

Stepping Forward

Leading the way in
children's hospice care

Four-year strategy 2022-26



Introduction

The last two years have been challenging for East Anglia's Children's Hospices (EACH), in terms of service delivery and the income required to maintain the organisation.

The Nook, our hospice in Norfolk, opened in late 2019 (following a £10 million capital appeal), and in March 2020, the pandemic forced many of the care services we offer to adapt dramatically to ensure care could be delivered safely. End of life care continued face-to-face but all other care services were delivered online. Short break care was paused initially but reinstated once PPE and safe working guidance was in place. It also caused a major reduction in income as retail and fundraising all but ceased.

At the start of the 2020-21 financial year, the organisation was forecasting a £4 million operational deficit, presenting an existential threat to the sustainability of EACH. Because of substantial government funding, the generosity of supporters, cost-saving measures and the recovery of trading and fundraising, our medium-term future is now secure.

The same period witnessed substantial change with the appointment of a new Chair, Chief Executive and three Directors. EACH now has a team of Directors with the necessary skills and experience to embrace the challenges and opportunities the future presents.

The organisation has grown significantly over the last 10 years with new replacement hospices opening in Suffolk (The Treehouse, 2012) and

Norfolk (The Nook, 2019), in addition to the hospice at Milton, Cambridgeshire. All three are assessed as "Outstanding" by the Care Quality Commission. EACH cares for around 500 lead children, young people and their families every year, plus more than 200 bereaved families.

We employ over 350 staff and are supported by more than 1,800 volunteers. Our annual operating costs are £16 million, of which, only circa 15% comes from statutory sources (adult hospices receive between 30% and 50% funding). The requirement to generate 85% of annual operating costs from non-statutory sources has driven a successful retail expansion strategy. EACH now has 44 shops and a significant online presence with income growing from £2.1 million in 2016-17 to £6.1 million in 2021-22. Fundraising has also been successful over the last decade with two major capital appeals to build both The Treehouse and The Nook.

We now require a four-year strategy to ensure the necessary infrastructure and investment choices are made to provide the workforce, training, equipment and environment to deliver the best possible care. This strategy sets out how we will grow the organisation in capacity and capability over this period, delivering a balanced and sustainable budgetary position by 2025-26. This strategy does not call on our existing reserves, which remain intact to insure against unforeseen events or circumstances.

The ambition that drives this strategy is a determination to maximise the return on the investments already made and ensure our hospice services work at capacity, delivering world-class care wherever it's needed. This will require a deeper understanding of demand, capacity and productivity to make the best possible use of the resources available to us. People entrust EACH with some of the most vulnerable children in society and they also entrust us to use their money wisely. This strategy will ensure we honour both obligations, building a sustainable and resilient organisation capable of meeting the needs of life-threatened and life-limited children and their families across East Anglia.

With very best wishes



Will Self
Chair of Trustees



Phil Gormley
Chief Executive

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Our Vision, Mission and Values

The experience of the pandemic has reaffirmed the relevance of our existing Vision, Mission and Values, and this four-year strategy will remain true to these. Work conducted over the last year as part of the Investors in People programme told us our organisational values are firmly embedded with 97% believing they are clear and 99% of staff personally sharing them. This alignment between personal and organisational values is powerful and important.

Our Vision

We aspire daily to lead the way in providing world-class care for children with life-threatening conditions. Every child deserves support, alongside their families, whenever and wherever they need it.

Our Mission

To improve the quality of life and wellbeing of every child and family under our care, by providing individual and comprehensive services at all times.

Our Values

Empathy and understanding

Understanding the views and feelings of others is central to our work relationships and how we interact daily.

Commitment to quality

We consistently employ our best efforts and strive for the highest standards in everything that we do, always looking for ways to improve.

Open and respectful

We operate in an honest and participative way. Welcoming constructive feedback and different views, we understand the power of words and behaviour, and hold ourselves accountable for maintaining a positive and considerate work environment.


Make it happen


We are empowered to take responsibility for getting things done.


Our Strategic Commitments


We have learnt new ways of operating throughout the pandemic; these include providing therapies and activities online and remote/hybrid working for many staff. Much of this will be retained and developed as we settle into the new normal. Some of the families have told us digital services are often more accessible and convenient. Hybrid working has enabled us to vacate expensive office space and reduce our vehicle fleet, releasing more resource to frontline services. It has also helped staff manage their work/life balance.


Through the lessons we have learned and the dedication and resilience of our staff, we confidently make these commitments about our hospice services:

 **We will** develop and deliver excellent palliative care services that meet the needs of children and their families, making the most effective and efficient use of the available resources.


 **We will** support children and families by working ever more closely with the NHS and health and social care providers, as well as other hospice and charitable organisations.


 **We will** inform and contribute to the evidence base underpinning children's palliative care. We aspire to be national and international sector leaders in the field.


 **We will** reintroduce and expand face-to-face services that families have told us are important to them. This will include the full range of services at our three hospices and in the community.


 **We will** develop our online and digital services to reach more children and families in ways that are convenient and accessible to them.

And we make these commitments to our staff, partners, supporters and customers.

 **We will** operate in a way consistent with the EACH values.

 **We will** communicate clearly and transparently.

 **We will** respond quickly and effectively when called upon.

 **We will** ensure careful stewardship of our finances, relentlessly focusing on frontline service delivery.





The EACH Model of Care

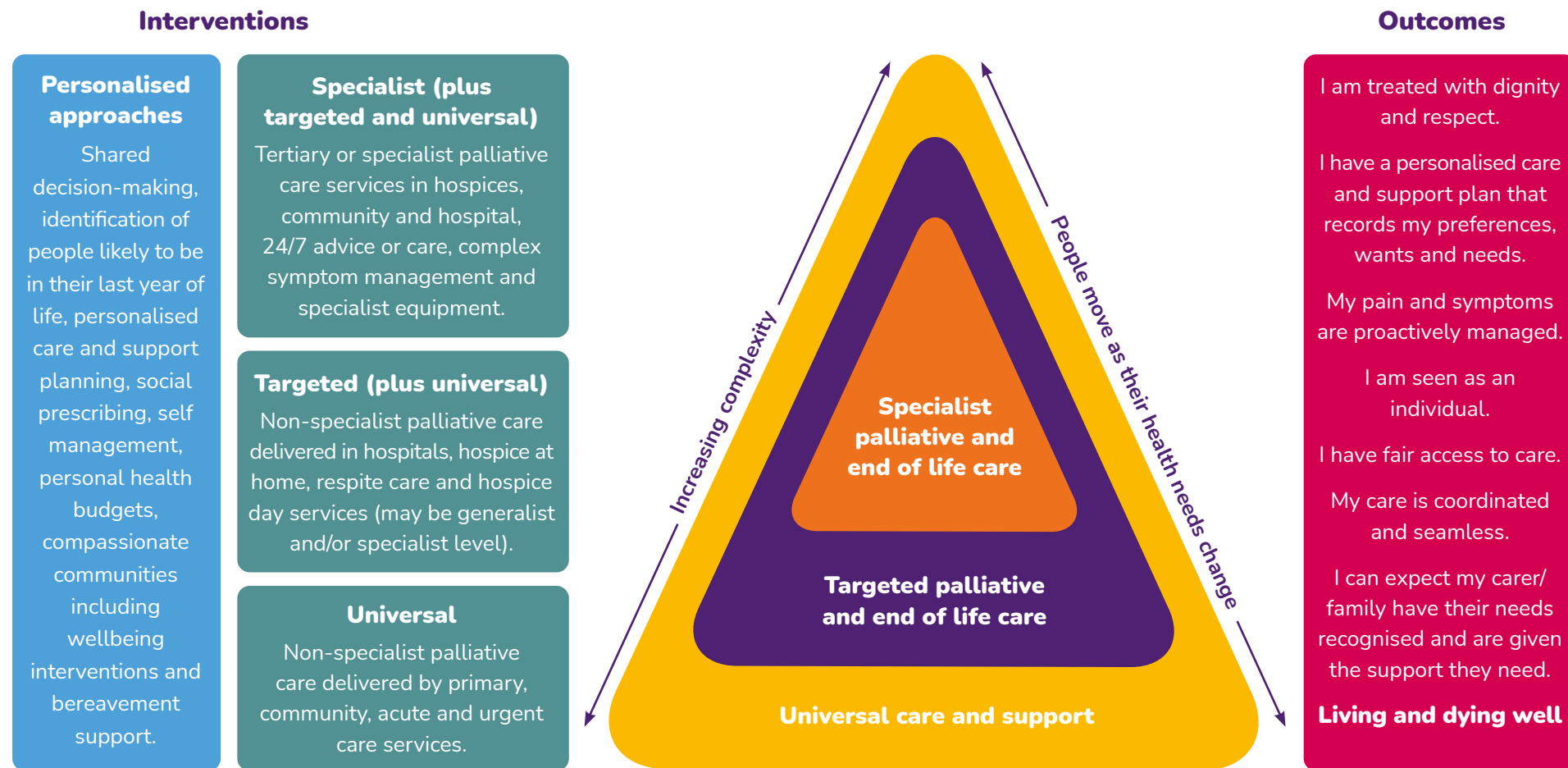
We care for children, young people and their families with life-threatening or life-limiting conditions living in Cambridgeshire, Essex, Norfolk and Suffolk. This includes babies, children and young people being in intensive care settings who are receiving a compassionate withdrawal of intensive support and treatment. We also support bereaved families not previously known to the service whose children have died because of a life-threatening or life-limiting condition.

Services are delivered wherever they are needed, including the family home, a hospice, hospital, the community and online (frequently in combination).

The range of services has evolved in response to need and gaps in service provision informed by the available evidence base. Over the last 10 years, EACH has developed its 24/7 specialist symptom management nursing service. This reduces the need for hospital admissions, especially at end of life, and provides genuine choice for children living with their conditions and at the end of their lives.



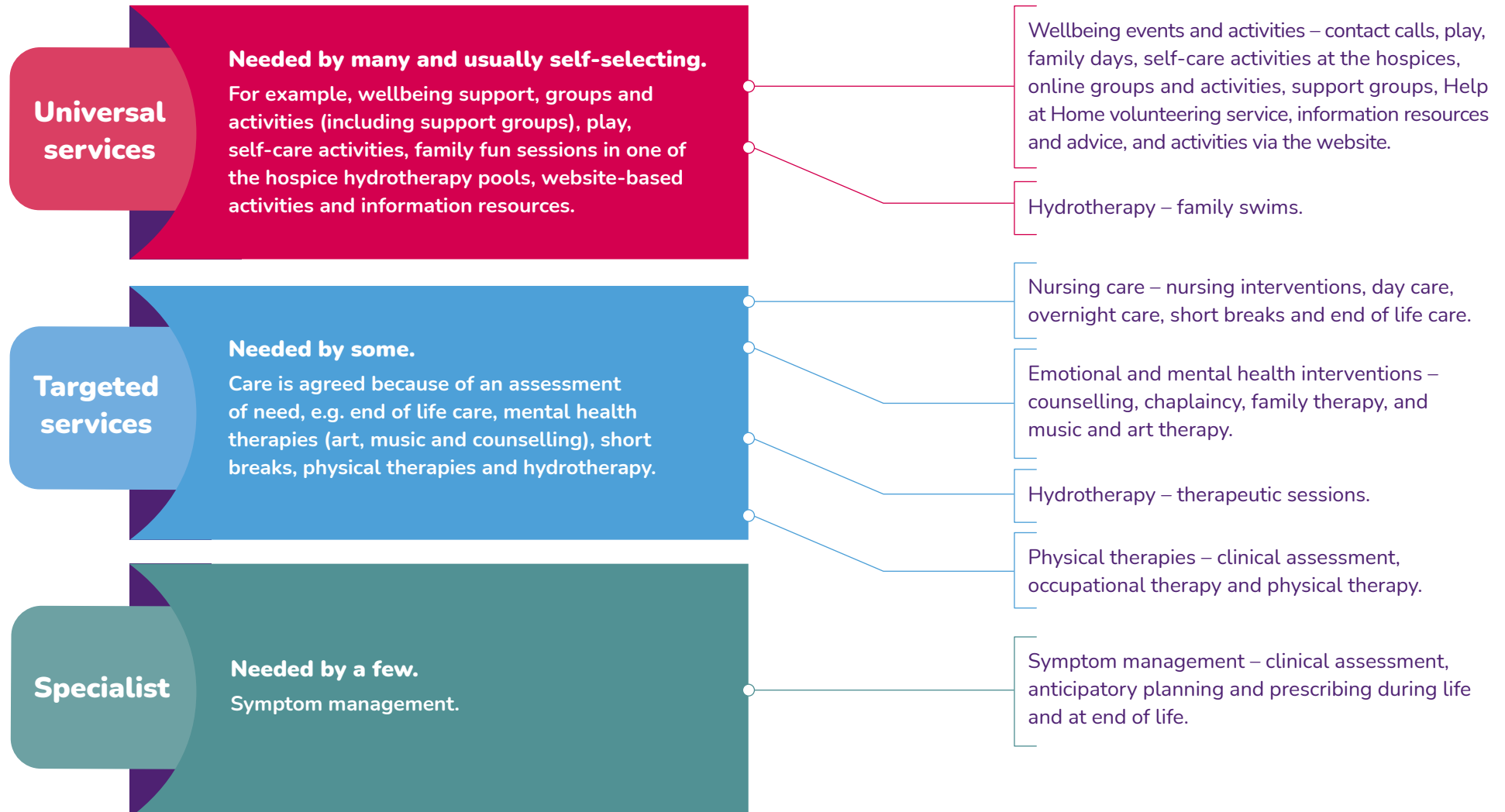
This graphic illustrates the personalised approach to different levels of need described in the NHS service specification for palliative and end of life care for babies, children, young people and their families:



EACH delivers care services across every dimension of the NHS service specification.

Service levels

Examples of the services we provide across this model include:





Our siblings' days provide vital support and are great fun.

Thirteen-year-old Jake Carlin is one of those who benefits. Jake's four-year-old sister, Libby, has Bohring-Opitz syndrome – a rare genetic condition that affects the development of many parts of her body – and spends time at Milton.

Jake loves attending our siblings' days and says: **"I've made a lot of friends and it's nice meeting other children in a similar situation. We've got something in common. Some of my friends at school don't understand, but it's different at the siblings' days."**

Expanding our Care Service



Over the life of this strategy, our ambition is to expand our service by increasing our capacity and broadening our offer. The last 10 years have seen EACH create world-leading services and facilities across East Anglia; the strategic challenge is to optimise these assets, investing in the people and skills necessary to realise their full potential.

We will:

- **Enhance** our capacity by creating 14 new nursing care posts. This will provide more symptom management, short breaks and end of life care, by increasing the total number of beds available in the hospices and hospice at home from 42 to 78 per week.
- **Develop** a long-term ventilation service working with the relevant Integrated Care Partnerships.
- **Support** partners in the adult sector to develop better transition services across the region for children who are leaving our care and entering the adult system. This will build on existing partnerships with adult hospices and hospitals.
- **Develop** the volunteer care workforce to increase our capacity to better support families.
- **Develop** our three hospice sites, including refurbishing Milton with the provision of piped oxygen, enhancing the facilities at The Treehouse including hydrotherapy and family accommodation, and developing the garden space at The Nook.
- **Utilise** and contribute to the evidence base to inform our service developments.
- **Act** as a Research Participation Information Centre (PIC) for relevant research studies.

The difference we make



Callum's story

On Christmas Eve 2018 Callum was diagnosed with an aggressive grade four brain tumour. He was just 13. His family turned to EACH for support and accessed a range of services during Callum's illness.

Callum died in the Summer of 2020. His whole family were with him at The Nook for the last fortnight of his life. Since then, EACH has continued to support his family – giving them a safe space to talk through their feelings has been so important.

Mum Michelle says: "There are no words to describe how I felt, or how his dad felt, in those early days. We turned to EACH and, from that moment, they gave Callum, me, his dad and his sister the support we needed, when we needed it most.

"Our lovely counsellor came regularly and Callum started going to The Nook once a week. He looked forward to those visits because they were so much fun! For a few hours every week, he could just be a teenage boy.

"Callum's death is not something we'll ever 'get over' but, day by day, with help from this amazing team, we are learning to live without him."



Amari's story

Amari has Edwards' syndrome, a condition many do not survive past birth and, of those who do, 90% do not survive past a year. EACH's support for the family started in hospital when she was born, with a member of our care team joining them to help make memories and keepsakes, including hand and foot casts, and hand and foot prints on canvas.

Mum Amanda says: "EACH being at the hospital helping us make memories when we thought we may not have met Amari alive, or we'd only have a few hours or days with her, was something

we'll appreciate forever, even though we've been blessed with much more time than we thought we'd have."

Amari continues defying the odds and is enjoying life to the fullest at home in St Neots, supported by EACH.

Amanda says: "Just knowing EACH is there and willing to help and support us is another important comfort. This journey is difficult and uncertain, and what EACH provides is some form of certainty in the guidance and support they provide to families facing the loss of a child."

Delivering our Strategy

To achieve this four-year organisational ambition we need:

Employees with
the right skills,
capacity and
capabilities

The necessary
IT – facilities
and equipment

To sustain
and expand our
care service

Sustainable
revenue and
funding
streams

To deliver this we have constructed integrated care, people, IT and resources, fundraising, retail and environmental strategies underpinned by a four-year financial plan. These will be reviewed annually, building and growing the organisation in a coordinated and sustainable way. The following sections provide a high-level overview of each of these strategies. The concluding section details the budget projections over the next four years, including the underpinning planning assumptions.







Our People Strategy

The aims of the People Strategy are to:

- Build a flexible workforce that meets our current and future needs.
- Develop engaging leaders and managers.
- Deliver excellence in learning and development.
- Improve employee engagement and two-way communication channels.
- Create a culture where employees feel empowered.
- Make sure all employees feel valued and recognised for their contributions.
- Provide employees with a great place to work, with flexible and hybrid working.
- Develop a strong succession planning framework.
- Build an effective talent management culture.
- Ensure health, safety and wellbeing practices underpin our values.
- Create a more diverse workforce, including those on our Board.
- Develop volunteering services and build more strategic partnerships.
- Utilise tools and technology as enablers to more effective people management.
- Build clinical research and practice development across the care workforce.

Our four key People priorities are to:

Attract
and recruit the
best employees
and build our
workforce

Retain
and reward;
recognising
contribution

Grow
our leaders
and nurture
talent

Develop
and support our
employees and
volunteers to fulfil
their potential

The key ways to deliver these priorities are:

Attract

Attract and recruit the best employees to drive success at EACH and build our workforce.

- Recruit the right quantity and quality of staff and volunteers we need to support the achievement of our strategic objectives.
- Ensure our recruitment processes are among the best in the sector, giving candidates an excellent experience in their interactions with us.

Retain

Retain and reward; recognising contribution.

- Create an engaged, collaborative and inclusive working environment which is conducive to employee and volunteer wellbeing where employees feel involved.

Grow

Grow our leaders and nurture talent.

- Grow management skills to support employees to achieve their goals.
- Create a high-performance culture, ensuring we have capable leaders and the visible demonstration of EACH core values in day-to-day activities.
- Build development interventions for managers, including development of competencies, coaching, mentoring and 360 feedback.

Develop

Develop and support our employees and volunteers to fulfil their potential through learning investments.

- Create a learning environment where employees and volunteers can grow and succeed.
- Having learning resources that are easy to access at point of need.

Hear from our employees

**Rachel van den Brink-Budgen –
Clinical Nurse Specialist**

“Our work is hugely rewarding and you get to see the difference you make. A hospice is like nowhere you could work and we’re so lucky to spend time in this environment. They’re faultless, purpose-built facilities. We work closely and have such great communication. It’s incredible and, again, not like anything I’ve experienced before. It’s a happy place to work.”

Julie Knott – Lead Chef

“Working here has been a very different experience for me, going from catering for hundreds of people to a much smaller hospice community. I can safely say it was the best thing I ever did. I absolutely love it, am so passionate about my job and love pretty much every day at Milton. I get lovely feedback and it means a lot when people say ‘I enjoyed that’. I know I got it right when that happens.”

Helen Pickard – Executive Assistant

“EACH will always hold a special place in my heart and I feel lucky to work here. It’s an incredible charity and provides so much care. My ten-year-old son, Danny, has a rare condition which affects several parts of the body. One of the things that helped with building muscle tone was his weekly swims in EACH’s hydrotherapy pool. I absolutely love my role and it’s a bit of payback, given what the charity has done for us in the past.”

Our Fundraising Strategy

The fundraising strategy (including legacy income) will see an increase of £1.4 million over four years, taking income from £6.2 million to £7.6 million in 2025-26. The key areas of focus will be:

- Charitable Trusts.
- Major Supporters.
- Corporate Donors.
- Community and Events.
- Regular Giving.
- Legacy and In Memory Giving.



Charitable Trusts

More than 1,700 grant-giving charitable trusts and foundations were registered with the Charity Commission in 2020 – the most for eight years.

Of the trusts and foundations established in 2020, the majority have defined UK causes as the primary beneficiaries. Whilst the registration of foundations and trusts does not provide any guarantee of future funding, it does reveal an intention of philanthropic endeavour.

Our approach will focus on relationship building, prioritising trusts who already support EACH and larger trusts which have greatest potential.

Key activities:

- Better support and deepen our relationships with existing trusts and foundations.
- Research, acquire and build relationships with new trusts and foundations, focusing on those with the most potential and whose objectives align with EACH.
- Develop and implement an effective stewardship programme for both existing and new trusts.

Major Supporters

Our primary focus will be to build our engagement with, and contribution from, existing major donors and the acquisition of new major supporters.

Key activities:

- Develop and deliver a programme of regional and national cultivation events to grow and expand our pool of major supporters.
- Develop and implement new products, including an 'EACH Giving Circle' for major donors, producing a sustainable income stream delivering £175,000 per annum by 2025-26.
- Establish an EACH Art Foundation to promote our work, engage major supporters and generate income through sales and exhibitions. Target of £200,000 by 2025-26.

Corporate Donors

The corporate team will grow income through securing and managing successful high-value partnerships. We will create bespoke cultivation plans, prioritising and pursuing high-value new business.

Key activities:

- Grow corporate income to achieve £1 million per annum by 2025-26.
- Develop a 'big picture' approach to corporate partnerships aligning fundraising with care.
- Develop consistency in doing the basics brilliantly.
- Become the most respected corporate charity brand in East Anglia.

Regular Giving

Despite a challenging environment for fundraising income over the past year, attrition in regular giving has remained low. Local support remains high so there is good growth potential as the public is aware and receptive to our cause.

We need to actively grow our income and supporter base by transforming our approach into a sustainable programme. Growing the number of people who give regularly to EACH is a key strategic priority, as it supports the focus on sustainability and risk reduction through diversifying the programme. To deliver growth, we will need to move to a proactive engagement strategy.

Key activities:

- Grow the number of regular givers through proactive marketing activity.
- Keep donors for longer by stewarding them more effectively, reducing attrition.
- Increase value with relevant interventions to increase giving levels or support in additional ways.
- Reactivate lapsed support with timely interventions and re-engagement.

Legacy Giving

Our legacy programme has had little focus or investment and internal awareness is limited. Leaving a gift in a Will is likely to be the largest donation an individual ever gives to charity. Fundraising for legacy gifts is often built on establishing a long-term relationship between the benefactor and the charity.

Legacies provide £3.4 billion every year to UK charities. For EACH to benefit, we need a plan to promote gifts in Wills and create opportunities for supporters to engage with us.

To deliver growth, we will move to a proactive engagement strategy in relation to Legacy and In Memory Giving.

Key activities:

- Increase the number of legacies.
- Engage with solicitors and Will writers to promote awareness.
- Encourage benefactors to inform us of their intentions and help us increase general awareness.

In Memory Giving

With the right stewardship support, In Memory supporters are more likely to become legacy benefactors than regular givers. In Memory Giving is also often motivated by a deep emotional response to the lived experience of being supported by EACH. Approached appropriately and sensitively, it can help families manage their grief, enable them to take positive action and show love and respect for their child.

Our approach will be bolder and more proactive, with a wider range of products and materials available to support In Memory Giving. It should aspire to cultivate In Memory donors, developing long-term relationships with bespoke and personal stewardship.

Key activities:

- Develop our marketing with improved use of family stories, messaging and tone.
- Develop materials and products to support In Memory Giving.
- Work closely with the care team to develop relationships and opportunities.
- Develop In Memory fundraising events.
- Create In Memory features at hospice sites.

Community and Events

The pandemic had a catastrophic impact on community events, and it will take time to understand any permanent changes to this area of fundraising. We will require new approaches and products to enthuse and engage community fundraising.

Key activities:

- Reduce the volume of events while increasing the scale of participation to maximise our return on effort.
- Place greater emphasis on obtaining individual sponsorship and securing multi-year corporate sponsorship.
- Use online fundraising tools to increase the number of people fundraising and drive up the average level of sponsorship.
- Work closely with the EACH Marketing and Communications team to increase and leverage our online, social and traditional media presence.
- Expand participation at our key community events, including our annual Pier to Pier, Piglet and Splash Out! events.
- Prioritise supporting Griff Rhys Jones and the annual 'Happy Christmas Ipswich' event, exploring opportunities to increase its audience and leverage additional revenue.



Our Retail Strategy



We aspire to be the most successful and loved charity shop in our community and aim to grow our financial contribution to the charity by:

- Delighting customers through product choice, price and an exceptional shopping experience.
- Continually improving our business efficiency.

We will grow income over the life of this strategy to £7.7 million per annum with a net contribution of £2.5 million per annum and a trading margin of 32.5% (excluding central overheads).

After four years of aggressive growth, increases in retail income will slow as our accelerated shop opening programme reaches maturity. Traditional retail channels and high street footfall is in decline and so we assume like-for-like income from existing shops will reduce over the period of the strategic plan.

Salaries will continue to increase due to the compound impact of a rise in national living wage. However, much of this increase will be offset by a decline in depreciation as the accelerated shop acquisition finishes.

To compensate for these pressures on income and net contribution, we will diversify our operations, maximising opportunities for non-organic growth.

We will focus on:

eCommerce:

- Continued growth of eBay.
- New channel growth, e.g. Amazon and Style with **each**.

New Goods

- Growth of New Goods programme to £350,000 per annum.
- Introduction of Electronic Point of Sale (EPOS) and a New Goods Buyer during the strategic plan.

Gift Aid

- Growth of Gift Aid claim to over £500,000 per annum.
- Growth of penetration, primarily through the introduction of EPOS.

Shop acquisition and relocation of low performing shops

- Expansion to 50 community shops, optimising current infrastructure.
- Relocation of up to three low performing shops.

Out of town superstores

- One superstore opening.

Cafés

- Two café openings.

Refurbishments:

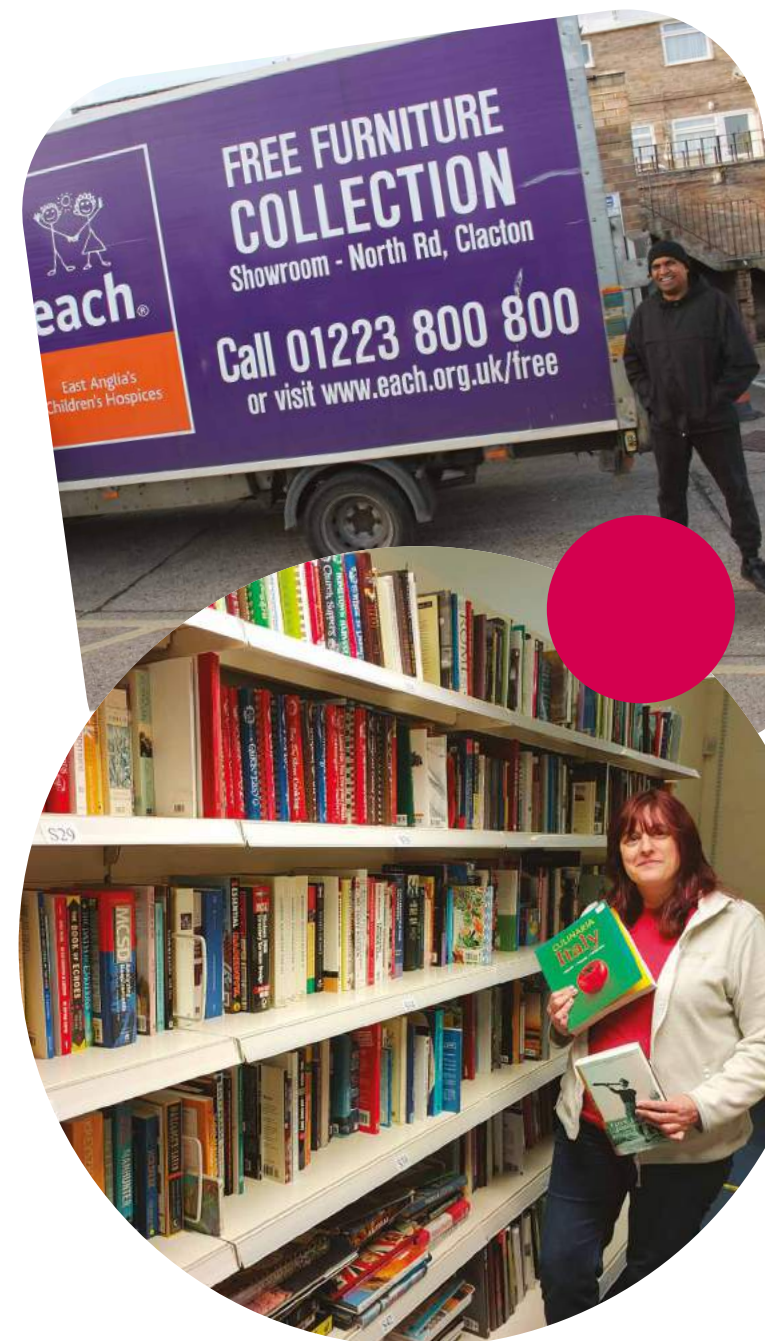
- Two shop refurbishments per annum.

In addition to these financial pressures, we must address the increasing pressure on resource due to the rising complexity and demands of the shop manager role, coupled with a decline in volunteering numbers and hours.

To address these rising pressures, we must focus on:

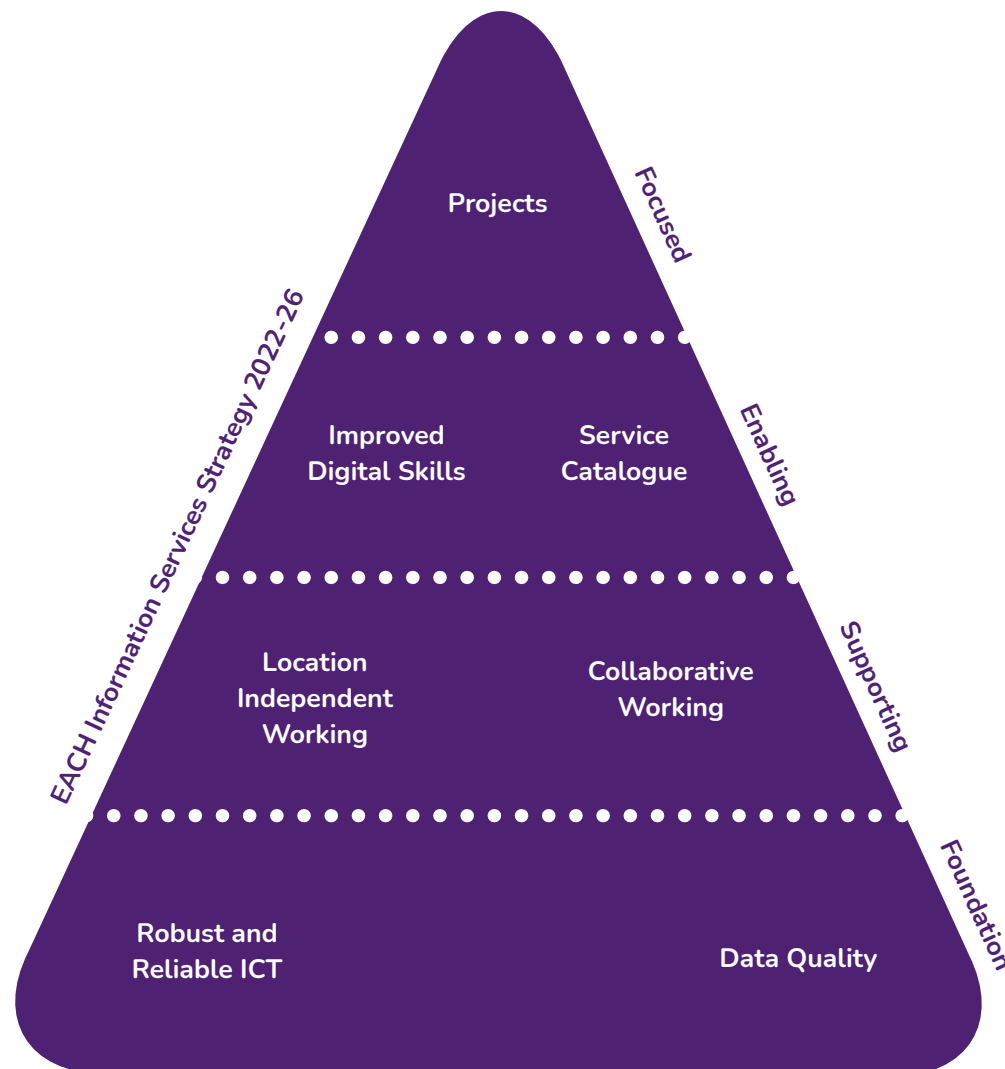
- Building a culture of inspired performance, making EACH a nurturing and rewarding place to work.
- Developing strategies to increase support resource through volunteering and paid staff.
- Providing opportunity for career and salary progression and appropriate reward and recognition.
- Simplifying the role of the shop manager, wherever possible.
- Offsetting increased staff costs wherever possible, through reducing other retail costs.

The combination of these strategic initiatives and a focus on our people will enable us to continue a successful and profitable business and deliver on its mission to grow our financial contribution.



Our Information Systems Strategy

This graphic illustrates the organisation's approach to our Information Systems, guiding our approach over the life of this strategy.



Foundation Level

Having a solid Foundation tier in place, allowing ICT resources the capacity to deliver the Supporting, Enabling, and Focused capabilities.

Key activities:

- Migrate from 'Cloud first' to 'Cloud only'.
- Refresh programme for desktops and laptops.
- Smartphone refresh.
- Replace copper PSTN lines with FTTC.
- Potential upgrade of MPLS to SD-WAN.
- Achieve Cyber Essentials Plus accreditation.
- Ensure strategic IT partners are able to meet requirements.

Supporting Level

This will focus on providing technology to facilitate collaboration, effectiveness and efficiency, across the organisation and with external partners. It will support hybrid and remote working.

Key activities:

- Review emerging technology.
- Improve VPN connectivity for remote workers.
- Improve email links with NHS with TLS secure connection.
- Develop EACH service catalogue to provide access to a wider range of tools.

Enabling Level

This will develop the knowledge and skills of staff and their general digital awareness. The ambition is to ensure staff have confidence in using our digital technologies.

Key activities:

- Improve digital skills, ensuring training is built into development.
- Conduct service reviews to ensure decentralised 'Software as a Service' (SAAS) systems are developed.
- Create gold stock reserve to ensure new staff have immediate access to equipment when they need it.
- Train and support EACH Information Asset Owners to manage their systems through regular system reviews.

Focused Level

This will be the development of key projects to transform and modernise some of our existing ways of doing business.

Over the life of this strategy, we will look to implement:

- Retail Electronic Point of Sale System (EPOS).
- Integrated and developed HR and Finance systems.
- Care Service Management and Quality Assurance system.
- Rostering system.
- Intranet.
- Learning Management System.

Our Environmental Strategy



Over the life of this strategy, we will improve our approach to environmental sustainability. EACH families, volunteers and staff have told us this matters to them, and as an organisation concerned with the future of young people we have an obligation to effect change. We aim to reduce our carbon footprint and reduce our adverse impact on the environment.

Key activities:

- Make economic investment choices which reduce energy utilisation.
- Create a culture of environmentally sustainable choices in everyday activities.
- Implement sustainable and renewable energy solutions across our estate.
- Migrate our vehicle fleet to electric vehicles.
- Reduce unnecessary travel by better use of technology.
- Support staff to reduce their carbon footprint.
- Create digital services families can access remotely.



Our Financial Strategy



Over the life of the strategy we will fund in year operational deficits from our strategic reserves. This enables us to make the necessary investments in our service, expand our offer and achieve a balanced budget by the end of the strategy period.

Our overall reserves position will remain strong, with full contingency funds in place as per the EACH reserves policy at March 2026.

After allowing for additional capital expenditure on specific recovery projects (estimated at £255,000), the charity will have additional reserves of £1.5 million above the specified contingency reserves.

The strategy and its underpinning financial assumptions will be reviewed annually and adjusted as necessary.

Projected income and expenditure are therefore as follows:

East Anglia's Children's Hospices Strategic Financial Plan

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26
Fundraised Income	4,426,015	4,913,716	5,149,610	5,463,601
Legacy Income	1,800,000	1,800,000	1,950,000	2,100,000
Statutory Income	2,556,683	2,633,384	2,712,385	2,793,757
Other Income	277,944	291,841	306,433	321,755
Retail Income	6,446,402	6,845,284	7,270,307	7,653,307
Total Income	15,507,044	16,484,225	17,388,736	18,332,420
Salary Costs	11,550,934	12,288,994	12,731,433	13,158,563
Other Expenditure	4,627,389	4,874,285	5,069,823	5,252,987
Total Expenditure	16,178,323	17,163,279	17,801,256	18,411,550
Operational Net Deficit	-671,278	-679,054	-412,520	-79,129
Cumulative Deficit 2022-2026				-1,841,982



Charitable Trusts

Every year we receive incredible support from many charitable trusts and foundations, and we really appreciate all those who make the decision to donate to EACH.

For our financial year 2021-22, we are especially grateful to the following:

Alan Boswell Group Charitable Trust, B&Q Foundation, Cambridgeshire Community Foundation, Colchester Catalyst Charity, D G Marshall of Cambridge Trust, Dudley and Geoffrey Cox Charitable Trust, Earl Fitzwilliam Charitable Trust, Fowler Smith & Jones Trust, Goldman Sachs Gives - Alex von Moll, Lords Group Foundation, Mark Benevolent Fund, Masonic Charitable Foundation, Norfolk Community Foundation, Peter Dixon Charitable Trust, Philip King Charitable Trust, Suffolk Community Foundation (through Co-op Community Cares Fund, Private Fund – CF, Private Fund – JA, Suffolk Coronavirus Community Fund Response, and Suffolk Giving Fund), Serco Foundation, Sir Jules Thorn Charitable Trust, The Albert Hunt Trust,

The Childwick Trust, The Company of Actuaries Charitable Trust Fund, The Desmond Foundation, The Douglas Compton James Charitable Trust, The D'Oyly Carte Charitable Trust, The Earle & Stuart Charitable Trust, The Ellerdale Trust, The Gengulphus Fund, The Hobson Charity, The Hospital Saturday Fund, The Lady Hind Trust, The Leslie Mary Carter Charitable Trust, The Lord Belstead Charitable Trust, The Mark Nickerson Charitable Settlement, The Mills & Reeve Charitable Trust, The Northwick Trust, The Patrick Rowland Foundation, The Paul Bassham Charitable Trust, The R C Snelling Charitable Trust, The Scarfe Charitable Trust, The Spurrell Charitable Trust, The Thompson Family Charitable Trust, The Woodmill Trust, Wise Music Foundation.

Our Hospices



The Nook



Milton



The Treehouse

THANK YOU to every single one
of our wonderful supporters –
we simply couldn't do what
we do without your help.







East Anglia's Children's Hospices

Milton (Cambs and West Essex)

The Nook (Norfolk)

The Treehouse (Suffolk and Mid & North East Essex)

Get in touch

Call: 01223 800 800

Email: supportercare@each.org.uk

Visit: www.each.org.uk

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