and Improvement Fund	10,290	8,500	(6,166)	(12,624)	–	–
Hall Refurbishment	–	10,000	–	(10,000)	–	–
Extension of Services	–	10,000	–	–	–	10,000
Minibus	–	6,000	–	–	–	6,000
First Aid Equipment	–	287	–	–	–	287
	<u>924,468</u>	<u>539,857</u>	<u>(16,714)</u>	<u>(516,249)</u>	<u>–</u>	<u>931,362</u>

	At 1 Apr 2023 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2024 £
Orchard Lodge	517,774	384,700	–	–	–	902,474
Day Services						
Equipment	2,336	2,105	(4,441)	–	–	–
HM Memorial	125	–	–	–	–	125
Land	6,842	–	(3,442)	–	–	3,400
Tenant / Social Fund	1,205	–	–	–	–	1,205
Staff Fund	1,726	3,975	(2,953)	–	–	2,748
Vehicles	45,460	31,000	–	(72,234)	–	4,226
Market						
Sustainability and Improvement Fund	–	34,500	(24,210)	–	–	10,290
Hall Refurbishment	–	–	–	–	–	–
Extension of Services	–	–	–	–	–	–
Minibus	–	–	–	–	–	–
First Aid Equipment	–	–	–	–	–	–
	<u>575,468</u>	<u>456,280</u>	<u>(35,046)</u>	<u>(72,234)</u>	<u>–</u>	<u>924,468</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

23. Analysis of charitable funds *(continued)*

Donations have been provided towards the planned capital works for Orchard Lodge. Following the commencement of building work capital expenditure of £493,625 was incurred and transferred to the General fund.

Donations were received in previous years towards day service equipment. During the previous year funds of £4,441 were used to purchase equipment.

Donations were received for a memorial bench for a former tenant. This will be purchased on completion of the herb garden.

Donations have been received and towards expenditure to be incurred in relation to the land. During the year funds of £6,240 have been expended.

Donations have been received from tenant families to support the purchase of suitable outdoor equipment to support family visits which out of necessity had to take place outside of the home due to Covid.

Donations have been received from tenant families to express their gratitude towards the staffing team.

Donations were received in previous years towards replacement vehicles. Funds of £72,234 were used to purchase vehicles for the Charity in the previous year with a transfer in relation to the capital expenditure being made to the General Fund.

Funding has been received from the Norfolk County Council Market Sustainability and Improvement Fund towards the cost of making tangible improvements to adult social care, in particular to build capacity and improve market sustainability.

Donations have been received during the year towards the refurbishment of Thornage Hall, this was undertaken during the year with capital expenditure of £10,000 being incurred and transferred to the General Fund.

Donations have been received during the year towards the Extension of Services and particularly the provision of Day Services during the weekends.

Donations have been received during the year towards the purchase of a minibus.

Donations have been received during the year towards the purchase of first aid equipment.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

24. Analysis of net assets between funds

Year ended 31 March 2025

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	889,609	889,609
HM Memorial	–	–	125	125
Land	–	–	17,810	17,810
Tenant / Social Fund	–	–	1,205	1,205
Staff Fund	–	–	2,100	2,100
Vehicles	–	–	4,226	4,226
Extension of Services	–	–	10,000	10,000
Minibus	–	–	6,000	6,000
First Aid Equipment	–	–	287	287
	–	–	<u>931,362</u>	<u>931,362</u>
Unrestricted Income Funds				
Designated Funds	–	–	215,543	215,543
General Funds	3,432,775	158,120	1,350,173	4,941,068
	<u>3,432,775</u>	<u>158,120</u>	<u>1,565,716</u>	<u>5,156,611</u>
	<u>3,432,775</u>	<u>158,120</u>	<u>2,497,078</u>	<u>6,087,973</u>

Year ended 31 March 2024

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	902,474	902,474
HM Memorial	–	–	125	125
Land	–	–	3,400	3,400
Tenant / Social Fund	–	–	1,205	1,205
Staff Fund	–	–	2,748	2,748
Vehicles	–	–	4,226	4,226
Market Sustainability and Improvement Fund	–	–	10,290	10,290
	–	–	<u>924,468</u>	<u>924,468</u>
Unrestricted Income Funds				
Designated Funds	–	–	534,147	534,147
General Funds	2,662,978	158,345	1,244,284	4,065,607
	<u>2,662,978</u>	<u>158,345</u>	<u>1,778,431</u>	<u>4,599,754</u>
	<u>2,662,978</u>	<u>158,345</u>	<u>2,702,899</u>	<u>5,524,222</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2025

25. Analysis of changes in net debt

	At 1 Apr 2024	Cash flows	At 31 Mar 2025
	£	£	£
Cash at bank and in hand	<u>2,612,079</u>	<u>(134,170)</u>	<u>2,477,909</u>

26. Related parties

Unrestricted donations amounting to £Nil (2024: £405) were received from Trustees.

During the year a close family member of J A Manser (a Trustee of the Charity until 25 February 2025) provided consultancy services to the Charity totalling £3,250 (2024: £4,250) with no balance outstanding at either the current or previous year end.

Thornage Hall Independent Living

England & Wales - Charity number 297496

Accounts

COMPANY REGISTRATION NUMBER: 2152319

CHARITY REGISTRATION NUMBER: 297496

**Thornage Hall Independent Living Limited
Company Limited by Guarantee
Financial statements
31 March 2024**

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Financial statements

Year ended 31 March 2024

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Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2024

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Reference and administrative details

Registered charity name	Thornage Hall Independent Living Limited
Charity registration number	297496
Company registration number	2152319
Principal office and registered office	Thornage Hall Thornage Holt Norfolk NR25 7QH

The trustees

The trustees who served during the year and at the date of approval were as follows:

T M Fitzalan Howard CBE (Chair)
R J Baines
P D Goddard
A S Gould
M M Gould
P R Hare
J A Manser (Vice Chair)
M B Pollitt (resigned 13 May 2024)
J L Sayer

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Company secretary	P D Goddard
Patrons	The Rt. Rev. The Bishop of Norwich The Rt. Hon. The Lord Hastings The Lady Dannatt MBE
Senior Management Group	A Stegges (Chief Executive Officer to April 2023) R Dunthorne (Chief Executive Officer from August 2023) C Lawford (Director of Finance and Estates and Deputy Chief Executive) (acting Chief Executive Officer April 2023 to August 2023) S Mace (Registered Manager) A Leeds (Business Support Manager to September 2023)
Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Bankers	Barclays 17 Market Place Fakenham Norfolk NR21 9BE Triodos Bank NV Brunel House 11 The Promenade Bristol BS8 2NN
Solicitors	Hayes and Storr 27 Bull Street Holt Norfolk NR25 6HP Bates Wells 10 Queen Street Place London EC4R 1BE Leathes Prior 74 The Close Norwich NR1 4DR Hansells 13 The Close Norwich NR1 4DS

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Objectives and activities

The Charity's objectives are, for the public benefit, to promote good health and wellbeing, provide care and support and advance the education and training of adults with a diagnosed disability (whether mental or physical) from the age of 18.

This is carried out in accordance with the principles of Dr Rudolf Steiner, particularly by the establishment and maintenance of a community including the provision of Supported Living in five houses and Day Services offering a range of work based learning opportunities. At Thornage Hall Independent Living we wish to see an environmentally sustainable world, where everyone can live, learn and work together in a meaningful way, regardless of ability or disability. In order to achieve this we continue to develop an environment where people of all abilities live the life they choose, have opportunities for work of real value to themselves and where shared learning is encouraged and embraced. Our strategic priorities over the next five years will continue to focus on five core objectives.

1. Live

Demonstrating our person centred approach to creating an 'ordinary life' including mealtimes, hobbies, links with the wider community, domestic duties. We will do this through the development of:

- Houses which provide supported living and not residential care.
- Tenants who understand their own responsibilities under their tenancy agreements.
- Increased tenant decision making.
- Increased participation and leadership by tenants in meetings, staff recruitment etc.
- How we respond to tenants as they age, their needs increase and their ability to continue to contribute to the community.

2. Work

Highlighting our work based learning opportunities and supporting the engagement of a wider client group. We will do this through the development of:

- An increasing range of Day Services responsive to the needs of adults with learning disabilities.
- Real and meaningful work both within the community as well as through work placement.
- Our skills development programme, including training to support work place skills as per the local authority Pathways.
- Diversified activities on the land including market garden, estate management and farming.
- Direct sales to the public, involving service users in the process.

3. Learn

Everyone has something to give and everyone has something to learn, regardless of whether they are tenants, day service users, staff members or volunteers. Mutuality of learning is a fundamental part of our community. Learning opportunities run through all of our 'living' and 'working' initiatives for everybody engaging with Thornage Hall Independent Living and the wider community. We will develop these opportunities through:

- Our community engagement and education services.
- Positive behavioural support approaches and supporting people in accordance with their individual support needs.
- Seeking out and building new partnerships and expanding our work based learning services into the community.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Objectives and activities *(continued)*

4. Our people

In order to achieve our ambitions for developing the live, learn and work opportunities over the next five years we will need to attract, develop and retain a workforce with the skills and experience required. We will achieve this through:

- Highlighting the quality standards we are achieving and aspiring to.
- Differentiating our offer through underlining our values and ethos.
- Communicating with partner organisations and engagement with the wider community.
- Development and training of staff to provide high quality support and social care.
- Underlining the unique environment both of Thornage Hall Independent Living itself and of North Norfolk, not only as a desirable place to live, but also where career aspirations can be realised.

5. Our built environment

The development and improvement of the houses and facilities across our estate will be instrumental in helping us to meet our ambitions for providing the live, learn and work opportunities we wish to achieve over the next five years. In particular we will focus on the following initiatives:

- Plans to reconfigure accommodation in the Hall bringing en-suite and equitable standards of accommodation for all tenants.
- Continuation of our ongoing planned maintenance programme to maintain the upkeep and upgrade the standards of our existing accommodation as identified to a high standard some of which is heritage category Grade II listed.
- The development of a fundraising appeal to support the capital requirements for the development of Orchard Lodge, a further 5 bedroom accommodation unit.

Public benefit

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit.

Thornage Hall Independent Living Limited exists to promote the health and independence of all who live and work in its community. It has a strong emphasis on developing citizenship and a community culture, to enable each individual to develop their skills and interests to maximise their personal potential. This takes place alongside our bio-dynamic approach to managing the land, which is demonstrated to have benefits for environmental protection and improvement of the land.

The community is open to anybody identified as having a need for services following an assessment with their local authority, with Norfolk County Council residents being considered in the first instance. People of any race, religion, gender, culture, disability or orientation may seek to join us, in line with our policies on equality and diversity. Our services all operate on an individual's needs basis in line with public funding criteria.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Achievements and performance

Day Services

Through the course of the last year, day services has maintained a high attendance figure, supporting 52 service users each week. In particular we have seen an increase in 1:1 support being provided, allowing individuals to receive the support they need to fully engage in the activities on offer.

We continue to offer a wide range of workshops including traditional arts and crafts, talking workshops and physical work on our farm, estate and market garden. To ensure the safe and effective delivery of our services, we have retained a highly committed and competent staff team, providing training, development opportunities, a robust induction and supervision programme and a positive and supportive team culture. We have a cohort of 26 staff, 14 volunteers, a biodynamic trainee and a co-worker all providing excellent support, care and development of skills for our service users.

Similarly to last year, an increase in day service users and staff means more pressure on our buildings. We continue to think strategically with our estates and health & safety colleagues about the future challenge capacity on our indoor space will bring. The opening of our refurbished grain store has provided a fantastic dry space for the farm and estate teams and is being fully utilised.

In 2023/24 we have implemented a new Quality Audit process, which provides opportunity for us to self-critic our own provision. The audit takes place via document reviews, observations within workshops and conversations with both staff, volunteers and service users. From each audit a list of action points is produced allowing us to focus on what we could do better, but also praising what is working well. This has another advantage of demonstrating to our commissioners and any independent inspectors of the gravity we give to ensuring the service provision is of the highest quality.

We have continued to encourage engage with our wider local community including weekly excursions to Cromer Tennis Club, RDA Norfolk Coastal and Sculthorpe Moor. In addition, we have visited Bayfield Sculpture Trail, Norfolk Community Sports Foundation at The Nest in Hellesdon, Gravity trampolining in Norwich, Wells to Walsingham Railway and also joined with partners Opening Doors at a special 'election event' to meet our local MP.

Looking ahead, funding continues to be our greatest challenge and we will endeavour to diversify our income. One of the ways in which this could be achieved is through the diversification of our offering and we will pilot weekend and evening provision, with a view to leverage funding for this potentially from grant making organisations or on a pay-as-you-go basis. We will also continue to support the delivery of Thornage events - the Summer and Christmas Fairs - to help raise funds for the organisation as a whole, whilst maintaining a balance of ensuring our workshops remain holistic, therapeutic and person-centred for all. We continue to work closely with Commissioners at Norfolk County Council to understand how the changing market and further development of the Life Opportunities framework and associated Pathways will impact upon us. At the time of writing, only one of the three Pathways - Skills & Employment - is live with the remaining two Promoting Independence and Enriching Lives - to be launched in 2024/25. We look forward to continuing to provide an exemplary service to all those who attend our day services.

Farm and Market Garden

Our breeding cows expected to calf early Spring have successfully deliver their calves sadly we had a loss of one cow shortly after giving birth and the farmers have been hand rearing the female calf who is doing well. This has been an opportunity for tenants and service users to interact more closely with the calf and see how even when an unexpected situations occurs with the correct support something positive can be found. The breeding animals are in calf once again so we hope to support new life on on the farm again in the spring of 2025. I am in the process of sourcing a new Bull with a contact made through Gressenhall farm so we are hopeful to see a new Bull coming on to the holding in the spring.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

The introduced 20 new point of lay hens have been very reliable at delivering the community with fresh eggs and the workshop element continues to be of great benefit to the team I have kept contact with the biodynamic farm who supplied the hens and we will refresh the birds as and when egg production begins to fall away. All the animals including the Alpacas continue to offer a meaningful day to day activity for the workshop team.

Our orchard this year has been less productive we have had issues with ermine moth caterpillars which have had impacted on the yield of top fruit. On the advice from our Biodynamic inspector we have found a safe product we can apply over the winter and early spring to alleviate this for the New Year. This Orchard area requires the team to spend time to prune maintain and harvest the crops and again offers skill progression for our workshop team. We hope to mulch under the individual trees with wood chippings which are being donated to us from a local tree surgeon. The donation of fruit tree stock that came to us from the Tree Council have been grafted with some of our fruit trees and the new growth has been favourable. Once again the workshop element has seen skill progression for the land group members.

Both tenants and service users have achieved new skills in taking part in the above projects and we have continue to offer further skill development training on the ride on lawn mower and tractor. We have invested in a battery operated hedge trimmer and strimmer equipment so these types of tasks can be taken up by a wider group of service users. Taking into consideration the health and safety and the mitigation of risk the new equipment is far easier to operate and all involved in the use of the new equipment have been pleased with the opportunity and their achievements to maintain hedges and rough grass areas. Some recently joined service users also have been observed making good progress with the general lawn mowing equipment.

The support with our bees from The West Norfolk Kings Lynn Bee Society has seen an increase in the number of hives this year. The society have agreed to maintain the hives with support from a Thornage staff member who has received training to manage our hives going forward. We have seen a valuable harvest of honey and the sales of this has not only covered running cost of the hives but has also given the profit to reinvest. This is a really successful partnership of which we are grateful for all the support coming from both Phil and Rose from the West Norfolk Kings Lynn Bee Society.

The market garden has had a productive year with a full range of veg being made available to both the community and external sales The team had issues with the very wet weather bring slugs into some early planted crops however most yields of crop has been favourable The team at this time did struggle with weed burden and this did make the early summer month difficult to bring things back to where we needed to be. The market garden team as always have to balance production with the support and skill progression of the team being supported and as the windows of planned cropping at times had been mist due to weather conditions it has not been so easy to keep production of crops high. As a land team we are looking at how things could be improved in this area. The Demeter certification has again been achieved for all land areas and we had a very positive feedback from this year's inspector. This was a boost to the staff team particularly as we are celebrating the 100 year anniversary of the Biodynamic impulse.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Achievements and performance *(continued)*

Housing and Supported Living

This year we have seen a few changes in our tenancies with a tenant residing in Garden Flat moving on to another setting and welcomed a new tenant into the Grange Cottage. This will leave two voids, one in the Hall which is on hold as planned works to upgrade and refurbish the Hall are due to commence April 2024 and the other in Garden Flat which we are actively working with Norfolk County Council to fill.

Work continued with our commissioners to negotiate and plan a sustainable outcome from the Norfolk County Council tenant reviews that were carried out during the latter part of the year and plans to complete re-assessments for those most in need of additional support will commence. Some positive outcomes from the reviews have seen a couple of tenants join alternative day service provisions in the wider community and several others receiving some 1:1 support hours to meet assessed needs and to achieve their goals and aspirations.

To improve the quality of the service provided, mock inspections were carried out in all the Houses in the 5 key areas, safe, caring, responsive, effective and well-led. Areas for improvement were identified and actioned. In January a PAMMS inspection was carried out, the overall outcome was rated as good, which we were all extremely pleased with.

Staff have been trained to Train the Trainer standard and are currently working on presentations to deliver in house training on Food Safety and Positive Behaviour Support. It is hoped that the delivery will commence later this year.

Garden Flat was upgraded to incorporate a new lounge, decorated and fitted out with new carpets, this has much improved the quality of the surroundings for the tenants residing there. Following feedback, upgrades to staff sleep in accommodation have been made, with refreshment making amenities improving the quality of the facilities we provide for our dedicated staff team. Tenants have celebrated events in the wider Thornage community, performing in Thornage Has Got Talent. In addition to this bi-weekly trips continue to the firm favorite Gateway Club and monthly outings to Fuse nightclub in Norwich and other on-site activities in the form of reflexology and chair yoga continue to take place. Trips for those tenants who wish to attend were arranged by Hazel to celebrate Christmas adventures to Sandringham Luminare, Thursford Spectacular, Polar Express and Christmas Circus Spectacular at the Hippodrome and Broads Boat Trip. We have continued to support some of our tenants on holidays with support from our dedicated staff team.

Developments within the Health and Social Care sector

We work within an ever increasing difficult economic climate which will continue for the foreseeable future. We strive to provide the highest standards in our Day Service and Supported Living provision, showing value for public money in a more competitive world. Working with and building closer relationships with Norfolk County Council whom commission our services to support our adults is essential to navigate through proposed funding cuts in commissioned services.

Staffing and Training

Staff recruitment and retention continues to remain a high priority throughout the year. Staff turnover continued to reduce from 27% to 17%. This having a positive impact on the necessity to employ agency staff to cover the shortfall in commissioned support hours which saw a dramatic reduction from October onwards. In addition a strong relief team has been recruited to work flexibly to cover staff shortages further reducing the costly reliance on agency.

During the year we welcomed our new Chief Executive Officer, Rosie Dunthorne. In the 6 months she has been with us she has already made a positive impact in all areas of Thornage Hall. Her previous care experiences at The Norfolk & Norwich Hospital, Adult Social Services and more recently, Headway Norfolk and Waveney, all have given her much useful local knowledge and contacts in this field. We hope that she will be with us for many years.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Achievements and performance *(continued)*

During 2023 The Board of Trustees commissioned external specialists to undertake a cultural Review to help us focus our strategic and operational leadership and priorities on the most important aspect of our work, our tenants and service users. The Board of Trustees is determined to modernise its practice, governance and compliance and build compassionate and effective leadership. The aim of the culture review is to build upon the charity's unique offering, retaining all that makes Thornage Hall such a special environment in which to live, work, and learn, whilst meeting and surpassing the ever demanding, but essential quality and regulatory standards. We continue to follow the philosophy and ethos of a Camphill community but, inevitable changes have had to be made to accommodate the ever changing world of increased regulations, funding and policy. As we move into 2024 the outcomes of review will shape the strategy of the Charity over the next 5 years.

We continue to use Careskills our online training platform to support staff training. Additional face to face training has been carried out in safeguarding, medication, to further support learning and the practical elements in these subjects. Additional specialist training for Buccal Midazolam was carried out to support individuals new to our day service provision.

Looking to develop our own staffing team and deliver training flexibly in house some staff have undertaken train the trainer training in Positive Behaviour Support and Food Safety with further train the trainer training due to take place in the coming financial year.

Funding was made available from the Department of Health and Social Care by way of the Adult Social Care Market Sustainability and Improvement Fund (MSIF). The funding was made available for workforce capacity and retention measures which lead to sustainability and improvement in the market. From this a small group of 4 staff have undertaken the Mental Health First Aider training to be available to support staff wellbeing.

The MSIF facilitated a staff retention payment to all staff. This was particularly well received given the current financial climate and cost of living crisis.

Plans for the future

Extensive plans to refurbish the first and second floor of the Hall were due to commence towards the end of 2023 have seen a slight delay and will commence in the new financial year. These plans will increase the number of en-suite rooms and greatly improve the quality and standards of our existing rooms. In addition following a review of the fire risk assessment additional health and safety measures shall be included within the specification to support our compliance with fire safety regulations.

As the fundraising has continued and we move into 2024 the plans for the building of Orchard Lodge are becoming a reality. Orchard Lodge has been specifically designed to meet the more complex needs of tenants as they grow older. The accommodation will continue to be supported living where each tenant will have their own en-suite bedroom room with communal living room, dining room, and kitchen with fully accessible bathroom facilities. The design team have been working on the detailed specification to to achieve a high level of thermal insulation to reduce heat demand to achieve a low energy consumption, building to a passivhaus standard which focuses on the fabric of the building. Plans are well underway with the breaking of the ground taking place towards the end of 2024.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Financial review

Throughout the year the fundraising campaign for Orchard Lodge continued following the earlier engagement of Compton's Fundraising to approach Trust and Foundations to raise the balance of the 1.4M fundraising appeal. This resulted in a further £385,000 donated and £300,000 pledged towards the capital cost of the new accommodation.

Whilst reporting an overall surplus of £297,000 after restricted donations and fundraising income the operational deficit of circa £120,000 reflects the difficult financial climate. The period shows a much higher than budgeted spend on staffing costs which is predominantly due to the continued requirement to employ agency staff in the first half of the year to cover staff shortages.

We continued with our planned maintenance programme and upgrades which included the refurbishment to the old Grain Store. This farm building originally used for the storage of grain has been transformed to offer an additional two indoor work spaces and shelter from inclement weather to support the land team. Work continued into 2023 to complete the extension and upgrade to our offices. Funds for both projects had been previously designated from a mixture of covid funds and prior year reserves. Additional works included the reroofing of our day services building following the increase of water ingress to ensure the building remains water tight and to reduce further deterioration. The replacement of poorly conditioned decked area at the front of one of our supported living accommodation with a newly paved patio. Increasing staffing level and due to our rural location saw additional car parking area. Less costly repairs saw the welcome refurbishment to one of our tenant's en-suites. This year saw our 5 5 yearly fixed wire testing been carried out with further remedial works to be completed in the new financial year. The age and different types of our accommodations and buildings continues to require significant time and financial support to maintain and to ensure building compliance.

Unrestricted funds

Total income in unrestricted funds (including designated funds as detailed below) amounted to £2,285,516 (2023: £2,076,532) and after expenditure of £2,415,337 (2023: £2,064,031) and an investment gain of £5,422 (2023: loss of £11,180), the net movement of funds before transfers amounted to a deficit of £124,399 (2023: surplus of £1,321).

Designated funds

The maintenance funds have been transferred to financially support the planned refurbishments to the Hall due to commence early 2024. Further donations have been designated towards the capital cost and fundraising appeal for Orchard Lodge and for the capital replacement cost of company vehicles. The Trustees agreed to transfer the total capital funds to unrestricted funds to boost free reserves, after the capital appeal was more successful than anticipated.

At 31 March 2024 designated funds amounted to £534,147 (2023: £1,123,764).

Restricted funds

Total income in restricted funds amounted to £456,280 (2023: £188,197) and after expenditure of £35,046 (2023: £9,249) and transfers out of £72,234 (2023: £7,432) restricted funds carried forward amounted to £924,468 (2023: £575,468).

The Trustees believe the state of the Charity's financial affairs to be satisfactory.

Principal funding sources

Much of the Charity's income is fees for day services, non housing related support and housing benefit received from primarily Norfolk County Council and North Norfolk District Council.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Financial review *(continued)*

Investment powers

Under the Memorandum and Articles of Association, the Charity has the power to make any investment which the Trustees see fit. The investments are managed by Barratt & Cooke, members of the London Stock Exchange, with prior approval by the Trustees.

Investment policy

The Trustees have given careful consideration to the investment policy, balancing risk and reward. They have concluded that an investment portfolio of medium risk, structured to produce a reasonable level of income, together with the opportunity for capital growth is the most appropriate. The Trustees have a policy of purchasing ethically based investments wherever this is practical.

Reserves policy

The Trustees have given careful consideration to the level of free reserves the charity should hold and have established a policy of holding 6 months normal running costs, which at 31 March 2024 amounted to £1,225,192.

As at 31 March 2024, the free reserves amounted to £1,244,284 which is calculated as unrestricted net current assets less designated funds.

The Trustees have planned a number of areas of expenditure for which they have designated funds as follows:

Planned maintenance fund was increased with a transfer of funds from future projects at the year end to cover the full tendered cost of the reconfiguration and upgrade of the grade II listed Hall. These planned works have been delayed as the extent of the original works has increased and additional electrical compliance and fire safety improvements have been included. We are pleased to share that works commenced in April 2024. These will create en-suite facilities for a further 5 bedrooms together with the upgrade of existing en-suite facilities to greatly improves the standards and safety of the accommodation.

Structure, governance and management

Governing document

Thornage Hall Independent Living Limited is a charitable company limited by guarantee, incorporated on 3 August 1987 and registered as a charity on 12 August 1987. The Charity is governed by its Memorandum and Articles of Association adopted on 3 August 1987 and amended on 17 April 2007, 26 October 2009 and 13 December 2018, these are currently being reviewed to reflect changes in management and to ensure compliance with relevant legislation. In the event of the Charity being wound up, the liability is limited to £1 per member of the Charity.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

There shall be at least three Trustees, each Trustee will be expected to bring a level of specialism in their field of expertise.

At every AGM one third of the Trustees shall retire from office. The Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment.

The Trustees may appoint a person who is willing to act as a Trustee, either to fill a vacancy or as an additional Trustee. A Trustee so appointed shall hold office only until the next following AGM, and shall not be taken into account in determining the Trustees who are to retire by rotation at that AGM. If not reappointed at such AGM he/she will vacate office at the end of the meeting.

Where the Trustee is the CQC nominated individual there is a requirement to familiarise themselves with CQC principles and be fully understanding of the role.

The current appointment of Trustees offers a balanced gender and experienced board.

Trustee induction and training

All new Trustees will be provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the Charity

and are encouraged to read Charity Commission guidance notes CC3 - The Essential Trustee "What you need to know, what you need to do".

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Trustees have completed a thorough review of the Community's activities to identify the opportunities available to the Community and the risks to which it is exposed. The review covered the risks in the following areas: strategic, operational, environmental, compliance and financial. The Trustees reconsider each year the requirement for additional safeguards in the form of systems and procedures to supplement those already in place. In addition, the Trustees will ensure there are adequate procedures to minimise any potential impact on the Community should any of those risks materialise.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Structure, governance and management *(continued)*

Organisational structure

The Trustees meet on a regular basis, a minimum of four times a year, in order to monitor the progress of the Community, to make key decisions and to see that legal requirements such as those of the Registrar of Companies, the Charity Commissioners, the Social Services Departments and other regulatory bodies are adhered to. Individual Trustees have lead roles in important areas of the organisation.

The Trustees delegate the day-to-day running and management of the Community to the Chief Executive officer in conjunction with the Executive Management Team. The Executive Management Team includes the Director of Finance & Estates / Deputy CEO and the HR & Executive Assistant. Further Senior Management Groups report to the Executive management Team and are responsible for specific tasks. These groups include:

- Registered Service Manager with support from Team leaders, Operational Support Officer and Support Workers, is responsible for the management and support of the tenants and running of the Support Living provision.
- Day Service Business Manager with support from the Admission, Welfare and Assessment Co-ordinator, Workshop Leaders and Day Service Assistants, is responsible for the management and operations of the Day Service Provision.
- Land Manager with support from Workshop Leader and Land Assistants, is responsible for the management and planning of the Farm, Market Garden and Land based activities within our Day Service Provision.
- Estates & Facilities Manager with support from our Caretaker, is responsible for the management, compliance and maintenance of the Estate.

Key management personnel

The Trustees consider the Board of Directors, who are the Charity's Trustees, and the Senior Management Group to comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give their time freely. Details of Trustees expenses are disclosed in note 15 to the accounts.

The pay of the senior staff is reviewed subject to the results of the local authority contract negotiations, and normally increased in accordance with average earnings. In view of the nature of the Charity the Trustees benchmark against pay levels in other care sector providers. The remunerations bench-mark is the mid-point of the range paid for similar roles.

Related parties

The Charity is a member of the Association of Camphill Communities UK and the Camphill Benevolent Fund.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Structure, governance and management *(continued)*

Fundraising

During the year the Charity continued to engage with the professional fundraiser, Compton Fundraising Consultants Ltd, members of

- Association of Fundraising Consultants
- Certified Fund Raising Executive
- The Institute of Development Professionals in Education.

Compton Fundraising agreement was extended for a further 3 months which came to an end in July 2023 with the final applications submitted to raise the balance of the £1.4M fundraising appeal for Orchard Lodge. All successful grants applications and pledges coming to Thornage Hall directly in full.

Trustees' responsibilities statement

The trustees (who are also directors for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware:

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

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2024

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

T M Fitzalan Howard CBE
Chair

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited

Year ended 31 March 2024

Opinion

We have audited the financial statements of Thornage Hall Independent Living Limited (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor responsibilities for the audit of the financial statements section of our report. We are independent of the 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 significant doubt on the 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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2024

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2024

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 13), the trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliances with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluation the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2024

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

Use of our report

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

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2024

		2024		2023	
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	13,493	421,780	435,273	267,500
Charitable activities	6	2,216,414	34,500	2,250,914	1,953,255
Other trading activities	7	21,529	–	21,529	18,850
Investment income	8	33,868	–	33,868	21,094
Other income	9	212	–	212	4,030
Total income		<u>2,285,516</u>	<u>456,280</u>	<u>2,741,796</u>	<u>2,264,729</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(24,450)	–	(24,450)	(36,913)
Charitable activities	11	(2,390,887)	(35,046)	(2,425,933)	(2,036,367)
Total expenditure		<u>(2,415,337)</u>	<u>(35,046)</u>	<u>(2,450,383)</u>	<u>(2,073,280)</u>
Net income and net movements in funds before gains and losses on investments		(129,821)	421,234	291,413	191,449
Net gains/(losses) on investments	12	5,422	–	5,422	(11,180)
Net income before transfer of funds		(124,399)	421,234	296,835	180,269
Transfers between funds		72,234	(72,234)	–	–
Net movement in funds		<u>(52,165)</u>	<u>349,000</u>	<u>296,835</u>	<u>180,269</u>
Reconciliation of funds					
Total funds brought forward		<u>4,651,919</u>	<u>575,468</u>	<u>5,227,387</u>	<u>5,047,118</u>
Total funds carried forward		<u>4,599,754</u>	<u>924,468</u>	<u>5,524,222</u>	<u>5,227,387</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 22 to 37 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Balance sheet

31 March 2024

		2024		2023	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	16		2,662,978		2,405,818
Investments	17		158,345		152,923
			<u>2,821,323</u>		<u>2,558,741</u>
Current assets					
Stocks	18	16,176		16,176	
Debtors	19	248,977		191,611	
Cash at bank and in hand		2,612,079		2,729,033	
		<u>2,877,232</u>		<u>2,936,820</u>	
Creditors: Amounts falling due within one year	20	<u>174,333</u>		<u>268,174</u>	
Net current assets			2,702,899		2,668,646
Total assets less current liabilities			<u>5,524,222</u>		<u>5,227,387</u>
Net assets			<u>5,524,222</u>		<u>5,227,387</u>
Funds of the charity					
Restricted funds			924,468		575,468
Unrestricted funds			4,599,754		4,651,919
Total charity funds	23		<u>5,524,222</u>		<u>5,227,387</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

T M Fitzalan Howard CBE
Chair

Company registration number: 2152319

The notes on pages 22 to 37 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2024

	2024 £	2023 £
Cash flows from operating activities		
Net income	296,835	180,269
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	126,208	109,801
Net gains/(losses) on investments	(5,422)	11,180
Dividends, interest and rents from investments	(13,254)	(13,370)
Other interest receivable and similar income	(20,614)	(7,724)
Gains on disposal of tangible fixed assets	(212)	–
<i>Changes in:</i>		
Trade and other debtors	(57,366)	(8,148)
Trade and other creditors	(93,841)	(31,689)
Cash generated from operations	232,334	240,319
Interest received	20,614	7,724
Net cash from operating activities	<u>252,948</u>	<u>248,043</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	13,254	13,370
Purchase of tangible assets	(383,764)	(81,702)
Proceeds from sale of tangible assets	608	230
Purchases of other investments	(10,773)	–
Proceeds from sale of other investments	10,773	–
Net cash used in investing activities	<u>(369,902)</u>	<u>(68,102)</u>
Net (decrease)/increase in cash and cash equivalents	(116,954)	179,941
Cash and cash equivalents at beginning of year	<u>2,729,033</u>	<u>2,549,092</u>
Cash and cash equivalents at end of year	<u>2,612,079</u>	<u>2,729,033</u>

The notes on pages 22 to 37 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2024

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Thornage Hall, Thornage, Holt, Norfolk, NR25 7QH.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Fund accounting

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

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(d) Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

3. Accounting policies *(continued)*

Income *(continued)*

- Income received by way of donations, legacies, grants and gifts is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the Charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

- Investment income is included when receivable.

- Income from charitable trading activity is accounted for when earned.

- Income from grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- expenditure on raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

- expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

(f) Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions costing less than £1,000 are not capitalised.

(g) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Residential buildings	-	over 40 years
Farm buildings	-	over 25 years
Motor vehicles and machinery	-	25% reducing balance
Furnishings and equipment	-	25% reducing balance and straight line

No depreciation is provided for assets in the course of construction until the assets are brought into their intended use.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

3. Accounting policies *(continued)*

(h) Investments

Investments held as fixed assets are revalued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(i) Stocks

Stocks have been valued at the lower of cost and net realisable value.

(j) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(k) Defined contribution plans

The Charity operates two defined contribution pension schemes in respect of employees and co-workers, a contribution stakeholder scheme (People's Pension) in respect of employees and co-workers and a money purchase scheme for co-workers only with Camphill Benevolent Fund, to which the trustees made no contributions during the year. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to the schemes.

4. Limited by guarantee

Thornage Hall Independent Living Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations	<u>13,493</u>	<u>421,780</u>	<u>435,273</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations	<u>79,303</u>	<u>188,197</u>	<u>267,500</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Fees and contributions	2,134,856	–	2,134,856
Farm and garden income	32,725	–	32,725
Workshop income	6,282	–	6,282
COVID-19 Support	42,551	–	42,551
Market Sustainability and Improvement Fund	–	34,500	34,500
	<u>2,216,414</u>	<u>34,500</u>	<u>2,250,914</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Fees and contributions	1,916,319	–	1,916,319
Farm and garden income	35,091	–	35,091
Workshop income	1,845	–	1,845
COVID-19 Support	–	–	–
Market Sustainability and Improvement Fund	–	–	–
	<u>1,953,255</u>	<u>–</u>	<u>1,953,255</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Fundraising events	<u>21,529</u>	<u>21,529</u>	<u>18,850</u>	<u>18,850</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

8. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Income from fixed asset investments	4,149	4,149	3,830	3,830
Rental income	9,105	9,105	9,540	9,540
Bank interest receivable	20,614	20,614	7,724	7,724
	<u>33,868</u>	<u>33,868</u>	<u>21,094</u>	<u>21,094</u>

9. Other income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Asset sales	212	212	270	270
Insurance claim	—	—	3,760	3,760
	<u>212</u>	<u>212</u>	<u>4,030</u>	<u>4,030</u>

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Costs of other trading activities - Staging events	24,450	24,450	36,913	36,913

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

11. Expenditure on charitable activities by activity type

	Community expenses	Land expenses	Support costs	Total Funds 2024	Total Funds 2023
	£	£	£	£	£
Community expenses	29,643	1,864	–	31,507	12,833
Medical expenses	–	–	2,496	2,496	1,752
Food	59,099	1,518	755	61,372	58,473
Household	36,341	12,455	4,478	53,274	46,238
Estate and general maintenance	57,051	127,797	51,708	236,556	126,750
Light, heat and fuel	57,440	–	9,093	66,533	53,247
Rent, rates and water	6,852	2,160	–	9,012	9,444
Insurance	24,386	4,031	2,684	31,101	27,954
Motor and travel expenses	(14,307)	2,795	424	(11,088)	9,143
Wages and staff costs	1,121,441	154,984	246,527	1,605,267	1,432,542
Training and education	3,716	2,014	21,885	27,615	14,519
Contributions	1,346	1,282	4,038	6,666	5,243
Advertising	2,637	666	1,414	4,717	5,761
Printing, postage and stationery	702	540	8,468	9,710	7,571
Telephone	10	13	5,380	5,403	6,393
Professional fees	39,657	18,572	61,880	120,109	80,081
Sundries	561	473	1,002	2,036	1,089
Depreciation	98,030	19,665	8,513	126,208	109,801
Bank interest and charges	5	–	2,256	2,261	2,001
Bad debts	4	–	–	4	136
Farm cost of sales	–	10,051	–	10,051	6,848
Veterinary fees	–	3,414	–	3,414	4,377
Repairs and renewals	–	5,181	–	5,181	4,871
Pest control	302	726	–	1,028	660
Governance costs	–	–	15,500	15,500	8,640
	<u>1,524,916</u>	<u>370,201</u>	<u>448,501</u>	<u>2,425,933</u>	<u>2,036,367</u>

Included in the above is restricted charitable expenditure of £35,046 (2023: £9,249).

Analysis of governance costs

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Audit fee	13,200	–	13,200	10,800
Audit fee re previous years	2,300	–	2,300	(2,160)
	<u>15,500</u>	<u>–</u>	<u>15,500</u>	<u>8,640</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

12. Net gains/(losses) on investments

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Gains on listed investments	<u>5,422</u>	<u>5,422</u>	<u>(11,180)</u>	<u>(11,180)</u>

13. Net income

Net income is stated after charging/(crediting):

	2024 £	2023 £
Depreciation of tangible fixed assets	126,208	109,801
Fees payable for the audit of the financial statements	13,200	10,800
Fees payable for the audit of the financial statements - prior year	2,300	(2,160)
Operating lease payments	<u>1,440</u>	<u>1,440</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024 £	2023 £
Wages and salaries	1,353,151	1,203,961
Social security costs	111,467	101,140
Employer contributions to pension plans	<u>58,334</u>	<u>52,983</u>
	<u>1,522,952</u>	<u>1,358,084</u>

Key management personnel remuneration amounted to £195,098 (2023: £178,875) in respect of 5 (2023: 4) employees.

Included in staff costs is a termination payment of £18,203. This was fully settled at the balance sheet date. Of this payment £8,203 was contractual and £10,000 non-contractual.

The average head count of employees during the year was 55 (2023: 49). The average number of full-time equivalent employees during the year is analysed as follows:

	2024 No.	2023 No.
Number of administrative staff	5	4
Number of other staff	<u>40</u>	<u>37</u>
	<u>45</u>	<u>41</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2024 No.	2023 No.
£60,000 to £69,999	<u>—</u>	<u>1</u>

15. Trustee remuneration and expenses

No Trustee received any remuneration from the Charity during either the current or previous year.

No Trustee was reimbursed expenditure during either the current or previous year.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

16. Tangible fixed assets

	Land and buildings £	Agricultural machinery £	Motor vehicles £	Residential equipment £	Total £
Cost					
At 1 Apr 2023	4,161,741	145,172	52,283	214,491	4,573,687
Additions	304,045	–	72,234	7,485	383,764
Disposals	–	–	(27,281)	–	(27,281)
At 31 Mar 2024	<u>4,465,786</u>	<u>145,172</u>	<u>97,236</u>	<u>221,976</u>	<u>4,930,170</u>
Depreciation					
At 1 Apr 2023	1,802,603	136,509	40,090	188,667	2,167,869
Charge for the year	103,595	2,166	11,521	8,926	126,208
Disposals	–	–	(26,885)	–	(26,885)
At 31 Mar 2024	<u>1,906,198</u>	<u>138,675</u>	<u>24,726</u>	<u>197,593</u>	<u>2,267,192</u>
Carrying amount					
At 31 Mar 2024	<u>2,559,588</u>	<u>6,497</u>	<u>72,510</u>	<u>24,383</u>	<u>2,662,978</u>
At 31 Mar 2023	<u>2,359,138</u>	<u>8,663</u>	<u>12,193</u>	<u>25,824</u>	<u>2,405,818</u>

Capital commitments

	2024 £	2023 £
Contracted for but not provided for in the financial statements	<u>304,536</u>	<u>292,768</u>

17. Investments

	Listed investments £
Cost or valuation	
At 1 Apr 2023	152,923
Additions	10,773
Disposals	(10,773)
Other movements	5,422
At 31 Mar 2024	<u>158,345</u>
Impairment	
At 1 Apr 2023 and 31 Mar 2024	
Carrying amount	
At 31 Mar 2024	<u>158,345</u>
At 31 Mar 2023	<u>152,923</u>

All investments shown above are held at valuation.

Financial assets held at fair value

The fair value of listed securities is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

17. Investments *(continued)*

Investments comprise the following:

	2024	2023
	£	£
Listed securities	157,953	152,841
Cash held for re-investment	392	82
	<u>158,345</u>	<u>152,923</u>

18. Stocks

	2024	2023
	£	£
Livestock	<u>16,176</u>	<u>16,176</u>

19. Debtors

	2024	2023
	£	£
Trade debtors	81,895	58,560
Prepayments and accrued income	166,272	118,182
Other debtors	810	14,869
	<u>248,977</u>	<u>191,611</u>

20. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	81,692	131,297
Accruals and deferred income	46,803	104,257
Social security and other taxes	42,116	32,620
Other creditors	3,722	–
	<u>174,333</u>	<u>268,174</u>

21. Deferred income

	2024	2023
	£	£
At 1 April 2023	42,737	91,628
Amount released to income	(42,737)	(91,628)
Amount deferred in year	–	42,737
At 31 March 2024	<u>–</u>	<u>42,737</u>

Deferred income comprises the advance receipt of income in respect of charitable activities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

22. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £58,334 (2023: £52,983).

23. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2023 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2024 £
Unrestricted funds	3,528,155	2,285,516	(2,414,804)	661,318	5,422	4,065,607
Maintenance Fund	250,000	–	–	115,000	–	365,000
Capital Projects	604,362	–	–	(604,362)	–	–
Herb Garden	1,004	–	(533)	–	–	471
Day Services	–	–	–	–	–	–
Equipment and Facilities	–	–	–	–	–	–
Activities Room	–	–	–	–	–	–
Equipment	3,287	–	–	–	–	3,287
Future Projects	246,000	–	–	(115,000)	–	131,000
Sensory Room / Equipment	11,177	–	–	–	–	11,177
All Purpose Sports Pitch	1,000	–	–	–	–	1,000
IT & Photography	200	–	–	–	–	200
Vehicles	6,734	–	–	11,088	–	17,822
Day Services	–	–	–	4,190	–	4,190
	<u>4,651,919</u>	<u>2,285,516</u>	<u>(2,415,337)</u>	<u>72,234</u>	<u>5,422</u>	<u>4,599,754</u>

	At 1 Apr 2022 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2023 £
Unrestricted funds	3,564,380	2,076,532	(2,054,236)	(47,341)	(11,180)	3,528,155
Maintenance Fund	250,000	–	–	–	–	250,000
Capital Projects	565,000	–	–	39,362	–	604,362
Herb Garden	4,068	–	(3,064)	–	–	1,004
Day Services	–	–	–	–	–	–
Equipment and Facilities	6,731	–	(6,731)	–	–	–
Activities Room	–	–	–	–	–	–
Equipment	3,287	–	–	–	–	3,287

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

Future Projects	246,000	–	–	–	–	246,000
Sensory Room / Equipment	2,500	–	–	8,677	–	11,177
All Purpose Sports Pitch	1,000	–	–	–	–	1,000
IT & Photography	200	–	–	–	–	200
Vehicles	–	–	–	6,734	–	6,734
Day Services	–	–	–	–	–	–
	<u>4,643,166</u>	<u>2,076,532</u>	<u>(2,064,031)</u>	<u>7,432</u>	<u>(11,180)</u>	<u>4,651,919</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

23. Analysis of charitable funds *(continued)*

The maintenance fund was created following the completion of a detailed condition survey which has led to a planned five year maintenance program. Significant maintenance has been carried out over the initial planned period and improvements to tenant facilities to create a high standard of accommodation across the community. The balance of the funds has been designed towards the next period of planned maintenance and to include the reconfiguration of the Hall, grade 2 listed building to upgrade and create en-suite facilities for those existing tenants. During the year a transfer of £115,000 was made to the maintenance fund from the future projects fund.

Capital projects - An amount of £15,227 has been transferred from the General fund in the current year towards the future build of Orchard Lodge, while planning costs of £21,697 have been capitalised, bring the total designated fund to £367,892. The Trustees agreed to transfer the remaining £367,892 into unrestricted funds to boost free reserves, after the capital appeal was more successful than anticipated. It was previously acknowledged by the Trustees that there was a need for the investment in in suitable office space for the expanding central staffing particularly during the pandemic to ensure IPC protocol can be maintained across the community now and into the future. The extension of the existing central office space was completed during the current year with capital expenditure of £230,000 being transferred to the General fund. The total transfers from the fund amounted to £604,362.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works have continued in the current year after initially being delayed due to Covid.

The Day Services Equipment Fund was set up for the provision of equipment for day service activities. This was fully expended in the previous year.

The Activities Room Equipment fund has been created to equip the activities room "Gregories Barn".

The Future Projects fund was set up following the receipt of a generous legacy towards future new projects. This is to include the conversion of an existing farm building to create additional indoor workshop space. This need was identified as a result of Covid and the need to offer additional indoor workshop capacity. A transfer of £115,000 was made from the Future Projects fund to the maintenance fund during the year.

Donations received have been allocated towards a Sensory Room and related equipment.

Funds have been designated for the creation of an All Purpose Sports Pitch.

Donations received have been allocated towards the purchase of IT and photography equipment.

General fund donations received have been designated towards the replacement of vehicles. Further funds of £11,088 have been transferred from the General fund during the year.

A transfer of £4,190 was made from the General Fund towards Day Services.

The General Fund comprises of the surplus/deficit on the income and running costs of the charity's activities, plus donations and bank interest.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

23. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Apr 2023 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2024 £
Orchard Lodge Day Services	517,774	384,700	–	–	–	902,474
Equipment	2,336	2,105	(4,441)	–	–	–
HM Memorial	125	–	–	–	–	125
Herb Garden	–	–	–	–	–	–
Land	6,842	–	(3,442)	–	–	3,400
Tenant / Social Fund	1,205	–	–	–	–	1,205
Staff Fund	1,726	3,975	(2,953)	–	–	2,748
Vehicles	45,460	31,000	–	(72,234)	–	4,226
Market Sustainability and Improvement Fund	–	34,500	(24,210)	–	–	10,290
	<u>575,468</u>	<u>456,280</u>	<u>(35,046)</u>	<u>(72,234)</u>	<u>–</u>	<u>924,468</u>

	At 1 Apr 2022 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2023 £
Orchard Lodge Day Services	381,590	122,308	–	13,876	–	517,774
Equipment	–	2,836	(500)	–	–	2,336
HM Memorial	125	–	–	–	–	125
Herb Garden	–	2,007	(2,007)	–	–	–
Land	20,899	20	(4,717)	(9,360)	–	6,842
Tenant / Social Fund	1,205	–	–	–	–	1,205
Staff Fund	133	3,618	(2,025)	–	–	1,726
Vehicles	–	57,408	–	(11,948)	–	45,460
Market Sustainability and Improvement Fund	–	–	–	–	–	–
	<u>403,952</u>	<u>188,197</u>	<u>(9,249)</u>	<u>(7,432)</u>	<u>–</u>	<u>575,468</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

23. Analysis of charitable funds *(continued)*

Donations have been provided towards the planned capital works for Orchard Lodge.

Donations have been received during the year towards day service equipment. During the year funds of £4,441 have been used to purchase equipment.

Donations were received for a memorial bench for a former tenant. This will be purchased on completion of the herb garden.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works were completed during the previous year.

Donations have been received and towards expenditure to be incurred in relation to the land. During the year funds of £3,442 have been expended.

Donations have been received from tenant families to support the purchase of suitable outdoor equipment to support family visits which out of necessity had to take place outside of the home due to Covid.

Donations have been received from tenant families to express their gratitude towards the staffing team.

Donations were received in the previous year towards replacement vehicles. Funds of £72,234 have been used to purchase vehicles for the Charity. The vehicles were capitalised, therefore a transfer in relation to the purchase has been made to the General Fund.

Funding has been received from the Norfolk County Council Market Sustainability and Improvement Fund towards the cost of making tangible improvements to adult social care, in particular to build capacity and improve market sustainability.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

24. Analysis of net assets between funds

Year ended 31 March 2024

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	902,474	902,474
HM Memorial	–	–	125	125
Land	–	–	3,400	3,400
Tenant / Social Fund	–	–	1,205	1,205
Staff Fund	–	–	2,748	2,748
Vehicles	–	–	4,226	4,226
Market Sustainability and Improvement Fund	–	–	10,290	10,290
	–	–	<u>924,468</u>	<u>924,468</u>
Unrestricted Income Funds				
Designated Funds	–	–	534,147	534,147
General Funds	2,662,978	158,345	1,244,284	4,065,607
	<u>2,662,978</u>	<u>158,345</u>	<u>1,778,431</u>	<u>4,599,754</u>
	<u>2,662,978</u>	<u>158,345</u>	<u>2,702,899</u>	<u>5,524,222</u>

Year ended 31 March 2023

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	517,774	517,774
Day Services Equipment	–	–	2,336	2,336
HM Memorial	–	–	125	125
Herb Garden	–	–	2,007	2,007
Land	–	–	6,842	6,842
Tenant / Social Fund	–	–	1,205	1,205
Staff Fund	–	–	1,726	1,726
Vehicles	–	–	45,460	45,460
	–	–	<u>403,952</u>	<u>403,952</u>
Unrestricted Income Funds				
Designated Funds	–	–	1,123,764	1,123,764
General Funds	2,405,818	152,923	969,414	3,528,155
	<u>2,405,818</u>	<u>152,923</u>	<u>2,093,178</u>	<u>4,651,919</u>
	<u>2,405,818</u>	<u>152,923</u>	<u>2,670,653</u>	<u>5,229,394</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2024

25. Analysis of changes in net debt

	At 1 Apr 2023	Cash flows	At 31 Mar 2024
	£	£	£
Cash at bank and in hand	<u>2,729,033</u>	<u>(116,954)</u>	<u>2,612,079</u>

26. Related parties

Unrestricted donations amounting to £405 (2023: £Nil) were received from Trustees.

During the year a close family member of J A Manser (a Trustee) provided consultancy services to the Charity totalling £4,250 (2023: £Nil) with no balance outstanding at the year end.

Thornage Hall Independent Living

England & Wales - Charity number 297496

Accounts

COMPANY REGISTRATION NUMBER: 2152319
CHARITY REGISTRATION NUMBER: 297496

Thornage Hall Independent Living Limited
Company Limited by Guarantee
Financial statements
31 March 2023

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Financial statements

Year ended 31 March 2023

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Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2023

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Reference and administrative details

Registered charity name	Thornage Hall Independent Living Limited
Charity registration number	297496
Company registration number	2152319
Principal office and registered office	Thornage Hall Thornage Holt Norfolk NR25 7QH

The trustees

The trustees who served during the year and at the date of approval were as follows:

T M Fitzalan Howard CBE (Chair)
R J Baines (appointed 1 September 2022)
P D Goddard
A S Gould (appointed 13 February 2023)
M M Gould (appointed 13 February 2023)
P R Hare (appointed 14 November 2022)
J A Manser (Vice Chair)
M E Marchant (resigned 13 February 2023)
M B Pollitt
J L Sayer

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Company secretary	P D Goddard
Patrons	The Rt. Rev. The Bishop of Norwich The Rt. Hon. The Lord Hastings The Lady Dannatt MBE
Senior Management Group	A Steggle (Chief Executive Officer to 28 April 2023) R Dunthorne (Chief Executive Officer from 4 September 2023) C Lawford (Director of Finance and Estates) S Mace (Registered Service Manager) A Leeds (Business Support Manager from January 2023 to 30 September 2023)
Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Bankers	Barclays 17 Market Place Fakenham Norfolk NR21 9BE Triodos Bank NV Brunel House 11 The Promenade Bristol BS8 2NN
Solicitors	Hayes and Storr 27 Bull Street Holt Norfolk NR25 6HP Bates Wells 10 Queen Street Place London EC4R 1BE Leathes Prior 74 The Close Norwich NR1 4DR Hansells 13 The Close Norwich NR1 4DS

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Objectives and activities

The Charity's objectives are, for the public benefit, to promote good health and wellbeing, provide care and support and advance the education and training of adults with a diagnosed disability (whether mental or physical) from the age of 18.

This is carried out in accordance with the principles of Dr Rudolf Steiner, particularly by the establishment and maintenance of a community including the provision of Supported Living in five houses and Day Services offering a range of work based learning opportunities. At Thornage Hall Independent Living we wish to see an environmentally sustainable world, where everyone can live, learn and work together in a meaningful way, regardless of ability or disability. In order to achieve this we continue to develop an environment where people of all abilities live the life they choose, have opportunities for work of real value to themselves and where shared learning is encouraged and embraced. Our strategic priorities over the next five years will continue to focus on five core objectives.

1. Live

Demonstrating our person centred approach to creating an 'ordinary life' including mealtimes, hobbies, links with the wider community, domestic duties. We will do this through the development of:

- Houses which provide supported living and not residential care.
- Tenants who understand their own responsibilities under their tenancy agreements.
- Increased tenant decision making.
- Increased participation and leadership by tenants in meetings, staff recruitment etc.
- How we respond to tenants as they age, their needs increase and their ability to continue to contribute to the community.

2. Work

Highlighting our work based learning opportunities and supporting the engagement of a wider client group. We will do this through the development of:

- An increasing range of Day Services responsive to the needs of adults with learning disabilities.
- Real and meaningful work both within the community as well as through work placement.
- Our skills development programme, including training to support work place skills as per the local authority Pathways.
- Diversified activities on the land including market garden, estate management and farming.
- Direct sales to the public, involving service users in the process.

3. Learn

Everyone has something to give and everyone has something to learn, regardless of whether they are tenants, day service users, staff members or volunteers. Mutuality of learning is a fundamental part of our community. Learning opportunities run through all of our 'living' and 'working' initiatives for everybody engaging with Thornage Hall Independent Living and the wider community. We will develop these opportunities through:

- Our community engagement and education services.
- Positive behavioural support approaches and supporting people in accordance with their individual support needs.
- Seeking out and building new partnerships and expanding our work based learning services into the community.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Objectives and activities (continued)

4. Our people

In order to achieve our ambitions for developing the live, learn and work opportunities over the next five years we will need to attract, develop and retain a workforce with the skills and experience required. We will achieve this through:

- Highlighting the quality standards we are achieving and aspiring to.
- Differentiating our offer through underlining our values and ethos.
- Communicating with partner organisations and engagement with the wider community.
- Development and training of staff to provide high quality support and social care.
- Underlining the unique environment both of Thornage Hall Independent Living itself and of North Norfolk, not only as a desirable place to live, but also where career aspirations can be realised.

5. Our built environment

The development and improvement of the houses and facilities across our estate will be instrumental in helping us to meet our ambitions for providing the live, learn and work opportunities we wish to achieve over the next five years. In particular we will focus on the following initiatives:

- Plans to reconfigure accommodation in the Hall bringing en-suite and equitable standards of accommodation for all tenants.
- Continuation of our ongoing planned maintenance programme to maintain the upkeep and upgrade the standards of our existing accommodation as identified to a high standard some of which is heritage category Grade II listed.
- The development of a fundraising appeal to support the capital requirements for the development of Orchard Lodge, a further 5 bedroom accommodation unit.

Public benefit

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit.

Thornage Hall Independent Living Limited exists to promote the health and independence of all who live and work in its community. It has a strong emphasis on developing citizenship and a community culture, to enable each individual to develop their skills and interests to maximise their personal potential. This takes place alongside our bio-dynamic approach to managing the land, which is demonstrated to have benefits for environmental protection and improvement of the land.

The community is open to anybody identified as having a need for services following an assessment with their local authority, with Norfolk County Council residents being considered in the first instance. People of any race, religion, gender, culture, disability or orientation may seek to join us, in line with our policies on equality and diversity. Our services all operate on an individual's needs basis in line with public funding criteria.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Achievements and performance

Day Services

Through the course of the last year, day services has seen a steady increase in attendance, and now supports a total of 51 service users each week, an increase of six from the previous year. This has been achieved by a dedicated resource to develop and maintain relationships with local schools and colleges, social work teams and enquiring families, alongside a systematic management of our waiting list and voids within day services.

This growing number of service users has required us to expand the breadth and repertoire of our workshops, and this now includes nature, and life skills (including cooking). Following secured funding a 12-week physical activities workshop took place and was so well attended that this shall be a regular additional offer to our day service provision in the future.

As lockdown has continued to ease, we have organised trips and visits, including to EPIC Games a sports event for adults with Learning Disabilities at the UEA Sportspark, Bayfield Sculpture Trail in North Norfolk, East Anglian Air Ambulance base at Norwich Airport, exploring Holt Owl Trail, making music with Fakenham Ukes and taking donations to Cromer Foodbank.

In 2023/24, the way in which our day service provision is funded will change as Norfolk County Council reviews its commissioning of learning disability and autism provision across the county. We know we will be required to tender to get onto the County Council's new Life Opportunities Framework, and after that point will await further information about the three new pathways - Skills & Employment, Promoting Independence and Enriching Lives. We are confident that the way in which we currently deliver, review and improve our provision will meet the criteria of the framework. Income will continue to be a challenge therefore, and we will look to explore additional funding opportunities through sales outlets, our own online shop and bids to local trusts and foundations to support our service provision income and enhance the breadth and quality of our offering.

In order to support the new Life Opportunities Framework, in particular promoting independence, we have invested in a refurbishment of our current bakery and cooking room to include individual cooking workstations complete with individual ovens and hobs. This new facility can support three service users with a fourth workstation for the workshop leader to support the delivery of the sessions,

Land and Market Garden

The structure of the land team was reviewed during the year and Philip Culley our Farm Manager for over 20 years was promoted to managing all aspects of the land-based workshops supported by three workshop leaders overseeing the farm, market garden and estates. The role requires day to day support within the team structure and activities alongside maintaining the production of the market garden, farm and estate aspects. This enables the staff team to offer a meaningful workshop opportunity for our tenants and service users alongside keeping the production of crops and wellbeing of the animals and to meet Biodynamic standards.

As always with the land activities we need to work with weather conditions and target favourable conditions when harvesting winter forage, planting crops, maintaining the estate and managing the heavy weed burden that we have experienced this year whilst we continue to offer meaningful activities to individuals wishing to work and learn within our land-based workshops.

The breeding cows are all in calf; we will have eight new born calves by the end of February 2024. This year we have introduced 20 new point of lay hens to offer egg production for the community and along with cattle and alpacas the hens offer a meaningful day to day activity for the workshop team.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Achievements and performance (continued)

Our orchard this year will again yield a good quantity of top fruit for juicing and whole fruit to be sold with the rest stored for the community. This area requires the team to spend time to prune maintain and harvest the crops and again offers skill progression for our workshop team. A donation of fruit tree stock has come to us from the Tree Council and the intention is to graft our own fruit varieties onto the stock for a new income stream from the sale of grafted trees.

Both tenants and service users have achieved new skills in taking part in the above projects and we continue to offer further skill development training on the ride on lawn mower and tractor. We have invested in a battery-operated hedge trimmer and strimmer equipment so these types of tasks can be taken up by a wider group of service users. The new equipment is far easier to operate, and all involved in the use of the new equipment have been pleased with the opportunity and their achievements to maintain hedges and rough grass areas. Some recently joined service users have also been observed making good progress with the general lawn mowing equipment.

Support with bees from The West Norfolk Kings Lynn Bee Society has seen an increase in the number of hives this year. The society have agreed to maintain the hives from 2023 which will increase the production and sales of our honey to financially support our hives going forward. This is a really successful partnership of which we are grateful for all their support.

Housing and Supported Living

This year we have welcomed a new tenant into the Hall which has brought new life to the house. We have a further new tenant currently being considered for Grange Cottage leaving just one void in the Hall which will be filled once the planned renovations have taken place later in the year.

We joined the Supported Living Framework in September 2022. Norfolk County Council have now completed carrying out reviews for our tenants alongside their families and our staff to review individual support needs, their goals and aspirations and to inform our commissioned support hours and funding. The proposed commissioned rates on the Supported Living Framework poses a challenge. Work continues with our commissioners to negotiate and plan a sustainable outcome.

We continue to work in partnership with Freebridge Community Housing who manage all of our tenancies. Our current lease and management agreement are due for renewal, and we are working closely with Freebridge to review and update to ensure compliance with all regulatory bodies are met.

Investment in the refurbishment of two kitchens have greatly improved facilities and our offer of high standards of accommodation and continual reinvestment and improvement across our supported living provision.

Along with the firm favourites such as Gateway club, reflexology and chair yoga the tenants have enjoyed a wide variety of activities and trips. A few tenants have celebrated milestone birthdays with discos, BBQ's, and even a visit from an ice cream van with their families and friends.

Tenants have celebrated events in the wider Thornage community with more community events planned later in the year. We have continued to support some of our tenants on holiday with support from our dedicated staff team.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Achievements and performance (continued)

Developments within the Health and Social Care sector

The Health and Care Act 2022 introduced a requirement that regulated service providers must ensure their staff receive learning disability and autism training appropriate to their role. The Oliver McGowan Mandatory Training on Learning Disability and Autism is the standardised training that was developed for this purpose and is the government's preferred and recommended training for health and social care staff. All staff have been enrolled on Tier 1 training with Tier 2 face to face training being available later in the year.

CQC have published their new single assessment framework and although the quality ratings and five key questions remain central to their approach, Safe; Caring; Responsive; Effective and Well-led, the existing key lines of enquiry (KLOEs) and prompts will be replaced with new 'quality statements'. Evidence shall be collected over six categories:

- People's experiences
- Feedback from staff and leaders
- Observations of care
- Feedback from partners
- Processes
- Outcomes of care

Staffing and Training

The introduction of Positive Behaviour Support (PBS) has seen staff undertaking additional training to enhance their knowledge in this area with some senior staff due to complete the PBS 'train the trainer' training later this year to support the delivery of in house face to face training.

We continue to use Careskills our online training platform to support staff training. Additional face to face training has been carried out in medication, fire awareness and warden, first aid and dementia to further support learning and the practical elements in these subjects.

Staffing turnover has remained an on-going challenge throughout this period. This has in turn resulted in the increased need and additional cost to employ agency cover to ensure services remain safely staff throughout. Recruitment has been successful, and turnover has reduced from circa 45% to 27% at the end of the financial year and continues to improve as we move further into 2023.

With the steady introduction of new staff comes the increased pressure of induction training, supervisions and shadow shifts, of which the process for permanent and agency staff has been reviewed and improved to create a smoother more robust system, where the staff will feel better supported and integrated into the community and staff team.

The new role of part time Quality Support Officer and introduction of a new Quality Committee will support the charity to maintain and improve quality ensuring that we continue to meet the needs of the people using our service and compliance with regulatory framework. The initial focus being the implementation of Mock CQC and care plan audits within the supported living setting and development of the day service framework and standards to roll out similar audits with our day service provision. This will be carried out and supported with the online platform Access Care Compliance.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Plans for the future

An increase in day service users and staff means more pressure on our buildings and a future challenge will be capacity of our indoor space, ensuring particularly that there is accommodation during the winter months when work outdoors is not always possible, and when our farmers and gardens also need a place in our indoors away from the elements. The refurbishment of our grain store and plans for changes to the use of internal workshop space within our main day service building should help ease this pressure.

As staffing numbers have increased so has the need for additional central office space. As we moved into 2023 the planned office extension was well underway offering a new reception area and three additional moderately sized offices, which in turn has given the opportunity to reconfigure the use of the existing spaces to accommodate the staff room and an additional meeting space.

Extensive plans to refurbish the first and second floor of the Hall are due to commence towards the end of 2023. These plans will increase the number of en-suite rooms and greatly improve the quality and standards of our existing rooms. In addition following a review of the fire risk assessment additional health and safety measures shall be included within the specification to support our compliance with fire safety regulations.

As we move into the new financial year, we shall be reviewing our branding and looking to upgrading our website with the support of Bigfork who have picked Thornage Hall as their chosen Charity and shall be carrying out this work pro bono.

Financial review

Although total income exceeded the planned budget this was due to increased level of donations following the engagement of Compton's Fundraising to support the £1.4M fundraising appeal for the capital cost of Orchard Lodge, a new 5 bedroom accessible accommodation and extension of our current supported living provision, with the aim to support our aging population of tenants to stay within the community should their current accommodation no longer be accessible due to their mobility or ability to access first floor accommodation.

Whilst reporting an overall surplus of £180,000 after restricted donations and fundraising income the operational deficit of circa £40,000 reflects the difficult financial climate and continued investment required to maintain our properties and continue working through our 5-year planned maintenance programme of maintenance and upgrades. Staffing retention has been a challenge and recruitment has been on-going throughout the financial this resulting in an increased accessing funds set aside by way of our Crisis Fund. The aim of this fund is to ensure staff are not financially penalised when forced to stay off work due to the government's Covid-19 guidance. Due to the cost-of-living crisis a discretionary payment was made to support staff and acknowledge these difficult times.

Thornage Hall maintains a small pool of company vehicles to support the tenants to access the wider community for appointments, shopping and social activities which would not be possible otherwise due our rural location and lack of regular public transport. During the year we experienced higher levels of maintenance on our aging vehicles at which point it became no longer economically viable to keep one of our vehicles on the road shortly following by a second early in the following financial year. This resulted in an appeal to tenant family members to donate toward the capital cost of replacement vehicles. This was very successful and families were extremely generous with one vehicle being purchased prior to the year end and a second following shortly afterwards. This prompted a review in the financial arrangements for mileage recharges going forward to ensure that the replacement capital costs in the future could be met within the pence per mile recharge. Further restricted funds from those donations will ensure that a further vehicle can be purchased in the future when required.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Financial review (continued)

Unrestricted funds

Total income in unrestricted funds (including designated funds as detailed below) amounted to £2,076,532 (2022: £1,835,375) and after expenditure of £2,064,031 (2022: £2,014,772), the net movement of funds before transfers amounted to a surplus of £1,321 (2022: deficit of £175,811).

Designated funds

The maintenance fund has been designated to financially support the planned refurbishments to the Hall due to commence early 2024. Further donations have been designated towards the capital cost and fundraising appeal for Orchard Lodge, a sensory room/quiet space for those service users accessing the day service provision and for the capital replacement cost of company vehicles.

At 31 March 2023 designated funds amounted to £1,123,764 (2022: £1,078,786).

Restricted funds

Total income in restricted funds amounted to £188,197 (2022: £433,977) and after expenditure of £9,249 (2022: £49,982) restricted funds carried forward amounted to £575,468 (2022: £403,952).

The Trustees believe the state of the Charity's financial affairs to be satisfactory.

Principal funding sources

Much of the Charity's income is fees for day services, non-housing related support and housing benefit received from primarily Norfolk County Council and North Norfolk District Council.

Investment powers

Under the Memorandum and Articles of Association, the Charity has the power to make any investment which the Trustees see fit. The investments are managed by Barratt & Cooke, members of the London Stock Exchange, with prior approval by the Trustees.

Investment policy

The Trustees have given careful consideration to the investment policy, balancing risk and reward. They have concluded that an investment portfolio of medium risk, structured to produce a reasonable level of income, together with the opportunity for capital growth is the most appropriate. The Trustees have a policy of purchasing ethically based investments wherever this is practical.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Financial review *(continued)*

Reserves policy

The Trustees have given careful consideration to the level of free reserves the charity should hold and have established a policy of holding 6 months normal running costs, which at 31 March 2023 amounted to £1,037,000.

As at 31 March 2023, the free reserves amounted to £969,414 which is calculated as unrestricted net current assets less designated funds. It is therefore the Trustees' intention to continue to build unrestricted reserves to the required level.

In addition, the Trustees have planned a number of areas of expenditure for which they have designated funds as follows:

Planned Maintenance Fund - Following the completion of the original planned maintenance programme and following the Charity's objectives to upgrade and improve the accommodation it has been identified and agreed to complete the reconfiguration and upgrade of the grade II listed Hall. These planned works, due to commence during 2023 but which will realistically commence early 2024, will create en-suite facilities for a further 5 bedrooms together with the upgrade of existing en-suite facilities. To ensure these much-needed works are carried out, the Trustees have designated £250,000 to cover associated fees and costs.

As we move forward and begin works in 2023 for the extension to our office facilities to include a new reception area and further 3 small offices, £230,000 has been designated to support the budgeted financial costs.

Further designated funds of £39,362 towards the capital cost of Orchard Lodge, following the engagement of Compton Fundraising earlier in the year to raise the remaining £700,000 of the £1.4M valuation required to complete the build, saw the total balance raised at £900,000, with a significant number of applications to Trusts and Foundations either outstanding or due to be submitted.

As we have seen a steady increase in attendance within our Day Service provision this has increased our awareness for the need for a sensory/quiet space. Currently as the numbers attending has increased there is less available free space to support individuals in needs of time away from larger group settings. The trustees have considered the evidence-based needs to such a space and a further £8,677 has been designated to this fund.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Structure, governance and management

Governing document

Thornage Hall Independent Living Limited is a charitable company limited by guarantee, incorporated on 3 August 1987 and registered as a charity on 12 August 1987. The Charity is governed by its Memorandum and Articles of Association adopted on 3 August 1987 and amended on 17 April 2007, 26 October 2009 and 13 December 2018, these are currently being reviewed to reflect changes in management and to ensure compliance with relevant legislation. In the event of the Charity being wound up, the liability is limited to £1 per member of the Charity.

Recruitment and appointment of Trustees

There shall be at least three Trustees, each Trustee will be expected to bring a level of specialism in their field of expertise.

At every AGM one third of the Trustees shall retire from office. The Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment.

The Trustees may appoint a person who is willing to act as a Trustee, either to fill a vacancy or as an additional Trustee. A Trustee so appointed shall hold office only until the next following AGM, and shall not be taken into account in determining the Trustees who are to retire by rotation at that AGM. If not reappointed at such AGM he/she will vacate office at the end of the meeting.

Where the Trustee is the CQC nominated individual there is a requirement to familiarise themselves with CQC principles and be fully understanding of the role.

The current appointment of Trustees offers a balanced gender and experienced board.

Trustee induction and training

All new Trustees will be provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the Charity

and are encouraged to read Charity Commission guidance notes CC3 - The Essential Trustee "What you need to know, what you need to do".

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Trustees have completed a thorough review of the Community's activities to identify the opportunities available to the Community and the risks to which it is exposed. The review covered the risks in the following areas: strategic, operational, environmental, compliance and financial. The Trustees reconsider each year the requirement for additional safeguards in the form of systems and procedures to supplement those already in place. In addition, the Trustees will ensure there are adequate procedures to minimise any potential impact on the Community should any of those risks materialise.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Structure, governance and management *(continued)*

Organisational structure

The Trustees meet on a regular basis, a minimum of four times a year, in order to monitor the progress of the Community, to make key decisions and to see that legal requirements such as those of the Registrar of Companies, the Charity Commissioners, the Social Services Departments and other regulatory bodies are adhered to. Individual Trustees have lead roles in important areas of the organisation.

The Trustees delegate day-to-day running and management of the Community to the Chief Executive Officer in conjunction with the Senior Management Group. The Senior Management Group includes the Registered Service Manager and the Director of Finance and Estates. Further specific groups report to the Senior Management Group and are responsible for specific tasks. These groups include:

- Independent Living Managers/Senior Support Workers, reporting to the Director of Independent Living - responsible for the support of the tenants and running of the houses.
- Director of Finance and Estates - responsible for the financial affairs of the day-to-day running of the Charity as well as management of the Estate.
- Office administration reporting to the Executive Assistant - Business Support - responsible for the administration of the central office and administration support to the Senior Management Group.
- Day Services Operational Managers - responsible for the management of Day Services, Farm and Garden.

This structure has evolved into an effective mechanism for both:

- managing the diverse elements of the Charity's service; and
- ensuring the effective participation and involvement of all members of the Community, should they wish, to be involved in the management and development of the Community.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

Structure, governance and management *(continued)*

Key management personnel

The Trustees consider the Board of Directors, who are the Charity's Trustees, and the Senior Management Group to comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give their time freely. Details of Trustees expenses are disclosed in note 15 to the accounts.

The pay of the senior staff is reviewed subject to the results of the local authority contract negotiations, and normally increased in accordance with average earnings. In view of the nature of the Charity the Trustees benchmark against pay levels in other care sector providers. The remunerations bench-mark is the mid-point of the range paid for similar roles.

Related parties

The Charity is a member of the Association of Camphill Communities UK and the Camphill Benevolent Fund.

Fundraising

The Charity has two main fundraising events during the year. An Annual Garden Fete that takes place in September and the Norfolk Christmas Fair in aid of Thornage Hall during November. The Garden Fete is organised by the staff team and the Christmas Fair is organised by a committee of volunteer supporters headed up by a Trustee who reports back to the Senior Management Group. The Charity complies with the Fundraising Regulator's Code of Fundraising Practice in its fundraising activity, and during the year there were no instances of non-compliance noted, and no complaints received by the charity about fundraising. Fundraising events are promoted through local advertising, posters, the Charity's website and social media accounts and the Charity's contacts database for those that have requested to be informed. In addition to fundraising income, the Charity receives donations from its supporters but does not actively seek donors.

In October the Charity engaged with professional fundraiser, Compton Fundraising Consultants Ltd, members of

- Association of Fundraising Consultants
- Certified Fund Raising Executive
- The Institute of Development Professionals in Education

To provide consulting services to support the fundraising plan and implement trusts fundraising on behalf of Thornage Hall under an initial 6 month fixed term agreement with a monthly fixed fee. Under the agreement Compton Fundraising will provide a monthly report to the Chair of Trustees and Director of Finance & Estates on the progress of the applications, to include information on how key prospects are being developed and the status of fundraising proposals. All successful grants applications and pledges coming to Thornage Hall directly in full.

The Charity does not engage directly with vulnerable people or the general public in its fundraising activities.

Trustees' responsibilities statement

The trustees (who are also directors for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company for that period.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2023

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

T M Fitzalan Howard CBE
Chair

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited

Year ended 31 March 2023

Opinion

We have audited the financial statements of Thornage Hall Independent Living Limited (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, 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 FRS 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 charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 significant doubt on the 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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2023

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2023

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliances with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluation the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2023

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

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2023

		Unrestricted funds £	2023 Restricted funds £	Total funds £	2022 Total funds £
Income and endowments	Note				
Donations and legacies	5	79,303	188,197	267,500	135,545
Charitable activities	6	1,953,255	–	1,953,255	1,845,031
Other trading activities	7	18,850	–	18,850	272,463
Investment income	8	21,094	–	21,094	14,404
Other income	9	4,030	–	4,030	1,909
Total income		<u>2,076,532</u>	<u>188,197</u>	<u>2,264,729</u>	<u>2,269,352</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(36,913)	–	(36,913)	(3,936)
Charitable activities	11	(2,027,118)	(9,249)	(2,036,367)	(2,060,818)
Total expenditure		<u>(2,064,031)</u>	<u>(9,249)</u>	<u>(2,073,280)</u>	<u>(2,064,754)</u>
Net income and net movements in funds before gains and losses on investments		12,501	178,948	191,449	204,598
Net (losses)/gains on investments	12	(11,180)	–	(11,180)	3,586
Net income before transfer of funds		1,321	178,948	180,269	208,184
Transfers between funds		7,432	(7,432)	–	–
Net movement in funds		<u>8,753</u>	<u>171,516</u>	<u>180,269</u>	<u>208,184</u>
Reconciliation of funds					
Total funds brought forward		<u>4,643,166</u>	<u>403,952</u>	<u>5,047,118</u>	<u>4,838,934</u>
Total funds carried forward		<u>4,651,919</u>	<u>575,468</u>	<u>5,227,387</u>	<u>5,047,118</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 22 to 37 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Balance sheet

31 March 2023

		2023		2022	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	16		2,405,818		2,434,147
Investments	17		152,923		164,103
			<u>2,558,741</u>		<u>2,598,250</u>
Current assets					
Stocks	18	16,176		16,176	
Debtors	19	191,611		183,463	
Cash at bank and in hand		2,729,033		2,549,092	
		<u>2,936,820</u>		<u>2,748,731</u>	
Creditors: Amounts falling due within one year	20	<u>268,174</u>		<u>299,863</u>	
Net current assets			<u>2,668,646</u>		<u>2,448,868</u>
Total assets less current liabilities			<u>5,227,387</u>		<u>5,047,118</u>
Net assets			<u>5,227,387</u>		<u>5,047,118</u>
Funds of the charity					
Restricted funds			575,468		403,952
Unrestricted funds			4,651,919		4,643,166
Total charity funds	23		<u>5,227,387</u>		<u>5,047,118</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

T M Fitzalan Howard CBE
Chair

Company registration number: 2152319

The notes on pages 22 to 37 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net income	180,269	208,184
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	109,801	109,436
Net (losses)/gains on investments	11,180	(3,586)
Dividends, interest and rents from investments	(13,370)	(13,363)
Other interest receivable and similar income	(7,724)	(1,041)
<i>Changes in:</i>		
Trade and other debtors	(8,148)	(70,517)
Trade and other creditors	(31,689)	108,181
Cash generated from operations	240,319	337,294
Interest received	7,724	1,041
Net cash from operating activities	<u>248,043</u>	<u>338,335</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	13,370	13,363
Purchase of tangible assets	(81,702)	(18,155)
Proceeds from sale of tangible assets	230	76
Purchases of other investments	–	(9,982)
Proceeds from sale of other investments	–	9,982
Net cash used in investing activities	<u>(68,102)</u>	<u>(4,716)</u>
Net increase in cash and cash equivalents	179,941	333,619
Cash and cash equivalents at beginning of year	<u>2,549,092</u>	<u>2,215,473</u>
Cash and cash equivalents at end of year	<u>2,729,033</u>	<u>2,549,092</u>

The notes on pages 22 to 37 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2023

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Thornage Hall, Thornage, Holt, Norfolk, NR25 7QH.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Fund accounting

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

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(d) Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

Income *(continued)*

- Income received by way of donations, legacies, grants and gifts is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the Charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

- Investment income is included when receivable.

- Income from charitable trading activity is accounted for when earned.

- Income from grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- expenditure on raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

- expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

(f) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against surpluses on a straight line basis over the period of the lease.

(g) Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions costing less than £1,000 are not capitalised.

(h) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Residential buildings	-	over 40 years
Farm buildings	-	over 25 years
Motor vehicles and machinery	-	25% reducing balance
Furnishings and equipment	-	25% reducing balance and straight line

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

Depreciation *(continued)*

No depreciation is provided for assets in the course of construction until the assets are brought into their intended use.

(i) Investments

Investments held as fixed assets are revalued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Stocks

Stocks have been valued at the lower of cost and net realisable value.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(l) Defined contribution plans

The Charity operates two defined contribution pension schemes in respect of employees and co-workers, a contribution stakeholder scheme (People's Pension) in respect of employees and co-workers and a money purchase scheme for co-workers only with Camphill Benevolent Fund, to which the trustees made no contributions during the year. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to the schemes.

4. Limited by guarantee

Thornage Hall Independent Living Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations	<u>79,303</u>	<u>188,197</u>	<u>267,500</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations	<u>604</u>	<u>134,941</u>	<u>135,545</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Fees and contributions	1,916,319	–	1,916,319
Farm and garden income	35,091	–	35,091
Workshop income	1,845	–	1,845
COVID-19 Support	–	–	–
	<u>1,953,255</u>	<u>–</u>	<u>1,953,255</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Fees and contributions	1,743,980	–	1,743,980
Farm and garden income	38,948	–	38,948
Workshop income	5,570	–	5,570
COVID-19 Support	24,871	31,662	56,533
	<u>1,813,369</u>	<u>31,662</u>	<u>1,845,031</u>

7. Other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Fundraising events	<u>18,850</u>	<u>–</u>	<u>18,850</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Fundraising events	<u>5,089</u>	<u>267,374</u>	<u>272,463</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

8. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Income from fixed asset investments	3,830	3,830	3,823	3,823
Rental income	9,540	9,540	9,540	9,540
Bank interest receivable	7,724	7,724	1,041	1,041
	<u>21,094</u>	<u>21,094</u>	<u>14,404</u>	<u>14,404</u>

9. Other income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Asset sales	270	270	1,025	1,025
Insurance claim	3,760	3,760	884	884
	<u>4,030</u>	<u>4,030</u>	<u>1,909</u>	<u>1,909</u>

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Costs of other trading activities - Staging events	36,913	36,913	3,936	3,936

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

11. Expenditure on charitable activities by activity type

	Community expenses £	Land expenses £	Support costs £	Total Funds 2023 £	Total Funds 2022 £
Community expenses	12,232	601	–	12,833	15,168
Medical expenses	–	–	1,752	1,752	702
Food	57,137	1,213	123	58,473	54,408
Household	29,558	11,747	4,933	46,238	47,095
Estate and general maintenance	68,631	54,185	3,934	126,750	281,052
Light, heat and fuel	40,785	6,564	5,898	53,247	48,716
Rent, rates and water	7,329	2,115	–	9,444	12,629
Insurance	21,196	4,073	2,685	27,954	24,953
Motor and travel expenses	4,980	3,730	433	9,143	6,110
Wages and staff costs	954,895	176,546	197,763	1,432,542	1,277,375
Training and education	1,079	2,691	10,749	14,519	8,185
Contributions	1,285	1,086	2,872	5,243	4,852
Advertising	1,396	2,557	1,174	5,761	7,275
Printing, postage and stationery	356	120	7,095	7,571	7,103
Telephone	1	–	6,392	6,393	5,436
Professional fees	22,616	14,846	42,619	80,081	120,496
Sundries	574	480	35	1,089	3,391
Depreciation	86,714	21,043	2,044	109,801	109,436
Bank interest and charges	342	3	1,656	2,001	1,673
Bad debts	136	–	–	136	–
Farm cost of sales	13	6,351	484	6,848	8,420
Veterinary fees	–	4,377	–	4,377	2,574
Repairs and renewals	–	4,871	–	4,871	4,057
Pest control	140	520	–	660	880
Governance costs	–	–	8,640	8,640	8,832
	<u>1,311,395</u>	<u>319,719</u>	<u>301,281</u>	<u>2,036,367</u>	<u>2,060,818</u>

Included in the above is restricted charitable expenditure of £9,249 (2022: £49,982).

Analysis of governance costs

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Audit fee	9,150	–	9,150	7,434
Audit fee re previous years	–	–	–	–
Non audit fees – accounts preparation	(2,160)	–	(2,160)	(102)
	<u>1,650</u>	<u>–</u>	<u>1,650</u>	<u>1,500</u>
	<u>8,640</u>	<u>–</u>	<u>8,640</u>	<u>8,832</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

12. Net (losses)/gains on investments

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Gains on listed investments	<u>(11,180)</u>	<u>(11,180)</u>	<u>3,586</u>	<u>3,586</u>

13. Net income

Net income is stated after charging/(crediting):

	2023 £	2022 £
Depreciation of tangible fixed assets	109,801	109,436
Fees payable for the audit of the financial statements	10,800	8,934
Fees payable for the audit of the financial statements - prior year	(2,160)	(102)
Operating lease payments	<u>1,440</u>	<u>1,065</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023 £	2022 £
Wages and salaries	1,203,961	1,099,746
Social security costs	101,140	85,423
Employer contributions to pension plans	52,983	48,674
	<u>1,358,084</u>	<u>1,233,843</u>

Key management personnel remuneration amounted to £178,875 (2022: £132,423) in respect of 4 (2022: 2) employees.

The average head count of employees during the year was 49 (2022: 47). The average number of full-time equivalent employees during the year is analysed as follows:

	2023 No.	2022 No.
Number of administrative staff	4	4
Number of other staff	37	35
	<u>41</u>	<u>39</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2023 No.	2022 No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

15. Trustee remuneration and expenses

No Trustee received any remuneration from the Charity during either the current or previous year.

No Trustee was reimbursed expenditure during either the current or previous year.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

16. Tangible fixed assets

	Land and buildings £	Agricultural machinery £	Motor vehicles £	Residential equipment £	Total £
Cost					
At 1 Apr 2022	4,100,071	145,172	56,114	210,763	4,512,120
Additions	61,670	–	11,948	8,084	81,702
Disposals	–	–	(15,779)	(4,356)	(20,135)
At 31 Mar 2023	<u>4,161,741</u>	<u>145,172</u>	<u>52,283</u>	<u>214,491</u>	<u>4,573,687</u>
Depreciation					
At 1 Apr 2022	1,703,729	133,621	55,297	185,326	2,077,973
Charge for the year	98,874	2,888	414	7,625	109,801
Disposals	–	–	(15,621)	(4,284)	(19,905)
At 31 Mar 2023	<u>1,802,603</u>	<u>136,509</u>	<u>40,090</u>	<u>188,667</u>	<u>2,167,869</u>
Carrying amount					
At 31 Mar 2023	<u>2,359,138</u>	<u>8,663</u>	<u>12,193</u>	<u>25,824</u>	<u>2,405,818</u>
At 31 Mar 2022	<u>2,396,342</u>	<u>11,551</u>	<u>817</u>	<u>25,437</u>	<u>2,434,147</u>

Capital commitments

	2023 £	2022 £
Contracted for but not provided for in the financial statements	<u>292,768</u>	<u>–</u>

17. Investments

	Listed investments £
Cost or valuation	
At 1 Apr 2022	164,103
Additions	–
Other movements	(11,180)
At 31 Mar 2023	<u>152,923</u>
Impairment	
At 1 Apr 2022 and 31 Mar 2023	
Carrying amount	
At 31 Mar 2023	<u>152,923</u>
At 31 Mar 2022	<u>164,103</u>

All investments shown above are held at valuation.

Financial assets held at fair value

The fair value of listed securities is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

17. Investments *(continued)*

Investments comprise the following:

	2023	2022
	£	£
Listed securities	152,841	164,021
Cash held for re-investment	82	82
	<u>152,923</u>	<u>164,103</u>

18. Stocks

	2023	2022
	£	£
Livestock	<u>16,176</u>	<u>16,176</u>

19. Debtors

	2023	2022
	£	£
Trade debtors	58,560	52,845
Prepayments and accrued income	118,182	114,725
Other debtors	14,869	15,893
	<u>191,611</u>	<u>183,463</u>

20. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	131,297	122,003
Accruals and deferred income	104,257	145,376
Social security and other taxes	32,620	32,484
	<u>268,174</u>	<u>299,863</u>

21. Deferred income

	2023	2022
	£	£
At 1 April 2022	91,628	51,359
Amount released to income	(91,628)	(51,359)
Amount deferred in year	42,737	91,628
At 31 March 2023	<u>42,737</u>	<u>91,628</u>

Deferred income comprises the advance receipt of income in respect of charitable activities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

22. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £52,983 (2022: £48,674).

23. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2023
	£	£	£	£	£	£
Unrestricted funds	3,564,380	2,076,532	(2,054,236)	(47,341)	(11,180)	3,528,155
Capital Projects	565,000	–	–	39,362	–	604,362
Maintenance Fund	250,000	–	–	–	–	250,000
Future Projects	246,000	–	–	–	–	246,000
Sensory Room / Equipment	2,500	–	–	8,677	–	11,177
Vehicles	–	–	–	6,734	–	6,734
Activities Room Equipment	3,287	–	–	–	–	3,287
Herb Garden	4,068	–	(3,064)	–	–	1,004
All Purpose Sports Pitch	1,000	–	–	–	–	1,000
IT & Photography Equipment and Facilities	200	–	–	–	–	200
	6,731	–	(6,731)	–	–	–
	<u>4,643,166</u>	<u>2,076,532</u>	<u>(2,064,031)</u>	<u>7,432</u>	<u>(11,180)</u>	<u>4,651,919</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

23. Analysis of charitable funds (continued)

Unrestricted funds (continued)

	At 1 Apr 2021 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2022 £
Unrestricted funds	3,281,458	1,822,002	(1,952,646)	413,566	–	3,564,380
Capital Projects	437,900	–	(7,900)	135,000	–	565,000
Maintenance Fund	250,000	–	–	–	–	250,000
Contingency Fund	415,932	13,373	(32,411)	(400,480)	3,586	–
Future Projects	381,000	–	–	(135,000)	–	246,000
Day Services						
Equipment and Facilities	6,230	–	(718)	1,219	–	6,731
Herb Garden	17,932	–	(13,864)	–	–	4,068
Activities Room Equipment	14,710	–	(1,422)	(10,001)	–	3,287
Sensory Room / Equipment	–	–	–	2,500	–	2,500
All Purpose Sports Pitch	–	–	–	1,000	–	1,000
IT & Photography	–	–	–	200	–	200
Grange Cottage	5,811	–	(5,811)	–	–	–
	<u>4,810,973</u>	<u>1,835,375</u>	<u>(2,014,772)</u>	<u>8,004</u>	<u>3,586</u>	<u>4,643,166</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

23. Analysis of charitable funds *(continued)*

In 1998 the community set up the Contingency Fund to cover the costs of the future needs of the tenants in the community that are not already met by the commissioned funding of the Charity including capital projects. Investment income is allocated to the fund as agreed by the Trustees. A decision was made during the previous year that the purpose of this fund was no longer relevant and was therefore unlikely to be expended, as a result the balance of the fund was transferred back into the General Fund.

The maintenance fund was created following the completion of a detailed condition survey which has led to a planned five year maintenance program. Significant maintenance has been carried out over the initial planned period and improvements to tenant facilities to create a high standard of accommodation across the community. The balance of the funds has been designed towards the next period of planned maintenance and to include the reconfiguration of the Hall, grade 2 listed building to upgrade and create en-suite facilities for those existing tenants.

The Grange Cottage fund was set up for the planned works to the cottage, this was fully expended in the previous year following payment of the retention..

Capital projects - An amount of £39,362 has been transferred from the General fund in the current year towards the future build of Orchard Lodge bringing the total designated funds as at 31 March 2022 to £374,362. It has been acknowledged by the Trustees the need for the investment in suitable office space for the expanding central staffing particularly during the pandemic to ensure IPC protocol can be maintained across the community now and into the future. Planning has been approved for the extension of the existing central office with work commencing during the current year. Total Capital Projects designated funds amount to £604,362.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works have continued in the current year after initially being delayed due to Covid.

The Day Services Equipment Fund was set up for the provision of equipment for day service activities. This has been fully expended in the current year.

The Activities Room Equipment fund has been created to equip the newly created activities room "Gregories Barn".

The Future Projects fund was set up following the receipt of a generous legacy towards future new projects. This is to include the conversion of an existing farm building to create additional indoor workshop space. This need was identified as a result of Covid and the need to offer additional indoor workshop capacity.

Donations received have been allocated towards a Sensory Room and related quipment.

Funds have been designated for the creation of an All Purpose Sports Pitch.

Donations received have been allocated towards the purchase of IT and photography equipment.

General fund donations received have been designated towards the replacement of vehicles.

The General Fund comprises of the surplus/deficit on the income and running costs of the charity's activities, plus donations and bank interest.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

23. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Apr 2022 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2023 £
Orchard Lodge	381,590	122,308	–	13,876	–	517,774
Vehicles	–	57,408	–	(11,948)	–	45,460
Land	20,899	20	(4,717)	(9,360)	–	6,842
Day Services						
Equipment	–	2,836	(500)	–	–	2,336
Staff Fund	133	3,618	(2,025)	–	–	1,726
Tenant / Social						
Fund	1,205	–	–	–	–	1,205
HM Memorial	125	–	–	–	–	125
Herb Garden	–	2,007	(2,007)	–	–	–
	<u>403,952</u>	<u>188,197</u>	<u>(9,249)</u>	<u>(7,432)</u>	<u>–</u>	<u>575,468</u>

	At 1 Apr 2021 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2022 £
Orchard Lodge	12,000	369,590	–	–	–	381,590
Land	–	30,000	(4,259)	(4,842)	–	20,899
Tenant / Social						
Fund	3,949	150	(2,894)	–	–	1,205
Staff Fund	2,769	2,175	(4,811)	–	–	133
HM Memorial	125	–	–	–	–	125
NCC - Infection						
Control Fund	–	31,662	(31,662)	–	–	–
Community						
Activities Room	3,323	–	(3,323)	–	–	–
Donation for						
alpacas	–	300	(300)	–	–	–
Day Services						
Equipment	2,034	100	(2,134)	–	–	–
Herb Garden	599	–	(599)	–	–	–
Activities Room -						
Equipment	3,162	–	–	(3,162)	–	–
	<u>27,961</u>	<u>433,977</u>	<u>(49,982)</u>	<u>(8,004)</u>	<u>–</u>	<u>403,952</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

23. Analysis of charitable funds *(continued)*

The balance of the restricted funds for the Community Activity Room was the remainder of the retention which was released in the previous year.

Donations have been provided towards the planned capital works for Orchard Lodge. An amount of £13,876 was transferred from the General Fund in relation to gift aid claimed on donations previously received towards Orchard Lodge.

Donation income was received during the previous financial year towards the upkeep of the alpacas.

Donations have been received during the year towards day service equipment. During the year funds of £500 have been used to purchase equipment.

Donations were received for a memorial bench for a former tenant. This will be purchased on completion of the herb garden.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works have been completed during the year.

Restricted funds were received for the purchase of equipment for the activities room, this being fully expended in the previous year.

Donations have been received and towards expenditure to be incurred in relation to the land. During the year funds of £9,360 have been transferred towards the cost of diploma training.

Donations have been received from tenant families to support the purchase of suitable outdoor equipment to support family visits which out of necessity had to take place outside of the home due to Covid.

Donations have been received from tenant families to express their gratitude towards the staffing team.

Funding was received in the previous year from the Norfolk County Council Infection Control Fund towards the cost of additional equipment, paying staff their full salary whilst being required to isolate, health and safety and PPE arising as a result of Covid-19.

Donations have been received in the current year towards replacement vehicles. Funds of £11,948 have been used to purchase a vehicle for the Charity. The vehicle was capitalised, therefore a transfer in relation to the purchase has been made to the General Fund.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

24. Analysis of net assets between funds

Year ended 31 March 2023

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	517,774	517,774
Vehicles	–	–	45,460	45,460
Land	–	–	6,842	6,842
Day Services Equipment	–	–	2,336	2,336
Herb Garden	–	–	2,007	2,007
Staff Fund	–	–	1,726	1,726
Tenant / Social Fund	–	–	1,205	1,205
HM Memorial	–	–	125	125
	–	–	<u>575,468</u>	<u>575,468</u>
Unrestricted Income Funds				
Designated Funds	–	–	1,123,764	1,123,764
General Funds	2,405,818	152,923	969,414	3,528,155
	<u>2,405,818</u>	<u>152,923</u>	<u>2,093,178</u>	<u>4,651,919</u>
	<u>2,405,818</u>	<u>152,923</u>	<u>2,668,646</u>	<u>5,227,387</u>

Year ended 31 March 2022

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	381,590	381,590
Land	–	–	20,899	20,899
Tenant / Social Fund	–	–	1,205	1,205
Staff Fund	–	–	133	133
HM Memorial	–	–	125	125
	–	–	<u>403,952</u>	<u>403,952</u>
Unrestricted Income Funds				
Designated Funds	–	–	1,078,786	1,078,786
General Funds	2,434,147	164,103	966,130	3,564,380
	<u>2,434,147</u>	<u>164,103</u>	<u>2,044,916</u>	<u>4,643,166</u>
	<u>2,434,147</u>	<u>164,103</u>	<u>2,448,868</u>	<u>5,047,118</u>

25. Analysis of changes in net debt

	At 1 Apr 2022 £	Cash flows £	At 31 Mar 2023 £
Cash at bank and in hand	<u>2,549,092</u>	<u>179,941</u>	<u>2,729,033</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

26. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2023	2022
	£	£
Not later than 1 year	–	1,260
	<u> </u>	<u> </u>

27. Related parties

P D Goddard was appointed as a Trustee of the Charity on 14 February 2022. In the previous year, following the appointment, payments of £526 were made to P D Goddard in respect of company secretarial services. However, payments for the company secretarial work ceased on 31 March 2022 and no further payments have been made in the current year.

Thornage Hall Independent Living

England & Wales - Charity number 297496

Accounts

COMPANY REGISTRATION NUMBER: 2152319
CHARITY REGISTRATION NUMBER: 297496

Thornage Hall Independent Living Limited
Company Limited by Guarantee
Financial statements
31 March 2022

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Financial statements

Year ended 31 March 2022

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Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2022

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Reference and administrative details

Registered charity name	Thornage Hall Independent Living Limited
Charity registration number	297496
Company registration number	2152319
Principal office and registered office	Thornage Hall Thornage Holt Norfolk NR25 7QH

The trustees

The trustees who served during the year and at the date of approval were as follows:

T M Fitzalan Howard CBE (Chair)
J A Manser (Vice Chair)
R Baines (appointed 1 September 2022)
P D Goddard (appointed 14 February 2022)
P Hare (appointed 14 November 2022)
M E Marchant
M B Pollitt
J L Sayer (appointed 14 February 2022)
M C Scott (resigned 8 November 2021)
S A Simpson (resigned 8 November 2021)

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Company secretary	P D Goddard
Patrons	The Rt. Rev. The Bishop of Norwich The Rt. Hon. The Lord Hastings The Lady Dannatt MBE
Senior Management Group	A Steggles (Chief Executive Officer) C Lawford (Director of Finance and Estates)
Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Bankers	Barclays 17 Market Place Fakenham Norfolk NR21 9BE Triodos Bank NV Brunel House 11 The Promenade Bristol BS8 2NN
Solicitors	Hayes and Storr 27 Bull Street Holt Norfolk NR25 6HP Bates Wells 10 Queen Street Place London EC4R 1BE Leathes Prior 74 The Close Norwich NR1 4DR Hansells 13 The Close Norwich NR1 4DS

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Objectives and activities

The Charity's objectives are, for the public benefit, to promote good health and wellbeing, provide care and support and advance the education and training of adults with a diagnosed disability (whether mental or physical) from the age of 18.

This is carried out in accordance with the principles of Dr Rudolf Steiner, particularly by the establishment and maintenance of a community including the provision of Supported Living in five houses and Day Services offering a range of work based learning opportunities. At Thornage Hall Independent Living we wish to see an environmentally sustainable world, where everyone can live, learn and work together in a meaningful way, regardless of ability or disability. In order to achieve this we continue to develop an environment where people of all abilities live the life they choose, have opportunities for work of real value to themselves and where shared learning is encouraged and embraced. Our strategic priorities over the next five years will continue to focus on five core objectives.

1. Live

Demonstrating our person centred approach to creating an 'ordinary life' including mealtimes, hobbies, links with the wider community, domestic duties. We will do this through the development of:

- Houses which provide supported living and not residential care.
- Tenants who understand their own responsibilities under their tenancy agreements.
- Increased tenant decision making.
- Increased participation and leadership by tenants in meetings, staff recruitment etc.
- How we respond to tenants as they age, their needs increase and their ability to continue to contribute to the community.

2. Work

Highlighting our work based learning opportunities and supporting the engagement of a wider client group. We will do this through the development of:

- An increasing range of Day Services responsive to the needs of adults with learning disabilities.
- Real and meaningful work both within the community as well as through work placement.
- Our skills development programme, including training to support work place skills as per the local authority Pathways.
- Diversified activities on the land including market garden, estate management and farming.
- Direct sales to the public, involving service users in the process.

3. Learn

Everyone has something to give and everyone has something to learn, regardless of whether they are tenants, day service users, staff members or volunteers. Mutuality of learning is a fundamental part of our community. Learning opportunities run through all of our 'living' and 'working' initiatives for everybody engaging with Thornage Hall Independent Living and the wider community. We will develop these opportunities through:

- Our community engagement and education services.
- Positive behavioural support approaches and supporting people in accordance with their individual support needs.
- Seeking out and building new partnerships and expanding our work based learning services into the community.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Objectives and activities *(continued)*

4. Our people

In order to achieve our ambitions for developing the live, learn and work opportunities over the next five years we will need to attract, develop and retain a workforce with the skills and experience required. We will achieve this through:

- Highlighting the quality standards we are achieving and aspiring to.
- Differentiating our offer through underlining our values and ethos.
- Communicating with partner organisations and engagement with the wider community.
- Development and training of staff to provide high quality support and social care.
- Underlining the unique environment both of Thornage Hall Independent Living itself and of North Norfolk, not only as a desirable place to live, but also where career aspirations can be realised.

5. Our built environment

The development and improvement of the houses and facilities across our estate will be instrumental in helping us to meet our ambitions for providing the live, learn and work opportunities we wish to achieve over the next five years. In particular we will focus on the following initiatives:

- Plans to reconfigure accommodation in the Hall bringing en-suite and equitable standards of accommodation for all tenants.
- Continuation of our ongoing planned maintenance programme to maintain the upkeep and upgrade the standards of our existing accommodation as identified to a high standard some of which is heritage category Grade II listed.
- The development of a fundraising appeal to support the capital requirements for the development of Orchard Lodge, a further 5 bedroom accommodation unit.

Public benefit

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit.

Thornage Hall Independent Living Limited exists to promote the health and independence of all who live and work in its community. It has a strong emphasis on developing citizenship and a community culture, to enable each individual to develop their skills and interests to maximise their personal potential. This takes place alongside our bio-dynamic approach to managing the land, which is demonstrated to have benefits for environmental protection and improvement of the land.

The community is open to anybody identified as having a need for services following an assessment with their local authority, with Norfolk County Council residents being considered in the first instance. People of any race, religion, gender, culture, disability or orientation may seek to join us, in line with our policies on equality and diversity. Our services all operate on an individual's needs basis in line with public funding criteria.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Achievements and performance

During this period we have continued to be affected by the COVID-19 Pandemic and as a result of infrequent positive COVID-19 cases we have had to implement our contingency plans for the benefit of the community on a few occasions.

In spite of this we were finally able to action some of the planned maintenance projects which included the installation of a new kitchen in Hawthorn in February. We were able to carry out repairs to the Long Barn, complete work at Grange Cottage and after many years able to carry out work in the Herb Garden. This work has been for the benefit of our tenants and service users who will reap the rewards of the sensory experience in the Herb Garden for years to come.

A substantial donation from the Wroxham Bure Valley Rotary Club enabled us to build a much needed field shelter for our Red Poll Cattle together with a packing shed where the market garden team are able to prepare and box up orders for our bio-dynamic produce which continues to be ordered by a number of outlets across Norfolk.

As the restrictions surrounding COVID-19 were slowly lifted we were able to support our tenants to attend a number of Christmas outings which they always enjoy. Our staff were invited to a Christmas meal at Back to the Garden and following generous donations from families all staff were given a hamper.

The anticipated introduction of the Pathways into our Day Service Provision was delayed which has afforded us more time to plan our programmes of learning in preparation for when the Pathways are introduced. We continue to receive applications and enquiries from a number of families and the local authority interested in joining our Day Service Provision.

We were able to hold a scaled down Garden Party in September for families of all our service users where we raised £4,400. This was a successful event which saw families come together for the first time since the COVID-19 Pandemic and enjoyed by all.

The Service Provision Committee continued to meet on a regular basis during this period (often via Zoom or Teams) with a new Chair, Jane Sayer - Trustee, who has been able to work closely with all representatives from our cohort of tenants, day service users and their families. Jane has carried out our annual tenant survey questionnaire and provided valuable feedback to the Senior Management Team and Board of Trustees. Jane has since been asked to devise a similar questionnaire for our day service users. This will continue to provide us with the opportunity to review and assess our range of services, ensuring our day service and supported living provisions continue to meet not only our strategic objectives, values and principles but also remain compliant with CQC (Supported Living) and Norfolk County Council Quality Assurance (Day Services).

We were able to welcome two new tenants to the community during this period. Both have settled in well and bring further experience and skills to the community both in their houses and in day services. It is hoped that we will have a further new tenant join us next in June 2022.

As a charity we joined NorCA (Norfolk Care Association) which has been acknowledged by Norfolk County Council (NCC) as the "Voice of the Sector". They facilitate a number of sector specific groups supporting Adults with Learning Disabilities, including Day Service, LD, Autism & Mental Health, Residential and Supported Living, Carers and Physical Disabilities. A number of our managers, together with the CEO, attend these groups providing valuable input and feedback which is relayed to NCC and as a result of attendance at these groups our CEO was invited to join the NorCA Board where she is able to share her knowledge and experience along with the Board Members.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Achievements and performance *(continued)*

Developments within the Health and Social Care sector

The introduction of Positive Behaviour Support plans across Norfolk County Council continues via the Project Board which we as a charity are involved with, this has seen a number of staff undergo training at various levels to enable us to deliver this in house from 2023. The additional developments in how adults with learning disabilities and autism should be supported with specific Autism and Learning Disability training will result in this being mandatory training from July 2022.

Housing and support

Freebridge Community Housing continue to manage our tenancies and this is an ongoing positive relationship. Norfolk County Council continue to promote their Supported Living Framework across the county. Our tenants went through the review process with staff from Norfolk County Council which will enable us to now apply to join once the framework details are released later in the year.

We have seen two of our long term tenants' move to new services as our service and registration was no longer appropriate to meet their needs and this year has seen a new Registered Manager appointed to oversee the supported living provision.

The impact of COVID-19 and the demographic of our tenants continues to highlight changes and in some cases, increases in their needs, further highlighting the need to review support packages together with our funding structure and related commissioned hours of support.

Our vision and values promotes the ethos of Live, Learn and Work which further reinforces our supported living provision. As a community we need to ensure that we have an active and participative group of tenants contributing to the community which is both meaningful and of value to further promote their individual skill development and independence.

Staff support and training

Out of necessity we have continued to use Care Skills for our on line training together with Care Certificate training and we have gradually been able to reintroduce classroom based training in key areas such as Safeguarding, Fire training, manual handling, risk assessment training.

A generous donation from a donor who wishes to remain anonymous has enabled us to register Thornage Hall as a Training/Learning Environment for Bio-dynamic principles and we have agreed to use this donation to support two trainees on the Crossfields Institute Level 3 Diploma in Biodynamic Farming and Gardening.

The Wellbeing Hub and access to the Employee Assistance Programme continue to be utilised by our staff teams with ongoing access to our in-house Wellbeing Champion who continues to identify a number of resources for all staff to access for support.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Achievements and performance *(continued)*

Plans for the future

Recruitment of staff across both Supported Living and our Day Service Provision has been a focus of the central team but we are not alone in documenting the difficulties we have experienced in this area. The ongoing uncertainty which COVID-19 has continued to present has made this additionally difficult but with the support from regular relief and agency staff we have been able to continually offer a safe service across both areas of the charity's business.

We have established a link with Sculthorpe Moor Nature Reserve where a number of service users are able to volunteer once a week, we will continue with our regular booking with Riding for the Disabled which is enjoyed by a number of service users together with our well established link with Cromer Tennis Club.

Moving forward we are keen to work in conjunction with other local charities who we feel would benefit from our environment, we will therefore be reaching out across the community to share ideas and promote further the opportunity to work collaboratively for the benefit of those adults with additional needs.

Our planned maintenance programme will continue with projects for the coming year including adaptation of the Grain Store into two indoor classroom spaces, improvements within the Bakery which will enable us to once again offer cookery workshops to our day service users, erection of a new office building together with internal improvements to the Hall.

Financial review

Income for the year has increased from £2,055,926 to £2,269,352 which was higher than anticipated. Significant funds were received during the year from the Royal West Norfolk Golf Day, which was originally due to be held in 2020-21, but had to be postponed due to COVID-19. This raised in excess of £250k. Proceeds from the event were raised specifically towards the Orchard Lodge appeal.

Infection Control Funds were received from the local authority to assist with the increased costs relating to COVID-19 and to enable the Charity to pay staff their normal wages whilst being required to isolate. NCC acknowledged the difficulty with staffing and high levels of staff turnover across the sector during these exceptional times and further funds were made available to support and boost workforce recruitment and retention. These funds were expended and utilised to implement the early uplift of of the 2022-23 pay review.

During the year we have seen the phased re-opening of our Day Services to our external service users together with a steady increase throughout the year in Day Service occupancy. As restrictions were lifted we have been able to welcome two new tenants into our Support Living services filling the vacancies of those moving on into more suitable settings outside of our community. As we move into 2022-23 we carry a further three vacancies of which one we shall not be looking to fill due to future planned worked.

In other areas of the Charity income we see a small return on our investments and slight increase in value of our investment portfolio.

Expenditure for the year increased as works commenced to complete the final year of the planned maintenance programme which came to a standstill in the previous financial year as a result of COVID-19. Significant works undertaken during the year includes kitchen refurbishments to two properties, external repairs to Icen House, and structural repairs to the Long Barn together with additional repairs identified to prevent any further deterioration to the listed barns. Despite staff turnover and continued staff recruitment agency staff were a necessity to ensure safe and consistent staffing during this time and well managed to keep overall staffing costs within budget.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Financial review *(continued)*

Unrestricted funds

Total income in unrestricted funds (including designated funds as detailed below) amounted to £1,835,375 (2021: £1,996,973) and after expenditure of £2,014,772 (2021: £1,796,914) and an investment gain of £3,586 (2021: £20,106), the net movement of funds before transfers amounted to a deficit of £175,811 (2021: surplus of £220,165).

Designated funds

The Contingency Fund was set up to cover the cost of the future needs of individual tenants that are not already met by the community's existing funding. The fund had net expenditure of £19,038 (2021: net income of £4,634) and after an investment gain of £3,586 (2020: £20,106) the net reduction in the fund before transfers was £15,452 (2021: net increase of £24,740). However, to reflect the changes in commissioned funding and individual benefit payments the purpose of this fund was reviewed as tenant's needs are currently met within their own financial circumstances which is far more robust than in previous years when the fund was established, therefore a decision was made to transfer the Contingency Fund balance of £400,480 into the General Fund.

In addition funds totalling £4,919 have been transferred from unrestricted funds to both supplement the existing funds and create new designations. Costs of £39,716 (2021: £nil) have been expended from designated funds during the current year. This includes a £10,001 transfer to unrestricted funds which represents capital expenditure.

At 31 March 2022 designated funds amounted to £1,078,786 (2021: £1,529,515).

Restricted funds

Total income in restricted funds amounted to £433,977 (2021: £58,953) and after expenditure of £49,982 (2021: £46,443) and transfers of £8,004 (2021: £5,200) restricted funds carried forward amounted to £403,952 (2021: £27,961).

The Trustees believe the state of the Charity's financial affairs to be satisfactory.

Principal funding sources

Much of the Charity's income is fees for day services, non housing related support and housing benefit received from primarily Norfolk County Council and North Norfolk District Council.

Investment powers

Under the Memorandum and Articles of Association, the Charity has the power to make any investment which the Trustees see fit. The investments are managed by Barratt & Cooke, members of the London Stock Exchange, with prior approval by the Trustees.

Investment policy

The Trustees have given careful consideration to the investment policy, balancing risk and reward. They have concluded that an investment portfolio of medium risk, structured to produce a reasonable level of income, together with the opportunity for capital growth is the most appropriate. The Trustees have a policy of purchasing ethically based investments wherever this is practical.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Financial review *(continued)*

Reserves policy

The Trustees have given careful consideration to the level of free reserves the charity should hold and have established a policy of holding six months normal running costs, which at 31 March 2022 amounted to £1,030,000.

As at 31 March 2022, the free reserves amounted to £966,130 which is calculated as unrestricted net current assets less designated funds.

The Trustees have planned a number of areas of expenditure for which they have designated funds as follows:

Planned Maintenance Fund - Following the completion of the original planned maintenance programme and following the Charity's objectives to upgrade and improve the accommodation it has been identified and agreed to complete the reconfiguration and upgrade of the grade II listed Hall. These planned works due to commence during 2023, will create en-suite facilities for a further 5 bedrooms together with the upgrade of existing en-suite facilities. To ensure these much needed works are carried out the Trustees have designated £250,000 to cover associated fees and costs. Further surveys have been carried out on all the buildings across the Supported Living and Day Service provision to inform the next five year planned maintenance programme and to ensure the continued upkeep of the Charity's buildings.

Following the success of the Royal West Norfolk Golf Day and generous donations a further £369,590 has been received in restricted funds towards the planned new build 'Orchard Lodge'. Orchard Lodge, which will offer five accessible en-suite rooms to tenants will enable the Charity to continue to offer suitable accommodation to our aging population into their later years. The Trustees have designated a further £135,000 commitment to this much needed project, bringing the total funds to £716,590 which equate to 50% of the £1.4M valuation required to complete the build.

It had been agreed in the previous financial year to review the requirement for further suitable office and staff facilities to ensure compliance with Government guidance following the COVID-19 pandemic. In reviewing this the Trustees have taken into consideration the increase in staff numbers, changes in the staff structure over the years which has resulted in a larger central staffing team, which further reinforces the need to expand on the current space available. As a result and with careful consideration plans have been drawn to extend on the current office space to create a new reception area and further three small offices to which £230,000 has been designated.

Further designated funds of £6,731 for Day Services Equipment and Facilities will go toward the planned reconfiguration of the bakery/cookery room with the addition of three individual cooking workstations. These will support the delivery of the NCC Life Opportunities model and Supported Living framework specification.

Structure, governance and management

Governing document

Thornage Hall Independent Living Limited is a charitable company limited by guarantee, incorporated on 3 August 1987 and registered as a charity on 12 August 1987. The Charity is governed by its Memorandum and Articles of Association adopted on 3 August 1987 and amended on 17 April 2007, 26 October 2009 and 13 December 2018, these are currently being reviewed to reflect changes in management and to ensure compliance with relevant legislation. In the event of the Charity being wound up, the liability is limited to £1 per member of the Charity.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

There shall be at least three Trustees, each Trustee will be expected to bring a level of specialism in their field of expertise.

At every AGM one third of the Trustees shall retire from office. The Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment.

The Trustees may appoint a person who is willing to act as a Trustee, either to fill a vacancy or as an additional Trustee. A Trustee so appointed shall hold office only until the next following AGM, and shall not be taken into account in determining the Trustees who are to retire by rotation at that AGM. If not reappointed at such AGM he/she will vacate office at the end of the meeting.

Where the Trustee is the CQC nominated individual there is a requirement to familiarise themselves with CQC principles and be fully understanding of the role.

The current appointment of Trustees offers a balanced gender and experienced board.

Trustee induction and training

All new Trustees will be provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the Charity

and are encouraged to read Charity Commission guidance notes CC3 - The Essential Trustee "What you need to know, what you need to do".

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Trustees have completed a thorough review of the Community's activities to identify the opportunities available to the Community and the risks to which it is exposed. The review covered the risks in the following areas: strategic, operational, environmental, compliance and financial. The Trustees reconsider each year the requirement for additional safeguards in the form of systems and procedures to supplement those already in place. In addition, the Trustees will ensure there are adequate procedures to minimise any potential impact on the Community should any of those risks materialise.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Structure, governance and management *(continued)*

Organisational structure

The Trustees meet on a regular basis, a minimum of four times a year, in order to monitor the progress of the Community, to make key decisions and to see that legal requirements such as those of the Registrar of Companies, the Charity Commissioners, the Social Services Departments and other regulatory bodies are adhered to. Individual Trustees have lead roles in important areas of the organisation.

The Trustees delegate day-to-day running and management of the Community to the Chief Executive Officer in conjunction with the Senior Management Group. The Senior Management Group includes the Director of Independent Living and the Director of Finance and Estates. Further specific groups report to the Senior Management Group and are responsible for specific tasks. These groups include:

- Independent Living Managers/Senior Support Workers, reporting to the Director of Independent Living - responsible for the support of the tenants and running of the houses.
- Director of Finance and Estates - responsible for the financial affairs of the day-to-day running of the Charity as well as management of the Estate.
- Office administration reporting to the Executive Assistant - Business Support - responsible for the administration of the central office and administration support to the Senior Management Group.
- Day Services Operational Managers - responsible for the management of Day Services, Farm and Garden.

This structure has evolved into an effective mechanism for both:

- managing the diverse elements of the Charity's service; and
- ensuring the effective participation and involvement of all members of the Community, should they wish, to be involved in the management and development of the Community.

Key management personnel

The Trustees consider the Board of Directors, who are the Charity's Trustees, and the Senior Management Group to comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give their time freely. Details of Trustees expenses are disclosed in note 15 to the accounts.

The pay of the senior staff is reviewed subject to the results of the local authority contract negotiations, and normally increased in accordance with average earnings. In view of the nature of the Charity the Trustees benchmark against pay levels in other care sector providers. The remunerations bench-mark is the mid-point of the range paid for similar roles.

Related parties

The Charity is a member of the Association of Camphill Communities UK and the Camphill Benevolent Fund.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Structure, governance and management *(continued)*

Fundraising

The Charity has two main fundraising events during the year. An Annual Garden Fete that takes place in September and the Norfolk Christmas Fair in aid of Thornage Hall during November. The Garden Fete is organised by the staff team and the Christmas Fair is organised by a committee of volunteer supporters headed up by a Trustee who reports back to the Senior Management Group. The Charity complies with the Fundraising Regulator's Code of Fundraising Practice in its fundraising activity, and during the year there were no instances of non-compliance noted, and no complaints received by the charity about fundraising. Fundraising events are promoted through local advertising, posters, the Charity's website and social media accounts and the Charity's contacts database for those that have requested to be informed. In addition to fundraising income, the Charity receives donations from its supporters but does not actively seek donors.

The Charity worked with a professional fundraiser during the year in connection with the Royal West Norfolk Golf Day. However in respect of its ordinary fundraising events detailed above, the Charity does not work with professional fundraisers or commercial participators, and does not engage directly with vulnerable people or the general public in its fundraising activities.

Trustees' responsibilities statement

The trustees (who are also directors for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2022

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 14 November 2022 and signed on behalf of the board of trustees by:

T M Fitzalan Howard CBE
Chair

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited

Year ended 31 March 2022

Opinion

We have audited the financial statements of Thornage Hall Independent Living Limited (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, 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 FRS 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 charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 significant doubt on the 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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2022

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2022

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliances with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluation the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2022

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

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

29 November 2022

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2022

		2022	2022		2021
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	604	134,941	135,545	32,891
Charitable activities	6	1,813,369	31,662	1,845,031	1,995,953
Other trading activities	7	5,089	267,374	272,463	10,525
Investment income	8	14,404	–	14,404	15,423
Other income	9	1,909	–	1,909	1,134
Total income		<u>1,835,375</u>	<u>433,977</u>	<u>2,269,352</u>	<u>2,055,926</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(3,936)	–	(3,936)	(274)
Charitable activities	11	(2,010,836)	(49,982)	(2,060,818)	(1,843,083)
Total expenditure		<u>(2,014,772)</u>	<u>(49,982)</u>	<u>(2,064,754)</u>	<u>(1,843,357)</u>
Net income and net movements in funds before gains and losses on investments		(179,397)	383,995	204,598	212,569
Net gains on investments	12	3,586	–	3,586	20,106
Net income before transfer of funds		(175,811)	383,995	208,184	232,675
Transfers between funds		8,004	(8,004)	–	–
Net movement in funds		<u>(167,807)</u>	<u>375,991</u>	<u>208,184</u>	<u>232,675</u>
Reconciliation of funds					
Total funds brought forward		<u>4,810,973</u>	<u>27,961</u>	<u>4,838,934</u>	<u>4,606,259</u>
Total funds carried forward		<u>4,643,166</u>	<u>403,952</u>	<u>5,047,118</u>	<u>4,838,934</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 21 to 36 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Balance sheet

31 March 2022

		2022		2021	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	16		2,434,147		2,525,504
Investments	17		164,103		160,517
			<u>2,598,250</u>		<u>2,686,021</u>
Current assets					
Stocks	18	16,176		16,176	
Debtors	19	183,463		112,946	
Cash at bank and in hand		2,549,092		2,215,473	
		<u>2,748,731</u>		<u>2,344,595</u>	
Creditors: Amounts falling due within one year	20	<u>299,863</u>		<u>191,682</u>	
Net current assets			<u>2,448,868</u>		<u>2,152,913</u>
Total assets less current liabilities			<u>5,047,118</u>		<u>4,838,934</u>
Net assets			<u>5,047,118</u>		<u>4,838,934</u>
Funds of the charity					
Restricted funds			403,952		27,961
Unrestricted funds			4,643,166		4,810,973
Total charity funds	23		<u>5,047,118</u>		<u>4,838,934</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 14 November 2022 and are signed on behalf of the board by:

T M Fitzalan Howard CBE
Chair

Company registration number: 2152319

The notes on pages 21 to 36 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net income	208,184	232,675
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	109,436	108,201
Net gains on investments	(3,586)	(20,106)
Dividends, interest and rents from investments	(13,363)	(13,067)
Other interest receivable and similar income	(1,041)	(2,356)
<i>Changes in:</i>		
Trade and other debtors	(70,517)	37,746
Trade and other creditors	108,181	41,067
Cash generated from operations	<u>337,294</u>	<u>384,160</u>
Interest received	1,041	2,356
Net cash from operating activities	<u>338,335</u>	<u>386,516</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	13,363	13,067
Purchase of tangible assets	(18,155)	(20,118)
Proceeds from sale of tangible assets	76	-
Purchases of other investments	(9,982)	-
Proceeds from sale of other investments	9,982	6
Net cash used in investing activities	<u>(4,716)</u>	<u>(7,045)</u>
Net increase in cash and cash equivalents	333,619	379,471
Cash and cash equivalents at beginning of year	<u>2,215,473</u>	<u>1,836,002</u>
Cash and cash equivalents at end of year	<u>2,549,092</u>	<u>2,215,473</u>

The notes on pages 21 to 36 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2022

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Thornage Hall, Thornage, Holt, Norfolk, NR25 7QH.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have taken into account the impact of Covid-19 on the charity in making this assessment.

(c) Fund accounting

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

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(d) Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

3. Accounting policies *(continued)*

Income *(continued)*

- Income received by way of donations, legacies, grants and gifts is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the Charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

- Investment income is included when receivable.

- Income from charitable trading activity is accounted for when earned.

- Income from grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- expenditure on raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

- expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

(f) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against surpluses on a straight line basis over the period of the lease.

(g) Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions costing less than £1,000 are not capitalised.

(h) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Residential buildings	-	over 40 years
Farm buildings	-	over 25 years
Motor vehicles and machinery	-	25% reducing balance
Furnishings and equipment	-	25% reducing balance and straight line

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

3. Accounting policies *(continued)*

Depreciation *(continued)*

No depreciation is provided for assets in the course of construction until the assets are brought into their intended use.

(i) Investments

Investments held as fixed assets are revalued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Stocks

Stocks have been valued at the lower of cost and net realisable value.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(l) Defined contribution plans

The Charity operates two defined contribution pension schemes in respect of employees and co-workers, a contribution stakeholder scheme (People's Pension) in respect of employees and co-workers and a money purchase scheme for co-workers only with Camphill Benevolent Fund, to which the trustees made no contributions during the year. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to the schemes.

4. Limited by guarantee

Thornage Hall Independent Living Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations	<u>604</u>	<u>134,941</u>	<u>135,545</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations	<u>14,003</u>	<u>18,888</u>	<u>32,891</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Fees and contributions	1,743,980	–	1,743,980
Farm and garden income	38,948	–	38,948
Workshop income	5,570	–	5,570
COVID-19 Support	<u>24,871</u>	<u>31,662</u>	<u>56,533</u>
	<u>1,813,369</u>	<u>31,662</u>	<u>1,845,031</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Fees and contributions	1,880,178	–	1,880,178
Farm and garden income	45,057	–	45,057
Workshop income	8,270	–	8,270
COVID-19 Support	<u>22,383</u>	<u>40,065</u>	<u>62,448</u>
	<u>1,955,888</u>	<u>40,065</u>	<u>1,995,953</u>

7. Other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Fundraising events	<u>5,089</u>	<u>267,374</u>	<u>272,463</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Fundraising events	<u>10,525</u>	<u>–</u>	<u>10,525</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

8. Investment income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Income from fixed asset investments	3,823	3,823	3,527	3,527
Rental income	9,540	9,540	9,540	9,540
Bank interest receivable	1,041	1,041	2,356	2,356
	<u>14,404</u>	<u>14,404</u>	<u>15,423</u>	<u>15,423</u>

9. Other income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Asset sales	1,025	1,025	–	–
Insurance claim	884	884	1,134	1,134
	<u>1,909</u>	<u>1,909</u>	<u>1,134</u>	<u>1,134</u>

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Costs of other trading activities - Staging events	3,936	3,936	274	274

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

11. Expenditure on charitable activities by activity type

	Community expenses £	Land expenses £	Support costs £	Total Funds 2022 £	Total Funds 2021 £
Community expenses	15,118	50	–	15,168	11,452
Medical expenses	–	–	702	702	1,067
Food	53,508	776	124	54,408	62,603
Household	19,400	17,769	9,926	47,095	44,843
Estate and general maintenance	180,087	99,519	1,446	281,052	70,364
Light, heat and fuel	41,284	3,780	3,652	48,716	38,377
Rent, rates and water	10,471	2,158	–	12,629	12,487
Insurance	18,664	3,605	2,684	24,953	21,513
Motor and travel expenses	2,438	3,613	59	6,110	8,776
Wages and staff costs	911,163	176,047	190,165	1,277,375	1,312,346
Training and education	1,381	607	6,197	8,185	6,932
Contributions	286	1,042	3,524	4,852	4,874
Advertising	1,158	675	2,231	7,275	1,684
Printing, postage and stationery	191	145	6,767	7,103	9,782
Telephone	72	–	5,364	5,436	7,435
Professional fees	24,250	29,561	66,685	120,496	98,937
Sundries	570	183	2,638	3,391	580
Depreciation	85,498	21,860	2,078	109,436	108,201
Bank interest and charges	24	–	1,649	1,673	1,718
Farm cost of sales	–	8,420	–	8,420	5,674
Veterinary fees	–	2,574	–	2,574	2,036
Repairs and renewals	–	4,057	–	4,057	2,784
Pest control	222	658	–	880	950
Governance costs	–	–	8,832	8,832	7,668
	<u>1,365,785</u>	<u>377,099</u>	<u>314,723</u>	<u>2,060,818</u>	<u>1,843,083</u>

Included in the above is restricted charitable expenditure of £49,982 (2021: £46,443).

Analysis of governance costs

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Audit fee	8,934	–	8,934	7,932
Audit fee re previous years	(102)	–	(102)	(264)
	<u>8,832</u>	<u>–</u>	<u>8,832</u>	<u>7,668</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

12. Net gains on investments

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Gains on listed investments	<u>3,586</u>	<u>3,586</u>	<u>20,106</u>	<u>20,106</u>

13. Net income

Net income is stated after charging/(crediting):

	2022 £	2021 £
Depreciation of tangible fixed assets	109,436	108,201
Fees payable for the audit of the financial statements	8,934	7,932
Fees payable for the audit of the financial statements - prior year	(102)	(264)
Operating lease payments	<u>1,065</u>	<u>689</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022 £	2021 £
Wages and salaries	1,166,473	1,197,370
Social security costs	85,423	86,070
Employer contributions to pension plans	48,674	49,563
	<u>1,300,570</u>	<u>1,333,003</u>

Key management personnel remuneration amounted to £132,423 (2021: £151,367) in respect of 2 (2021: 3) employees.

The average head count of employees during the year was 47 (2021: 54). The average number of full-time equivalent employees during the year is analysed as follows:

	2022 No.	2021 No.
Number of administrative staff	4	4
Number of other staff	35	40
	<u>39</u>	<u>44</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2022 No.	2021 No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

15. Trustee remuneration and expenses

No Trustee received any remuneration from the Charity during either the current or previous year.

No Trustee was reimbursed expenditure during either the current or previous year.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

16. Tangible fixed assets

	Land and buildings £	Agricultural machinery £	Motor vehicles £	Residential equipment £	Total £
Cost					
At 1 Apr 2021	4,095,079	149,927	56,114	197,600	4,498,720
Additions	4,992	–	–	13,163	18,155
Disposals	–	(4,755)	–	–	(4,755)
At 31 Mar 2022	<u>4,100,071</u>	<u>145,172</u>	<u>56,114</u>	<u>210,763</u>	<u>4,512,120</u>
Depreciation					
At 1 Apr 2021	1,605,048	134,449	55,024	178,695	1,973,216
Charge for the year	98,681	3,851	273	6,631	109,436
Disposals	–	(4,679)	–	–	(4,679)
At 31 Mar 2022	<u>1,703,729</u>	<u>133,621</u>	<u>55,297</u>	<u>185,326</u>	<u>2,077,973</u>
Carrying amount					
At 31 Mar 2022	<u>2,396,342</u>	<u>11,551</u>	<u>817</u>	<u>25,437</u>	<u>2,434,147</u>
At 31 Mar 2021	<u>2,490,031</u>	<u>15,478</u>	<u>1,090</u>	<u>18,905</u>	<u>2,525,504</u>

17. Investments

	Listed investments £
Cost or valuation	
At 1 Apr 2021	160,517
Additions	9,982
Disposals	(9,982)
Other movements	3,586
At 31 Mar 2022	<u>164,103</u>
Impairment	
At 1 Apr 2021 and 31 Mar 2022	
Carrying amount	
At 31 Mar 2022	<u>164,103</u>
At 31 Mar 2021	<u>160,517</u>

All investments shown above are held at valuation.

Financial assets held at fair value

The fair value of listed securities is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

17. Investments *(continued)*

Investments comprise the following:

	2021	2020
	£	£
Listed securities	160,517	140,411
Cash held for re-investment	—	6
	<u>160,517</u>	<u>140,417</u>

18. Stocks

	2022	2021
	£	£
Livestock	<u>16,176</u>	<u>16,176</u>

19. Debtors

	2022	2021
	£	£
Trade debtors	52,845	14,539
Prepayments and accrued income	114,725	96,109
Other debtors	15,893	2,298
	<u>183,463</u>	<u>112,946</u>

20. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	122,003	50,531
Accruals and deferred income	145,376	112,348
Social security and other taxes	32,484	28,803
	<u>299,863</u>	<u>191,682</u>

21. Deferred income

	2022	2021
	£	£
At 1 April 2021	51,359	565
Amount released to income	(51,359)	(565)
Amount deferred in year	<u>91,628</u>	<u>51,359</u>
At 31 March 2022	<u>91,628</u>	<u>51,359</u>

Deferred income comprises the advance receipt of income in respect of charitable activities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

22. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £48,674 (2021: £49,563).

23. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2021 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2022 £
Unrestricted funds	3,281,458	1,822,002	(1,952,646)	413,566	–	3,564,380
Capital Projects	437,900	–	(7,900)	135,000	–	565,000
Maintenance Fund	250,000	–	–	–	–	250,000
Future Projects	381,000	–	–	(135,000)	–	246,000
Day Services						
Equipment and Facilities	6,230	–	(718)	1,219	–	6,731
Herb Garden	17,932	–	(13,864)	–	–	4,068
Activities Room						
Equipment	14,710	–	(1,422)	(10,001)	–	3,287
Sensory Room / Equipment	–	–	–	2,500	–	2,500
All Purpose Sports Pitch	–	–	–	1,000	–	1,000
IT & Photography	–	–	–	200	–	200
Contingency Fund	415,932	13,373	(32,411)	(400,480)	3,586	–
Grange Cottage	5,811	–	(5,811)	–	–	–
	<u>4,810,973</u>	<u>1,835,375</u>	<u>(2,014,772)</u>	<u>8,004</u>	<u>3,586</u>	<u>4,643,166</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2021 £
Unrestricted funds	3,360,833	1,983,846	(1,788,421)	(274,800)	–	3,281,458
Capital Projects	157,900	–	–	280,000	–	437,900
Contingency Fund	391,192	13,127	(8,493)	–	20,106	415,932
Future Projects	381,000	–	–	–	–	381,000
Maintenance Fund	250,000	–	–	–	–	250,000
Herb Garden	17,932	–	–	–	–	17,932
Activities Room Equipment	14,710	–	–	–	–	14,710
Day Services Equipment and Facilities	6,230	–	–	–	–	6,230
Grange Cottage	5,811	–	–	–	–	5,811
	<u>4,585,608</u>	<u>1,996,973</u>	<u>(1,796,914)</u>	<u>5,200</u>	<u>20,106</u>	<u>4,810,973</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

23. Analysis of charitable funds *(continued)*

In 1998 the community set up the Contingency Fund to cover the costs of the future needs of the tenants in the community that are not already met by the commissioned funding of the Charity including capital projects. Investment income is allocated to the fund as agreed by the Trustees. A decision has been made during the year that the purpose of this fund was no longer relevant and it is therefore unlikely to be expended, as a result the balance of the fund has been transferred back into the General Fund.

The maintenance fund was created following the completion of a detailed condition survey which has led to a planned five year maintenance program. Significant maintenance has been carried out over the initial planned period and improvements to tenant facilities to create a high standard of accommodation across the community. The balance of the funds has been designed towards the next period of planned maintenance and to include the reconfiguration of the Hall, grade 2 listed building to upgrade and create en-suite facilities for those existing tenants.

The Grange Cottage fund was set up for the planned works to the cottage, the balance of which was the retention held, this was released in the current year.

Capital projects - An amount of £135,000 has been transferred from the Future Projects fund in the current year towards the future build of Orchard Lodge bringing the total designated funds as at 31 March 2022 to £335,000. It has been acknowledged by the Trustees the need for the investment in suitable office space for the expanding central staffing particularly during the pandemic to ensure IPC protocol can be maintained across the community now and into the future. Planning has been approved for the extension of the existing central office with £230,000 transferred from the general fund towards this project in the previous year which is due to commence during 2022/23. Total Capital Projects designated funds amount to £565,000.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works have been undertaken in the current year after having been delayed due to Covid.

The Day Services Equipment Fund was set up for the provision of equipment for day service activities. Planned expenditure has been delayed due to Covid.

The Activities Room Equipment fund has been created with the proceeds from the fete in order to equip the newly created activities room "Gregories Barn". Equipment amounting to £11,432 was purchased from the fund, of which £10,001 related to a fixed asset, a transfer of that amount has been made to the general fund.

The Future Projects fund was set up following the receipt of a generous legacy towards future new projects. This is to include the conversion of an existing farm building to create additional indoor workshop space. This need was identified as a result of Covid and the need to offer additional indoor workshop capacity. A transfer of £135,000 was made from the Future Projects fund to Capital Projects during the year towards the future build of Orchard Lodge.

Donations received have been allocated towards a Sensory Room and related quipment.

Funds have been designated for the creation of an All Purpose Sports Pitch.

Donations received have been allocated towards the purchase of IT and photography equipment.

The General Fund comprises of the surplus/deficit on the income and running costs of the charity's activities, plus donations and bank interest.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

23. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Apr 2021 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2022 £
Community						
Activities Room	3,323	–	(3,323)	–	–	–
Orchard Lodge	12,000	369,590	–	–	–	381,590
Donation for alpacas	–	300	(300)	–	–	–
Day Services						
Equipment	2,034	100	(2,134)	–	–	–
HM Memorial	125	–	–	–	–	125
Herb Garden	599	–	(599)	–	–	–
Activities Room -						
Equipment	3,162	–	–	(3,162)	–	–
Land	–	30,000	(4,259)	(4,842)	–	20,899
Tenant / Social Fund	3,949	150	(2,894)	–	–	1,205
IT / Media						
Equipment	–	–	–	–	–	–
Staff Fund	2,769	2,175	(4,811)	–	–	133
NCC - Infection Control Fund	–	31,662	(31,662)	–	–	–
	<u>27,961</u>	<u>433,977</u>	<u>(49,982)</u>	<u>(8,004)</u>	<u>–</u>	<u>403,952</u>

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2021 £
Community						
Activities Room	3,323	–	–	–	–	3,323
Orchard Lodge	10,700	1,300	–	–	–	12,000
Donation for alpacas	500	–	(500)	–	–	–
Day Services						
Equipment	2,034	–	–	–	–	2,034
HM Memorial	125	–	–	–	–	125
Herb Garden	599	–	–	–	–	599
Activities Room -						
Equipment	3,162	–	–	–	–	3,162
Land	208	5,000	(8)	(5,200)	–	–
Tenant / Social Fund	–	6,693	(2,744)	–	–	3,949
IT / Media						
Equipment	–	1,000	(1,000)	–	–	–
Staff Fund	–	4,895	(2,126)	–	–	2,769
NCC - Infection Control Fund	–	40,065	(40,065)	–	–	–
	<u>20,651</u>	<u>58,953</u>	<u>(46,443)</u>	<u>(5,200)</u>	<u>–</u>	<u>27,961</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

23. Analysis of charitable funds *(continued)*

The balance of the restricted funds for the Community Activity Room is the remainder of the retention held due to be released in 2022/23.

Donations have been provided towards the planned capital works for Orchard Lodge.

Donation income has been received towards the upkeep of the alpacas.

Donations which were received during the previous financial year towards day service equipment were unable to be expended due to Covid.

Donations were received for a memorial bench for a former tenant. This will be purchased on completion of the herb garden.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works have been undertaken during the year.

Restricted funds have received for the purchase of equipment for the activities room. During the year funds have been used to purchase audio equipment. This item was capitalised, therefore a transfer in relation to this purchase has been made to the general fund.

Donations have been received and towards expenditure to be incurred in relation to the land. During the year funds of £9,101 have been used to purchase a field shelter and packing shed, of which £4,842 was capitalised. A transfer of £4,842 in relation to this purchase has been made between the land restricted fund and general fund.

Donations have been received from tenant families to support the purchase of suitable outdoor equipment to support family visits which out of necessity had to take place outside of the home due to Covid.

Donations have been received and expended to purchase IT and media equipment which has enabled communication and sharing of short films with our Day Service Users during lockdown via various online platforms.

Donations have been received from tenant families to express their gratitude towards our staffing team during Covid. Donations received enabled us to purchase 'Thank You' gifts, including hampers for all staff and equipment for the staff wellbeing hub where staff are able to take time off shift and during lunch to relax.

Funding has been received from the Norfolk County Council Infection Control Fund towards the cost of additional equipment, paying staff their full salary whilst being required to isolate, health and safety and PPE arising as a result of Covid-19.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

24. Analysis of net assets between funds

Year ended 31 March 2022

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Orchard Lodge	–	–	381,590	381,590
HM Memorial	–	–	125	125
Land	–	–	20,899	20,899
Tenant / Social Fund	–	–	1,205	1,205
Staff Fund	–	–	133	133
	–	–	403,952	403,952
Unrestricted Income Funds				
Designated Funds	–	–	1,078,786	1,078,786
General Funds	2,434,147	164,103	966,130	3,564,380
	<u>2,434,147</u>	<u>164,103</u>	<u>2,044,916</u>	<u>4,643,166</u>
	<u>2,434,147</u>	<u>164,103</u>	<u>2,448,868</u>	<u>5,047,118</u>

Year ended 31 March 2021

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Community Activities Room	–	–	3,323	3,323
Orchard Lodge	–	–	12,000	12,000
Day Services Equipment	–	–	2,034	2,034
HM Memorial	–	–	125	125
Herb Garden	–	–	599	599
Activities Room - Equipment	–	–	3,162	3,162
Tenant / Social Fund	–	–	3,949	3,949
Staff Fund	–	–	2,769	2,769
	–	–	27,961	27,961
Unrestricted Income Funds				
Designated Funds	175,670	160,517	1,193,328	1,529,515
General Funds	2,349,834	–	931,624	3,281,458
	<u>2,525,504</u>	<u>160,517</u>	<u>2,124,952</u>	<u>4,810,973</u>
	<u>2,525,504</u>	<u>160,517</u>	<u>2,152,913</u>	<u>4,838,934</u>

25. Analysis of changes in net debt

	At 1 Apr 2021 £	Cash flows £	At 31 Mar 2022 £
Cash at bank and in hand	<u>2,215,473</u>	<u>333,619</u>	<u>2,549,092</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2022

26. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
Not later than 1 year	1,260	689

27. Related parties

P D Goddard was appointed as a Trustee of the Charity on 14 February 2022. Since this date payments of £526 have been made to P D Goddard in respect of company secretarial services. However, payments for the company secretarial work ceased on 31 March 2022 and no further payments have been made.

Thornage Hall Independent Living

England & Wales - Charity number 297496

Accounts

COMPANY REGISTRATION NUMBER: 2152319

CHARITY REGISTRATION NUMBER: 297496

**Thornage Hall Independent Living Limited
Company Limited by Guarantee
Financial statements
31 March 2021**

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Financial statements

Year ended 31 March 2021

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Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Reference and administrative details

Registered charity name	Thornage Hall Independent Living Limited
Charity registration number	297496
Company registration number	2152319
Principal office and registered office	Thornage Hall Thornage Holt Norfolk NR25 7QH

The trustees

The trustees who served during the year and at the date of approval were as follows:

E J Hare (Chair) (deceased 11 December 2020)
T M Fitzalan Howard CBE (Vice Chair, Chair from 22 February 2021)
C Hart (resigned 23 October 2020)
J A Manser (Vice Chair 22 February 2021)
M E Marchant
M B Pollitt
M C Scott
S A Simpson

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Company secretary	P D Goddard
Patrons	The Rt. Rev. The Bishop of Norwich The Rt. Hon. The Lord Hastings The Lady Dannatt MBE
Senior Management Group	A Stegges (Chief Executive Officer) C Lawford (Director of Finance and Estates) S Loosley (Director of Independent Living) (to 16 November 2020)
Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Bankers	Barclays 17 Market Place Fakenham Norfolk NR21 9BE Triodos Bank NV Brunel House 11 The Promenade Bristol BS8 2NN
Solicitors	Hayes and Storr 27 Bull Street Holt Norfolk NR25 6HP Bates Wells 10 Queen Street Place London EC4R 1BE Leathes Prior 74 The Close Norwich NR1 4DR Hansells 13 The Close Norwich NR1 4DS

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Objectives and activities

The Charity's objectives are, for the public benefit, to promote good health and wellbeing, provide care and support and advance the education and training of adults with a diagnosed disability (whether mental or physical) from the age of 18.

This is carried out in accordance with the principles of Dr Rudolf Steiner, particularly by the establishment and maintenance of a community including the provision of Supported Living in five houses and Day Services offering a range of work based learning opportunities. At Thornage Hall Independent Living we wish to see an environmentally sustainable world, where everyone can live, learn and work together in a meaningful way, regardless of ability or disability. In order to achieve this we continue to develop an environment where people of all abilities live the life they choose, have opportunities for work of real value to themselves and where shared learning is encouraged and embraced. Our strategic priorities over the next five years will continue to focus on five core objectives.

1. Live

Demonstrating our person centred approach to creating an 'ordinary life' including mealtimes, hobbies, links with the wider community, domestic duties. We will do this through the development of:

- Houses which provide supported living and not residential care.
- Tenants who understand their own responsibilities under their tenancy agreements.
- Increased tenant decision making.
- Increased participation and leadership by tenants in meetings, staff recruitment etc.
- How we respond to tenants as they age, their needs increase and their ability to continue to contribute to the community.

2. Work

Highlighting our work based learning opportunities and supporting the engagement of a wider client group. We will do this through the development of:

- An increasing range of Day Services responsive to the needs of adults with learning disabilities.
- Real and meaningful work both within the community as well as through work placement.
- Our skills development programme, including training to support work place skills as per the local authority Pathways.
- Diversified activities on the land including market garden, estate management and farming.
- Direct sales to the public, involving service users in the process.

3. Learn

Everyone has something to give and everyone has something to learn, regardless of whether they are tenants, day service users, staff members or volunteers. Mutuality of learning is a fundamental part of our community. Learning opportunities run through all of our 'living' and 'working' initiatives for everybody engaging with Thornage Hall and the wider community. We will develop these opportunities through:

- Our community engagement and education services.
- Positive behavioural support approaches and supporting people in accordance with their individual support needs.
- Seeking out and building new partnerships, expanding our work based learning services into the community.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Objectives and activities *(continued)*

4. Our people

In order to achieve our ambitions for developing the live, learn and work opportunities over the next five years we will need to attract, develop and retain a workforce with the skills and experience required. We will achieve this through:

- Highlighting the quality standards we are achieving and aspiring to.
- Differentiating our offer through underlining our values and ethos.
- Communicating with partner organisations and engagement with the wider community.
- Development and training of staff to provide high quality support and social care.
- Underlining the unique environment both of Thornage Hall Independent Living itself and of North Norfolk, not only as a desirable place to live, but also where career aspirations can be realised.

5. Our built environment

The development and improvement of the houses and facilities across our estate will be instrumental in helping us to meet our ambitions for providing the live, learn and work opportunities we wish to achieve over the next five years. In particular we will focus on the following initiatives:

- Plans to reconfigure accommodation in the Hall bringing en-suite and equitable standards of accommodation for all tenants.
- Continuation of our ongoing planned maintenance programme to maintain the upkeep and upgrade the standards of our existing accommodation as identified to a high standard some of which is heritage category Grade II listed.
- The development of a fundraising appeal to support the capital requirements for the development of Orchard Lodge, a further 4/5 bedroom accommodation unit.

Public benefit

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit.

Thornage Hall Independent Living Limited exists to promote the health and independence of all who live and work in its community. It has a strong emphasis on developing citizenship and a community culture, to enable each individual to develop their skills and interests to maximise their personal potential. This takes place alongside our bio-dynamic approach to managing the land, which is demonstrated to have benefits for environmental protection and improvement of the land.

The community is open to anybody identified as having a need for services following an assessment with their local authority, with Norfolk County Council residents being considered in the first instance. People of any race, religion, gender, culture, disability or orientation may seek to join us, in line with our policies on equality and diversity. Our services all operate on an individual's needs basis in line with public funding criteria.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Achievements and performance

The overarching driver for this reporting period has been managing Covid-19 which has without doubt had a significant impact on all aspects of the Charity and continues to represent an ongoing challenge into 2021/2022. Whilst we had a number of planned maintenance projects these were necessarily put on hold. There was a huge burden placed on the Senior Management Team to react, implement and manage all of our services in response to the government guidance on Covid-19. Business Continuity Management Systems were implemented and the Charity was faced with several dilemmas not least of which included, for a significant period, the forced closure of day service provision to external day service users which resulted in significant financial challenges.

Lockdown

The effort and contribution from each and every member of staff has been outstanding. The flexibility, adaptation and the willingness to go above and beyond to ensure ongoing care and support for all of our tenants during a pandemic should not be forgotten. The Charity is pleased to report that during this period the staffing team remained static. Staff adapted to working with tenants whilst wearing full PPE, donning and doffing became daily routines and our supplies of PPE continue to arrive along with PCR and Lateral flow testing kits. But this was not without challenges especially when we experienced a Covid-19 outbreak across the community and were forced to "Lockdown" each house individually. We must not forget the support and understanding we received from the families of our tenants who were unable to visit or spend time with their relatives during lockdown and the impact this had on the health & wellbeing of our tenants.

Whilst physical fundraising events were halted, innovative and alternative income streams were developed which resulted in the introduction of an on-line shop. This, in conjunction with the committee responsible for arranging the Christmas Fair in aid of Thornage Hall Independent Living, meant that we were able to continue to promote the products which our tenants continued to work hard on producing during lockdown.

Lockdown and bubbles became our new normal, all house staff continued to work full shifts to ensure ongoing support of tenants. Day service staff also continued to offer workshops internally to our tenants' in house bubbles in line with government guidance and in addition we all became familiar with the concept of Teams and Zoom. This was only possible through continued funding arrangements and communication with the local authority which has been excellent throughout this exceptional period.

The Charity's own innovative and creative ways of working meant that we could offer remote services to our day service users using new methods of communication (Teams, Skype, Facetime & Zoom) whilst recognising that some of our day service users were unable to adapt to this revised service. Additionally, we were able to send out activity packs, regular newsletters with contributions from both tenants and external day service users, offer short films of the tenants and staff to ensure the well-established links between our tenants and external day service users remained constant. On the whole families were appreciative of every effort made to keep channels of communication open and live.

We successfully introduced a Service Provision Committee with representatives from our cohort of tenants and their families, day service users and their families. This provided us with the opportunity to continually review and assess our range of services, ensuring our day service and supported living provisions continue to meet not only our strategic objectives, values and principles but also remain compliant with CQC (Supported Living) and Norfolk County Council Quality Assurance (Day Services). We look forward to being able to build on this committee for the benefit of all users of our services.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Achievements and performance *(continued)*

Developments within the Health and Social Care sector

Developments in how adults with learning disabilities and autism should be supported have been introduced at a national level and resulted in Norfolk County Council establishing a link with Positive Behaviour Support (PBS) UK. PBS UK will support providers of supported living and residential care with training. We are pleased to advise that we will be involved with the project group supporting this initiative and ensuring our policies and procedures reflect this important development. Over the next year we will be identifying staff to take the lead on introducing this across the supported living community and developing support systems for our tenants.

The financial investment and commitment we made in regards to Access Care Planning remained a key objective during this period. We have a designated lead for this piece of work who has supported and trained staff throughout and kept us all on track with the integrity of the data, ensuring GDPR Compliance at every step. We have now begun to upload data and information for all tenants within our supported living services with their input and support. This should see us move away from paper records detailing key achievements and activities. There is an additional function available from Access which will enable our ability to carry out audits more easily which we will be looking to implement once the care planning records are active.

Our plans to fill voids in the houses was severely impacted, together with the additional voids which arose during the financial year. However, there was a small window of opportunity where we were able to support and facilitate a successful transition into one of our supported living houses.

Whilst it was not possible to support any further transitions there has been significant progress with commissioning authorities behind the scenes to move forward those people looking to move into the community.

Housing and support

Freebridge Community Housing continue to manage our tenancies and this is an ongoing positive relationship. Norfolk County Council continue to promote their Supported Living Framework across the county but we will only be in a position to apply to join this after all of our tenants have been through a full review with Norfolk County Council. There still remain a significant number of financial concerns around this process which need to be considered. We continue to foster a positive relationship with Norfolk County Council, Covid-19 has further delayed any urgent reviews required by tenants.

The impact of Covid-19 and the demographic of our tenants continues to highlight changes and in some cases, increases in their needs, further highlighting the need to review support packages together with our funding structure and related commissioned hours of support.

Our vision and values promotes the ethos of Live, Learn and Work which further reinforces our supported living provision. As a community we need to ensure that we have an active and participative group of tenants contributing to the community which is both meaningful and of value to further promote their individual skill development and independence.

Staff support and training

Out of necessity we have continued to use Care Skills for our on line training together with Care Certificate training, it has not been possible to reintroduce classroom based training due to Covid-19. Some providers have continued to adapt their techniques for delivering training sessions with many offering Zoom, Skype, Teams or Facetime sessions.

In order to support our staff the Charity agreed to identify a calm and quiet space where staff could take some well-deserved time out, with coffee & tea available to them. We have also identified a Wellbeing Champion within the Charity and all staff have access to the Employee Assistance Programme.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Achievements and performance *(continued)*

Plans for the future

A further recruitment drive via the use of various social media platforms and word of mouth has meant that we are now in the fortunate position going into the new financial year with a near full complement of staffing with agency usage at a minimal.

As we move into the new financial year with the continued challenges and uncertainty that Covid-19 present we will focus on the safe re-opening of our day service provision to our external service users. The guaranteed funding made available from NCC to ensure our day service position has continued to employee staff and offer services as described above shall cease during July and return to payment for delivered session only. This will impact on our funding, mainly due to the reduction in the number of sessions delivered over the past 12 months due to tenants and service users leaving the service, some of which are directly as a result of Covid-19 and some moving to other settings. Whilst we have seen some day service users leaving the service, it has not been possible to welcome new service users or tenants into the service due to the necessary government restrictions. Once the initial safe reopening of the day service provision has been successfully completed the focus shall then be on admissions from interested service users and focus on filling the vacancies within the support living accommodation.

Norfolk County Council have shared their plans and dates to carry out the supported living reviews for our tenants. Once these reviews are complete and the assessments are shared we shall be in a better position to discuss the supported living framework whilst reviewing the financial impact based on their assessments and how the Charity can transition onto the framework.

Norfolk County Council are looking to begin the introduction of Life Opportunities model for day services which has three levels, known as Pathways, towards the end of 2021:

- Wellbeing - providing meaningful activity, social support and care for those with the most complex needs
- Promoting Independence - supporting people to develop life skills and access community provision and services
- Skills and Employment - supporting people to obtain paid work

This has triggered the review of the staffing team and the beginning of the consultation period with staff to ensure that we have sufficient resources in place to support the introduction of the Pathways. In addition we shall be looking to review the workshops offered and interest from those attending to ensure we are able to deliver sessions that meet the pathways, continue to develop and monitor skill progression following workshop curriculums and explore the possibilities of gaining accredited qualifications.

As we continue on the government roadmap and the easing of restrictions, the delayed Golf event to be held by the Royal West Norfolk Golf Club to raise funds for the construction of Orchard Lodge, has recommenced and is now due to take place during September 2021. We also hope to be able to hold our annual Garden Fete in September and the Norfolk Christmas Fair in November.

Our planned maintenance programme shall continue into 2021/22. This is possible as a result of the allocated surplus funds which we were unable to utilise during the current financial year. This will ensure we can continue to maintain and upgrade facilities across the Charity and offer high standards of accommodation. The plans this coming year include much needed kitchen upgrades, external repairs to Icen and the extension and reconfiguration of office space.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Financial review

This financial year has presented its challenges with the Day Service provision having been closed by the local authorities during March, the planned reopening to include external service user added further complexities with both our Supported Living and Day Service provision both being on the site. Day Service occupancy has reduced following the deaths of 3 service users of which 2 were tenants, this together with the delay in filling previous vacancies also contributed to the reduced rental income for the period. Without the direct payments received from the local authority for our commissioned Day Services throughout this period the Charity's financial position would have suffered significantly. We recognise and acknowledge the financial pressure on the local authority particularly during these unprecedented times and continue to strive to provide to a high quality care and excellent value for money across our services.

The further financial impact of Covid-19 resulted in our planned donation and fundraising events having to be either cancelled or postponed. Our annual Christmas Fair was held online raising a substantial £10.5k which was very gratefully received and the hard work of the committee very much appreciated.

The movement in the investments by the end of the financial year saw the portfolio return to a similar balance prior to the significant reduction shown in the prior year's financial statements ending 31 March 2020.

During the year the staffing levels remained consistent resulting in a significant reduction in agency expenditure, this being extremely positive during these exceptional circumstances. There were high levels of sickness amongst staff due to Covid-19 positive cases and isolation periods in line with the government guidance. Due to the additional government funding made available to the sector and guaranteed Day Service income, we were delighted to be able to ensure none of our staff were financially penalised for Covid-19 related absence. This has resulted in an over expenditure in salary costs due to the need to increase staffing to cover absence and to continue to provide a safely staffed service. Unfortunately, in order to achieve this many staff were unable to take their full entitlement of annual leave resulting in a higher than usual holiday accrual which also impacted on the over spend in this area.

The planned maintenance programme came to a standstill delaying further the original 5 year programme, the surplus of which shall be carried forward to ensure that all planned works are able to be carried out so to continue to offer accommodation to a high standard. In line with the government guidance and to ensure social distancing measure were in place, the additional PPE requirements and our reviewed infection prevention control protocols this all resulted in higher than planned health and safety expenditure. This was acknowledged and further funding streams for infection prevention control were made available to the local authority and passed on to providers to support the safe delivery of services.

The Board of Trustees would like to thank the whole staff team for their dedication, commitment and professionalism during this difficult period and in particular the Senior Team who have gone above and beyond in ensuring the whole community has remained safe and continued to evolve and thrive.

Unrestricted funds

Total income in unrestricted funds (including designated funds as detailed below) amounted to £1,996,973 (2020: £1,934,457) and after expenditure of £1,796,914 (2020: £2,103,454) and an investment gain of £20,106 (2020: loss of £20,555), the net movement of funds before transfers amounted to a surplus of £220,165 (2020: deficit of £189,552).

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Financial review *(continued)*

Designated funds

The Contingency Fund was set up to cover the cost of the future needs of individual tenants that are not already met by the community's existing funding. The fund had net income of £4,634 (2020: £1,760) and after an investment gain of £20,106 (2020: loss of £20,555) the net increase in the fund was £24,740 (2020: net reduction of £18,795). However, to reflect the changes in commissioned funding and individual benefit payments the purpose of this fund continues to be under review as tenant's needs are currently met within their own financial circumstances which is far more robust than in previous years when the fund was established.

In addition funds totalling £280,000 have been transferred to supplement the existing funds in relation to Capital Projects (2020: £10,593 in relation to Grange Cottage and Capital Projects). No costs have been expended from designated funds during the current year (2020: £76,703 capitalised in relation to Grange Cottage).

At 31 March 2021 designated funds amounted to £1,529,515 (2020: £1,224,775).

Restricted funds

Total income in restricted funds amounted to £58,953 (2020: £84,928) and after expenditure of £46,443 (2020: £500) and transfers of £5,200 (2020: £122,044) restricted funds carried forward amounted to £27,961 (2020: £20,651).

The Trustees believe the state of the Charity's financial affairs to be satisfactory.

Principal funding sources

Much of the Charity's income is fees for day services, non housing related support and housing benefit received from primarily Norfolk County Council and North Norfolk District Council.

Investment powers

Under the Memorandum and Articles of Association, the Charity has the power to make any investment which the Trustees see fit. The investments are managed by Barratt & Cooke, members of the London Stock Exchange, with prior approval by the Trustees.

Investment policy

The Trustees have given careful consideration to the investment policy, balancing risk and reward. They have concluded that an investment portfolio of medium risk, structured to produce a reasonable level of income, together with the opportunity for capital growth is the most appropriate. The Trustees have a policy of purchasing ethically based investments wherever this is practical.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Financial review *(continued)*

Reserves policy

The Trustees have given careful consideration to the level of free reserves the charity should hold and have established a policy of holding six months normal running costs, which at 31 March 2021 amounted to £922,000.

As at 31 March 2021, the free reserves amounted to £931,624 which is calculated as unrestricted net current assets less designated funds.

The Trustees have planned a number of specific areas of expenditure for which they have designated funds as follows:

Contingency fund - In 1998 the Trustees have identified the need to provide for the future needs of those dependent upon Thornage Hall Independent Living Limited, which has been done by the provision of a designated contingency fund (see note 23), which comprises the following assets: £160,517 is represented by a portfolio of investments, £175,670 by Holly House, a freehold property rented out by the charity, and £79,745 in cash, which represents the accumulated income generated by these assets. However, to reflect the changes in commissioned funding and individual benefit payments the purpose of this fund is under review.

Planned Maintenance fund - Following the completion of a detailed condition survey the charity embarked upon a five year planned maintenance program, which has been fully budgeted and commenced in 2015. In total it is anticipated that over the five year period £650,000 will be spent on planned maintenance, of which £250,000 has been designated towards the completion of the planned maintenance into 2022. This has again been extended for a further year due to more pressing operational priorities. This shall be reviewed during 2021/22. The Trustees plan that the balance will be funded from operating surpluses achieved during the next few years.

Planning permission has been granted for Orchard Lodge to which the Trustees have designated a total £200,000 however due to the current situation around Covid-19 it is unlikely that this project will commence within the coming year as all fundraising activities are unable to be supported.

Furthermore, as we need to ensure that all of our existing facilities and planned maintenance which has been delayed, due to Covid-19, we have to prioritise these works in advance of the new build to ensure our ongoing ability to offer services and accommodation of the highest standard to our existing tenants and to ensure we remain competitive and value for money into the future.

The Covid-19 situation demands a review of priorities particularly as some planned maintenance activities will be delayed, additionally the requirement for further suitable office and staff facilities need to be reviewed to ensure compliance with Government guidance around social distancing, infection prevention control not just now but also in the future.

The trustees review the reserves policy annually in line with recommended practice.

Structure, governance and management

Governing document

Thornage Hall Independent Living Limited is a charitable company limited by guarantee, incorporated on 3 August 1987 and registered as a charity on 12 August 1987. The Charity is governed by its Memorandum and Articles of Association adopted on 3 August 1987 and amended on 17 April 2007, 26 October 2009 and 13 December 2018, these are currently being reviewed to reflect changes in management and to ensure compliance with relevant legislation. In the event of the Charity being wound up, the liability is limited to £1 per member of the Charity.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

There shall be at least three Trustees, each Trustee will be expected to bring a level of specialism in their field of expertise.

At every AGM one third of the Trustees shall retire from office. The Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment.

The Trustees may appoint a person who is willing to act as a Trustee, either to fill a vacancy or as an additional Trustee. A Trustee so appointed shall hold office only until the next following AGM, and shall not be taken into account in determining the Trustees who are to retire by rotation at that AGM. If not reappointed at such AGM he/she will vacate office at the end of the meeting.

Where the Trustee is the CQC nominated individual there is a requirement to familiarise themselves with CQC principals and be fully understanding of the role.

The current appointment of Trustees offers a balanced gender and experienced board.

Trustee induction and training

All new Trustees will be provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the Charity

and are encouraged to read Charity Commission guidance notes CC3 - The Essential Trustee "What you need to know, what you need to do".

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Trustees have completed a thorough review of the Community's activities to identify the opportunities available to the Community and the risks to which it is exposed. The review covered the risks in the following areas: strategic, operational, environmental, compliance and financial. The Trustees reconsider each year the requirement for additional safeguards in the form of systems and procedures to supplement those already in place. In addition, the Trustees will ensure there are adequate procedures to minimise any potential impact on the Community should any of those risks materialise.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Structure, governance and management *(continued)*

Organisational structure

The Trustees meet on a regular basis, a minimum of four times a year, in order to monitor the progress of the Community, to make key decisions and to see that legal requirements such as those of the Registrar of Companies, the Charity Commissioners, the Social Services Departments and other regulatory bodies are adhered to. Individual Trustees have lead roles in important areas of the organisation.

The Trustees delegate day-to-day running and management of the Community to the Chief Executive Officer in conjunction with the Senior Management Group. The Senior Management Group includes the Director of Independent Living and the Director of Finance and Estates. Further specific groups report to the Senior Management Group and are responsible for specific tasks. These groups include:

- Independent Living Managers/Senior Support Workers, reporting to the Director of Independent Living - responsible for the support of the tenants and running of the houses.
- Director of Finance and Estates - responsible for the financial affairs of the day-to-day running of the Charity as well as management of the Estate.
- Office administration reporting to the Executive Assistant - Business Support - responsible for the administration of the central office and administration support to the Senior Management Group.
- Day Services Operational Managers - responsible for the management of Day Services, Farm and Garden.

This structure has evolved into an effective mechanism for both:

- managing the diverse elements of the Charity's service; and
- ensuring the effective participation and involvement of all members of the Community, should they wish, to be involved in the management and development of the Community.

Key management personnel

The Trustees consider the Board of Directors, who are the Charity's Trustees, and the Senior Management Group to comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the charity on a day to day basis. All Trustees give their time freely. Details of Trustees expenses are disclosed in note 15 to the accounts.

The pay of the senior staff is reviewed subject to the results of the local authority contract negotiations, and normally increased in accordance with average earnings. In view of the nature of the Charity the Trustees benchmark against pay levels in other care sector providers. The remunerations bench-mark is the mid-point of the range paid for similar roles.

Related parties

The Charity is a member of the Association of Camphill Communities UK and the Camphill Benevolent Fund.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Structure, governance and management *(continued)*

Fundraising

The Charity has two main fundraising events during the year. An Annual Garden Fete that takes place in September and the Norfolk Christmas Fair in aid of Thornage Hall during November. The Garden Fete is organised by the staff team and the Christmas Fair is organised by a committee of volunteer supporters headed up by a Trustee who reports back to the Senior Management Group. The Charity complies with the Fundraising Regulator's Code of Fundraising Practice in its fundraising activity, and during the year there were no instances of non-compliance noted, and no complaints received by the charity about fundraising. Fundraising events are promoted through local advertising, posters, the Charity's website and social media accounts and the Charity's contacts database for those that have requested to be informed. In addition to fundraising income, the Charity receives donations from its supporters but does not actively seek donors.

The Charity does not work with professional fundraisers or commercial participators, and does not engage directly with vulnerable people or the general public in its fundraising activities.

Trustees' responsibilities statement

The trustees (who are also directors for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

T M Fitzalan Howard CBE
Chair

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited

Year ended 31 March 2021

Opinion

We have audited the financial statements of Thornage Hall Independent Living Limited (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, 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 FRS 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 charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 significant doubt on the 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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2021

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2021

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliances with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluation the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Independent auditor's report to the members of Thornage Hall Independent Living Limited *(continued)*

Year ended 31 March 2021

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

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2021

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
Income and endowments	Note				
Donations and legacies	5	14,003	18,888	32,891	117,222
Charitable activities	6	1,955,888	40,065	1,995,953	1,837,369
Other trading activities	7	10,525	–	10,525	41,812
Investment income	8	15,423	–	15,423	16,825
Other income	9	1,134	–	1,134	6,157
Total income		<u>1,996,973</u>	<u>58,953</u>	<u>2,055,926</u>	<u>2,019,385</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(274)	–	(274)	(9,617)
Charitable activities	11	(1,796,640)	(46,443)	(1,843,083)	(2,094,337)
Total expenditure		<u>(1,796,914)</u>	<u>(46,443)</u>	<u>(1,843,357)</u>	<u>(2,103,954)</u>
Net income/(expenditure) and net movements in funds before gains and losses on investments		200,059	12,510	212,569	(84,569)
Net gains/(losses) on investments	12	20,106	–	20,106	(20,555)
Net income/(expenditure) before transfer of funds		220,165	12,510	232,675	(105,124)
Transfers between funds		5,200	(5,200)	–	–
Net movement in funds		<u>225,365</u>	<u>7,310</u>	<u>232,675</u>	<u>(105,124)</u>
Reconciliation of funds					
Total funds brought forward		4,585,608	20,651	4,606,259	4,711,383
Total funds carried forward		<u>4,810,973</u>	<u>27,961</u>	<u>4,838,934</u>	<u>4,606,259</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 22 to 36 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Balance sheet

31 March 2021

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Tangible fixed assets	16		2,525,504		2,613,587
Investments	17		160,517		140,417
			<u>2,686,021</u>		<u>2,754,004</u>
Current assets					
Stocks	18	16,176		16,176	
Debtors	19	112,946		150,692	
Cash at bank and in hand		2,215,473		1,836,002	
		<u>2,344,595</u>		<u>2,002,870</u>	
Creditors: Amounts falling due within one year	20	<u>191,682</u>		<u>150,615</u>	
Net current assets			2,152,913		1,852,255
Total assets less current liabilities			<u>4,838,934</u>		<u>4,606,259</u>
Net assets			<u>4,838,934</u>		<u>4,606,259</u>
Funds of the charity					
Restricted funds			27,961		20,651
Unrestricted funds			4,810,973		4,585,608
Total charity funds	23		<u>4,838,934</u>		<u>4,606,259</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

T M Fitzalan Howard CBE
Chair

Company registration number: 2152319

The notes on pages 22 to 36 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Net income/(expenditure)	232,675	(105,124)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	108,201	105,742
Net gains/(losses) on investments	(20,106)	20,555
Dividends, interest and rents from investments	(13,067)	(11,082)
Other interest receivable and similar income	(2,356)	(5,743)
<i>Changes in:</i>		
Trade and other debtors	37,746	222,293
Trade and other creditors	41,067	(154,570)
Cash generated from operations	384,160	72,071
Interest received	2,356	5,743
Net cash from operating activities	<u>386,516</u>	<u>77,814</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	13,067	11,082
Purchase of tangible assets	(20,118)	(83,868)
Purchases of other investments	-	(130,586)
Proceeds from sale of other investments	6	130,645
Net cash used in investing activities	<u>(7,045)</u>	<u>(72,727)</u>
Net increase in cash and cash equivalents	379,471	5,087
Cash and cash equivalents at beginning of year	<u>1,836,002</u>	<u>1,830,915</u>
Cash and cash equivalents at end of year	<u>2,215,473</u>	<u>1,836,002</u>

The notes on pages 22 to 36 form part of these financial statements.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2021

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Thornage Hall, Thornage, Holt, Norfolk, NR25 7QH.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have taken into account the impact of Covid-19 on the charity in making this assessment.

(c) Fund accounting

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

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(d) Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

3. Accounting policies *(continued)*

Income *(continued)*

- Income received by way of donations, legacies, grants and gifts is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the Charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

- Investment income is included when receivable.

- Income from charitable trading activity is accounted for when earned.

- Income from grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- expenditure on raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

- expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

(f) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against surpluses on a straight line basis over the period of the lease.

(g) Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions costing less than £1,000 are not capitalised.

(h) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Residential buildings	-	over 40 years
Farm buildings	-	over 25 years
Motor vehicles and machinery	-	25% reducing balance
Furnishings and equipment	-	25% reducing balance and straight line

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

3. Accounting policies *(continued)*

Depreciation *(continued)*

No depreciation is provided for assets in the course of construction until the assets are brought into their intended use.

(i) Investments

Investments held as fixed assets are revalued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Stocks

Stocks have been valued at the lower of cost and net realisable value.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(l) Defined contribution plans

The Charity operates two defined contribution pension schemes in respect of employees and co-workers, a contribution stakeholder scheme (People's Pension) in respect of employees and co-workers and a money purchase scheme for co-workers only with Camphill Benevolent Fund, to which the trustees made no contributions during the year. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to the schemes.

(m) Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the Charity are accounted for on an accruals basis and included within employee benefits.

4. Limited by guarantee

Thornage Hall Independent Living Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations	14,003	18,888	32,891
Legacies			
Legacies	–	–	–
	<u>14,003</u>	<u>18,888</u>	<u>32,891</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations	11,457	84,928	96,385
Legacies			
Legacies	20,837	–	20,837
	<u>32,294</u>	<u>84,928</u>	<u>117,222</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Fees and contributions	1,880,178	–	1,880,178
Farm and garden income	45,057	–	45,057
Workshop income	8,270	–	8,270
COVID-19 Support	22,383	40,065	62,448
	<u>1,955,888</u>	<u>40,065</u>	<u>1,995,953</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Fees and contributions	1,782,966	–	1,782,966
Farm and garden income	46,285	–	46,285
Workshop income	8,118	–	8,118
COVID-19 Support	–	–	–
	<u>1,837,369</u>	<u>–</u>	<u>1,837,369</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Fundraising events	<u>10,525</u>	<u>10,525</u>	<u>41,812</u>	<u>41,812</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

8. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Income from fixed asset investments	3,527	3,527	1,542	1,542
Rental income	9,540	9,540	9,540	9,540
Bank interest receivable	2,356	2,356	5,743	5,743
	<u>15,423</u>	<u>15,423</u>	<u>16,825</u>	<u>16,825</u>

9. Other income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Insurance claim	<u>1,134</u>	<u>1,134</u>	<u>6,157</u>	<u>6,157</u>

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Costs of other trading activities - Staging events	<u>274</u>	<u>274</u>	<u>9,617</u>	<u>9,617</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

11. Expenditure on charitable activities by activity type

	Community expenses £	Land expenses £	Support costs £	Total Funds 2021 £	Total Funds 2020 £
Community expenses	11,377	75	–	11,452	14,374
Medical expenses	202	217	648	1,067	586
Food	59,962	1,760	881	62,603	75,061
Household	21,505	14,700	8,638	44,843	51,426
Estate and general maintenance	40,475	28,577	1,312	70,364	258,926
Light, heat and fuel	31,529	4,378	2,470	38,377	36,572
Rent, rates and water	10,416	2,071	–	12,487	9,989
Insurance	15,739	3,090	2,684	21,513	22,688
Motor and travel expenses	5,627	2,976	173	8,776	8,480
Wages and staff costs	978,710	156,309	177,327	1,312,346	1,339,490
Training and education	1,979	38	4,915	6,932	17,030
Contributions	325	1,227	3,322	4,874	4,508
Advertising	739	–	945	1,684	8,921
Printing, postage and stationery	601	187	8,994	9,782	7,817
Telephone	72	59	7,304	7,435	7,292
Professional fees	35,964	19,324	43,649	98,937	103,022
Sundries	388	105	87	580	675
Depreciation	85,043	21,937	1,221	108,201	105,748
Bank interest and charges	81	–	1,637	1,718	2,066
Farm cost of sales	–	5,674	–	5,674	7,751
Veterinary fees	–	2,036	–	2,036	843
Repairs and renewals	–	2,784	–	2,784	2,901
Pest control	–	950	–	950	771
Governance costs	–	–	7,668	7,668	7,400
	<u>1,300,734</u>	<u>268,474</u>	<u>273,875</u>	<u>1,843,083</u>	<u>2,094,337</u>

Included in the above is restricted charitable expenditure of £46,443 (2020: £500).

Analysis of governance costs

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Audit fee	7,932	–	7,932	7,668
Audit fee - under accrual	(264)	–	(264)	(268)
	<u>7,668</u>	<u>–</u>	<u>7,668</u>	<u>7,400</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

12. Net gains/(losses) on investments

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Gains/(losses) on listed investments	<u>20,106</u>	<u>20,106</u>	<u>(20,555)</u>	<u>(20,555)</u>

13. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	108,201	105,742
Fees payable for the audit of the financial statements	7,932	7,668
Fees payable for the audit of the financial statements - prior year	(264)	(268)
Auditors' remuneration - VAT advice	-	600
Operating lease payments	<u>689</u>	<u>575</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021 £	2020 £
Wages and salaries	1,197,370	1,255,644
Social security costs	86,070	55,586
Employer contributions to pension plans	<u>49,563</u>	<u>35,220</u>
	<u>1,333,003</u>	<u>1,346,450</u>

Wages and salaries include £Nil (2020: £20,182) of redundancy and non-contractual termination payments.

Key management personnel remuneration amounted to £151,367 (2020: £138,704) in respect of 3 (2020: 3) employees.

The average head count of employees during the year was 54 (2020: 49). The average number of full-time equivalent employees during the year is analysed as follows:

	2021 No.	2020 No.
Number of administrative staff	4	3
Number of other staff	<u>40</u>	<u>37</u>
	<u>44</u>	<u>40</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2021 No.	2020 No.
£60,000 to £69,999	<u>1</u>	<u>-</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

15. Trustee remuneration and expenses

No Trustee received any remuneration from the Charity during either the current or previous year.

No Trustee was reimbursed expenditure during the year (2020: One Trustee was reimbursed expenditure of £221).

16. Tangible fixed assets

	Land and buildings £	Agricultural machinery £	Motor vehicles £	Residential equipment £	Total £
Cost					
At 1 Apr 2020	4,095,079	144,727	56,114	182,682	4,478,602
Additions	–	5,200	–	14,918	20,118
At 31 Mar 2021	<u>4,095,079</u>	<u>149,927</u>	<u>56,114</u>	<u>197,600</u>	<u>4,498,720</u>
Depreciation					
At 1 Apr 2020	1,506,367	129,290	54,661	174,697	1,865,015
Charge for the year	98,681	5,159	363	3,998	108,201
At 31 Mar 2021	<u>1,605,048</u>	<u>134,449</u>	<u>55,024</u>	<u>178,695</u>	<u>1,973,216</u>
Carrying amount					
At 31 Mar 2021	<u>2,490,031</u>	<u>15,478</u>	<u>1,090</u>	<u>18,905</u>	<u>2,525,504</u>
At 31 Mar 2020	<u>2,588,712</u>	<u>15,437</u>	<u>1,453</u>	<u>7,985</u>	<u>2,613,587</u>

17. Investments

	Listed investments £
Cost or valuation	
At 1 Apr 2020	140,417
Additions	–
Disposals	(6)
Other movements	20,106
At 31 Mar 2021	<u>160,517</u>
Impairment	
At 1 Apr 2020 and 31 Mar 2021	
Carrying amount	
At 31 Mar 2021	<u>160,517</u>
At 31 Mar 2020	<u>140,417</u>

All investments shown above are held at valuation.

Financial assets held at fair value

The fair value of listed securities is determined by reference to the quoted price for these assets in an active market at the balance sheet date.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

17. Investments *(continued)*

Investments comprise the following:

	2021	2020
	£	£
Listed securities	160,517	140,411
Cash held for re-investment	—	6
	<u>160,517</u>	<u>140,417</u>

18. Stocks

	2021	2020
	£	£
Livestock	<u>16,176</u>	<u>16,176</u>

19. Debtors

	2021	2020
	£	£
Trade debtors	14,539	51,904
Prepayments and accrued income	96,109	88,979
Other debtors	2,298	9,809
	<u>112,946</u>	<u>150,692</u>

20. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	50,531	54,198
Accruals and deferred income	112,348	71,849
Social security and other taxes	28,803	24,568
	<u>191,682</u>	<u>150,615</u>

21. Deferred income

	2021	2020
	£	£
At 1 April 2020	565	—
Amount released to income	(565)	—
Amount deferred in year	<u>51,359</u>	<u>565</u>
At 31 March 2021	<u>51,359</u>	<u>565</u>

Deferred income comprises the advance receipt of income in respect of charitable activities.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements (continued)

Year ended 31 March 2021

22. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £49,563 (2020: £35,220).

23. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2021 £
Unrestricted funds	3,360,833	1,983,846	(1,788,421)	(274,800)	–	3,281,458
Contingency Fund	391,192	13,127	(8,493)	–	20,106	415,932
Maintenance Fund	250,000	–	–	–	–	250,000
Grange Cottage	5,811	–	–	–	–	5,811
Capital Projects	157,900	–	–	280,000	–	437,900
Herb Garden	17,932	–	–	–	–	17,932
Day Services Equipment and Facilities	6,230	–	–	–	–	6,230
Activities Room Equipment	14,710	–	–	–	–	14,710
Future Projects	381,000	–	–	–	–	381,000
	<u>4,585,608</u>	<u>1,996,973</u>	<u>(1,796,914)</u>	<u>5,200</u>	<u>20,106</u>	<u>4,810,973</u>

	At 1 Apr 2019 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2020 £
Unrestricted funds	3,283,110	1,923,218	(1,956,946)	111,451	–	3,360,833
Contingency Fund	409,987	11,239	(9,479)	–	(20,555)	391,192
Maintenance Fund	250,000	–	–	–	–	250,000
Grange Cottage	135,605	–	(132,487)	2,693	–	5,811
Capital Projects	150,000	–	–	7,900	–	157,900
Herb Garden	17,932	–	–	–	–	17,932
Day Services Equipment and Facilities	6,230	–	–	–	–	6,230
Activities Room Equipment	19,252	–	(4,542)	–	–	14,710
Future Projects	381,000	–	–	–	–	381,000
	<u>4,653,116</u>	<u>1,934,457</u>	<u>(2,103,454)</u>	<u>122,044</u>	<u>(20,555)</u>	<u>4,585,608</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

23. Analysis of charitable funds *(continued)*

In 1998 the community set up the Contingency Fund to cover the costs of the future needs of the tenants in the community that are not already met by the commissioned funding of the Charity including capital projects. Investment income is allocated to the fund as agreed by the Trustees.

The maintenance fund was created following the completion of a detailed condition survey which has led to a planned five year maintenance program. Significant maintenance has been carried out over the initial planned period and improvements to tenant facilities to create a high standard of accommodation across the community. The balance of the funds has been designed towards the next period of planned maintenance and to include the reconfiguration of the Hall, grade 2 listed building to upgrade and create en-suite facilities for those existing tenants.

The Grange Cottage fund was set up for the planned works to the cottage, the balance of which is the retention held due to be released in 2022/23.

Capital projects - A further £50,000 has been transferred from the general fund in the current year and designated towards the future build of Orchard Lodge bringing the total designated funds as at 31 March 2021 to £207,900. It has been acknowledged by the Trustees the need for the investment in suitable office space for the expanding central staffing particularly during the pandemic to ensure IPC protocol can be maintained across the community now and into the future. Planning has been approved for the extension of the existing central office and £230,000 transferred from the general fund towards this project which is due to commence during 2022/23.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works are underway but delayed due to Covid.

The Day Services Equipment Fund was set up for the provision of equipment for day service activities. Planned expenditure has been delayed due to Covid.

The Activities Room Equipment fund has been created with the proceeds from the fete in order to equip the newly created activities room "Gregories Barn". Planned expenditure to purchase a projector and media equipment has been delayed due to Covid.

The Future Projects fund was set up following the receipt of a generous legacy towards future new projects. This is to include the conversion of an existing farm building to create additional indoor workshop space. This need was identified as a result of Covid and the need to offer additional indoor workshop capacity.

The General Fund comprises of the surplus/deficit on the income and running costs of the charity's activities, plus donations and bank interest.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

23. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2021 £
Community						
Activities Room	3,323	–	–	–	–	3,323
Orchard Lodge	10,700	1,300	–	–	–	12,000
Donation for alpacas	500	–	(500)	–	–	–
Day Services						
Equipment	2,034	–	–	–	–	2,034
HM Memorial	125	–	–	–	–	125
Herb Garden	599	–	–	–	–	599
Activities Room - Equipment	3,162	–	–	–	–	3,162
Land	208	5,000	(8)	(5,200)	–	–
Tenant / Social Fund	–	6,693	(2,744)	–	–	3,949
IT / Media						
Equipment	–	1,000	(1,000)	–	–	–
Staff Fund	–	4,895	(2,126)	–	–	2,769
NCC - Infection Control Fund	–	40,065	(40,065)	–	–	–
	<u>20,651</u>	<u>58,953</u>	<u>(46,443)</u>	<u>(5,200)</u>	<u>–</u>	<u>27,961</u>

	At 1 Apr 2019 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2020 £
Community						
Activities Room	49,367	76,000	–	(122,044)	–	3,323
Orchard Lodge	5,000	5,700	–	–	–	10,700
Donation for alpacas	500	500	(500)	–	–	500
Day Services						
Equipment	2,034	–	–	–	–	2,034
HM Memorial	125	–	–	–	–	125
Herb Garden	599	–	–	–	–	599
Activities Room - Equipment	642	2,520	–	–	–	3,162
Land	–	208	–	–	–	208
Tenant / Social Fund	–	–	–	–	–	–
IT / Media						
Equipment	–	–	–	–	–	–
Staff Fund	–	–	–	–	–	–
NCC - Infection Control Fund	–	–	–	–	–	–
	<u>58,267</u>	<u>84,928</u>	<u>(500)</u>	<u>(122,044)</u>	<u>–</u>	<u>20,651</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

23. Analysis of charitable funds *(continued)*

The balance of the restricted funds for the Community Activity Room is the remainder of the retention held due to be released in 2022/23.

Donations have been provided towards the planned capital works for Orchard Lodge.

Donation income has been received towards the upkeep of the alpacas.

Donations which were received during the previous financial year towards day service equipment were unable to be expended due to Covid.

Donations were received for a memorial bench for a former tenant. This will be purchased on completion of the herb garden.

Donations received have been allocated to the herb garden fund to replace the existing garden with a raised herb garden to allow for greater accessibility. Works are underway but delayed due to Covid.

Restricted funds have received for the purchase of equipment for the activities room. This has been delayed due to Covid.

Donations have been received and expended for the purchase of a new ride on lawn mower for the land and estate, a fund transfer being made to reflect the capital expenditure.

Donations have been received from tenant families to support the purchase of suitable outdoor equipment to support family visits which out of necessity had to take place outside of the home due to Covid.

Donations have been received and expended to purchase IT and media equipment which has enabled communication and sharing of short films with our Day Service Users during lockdown via various online platforms.

Donations have been received from tenant families to express their gratitude towards our staffing team during Covid. Donations received enabled us to purchase 'Thank You' gifts, including hampers for all staff and equipment for the staff wellbeing hub where staff are able to take time off shift and during lunch to relax.

Funding has been received from the Norfolk County Council Infection Control Fund towards the cost of additional equipment, paying staff their full salary whilst being required to isolate, health and safety and PPE arising as a result of Covid-19.

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

24. Analysis of net assets between funds

Year ended 31 March 2021

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Community Activities Room	–	–	3,323	3,323
Orchard Lodge	–	–	12,000	12,000
Day Services Equipment	–	–	2,034	2,034
HM Memorial	–	–	125	125
Herb Garden	–	–	599	599
Activities Room - Equipment	–	–	3,162	3,162
Tenant / Social Fund	–	–	3,949	3,949
Staff Fund	–	–	2,769	2,769
	<u>–</u>	<u>–</u>	<u>27,961</u>	<u>27,961</u>
Unrestricted Income Funds				
Designated Funds	175,670	160,517	1,193,328	1,529,515
General Funds	2,349,834	–	931,624	3,281,458
	<u>2,525,504</u>	<u>160,517</u>	<u>2,124,952</u>	<u>4,810,973</u>
	<u>2,525,504</u>	<u>160,517</u>	<u>2,152,913</u>	<u>4,838,934</u>

Year ended 31 March 2020

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted Income Funds				
Community Activities Room	–	–	3,323	3,323
Orchard Lodge	–	–	10,700	10,700
Donation for Alpacas	–	–	500	500
Day Services Equipment	–	–	2,034	2,034
HM Memorial	–	–	125	125
Herb Garden	–	–	599	599
Activities Room - Equipment	–	–	3,162	3,162
Land	–	–	208	208
	<u>–</u>	<u>–</u>	<u>20,651</u>	<u>20,651</u>
Unrestricted Income Funds				
Designated Funds	182,697	140,417	901,661	1,224,775
General Funds	2,430,890	–	929,943	3,360,833
	<u>2,613,587</u>	<u>140,417</u>	<u>1,831,604</u>	<u>4,585,608</u>
	<u>2,613,587</u>	<u>140,417</u>	<u>1,852,255</u>	<u>4,606,259</u>

Thornage Hall Independent Living Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2021

25. Analysis of changes in net debt

	At 1 Apr 2020	Cash flows	At 31 Mar 2021
	£	£	£
Cash at bank and in hand	<u>1,836,002</u>	<u>379,471</u>	<u>2,215,473</u>

26. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Not later than 1 year	689	575
Later than 1 year and not later than 5 years	<u>—</u>	<u>575</u>
	<u>689</u>	<u>1,150</u>

27. Related parties

There were no related party transactions during either the current or previous period.