



each

East Anglia's
Children's Hospices



Leading the way

for children and families...

Annual Review 2020-21



Welcome

Welcome to **Leading the way**, our annual review for 2020-21.

Having completed my first year with EACH, I wanted to start by saying how blown away I have been by all of you. The unwavering support we receive from the public is something that never ceases to amaze me. So, thank you for supporting us through recent challenges and allowing us to continue to be there for families when they need us most.

What a year it's been. National lockdowns and restrictions took their toll on everyone, especially the vulnerable children and families we care for. From the start, we adapted our care to protect the children and young people who use our services, and our staff, initially offering emergency and end of life care and becoming a virtual online hospice for all our wellbeing support.

As weeks became months, the toll of the pandemic on families became more evident. They talked to us about their concerns around who would look after their child if they became ill. Newly bereaved families struggled with not having the funeral they wanted for their child and not being able to be with loved ones at a time they needed them most.

Whilst we were able to provide a strong level of support online, it was clear we needed to provide more short breaks for families as soon as it was safe to do so. During the Autumn, we were able to start offering this vital element of our service in the hospices and at home, for both day and overnight care.

Our services continue to make a difference to families, giving them vital care to allow parents to have some much-needed rest time away from their 24/7 care responsibilities. Bereavement support is something we offer to the whole family and our services don't stop at the end of a child's life – we provide one-to-one counselling and group bereavement support for as long as a family needs it.

We continue to look and plan towards the future. Taking with us lessons learnt in new and different ways of working, many of which have been well received and will continue as we develop services. We learned that, for some, having access to online support suited them better and we will be continuing to offer this choice moving forwards.

The pandemic has demonstrated the importance of the services we provide and reaffirmed the critical contribution made by our supporters, so thank you to all of you who have helped us through this difficult time.

With my very best wishes,

Phil Gormley

Phil Gormley
Chief Executive





Xanthe's brother Otto attends EACH sibling days:

"I really like the sibling days. I like to be with my friends who have brothers and sisters like mine. No-one else at school has, so it's good to have friends who understand what it's like sometimes. It's nice to have a special day just for the brothers and sisters, and I feel proud to be a carer for my sister."

If you would like to receive a full copy of our Report and Accounts for 2020-21, we'd be delighted to share an online version or provide a printed copy for you. This also includes details around our work to reduce the environmental impact of the charity and the energy saving measures put in place.

Our Care



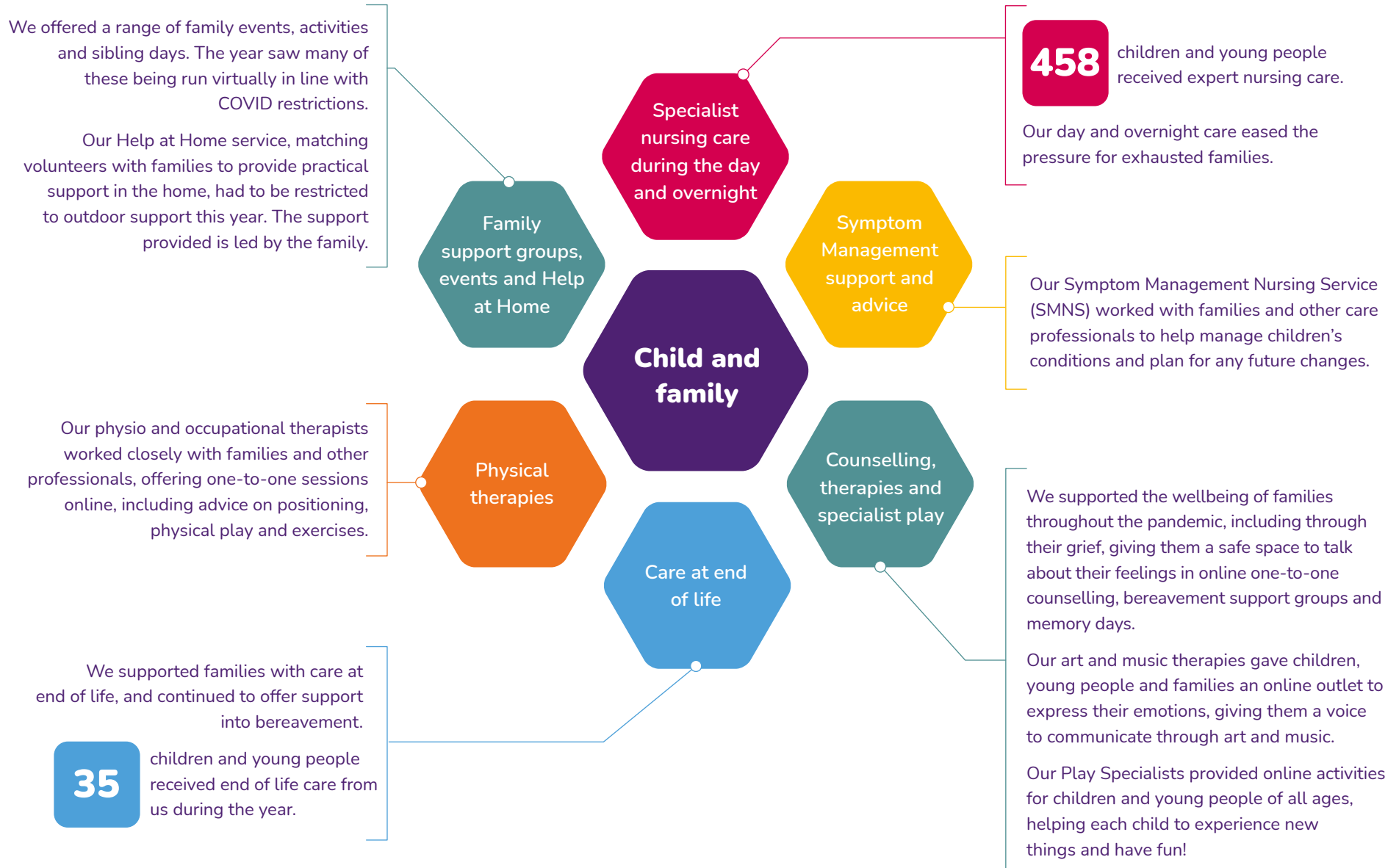
EACH cares for babies, children and young people with life-threatening conditions and supports their families. Our family-centred approach includes end of life care, specialist symptom management, short breaks, wellbeing activities, mental health therapies, counselling and volunteer services in the family home, all meeting the individual needs of the child, young person and all the family. For families, including those who have been bereaved, we are able to give them the best in the worst possible situation.

We have three hospices - Milton in Cambridge, The Nook in Norwich and The Treehouse in Ipswich. We offer care and support in the hospice, in the family home and the community.

Throughout the pandemic the care and support EACH provides remained of critical importance. The delivery of our services changed rapidly to protect the vulnerable children and families we support.



Care and support for children, young people and families during the year



This year, Hydrotherapy was the only service we were unable to provide due to the COVID-19 pandemic.



The difference we made

Annabel's story

Kelly and Gary began to receive bereavement support when their little girl, Annabel, sadly died aged just five years old. Annabel had a life-threatening condition called Cockayne syndrome, meaning she had a number of complex care needs. She was in and out of hospital throughout her life, where she sadly died in June 2020.

Kelly and Gary went to The Nook to spend time with Annabel before they returned home. Kelly explained: "When Annabel gained her shiny wings in hospital we arranged to go to The Nook to spend time all together before we returned home. The Nook was such a safe haven – it was quite literally pure bliss. It was our final time to spend together as a family.

"From the moment we arrived, Amy, our EACH Counsellor, was there. She talked us through everything, taking the time to get to know us as a family. We started weekly counselling sessions - these were done via video due to COVID restrictions. The difference these sessions have made is huge – they took us through what we were feeling and showed us it was ok to feel those things."

For Gary the impact of having immediate bereavement support was lifesaving.

"Going to The Nook for those two days probably saved my life. I probably wouldn't still be here but because I had that immediate counselling it saved me. I really didn't want to go home after Annabel passed but we were supported to work through this.

"We are now part of a bereavement group. I was adamant I didn't want group counselling. But it is nice – it's good to talk to other people who have been through the same experiences. It's somewhere we can say what we feel with no judgement – you're with people who understand because they are going through the same thing."



Libby's story

Libby lives with Bohring-Opitz syndrome, a rare genetic condition that affects the development of many parts of the body. She needs 24/7 care and is unable to sit, crawl or walk.

Her mum, Kirsty, dad Gary and brother Jake all receive services through EACH.

Kirsty said: "When we heard Libby's diagnosis I felt broken. We were very scared of what was going to happen.

"Every part of the support we receive is so important, but day care and overnight stays are the most beneficial. It took me a long time to leave Libby with the amazing team, but once

we got to know each other, I had some time for me again, which I realised I needed. It gives us a chance to spend one-to-one time with Jake.

"EACH has made a huge difference to our family and the way we look at our lives now. I was so upset when we were told Libby would need hospice care.

"Then we went to Milton and it was so warm and welcoming. I felt happy. This was somewhere we, as a family, could make some amazing memories, meet other families and receive support. I'm really not sure where we would be today without EACH."



Erin's story

Erin has a number of complex health care needs meaning she requires care 24 hours a day, seven days a week. Erin lives with her mum, Helen and grandad, Philip – they are supported by EACH, receiving short break day care at The Treehouse.

Helen said: "Despite her conditions and how desperately ill she is – Erin is an incredible little girl. She is a force of nature and shines so bright.

"EACH has helped us in many ways – particularly during the pandemic restrictions when, like for so many, our four walls have become very overwhelming. As soon as we were able to we've visited The Treehouse once a week, this gives us both a break and a change of scene.

"Knowing we have that trip to EACH is a light – I know that one day a week I'll be able to have a little break. For Erin, it's a day out. She loves it there, she feels safe. There are very few places I can take my child and know it's a safe space – EACH is one of them.

"My life revolves around Erin and her needs, she is our sun and we rotate around her. I have no time for self-care – for me my time at EACH is my self-care."



Achieving and delivering change due to the COVID-19 pandemic

In response to the COVID-19 lockdown initiated on 23rd March 2020, the delivery of our care services changed rapidly to ensure the safety of vulnerable children and their families, and to comply with the mandatory stay-at-home guidance.

Emergency and end of life care continued at families' homes and in the hospices, but for the rest of our services we became a virtual hospice to reduce the risk to families and staff. We used video consultation for symptom management assessment and adapted our holistic services:

- Online music therapy for children and young people began with a dedicated music resource area.
- Art therapy videos for children and adults were made available online – encouraging families to explore texture and nature.
- Online bereavement groups and remote one-to-one counselling sessions began, providing continued emotional support.
- A relaxation and exercise online section on our website gave coping mechanisms for those struggling with their mental wellbeing.
- Activity ideas were added to our online family area to keep people occupied at home.
- An online story section was set up to help with the bedtime routine, with special 'Lullaby Night Sessions' with story time and lullabies.

We also set up a pioneering service in collaboration with the NHS, called the Milton Hub. The Hub provided additional capacity for overnight stays, giving much-needed respite to exhausted, isolated families.



Our Objectives

Our key strategic objectives are to:

- Implement flexible strategies and contingencies, with clearly defined plans for service delivery, people, organisation design, resources and income generation.
- Re-establish all operational delivery embedding, where relevant, learning from the pandemic.
- Re-establish supporter activity, engaging new and lapsed supporters through excellent stewardship and developing innovative fundraising initiatives to grow income.
- Re-establish our retail operations, recover our trading margin and continue to accelerate the growth of e-commerce.
- Maintain a strong public profile, including building awareness around the need for increased statutory funding for children's hospices.
- Develop the Board ensuring all members receive relevant training to carry out their roles and build on their personal leadership skills, and to create a cohesive and effective strategic leadership body to take the charity forward. This will include recruiting a new Chair for the Board.



Our People

EACH is accredited by Investors in People and has a diverse workforce of 330 employees and 50 bank staff predominantly employed across three hospice locations, 44 retail outlets and a central services team based at Milton in Cambridgeshire.



Staff profiles are a mix of professional care roles; nurses, care assistants, clinical nurse specialists, counsellors, therapists and play specialists. Retail roles include retail store managers, retail assistants and online retail specialists. Professional services roles include finance, human resources, marketing and communications, fundraising and facilities.

Working alongside our workforce we have more than 1,600 volunteers. Our valued volunteers are at the heart of what we do and we are so grateful for their support. This includes practical help in the family home, fundraising, events, housekeeping, gardening, maintenance, reception, friends groups, administration and across our shops and Retail Distribution Centre.

Thank you to every one of our volunteers – we simply couldn't do what we do without you!

Chris has been a volunteer at our Plumstead Road shop in Norwich since 2018. He volunteers up to seven days a week. His main duties are completing paperwork in the office and helping with any IT work.

Chris explained: "It's a great team at the shop – they are so supportive and my confidence has really grown since I started there. It's a great atmosphere working there, we have a good laugh but get the job done."



John has been volunteering for three years. Before the pandemic he helped at fundraising events and helped families as part of our Help at Home service. During lockdown he helped publicise virtual fundraising events and helped families with outdoor tasks, such as gardening and dog walking. John's also helped by collecting and delivering PPE supplies to the hospices.

He said: "Volunteering is a privilege and although we can't make the children better, or their families' lives different, we can travel the journey alongside them, offer support and help create lasting memories. Just one of the many thank yous is my motivation to get up every morning, knowing I have so much more to look forward to than daytime TV."

Rosemary has been volunteering for EACH since 2006 and has led the Ely Friends Group who run events such as the annual Christmas event at Ely Cathedral to help raise valuable funds.

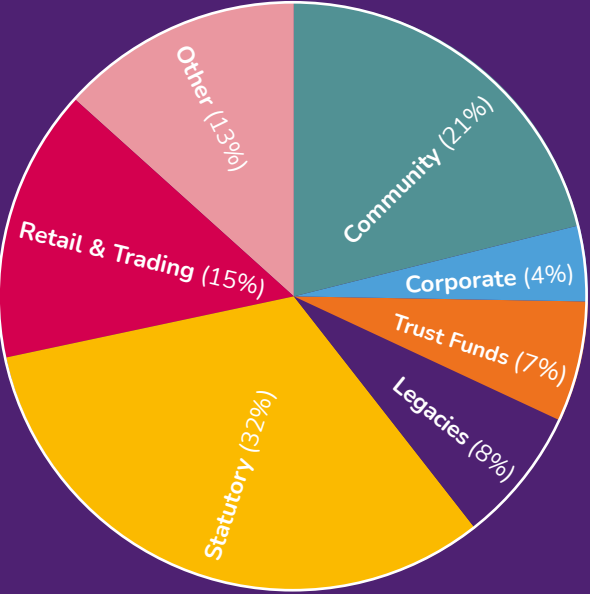
She said: "During the fifteen years that I have volunteered I have met some really lovely people both from EACH and the volunteers I have been involved with during our many fundraising events. The hospices are such bright and cheerful environments. It is a pleasure to help to raise funds in any way I can. Highly recommended for anyone with a few hours to spare."





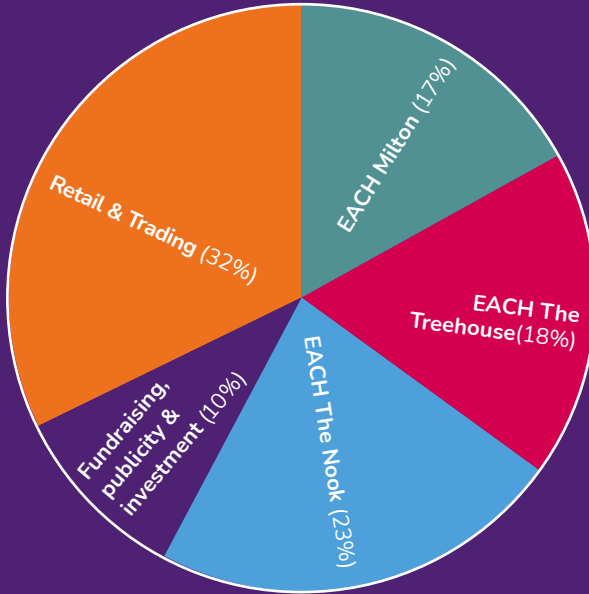
Our Financials

Where we receive our income



Where we receive our income	
Community	£3,045,805
Corporate	£595,389
Trusts	£942,885
Legacies	£1,102,611
Statutory	£4,598,774
Retail & Trading	£2,168,169
Other	£1,881,639
Total	£14,335,272

Where we spend it



Where we spend it	
EACH Milton	£2,131,094
EACH The Treehouse	£2,278,546
EACH The Nook	£2,872,566
Fundraising, publicity & investment	£1,244,412
Retail & Trading	£4,013,427
Total	£12,540,045



Extract from the EACH Report and Accounts 2020-21

Our Retail and Trading income was inevitably lower than our costs this year, given our shops were closed for much of the year due to the pandemic. However, our overall financial performance was reinforced by excellent public support, government funding & furlough scheme, local authority grants and the generosity of a number of our landlords.

Our Income



Over the last year our income generation activities came under severe pressure. Our shops were closed for 30 weeks due to national lockdowns, and the effect on our supporter activity was dramatic; our events were cancelled and income, particularly from corporate and community supporters, was significantly impacted.

In the face of these pressures we adapted our ways of fundraising, and had overwhelming public fundraising support.

To everyone who supported us in 2020-21 – thank you so much!

Your incredible efforts help us ensure every child, young person and family member we support receives the care they need – we simply couldn't do it without you.



£469,066 was received in voluntary donations in response to our COVID emergency fundraising appeal.



£146,466 was raised from our Celebrity Bottom Drawer Auction with the incredible support of Griff Rhys Jones and many other celebrities across the country.

£61,700 was raised from a fine art auction with the wonderful support of Davina Barber and a wealth of art donations.



£311,131 was raised from our eBay shop which despite the closures within our high street shops still achieved growth of 28% on the previous year.



£169,278 was raised by retail group QD over a five-year commitment through various staff and customer led fundraising activities, including sponsored events, staff pledges and donations.



Charitable Trusts

We truly appreciate all those who decide to donate to EACH, including the many charitable trusts and foundations who provide incredible support. For 2020-21 we are especially grateful to the following:

Ben and Jane Du Brow, Cambridgeshire Community Foundation, Colchester Catalyst Charity, Essex Community Foundation, Harry-Krish Mootosamy Foundation, Harwich and District Fellowship for the Sick, Jessie's Fund, Rugby Group Benevolent Fund, ShareGift, St Lawrence Parish Hall Trust, Tesco Bags of Help, The Alan Boswell Group Charitable Trust, The Albert Hunt Trust, The Company of Actuaries Charitable Trust Fund, The Dudley and Geoffrey Cox Charitable Trust, The Earle & Stuart Charitable Trust, The Ellerdale Trust, The February Foundation, The Fence Club Trust Fund, The John Coates Charitable Trust, The Lady Hind Trust, The Lord Belstead Charitable Trust, The Music Sales Charitable Trust, The Northwick Trust, The Peter Dixon Charitable Trust, The Sir Jules Thorn Charitable Trust, The Spurrell Charitable Trust, The Thompson Family Charitable Trust, The True Colours Trust.





East Anglia's Children's Hospices

Milton (Cambs and West Essex)
The Nook (Norfolk)
The Treehouse (Suffolk and East Essex)

Get in touch

Call: 01223 800 800
Email: supportercare@each.org.uk
Visit: www.each.org.uk

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