

**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

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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

<b>Registered charity name</b>	Thornage Hall Independent Living Limited
<b>Charity registration number</b>	297496
<b>Company registration number</b>	2152319
<b>Principal office and registered office</b>	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

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<b>Company secretary</b>	P D Goddard
<b>Patrons</b>	The Rt. Rev. The Bishop of Norwich The Rt. Hon. The Lord Hastings The Lady Dannatt MBE
<b>Senior Management Group</b>	A Steggles (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)
<b>Auditor</b>	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
<b>Bankers</b>	Barclays 17 Market Place Fakenham Norfolk NR21 9BE  Triodos Bank NV Brunel House 11 The Promenade Bristol BS8 2NN
<b>Solicitors</b>	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

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#### 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

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##### 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**

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##### **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**

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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**

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##### **Achievements and performance *(continued)***

###### **Housing and Supported Living**

This year we have saw 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 Office, 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

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##### **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 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

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##### 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 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**

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##### **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**

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##### **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

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#### 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

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#### 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**

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##### **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**

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#### **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**

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#### **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**

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#### **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**

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A further description of our responsibilities is available on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://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 £
<b>Income and endowments</b>					
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
<b>Total income</b>		<u>2,285,516</u>	<u>456,280</u>	<u>2,741,796</u>	<u>2,264,729</u>
<b>Expenditure</b>					
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)
<b>Total expenditure</b>		<u>(2,415,337)</u>	<u>(35,046)</u>	<u>(2,450,383)</u>	<u>(2,073,280)</u>
<b>Net income and net movements in funds before gains and losses on investments</b>		(129,821)	421,234	291,413	191,449
Net gains/(losses) on investments	12	5,422	–	5,422	(11,180)
<b>Net income before transfer of funds</b>		(124,399)	421,234	296,835	180,269
Transfers between funds		72,234	(72,234)	–	–
<b>Net movement in funds</b>		<u>(52,165)</u>	<u>349,000</u>	<u>296,835</u>	<u>180,269</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>4,651,919</u>	<u>575,468</u>	<u>5,227,387</u>	<u>5,047,118</u>
<b>Total funds carried forward</b>		<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

	Note	2024 £	£	2023 £	£
<b>Fixed assets</b>					
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>
<b>Current assets</b>					
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>	
<b>Creditors: Amounts falling due within one year</b>	20	<u>174,333</u>		<u>268,174</u>	
<b>Net current assets</b>			2,702,899		2,668,646
<b>Total assets less current liabilities</b>			<u>5,524,222</u>		<u>5,227,387</u>
<b>Net assets</b>			<u>5,524,222</u>		<u>5,227,387</u>
<b>Funds of the charity</b>					
Restricted funds			924,468		575,468
Unrestricted funds			<u>4,599,754</u>		<u>4,651,919</u>
<b>Total charity funds</b>	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 £
<b>Cash flows from operating activities</b>		
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>
<b>Cash flows from investing activities</b>		
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>
<b>Net (decrease)/increase in cash and cash equivalents</b>	(116,954)	179,941
<b>Cash and cash equivalents at beginning of year</b>	<u>2,729,033</u>	<u>2,549,092</u>
<b>Cash and cash equivalents at end of year</b>	<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

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#### 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

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#### 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

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

#### 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	21,529	21,529	18,850	18,850

# Thornage Hall Independent Living Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 March 2024

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#### 8. Investment income

	Unrestricted Funds £	<b>Total Funds 2024 £</b>	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 £	<b>Total Funds 2024 £</b>	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 £	<b>Total Funds 2024 £</b>	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 £	<b>Total Funds 2024 £</b>	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):

	<b>2024 £</b>	<b>2023 £</b>
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:

	<b>2024 £</b>	<b>2023 £</b>
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:

	<b>2024 No.</b>	<b>2023 No.</b>
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:

	<b>2024 No.</b>	<b>2023 No.</b>
£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 £
<b>Cost</b>					
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)
<b>At 31 Mar 2024</b>	<b>4,465,786</b>	<b>145,172</b>	<b>97,236</b>	<b>221,976</b>	<b>4,930,170</b>
<b>Depreciation</b>					
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)
<b>At 31 Mar 2024</b>	<b>1,906,198</b>	<b>138,675</b>	<b>24,726</b>	<b>197,593</b>	<b>2,267,192</b>
<b>Carrying amount</b>					
<b>At 31 Mar 2024</b>	<b>2,559,588</b>	<b>6,497</b>	<b>72,510</b>	<b>24,383</b>	<b>2,662,978</b>
At 31 Mar 2023	2,359,138	8,663	12,193	25,824	2,405,818

#### Capital commitments

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

#### 17. Investments

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

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

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#### 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
<b>At 31 March 2024</b>	<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

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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

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#### 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 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	517,774	384,700	–	–	–	902,474
Day Services						
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	381,590	122,308	–	13,876	–	517,774
Day Services						
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

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##### **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 £
<b>Restricted Income Funds</b>				
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>—</u>	<u>—</u>	<u>924,468</u>	<u>924,468</u>
<b>Unrestricted Income Funds</b>				
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 £
<b>Restricted Income Funds</b>				
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>—</u>	<u>—</u>	<u>403,952</u>	<u>403,952</u>
<b>Unrestricted Income Funds</b>				
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

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#### 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.