



each

East Anglia's
Children's Hospices



East Anglia's Children's Hospices (EACH)

Report and Accounts 2023-24

www.each.org.uk

Our income



**Our total
income
£21.1m**

Our expenditure

Milton
£3.2m (18%)

Retail and Trading
£5.9m (34%)



The Nook
£3.9m (22%)

The Treehouse
£2.7m (15%)

Fundraising, Publicity and
Investment £1.9m (11%)

Our total expenditure - £17.6m

Our designated investment for future development

£0.6m – to ensure
the continuation of
our significant retail
income expansion
programme.

£3m – to ensure
continued service
delivery expansion.

£4.5m – to ensure
planned hospice
buildings and facilities
development for Milton
and The Treehouse.

Welcome

Despite the challenges presented by the difficult financial and economic climate, we have had an outstanding year. Our four-year strategic plan has provided the basis for us to continue to invest in and grow our service.

We are extremely proud that our hospices at Milton (Cambridge), The Nook (Norwich) and The Treehouse (Ipswich) remain assessed as Outstanding by the Care Quality Commission. Together these hospices supported 532 children and young people during the year (2023: 532), along with their parents, grandparents, siblings and carers.

With the help of our loyal supporters, a dedicated staff team, valuable care partners and an army of wonderful volunteers, we delivered a total of 92,142 hours of care and wellbeing support for families (2023: 72,000), including those who are bereaved – an increase of 27% on the previous year.



This robust position allows us to plan with confidence and enables us to undertake major capital projects at our hospices to improve services and create a better environment for our families and staff.

The next 12 months will see further expansion of our retail operation with a stretching target of 60 shops in the heart of towns and cities across the region. We will also deliver at least one new café and further diversify our income streams.

Our Chief Executive, Phil Gormley, left the organisation after year-end, moving onto future challenges in his professional career. Phil spent four years with the charity, leading it through the challenges of the pandemic, overseeing EACH retain its CQC outstanding ratings at all three hospices, achieving Investors in People and ensuring EACH moves forward in a strong financial position for the future. We thank Phil for all he achieved at EACH. Kevin Clements (EACH Director of Fundraising and Communications) has been appointed as Interim Chief Executive.

Our talented, multi-disciplinary workforce is in great shape as our hard work to become an employer of choice continues to pay dividends. We have dedicated staff and volunteers across our Finance, Human Resources, Volunteer Services, Education, Facilities and Marketing and Communications teams, who all work to make the delivery of care possible with brilliant efficiency.

I hope you enjoy reading this year's report as we detail our achievements, provide key service insight with three unique family stories and share our exciting ambitions for 2024-25.



Brad McLean – Chair of Trustees

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I wish you knew...

In 2023-24, our **'I wish you knew...'** project gave families who use our services the opportunity to share what they wish the public knew about our hospices, their everyday experiences, bereavement and more.



“ The hospice has been totally different to what I expected and if I knew then what I know now, I certainly wouldn't have been so reluctant. If I could go back and speak to myself, I'd say 'don't be daft'.

These children are living their lives and having fun along the way. ”

Becky Dickson



“ My shoulders dropped every time we entered the hospice.

George and I did lots of self-care days and it was lovely sitting on the sofa, having a cup of tea and watching him play. We did art and music activities and, when he needed medical care, there was always someone on hand to help. ”

Lisa Radcliffe





“ How much I love going to the hospice. People think it's a scary place but it's not. I always enjoy going there, look forward to it and have lots of fun. ”

Ella Hawley, Age 8



“ That without EACH, I wouldn't have coped or got through the death of my son. I'd hit rock bottom.

My world was crumbling around me and the only thing that kept me going was the support I received from our counsellor. ”

Jo Penniston



“ Whilst we were there in the worst of times, there were many moments that remain the best of times. ”

Keely Blows



“ That we plan our days out and journeys around toilets!

There are so many places we are unable to visit because there is no Changing Places toilet nearby. ”

Sam Morley



“ That even Grandmas are relevant.

I felt relieved, and surprised to be offered someone to talk to. I wish you knew how kind they are and interested in helping, guiding and supporting me, so I can be capable of doing my best for the family at such a difficult time. ”

Ellen Best



**Hear more from families:
each.org.uk/iwyk**



I wish you knew

Our Vision, Mission and Values

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.

Make it happen

We are empowered to and take responsibility for getting things done.

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.



Strategic Report

Our Strategic Commitments

- 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 continue to expand 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.



Our key activities and what we achieved in 2023-24

Our Care

We are extremely proud all three of our hospices remain assessed as ‘Outstanding’ by the Care Quality Commission and equally proud we supported 532 children and young people during the year (2023: 532), together with their parents, carers, grandparents and siblings.

We delivered a total of 92,142 hours of care and wellbeing support for families (2023: 72,000), including those who are bereaved – a 27% increase on 2022-23.

We continued to be flexible and responsive in our approach to service delivery, and achieved success in both our employee development and workforce recruitment, in what remains an extremely competitive market.

As ever, we are indebted to our generous communities, supportive organisations, staff, volunteers and commissioners who, collectively, continue to enable our mission to improve the quality of life and wellbeing of every child and family under our care, and the growing number of those who will need our support in the future.



Go to pages 29-31 to read three families’ experience of the care and support we’ve provided, and the positive impact our service has had.

The number of children and young people we supported	
Children and young people with a life-threatening or life-limiting condition	532
Children, young people and families who received care at end of life	47
Location of death: home 13; hospice 10; hospital 23; other 1	
The number of hours of care and support we delivered	
To children, young people and family members, including those who are bereaved	92,142
Symptom Management Nursing Service (SMNS) preventables	
Number of occasions a GP visit or admission to hospital was avoided for a family due to an SMNS intervention	1058

What we achieved in 2023-24 - Care

1. Increase our capacity to respond to the growing demand for both end of life care and short breaks.

We made significant progress towards achieving our full-staffing capacity for nurses and care assistants.

Staffing target levels were achieved at The Treehouse and we appointed more care assistants at The Nook, having ended slightly below planned numbers for nurses.

We completed a focused piece of work around recruitment at Milton, which resulted in successful appointments into the physical therapist and physical therapy technician posts.

Milton finished the year just under planned staffing establishment.

The Head of Wellbeing and Spiritual Care role was vacant at year end and has now been recruited to.

We established three new nursing development programmes for delivery in 2024-25 (nurse associate, nurse apprentice and nurse preceptorship).

Our planned care sessions, comprising day care, overnight stays and community-based care, increased to 2,229 for 2023-24 (2022-23: 2,051).

Demand for end-of-life care was met with, sadly, 47 deaths during the course of the year.

2. Develop a business case with NHS Integrated Care partners to develop our long-term ventilation services (LTV).

Progress was made to gain a collaborative approach to support the ongoing care of children and young people requiring LTV services, and the development of supportive care and education in the community. Next steps are to join ICB and NHS England colleagues to review lack of provision, recognised need across the region and to consider priorities around education and training, sleep studies and step-down beds as part of the collaborative approach.

3. Initiate projects to scope site development work at our hospice sites and complete the garden at The Nook.

We began work on a significant refurbishment project for our hospice and grounds at Milton to enhance and future-proof our facilities and workspaces.

The work on the Rest and Reflect Garden at The Nook was completed, alongside a new specialist children's playground. Families are now enjoying and benefiting from this vastly improved provision.

Continued site development and expansion planning continues for both Milton and The Treehouse.





Clinical Training, Education and Research

The following mandatory training was provided for all care staff: Resuscitation and Anaphylaxis, Moving and Handling (Clinical), Infection Prevention and Control, Safeguarding Children (Clinical), Safeguarding Adults, Medical Gas Safety, Fire Safety (Advanced), Food Hygiene Catering e-learning and Data Security Awareness e-learning.

We supported 26 applications from care staff to undertake study days, extended study learning and conference attendance. Examples included: Aseptic Non-Touch Technique Conference, Bereavement Training Winston's Wish, East of England Play in Palliative Care Workshop, Advanced Care Practitioner (MSC), PGC Cert Clinical Education, Children's Assessment Knowledge and Examination Skills.

A total of 67 professionals benefitted from the following training and education events provided by the Managed Clinical Network (MCN) hosted by EACH: Management of Intravenous Therapy for Nurses and Management of Subcutaneous Medication Therapy for Nurses.

Clinical Education work throughout the year included:

- Development of a new induction programme. This incorporated clinical skills competencies, mandatory training and the care development programme (aligned to the care certificate) for new HCAs who have not completed it, allowing them to gain the essential knowledge and skills needed in their supernumerary period.
- Completion of essential role-specific training.
- All incidents were reviewed, and training and learning needs addressed.
- The commencement of phase 2 of the PEOLC Education and Training Program.
- Securing of match funding from Norfolk and Waveney ICB to develop and deliver a palliative end of life training and education programme, to upskill staff working in paediatrics who may come across palliative and end of life care in the region.
- Securing of funding from NHS Hertfordshire & West Essex ICB and Cambridge and Peterborough ICB, to deliver PEOLC training.



Our Fundraising

It's been a successful year for our fundraising team with significant continued support from our regional and local communities.

Our fundraising activities ended the year 33.1% above the strategic target income (£6,393,973 vs. £4,802,620).

We had a good year of charitable trust support, consistent performances by the community and corporate teams, an uptake on mass participation events, a good level of major donations, and a record-breaking year for our Happy Christmas Ipswich comedy and music show, organised in collaboration with EACH Patron, Griff Rhys Jones. We also managed to buck the trend in terms of direct mail, including strong response rates and improved ROI.

Given we need to raise 85% of our total income from voluntary funding every year (including Retail) it was an excellent effort, helped by the generosity of our wonderful loyal supporters.

What we achieved in 2023-24 - Fundraising

1. Deliver an annual income budget of £6,652,620.

Our fundraising income, including £3m in legacies, ended the year 41.7% up on budget with an income of £9,425,464.

2. Continue to grow new business and develop existing relationships in corporate fundraising to deliver an income target of £816,000.

We exceeded our strategic income target by over £200,000.

We launched the Business Circle, a new membership group bringing together companies across East Anglia in support of EACH.

We delivered a hugely successful Jail or Bail event that saw 11 individuals from our business community held 'in jail' until they could raise bail set at £1,000. The event raised over £35,000 generating more than twice our expected target.

3. Lead three major supporter, charitable trusts and corporate cultivation events with a focus on developing a meaningful connection with supporters, to aid continued and new support.

Several cultivation events took place, including The Nook Garden Party, a Juddmonte Stud and Newmarket experience, and a race day supported by Godolphin.

4. Deliver Charitable Trust income of £1,160,000.

It was a good year for charitable trust donations, achieving income of £2,019,786. This included major funding to develop The Nook's new Rest and Reflect Garden and Playground and securing a new six-figure, three-year partnership to fund the costs of delivering our care.

5. Achieve income from major supporters of £446,000.

Donations from EACH major supporters exceeded expectations this year, raising £983,501. This included a significant one-off donation as a result of a special guitar auction.

6. Focus on improving ROI across EACH events, aiming for a minimum 3:1 return.

We had significant increases in participants for all EACH events during the year. This included Norwich Bubble Rush, which was enjoyed by more than 2,500 people and raised over £80,000 - more than any other Bubble Rush in the UK in 2023.

Other successful events included 'Piglet, Junior Hog' raising over £47,000 and our two Pier 2 Pier walks in Suffolk and Norfolk raising a combined total of £90,000.

Our Norwich Abseil returned, sold out, and raised more than £18,000.

With the inclusion of Happy Christmas Ipswich 4, for every pound we invested in our events we generated £3.98; an ROI of 4:1.

7. Concentrate on first-class supporter stewardship to ensure new, repeat and uplifted donations.

We ensured our eventers felt supported and thanked by providing first-class communication in the lead up to, and following, their event participation.

We recruited more than 100 new regular giving donors through tailored asks.

We held our second organisation-wide thanking day where colleagues in a variety of roles sent personalised acknowledgements to our supporters.

We refined and improved our communications to those making one-off donations under £250.

8. Adopt a proactive approach across all Supporter Engagement income streams to recruit new donors.

Our team reached out to form charity partnerships across East Anglia, including the Cambridge Beer Festival which raised £15,825.

Our Individual Giving team delivered two successful appeals, one resulting in a 4.9% conversion rate, up from 1% in 2022-23.

We refined our supporter data to ensure we are contacting the right people at the right time.

We recruited to a new Legacy Manager role to ensure we relay and promote the importance of our gifts in Wills income stream.



We are grateful recipients of a Children's Hospice Grant of £1,069,063, funded by NHS England

Charitable Trusts and Foundations

Every year, EACH is supported by many generous charitable trusts and foundations, and we are thankful to every organisation that chooses to donate to us. For the financial year 2023-2024, we are especially grateful to the following:

Alan Boswell Group Charitable Trust, BBC Children In Need, Cancer Community Chest, Colchester Catalyst Charity, Coop Local Community Fund, Fowler Smith and Jones Trust, Goldman Sachs Gives – Alex von Moll, Harwich and District Fellowship for the Sick, Hilton Foods Charitable Golf Event 2023, Julia and Hans Rausing, Peter Dixon Charitable Trust, Philip King Charitable Trust, RSM UK Limited, ShareGift, Suffolk Community Foundation, The Albert Hunt Trust, The Barbara Price Charitable Trust, The Belstead Ganzoni Charitable Settlement, The Childwick Trust, The Chris Banton Foundation, The Clarkson Foundation, The Dudley and Geoffrey Cox Charitable Trust, The Edgar E Lawley Foundation, The Ellerdale Trust, The Frederick Arthur Alford Charitable Trust, The Grace Trust, The Irving Memorial Trust, The Lady Hind Trust, The R C Snelling Charitable Trust, The Ranworth Trust 1985, The Simon Gibson Charitable Trust, The Spurrell Charitable Trust, The Thompson Family Charitable Trust, Wise Music Foundation.

The Business Circle

Our Business Circle connects companies from across East Anglia to rally behind a shared cause. We thank these remarkable organisations who, by coming together, are making a positive impact on their local communities:

A&S Cooling Services Ltd, Bateman Groundworks, Bedford Lodge Hotel, Birketts LLP, Breheny Civil Engineering Ltd, RBC Brewin Dolphin, Cannon Clark Architects, Corazon Health Limited, Daly Group Ltd, Dencora, DMD Installations, Handelsbanken, Hatch Brenner, Healey's Print Group, Heathpatch Ltd, Helmingham Hall, Howe Tools, Ixworth Solar Farming Ltd, KKD Finance, Larking Gowen, MCB Financial Services Ltd, National Fostering Agency East, Norwich Aluminium Ltd, Panel Graphic Ltd, Phoenix Travel Contracts Limited, Porsche Centre Norwich, Radcliffe & Rust Ltd, Richard Tidy & Partners Wealth Management Ltd, Richard Utting Associates LLP, RoadTechs Limited, Roche Chartered Surveyors, Skinner's, Solar Signs & Graphics Limited, Sutton Hall Norfolk, Terrasite Ltd, Treatt, Urban & Civic, Vision Architectural Glazing Installations Ltd, Yutree Insurance Ltd.

To find out how to join the Business Circle, and the related benefits, visit www.each.org.uk/businesscircle.



Complaints and concerns in relation to our fundraising activities

Throughout 2023-24, we received a total of seven complaints relating to fundraising activities (2023: six). While we take these complaints seriously and are always looking for ways to improve, the number of complaints as a percentage of our activity is exceptionally low.

Our Retail

Our retail income continued to grow with yet another strong year of increased like-for-like income, achieving 7% growth on 2022-23.

Supplemented by income from new shops, total retail income increased by 12.6% on last year, with the majority of incremental income translating into an even greater surplus.

What we achieved in 2023-24 - Retail

1. Further develop and support our staff.

We continued to focus on the following three key areas to support our staff and volunteers:

- Reward and Recognition
- Leadership and Capabilities
- Tools and Processes.

The EACH Values Awards were launched, supplementing our existing Retail Awards.

A brand-new intranet provided better access to information for the team.

We migrated all our mandatory training to a new learning and development online platform.

We continued to simplify our ways of working reducing the complexity in some of our processes, including COSHH, lone working and volunteer applications.

2. Deliver the annual income and surplus budgets.

Our total retail income surpassed £8 million for the first time, finishing significantly above budget. The majority of additional income translated into profit, resulting in us delivering a significant increase on budgeted surplus.

We launched our new Model Shop Programme focused on excellent visual merchandising principles and setting high retail standards to help continue to deliver future income and supporting our vision to be the most loved charity shop in our community.

3. Continue to grow eCommerce, New Goods and Gift Aid income.

eBay remained the mainstay of our eCommerce income, boosted by an Ed Sheeran clothes auction that raised nearly £30,000.

We transitioned our Digital Book Shop from Amazon to eBay to reduce fees, added CDs and DVDs to the product mix and continued to grow sales by nearly 30%.

We grew Style With EACH, selling sustainable fashion online and aimed at a younger demographic. Moving from Vinted to eBay, we grew sales by 200% and the brand has become a staple of our eCommerce income.

We met our ambitions to rapidly grow New Goods. We achieved 50% growth by launching new ranges and focusing on everyday replenished ranges, using the capabilities of our EPOS system to feed shops the stock they need.

Our Christmas card sales grew by nearly 20% as we benefited from a strong half-price sale and improved stock flow.

Our Gift Aid income surpassed expectation during the year, with a claim of over £700,000. We converted 44% of our donated sales to Gift Aid, well above industry standard. Our new EPOS system and digital sign-up enabled us to accelerate growth in Gift Aid and improve our processing efficiencies.

4. Open three new shops and continue our refurbishment programme.

We opened three new shops ending the year with a total of 48 across East Anglia.

Frinton-on-Sea opened in May 2023, Beccles in March 2024 and Downham Market in December 2023; the latter replacing one of our oldest outlets. All three surpassed expectations and will continue to add non-organic growth to our retail income.

We also carried out refurbishments in two of our older shops, in Cambridge and Bury St Edmunds.

5. Improve network connectivity to optimise EPOS.

We migrated all but two of our shops to brand-new internet lines, improving stability and speed of online connection, and enabling the continued enhancement of technology within our shop network.





Our People

Our employees

Our goal is to become the 'employer of choice' in our sector, with investment in our people remaining a key priority as we look to attract and retain talented, values-driven colleagues who can deliver excellence.

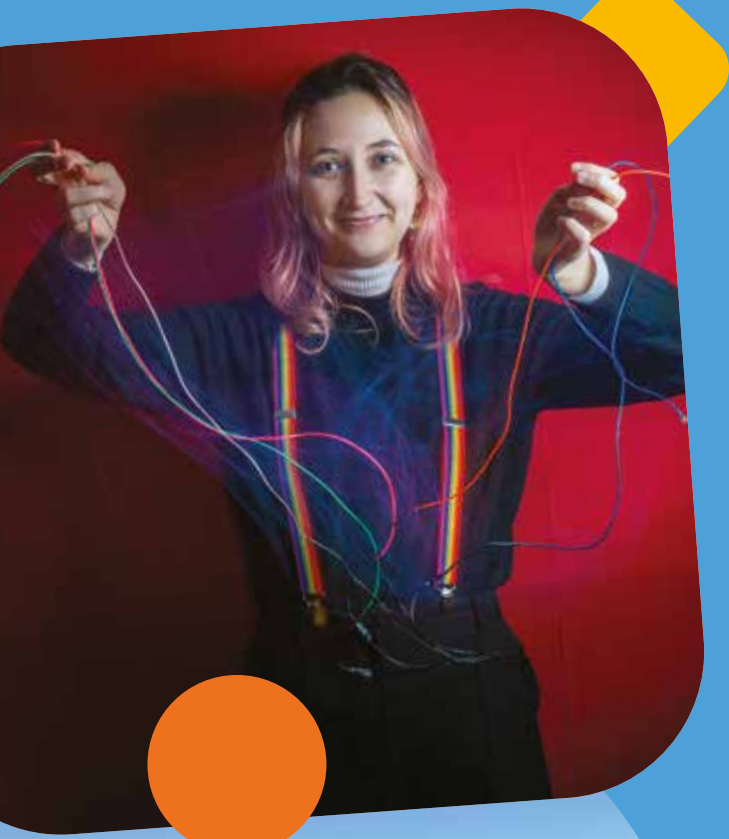
With an average headcount of just over 400 employees (2023: 403), we have a workforce with extensive skills and experiences from clinical, operational, business and retail environments. Many appreciate flexible and hybrid working environments, with almost half of employees working on a part-time and/or flexible basis.

We have highly skilled employees in a wide range of clinical care roles, such as nurses, care assistants, long-term ventilation and clinical nurse specialists, physiotherapists, occupational therapists, music therapists, play specialists, clinical education professionals, family support practitioners and counsellors. We invested £78k in learning, including our apprentice levy (2023: £62k). We have been able to support internal career development from senior clinical roles to management appointments, and career pathways exist within other care roles to build personal development and growth.

We have a varied range of retail careers and have teams supporting our frontline services in finance, human resources, learning and development, marketing and communications, IT, volunteer services, fundraising, administration and facilities.

The working environment at EACH is extremely rewarding and employees work collaboratively with an open and supportive culture. Support includes coaching and management supervision, regular feedback and appraisal meetings, learning and development opportunities, all-staff communications meetings with directors, organisation development projects and team workshops, meetings and activities.

EACH is Investors in People accredited and we continuously review how we can improve employee engagement via feedback and open dialogue.



Our Volunteers

Across the charity retail sector, volunteer-engaging organisations have continued to report the number of volunteers in their stores is significantly lower than before the pandemic. By contrast, EACH maintained a very stable volunteering base (over 1,800 people in total) with nearly 18,000 hours of volunteering time being donated every month to our retail operation alone.

Over 1,300 people volunteer in our shops and our central support and sales teams. Other organisation-wide roles include practical support in the family home, helping with family wellbeing groups and events, volunteering at fundraising events and activities, friends' groups, and housekeeping, gardening, maintenance, reception and administration roles.

We partner with local and regional organisations to attract and retain our hardworking volunteers and are extremely fortunate to benefit from their experience. Feedback tells us it's a very fulfilling experience being an EACH volunteer and they feel they are making a difference while providing a real sense of purpose. They also tell us it's a great opportunity to gain new skills and experience, and volunteering for EACH has a positive impact on their wellbeing. This year, we recognised the amazing commitment from all volunteers with special thank-you events.

We also have a very experienced voluntary Board of Trustees with extensive clinical, commercial, finance and business expertise, as well as lived family experience. Five additional trustees joined us in 2023-24 with another in post at the point of report sign-off. Board members were highly active in supporting fundraising events, internal and external meetings, and spending time with employees. We are fortunate to have board members who are passionate about what we do.



Welcome



What we achieved in 2023-24 - People

1. Develop engaged, collaborative and inclusive working environments, conducive to employee wellbeing, where employees feel involved and valued.

We developed a new wellbeing policy that included tools for managers, such as stress risk assessments, wellbeing action plans and follow-up mental health training.

We launched a brand-new staff intranet, vastly improving communication and information access for all.

We launched the EACH Values Awards in 2023 inviting all employees to vote for colleagues to recognise values-led behaviour. The scheme's first year saw a significant uptake of 181 nominations, generating 27 winners, 11 more than originally intended.

We delivered special volunteer thank you day events that included activities to feed into our continuous improvement action plans.

We led a collaborative employee menopause awareness project that resulted in the delivery of new support resources, employee webinars and line manager training.

We introduced new Health and Safety resources, developing risk assessment guidance and key performance indicators.

We launched an Equity, Diversity and Inclusion (EDI) project starting with a survey, focus groups and one-to-one meetings for staff. Feedback indicated strong engagement and commitment to EACH and an action plan is now being established to deliver improvements.

2. Ensure we have a robust selection, onboarding, induction and training programme for new hires, including volunteers, to increase diversity of candidates, and improve quality, speed, tenure and time to effectiveness of new hires.

We launched new selection processes and tools to improve line management skills, develop stronger candidate engagement and build better resilience in selection decisions.

Criteria-based selection training was delivered to recruiting managers, including a module on unconscious bias to improve diversity awareness.

We enhanced our recruitment applicant experience and onboarding processes by automating offer packs and induction processes, helping improve positive first impressions.

We developed a new 90-day feedback survey to review progress for new starters, including identifying early issues and gaining key feedback on our hiring and onboarding process. EACH was rated as 4.5/5 for overall positive feedback and 94% of new starters would recommend EACH as an employer to friends and family.

We implemented new in-advance recruitment activities for maternity cover.

We began an engagement plan with local and national external volunteer service partners.

We increased our presence at regional career fairs and improved the use of our apprenticeship levy.

We delivered three successful care professional open days at our hospices, to engage with regional talent, future trainees and build awareness for EACH as a potential employer.

3. Develop management capabilities via the delivery of key learning programmes, using in-house skills and external training partners.

We made London Business School virtual learning available to managers with specific modules to address identified skills gaps.

Our volunteer supervisors and shop managers received training for dealing with challenging situations.

We increased management development content on our learning management system, including appraisal skills and recruitment training.

We partnered with the NHS for three care managers to complete a six-month management development programme.

We delivered grievance and disciplinary investigation training for people managers.

Our learning and development team partnered with clinical education colleagues to develop new early talent programmes.



What we achieved in 2023-24 - People

4. Manage an annual succession planning process so departmental talent is identified and development plans put in place to develop their capabilities.

We completed our annual succession planning review which identified key talent for ongoing development and growth.

Employees identified as key talent were deployed for large internal projects as an opportunity to aid personal development.

We deployed external sponsorship for key talent by using the apprenticeship levy.

All care management vacancies were promoted internally to provide personal development opportunities.

We built flexibility into our end of year salary review to be able to recognise performance, talent and to build retention.

5. Improve our technology to increase efficiency with processes, through the introduction of elements of manager and employee self-service for reporting. Ensure we have data management systems fit for purpose, to store and manage data, and for recruitment tracking effectiveness and training deployment.

We significantly improved the number of automated HR processes, removing manual activity to enhance employee and line manager experience.

We introduced new KPI reporting for employee/volunteer data, recruitment tracking, staff turnover, absence management and training deployment, all of which are being shared with line managers to assist in our decision making.

Through a new Learning Management System, we significantly reduced the complexity around the completion of our mandatory training programme.

Ease of access to key HR information was vastly improved for employees by optimising content and functionality on the new staff intranet.

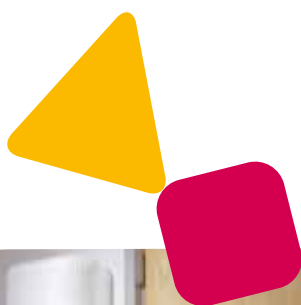
6. Create a learning environment where employees can grow and succeed, and learning resources are easy to access at point of need.

We invested in a key new learning and development management role, resulting in significant improvements across all our learning processes.

We launched a new Learning Management System, on time and within budget, which has transformed access to existing and new learning content and opportunities for employees.

We successfully delivered a programme of retail people management workshops.

100% of our employee annual appraisals were completed for the previous year.





Our Financial Performance

No charges are made directly to those using our services and the organisation is dependent on raising funds through donations, fundraising activities, retail sales and a relatively small level of funding from the government, county councils and the NHS.

To ensure continuing and reliable service delivery it is essential EACH has robust financial management in place, and sufficient reserves to deal with any unforeseeable fluctuations in income generation.

Income and Expenditure in 2023-24

The EACH financial strategy sets out to ensure core expenditure is covered annually, and that designated funds are set aside to provide a low-risk approach to cover the cost of planned developments and/or to prime service delivery expansion.

Currently, EACH has both service expansion and site development projects at planning stage. Early in the financial year, it became apparent that opportunities to grow revenue beyond core budget requirements could be embraced to set aside funds to expedite these projects. In our 2023-24 accounts, this appears as a £3.9m surplus which has been wholly designated by Trustees to this planned key development work.

During the year, the charity was able to generate significant growth in income across all revenue streams and generated a total income of £21.1m (2023: £18.8m). This, along with cost savings, resulted in a net income of £3.9m (2023: £1.1m).

Strong revenue performance was generated in all areas:

Donations:	£4.4m (2023: £3.8m) - an increase of 16%
Charitable trust income:	£2.0m (2023: £1.7m) - an increase of 18%
Legacy income:	£3.0m (2023: £2.0m) - an increase of 50%
Retail income:	£8.2m (2023: £7.3m) - an increase of 12%
Government funding:	£2.9m (2023: £2.7m) - an increase of 7%

Although the rate of total income growth was greater than the rate of increased expenditure, this did not apply to government funding which represented 30% of our expenditure on charitable activities in 2024 and 31% in 2023. This follows a pattern over several years where core government funding (excluding COVID grants) is not keeping pace with inflationary pressures.

In 2023-24, total expenditure was £17.5m compared to £16m in 2022-23; an increase of 9%. Most of this increase was as a result of inflation, in particular pay increases to staff in line with our policy to closely follow, where possible, NHS pay rates for clinical staff, and to benchmark other pay rates against charity sector salaries.

During the year, we changed our investment manager following a review and tender process, and the portfolio is now managed by Brewin Dolphin. Unrealised gains on investment assets amounted to £251k (2023: a loss of £625k). All gains are retained within the portfolio and the total value of investments was £4.3m (2023 £4m). The revaluation of land held as an investment asset resulted in a gain of £12k (2023: £22k).

The surplus made in the year to 31st March 2024 has been transferred to reserves.

Funds and Reserves

In accordance with Charity Commission guidance, our Trustees have determined a policy for reserves. The EACH policy requires that:

Restricted Funds must be used for the purpose for which they were intended under the direction of the donor. At year end, the value of the Restricted Fund was £44k (2023: £151k).

Designated Funds should include a capital reserve, funds to cover planned capital expenditure, development projects or other costs, and sufficient funds to provide working capital.

- The capital reserve, or funds represented by assets at 31st March 2024 being the net book value of fixed assets owned by the charity, amounted to £16.3m (2023: £16.3m).
- Designated funds for planned capital expenditure at 31st March 2024 were £903k (2023: £840k).

- Strategic Development Reserves of £7.5m have been set aside to cover the planned additional cost required for service development. This is broken down to represent:
 - £3.0m – The Treehouse proposed developments
 - £1.5m – Milton proposed developments
 - £3.0m – Priming service expansion.

Contingency Reserves are required to be in place to protect the charity from fluctuations in income and expenditure, and ensure sufficient funds are available to deliver high-quality services. Our Trustees have reviewed the charity's requirement for contingency reserves by considering the potential financial impact of:

- Fluctuations in income generation, by considering historic trends and projections, and looking at the risks associated with variations in different income streams.
- Reviewing the operational requirement for cash to meet expenditure obligations and considering the minimum level of cover required to ensure operations are not interrupted.
- Reviewing current risks.
- Considering the impact of an unexpected crisis which might require the charity to close, including calculations for potential redundancy payments, contractual commitments, liabilities and dilapidation costs, offset by a prudent estimate for the market value of assets owned.

As a result of this review, Trustees determined that for ongoing operational stability, the charity should aim to set aside the greater of £4m or four months planned expenditure for the forthcoming year, as a contingency reserve. The contingency reserve at 31st March 2024, based on the 2024-25 budget, is £6.8m (2023: £6m). This is equivalent to four months planned expenditure. The reserves policy is therefore fully funded.

Free Reserves at year end amounted to £1.3m (2023: £756k). This will be used to cover working capital requirements.

EACH Funds as at 31st March 2024	Designated	Restricted	Free Reserves	Total
Funds Represented by Assets	15,985,028	-	-	15,985,028
Investment Land	321,750	-	-	321,750
Development Plans - Milton	1,500,000	-	-	1,500,000
Development Plans - The Treehouse	3,000,000	-	-	3,000,000
Care Development Programme	2,968,260	-	-	2,968,260
Contingency Reserve	6,757,128	-	-	6,757,128
Planned Capital Expenditure	903,485	-	-	903,485
Shop Expansion Strategy	594,500	-	-	594,500
Restricted Funds	-	44,309	-	44,309
Free Reserves (working capital)	-	-	1,319,548	1,319,548
	32,030,151	44,309	1,319,548	33,394,008

Investment Policy and Performance

The charity's investment policy requires the organisation to invest funds in such a manner that the risk profile reflects planned expenditure and future plans. Investment managers are appointed by the Board. J M Finn managed the charity's investments until November 2023, when Brewin Dolphin were appointed following a selection procedure.

Key Risks and Uncertainties

The Board undertakes continual assessment of the principal risks facing the charity and they are satisfied that adequate controls and procedures are in place to mitigate these risks. The Audit Risk and Compliance Committee is responsible for overseeing the approach to risk across the whole of the charity's activities.

The charity uses a risk register to assess and report risk at both a directorate and strategic level. All risks identified are logged, mitigations and controls are then recorded and evaluated, and the residual risk is scored using a scoring matrix. Any risk scoring a red and amber RAG rating is reported to the Board through the committees. The Management Executive reviews risks monthly, and the Board Committees review the strategic risks relevant to them at their quarterly meetings.

Trustees also conduct a full review of risks annually. The key risks identified by the Board are:

- Failure to provide care of the required quality, resulting in potentially unsafe, ineffective care and/or poor family experience.

- Adult and children's safeguarding.
- Risk that EACH cannot fund the charitable objectives and strategic plan.
- Financial resources are adversely affected by external factors, e.g. health policy, economy and adverse events.
- A significant adverse event which could damage the charity's reputation.
- The risk that staff, volunteers, families, donors, contractors and visitors to EACH sites may be harmed if health and safety requirements aren't met.
- The risk the Board does not fulfil its statutory obligations due to its composition, governance structure or expertise.
- Not complying with applicable legislation.
- The risk the organisation does not attract the staff required which would then impact adversely on service delivery.
- Poor employee relations adversely affecting the performance of the organisation.
- Staff and volunteer workforce availability will be impacted as a result of pandemics.
- Risk that the organisation does not adequately protect information that it has been entrusted with, resulting in a data breach.

All the above risks have been reviewed by the Trustees during the year, who consider the controls and mitigations in place for each risk area are appropriate.

What we achieved in 2023-24 - Financial

1. To achieve an income budget of £17.3m, expenditure of £18.1m and a net deficit of £800k. This is an investment budget with a planned drawdown from reserves as described in the EACH strategic plan 2022-26. Performance against budget will continue to be monitored throughout the year to ensure an agile response to any unforeseen challenges or opportunities.

As detailed in the financial reporting section of this report, the charity exceeded all income targets by taking advantage of opportunities to increase revenue generation for the purpose of designating additional funds to planned key development projects.

2. To improve access to financial information across the organisation by providing extended reporting and analysis to managers to better inform and enable decision making.

Internal reporting was developed with enhancement to weekly and monthly trading activity reporting, improvements to HR statistics' reporting and regular capital expenditure tracking published on the new EACH intranet.

Information Systems

What we achieved in 2023-24 - Information Systems

1. Improve the IT infrastructure to meet the requirements of the organisation. This will include improvements to network connectivity at retail sites and transfer of communications contracts to a new supplier. The road map includes improvements to remote working access by enabling an 'always-on' VPN.

We replaced Wi-Fi networks at Milton and The Treehouse to further improve connectivity and ensure systems remain fully supported.

A brand-new network was installed in the majority of our retail sites to enable improved network connectivity.

The new always-on VPN was installed successfully and is now being used throughout our Retail operation.

2. Support the care team to identify, select and begin implementation of a rostering/booking system, to provide improved access to care and ensure resource is managed effectively.

Significant development work progressed during the year allowing us to fully understand all system requirements. In-house development will continue in 2024-25.

3. Support the implementation of a new Learning Management System, to improve access to training and education material for all staff.

The new Learning Management System was successfully implemented and is now fully operational.

4. To scope improvements to the payroll/HR systems, for implementation in 2024-25.

The scoping exercise was started and the full project is due to proceed in 2024-25.

Environmental

What we achieved in 2023-24 - Environmental

1. To evaluate alternatives for the continued development of a carbon reduction plan supported by cost benefit evaluations. Specifically, to include the installation of electric vehicle charging points at the three hospice sites, for the benefit of families, staff and volunteers.

The Nook was chosen as a pilot site for the installation of electric vehicle charging points. These were installed shortly after year-end, enabling us to replace two fleet vehicles with electric cars.

Plans have been drawn up for solar panel installation at The Nook and a tender document has been issued to potential suppliers.

Work is underway to understand the savings generated within the circular economy through sales of our second-hand Retail goods.

2. To consider environmental impact as part of our supplier evaluations.

We now consider environmental impact in all our buying decisions, particularly relevant for heating systems where energy efficiency is a key part of our decision-making process.

3. To implement energy-saving systems at sites where it is cost effective and where funding is available.

Newly refurbished work areas within the organisation now include lighting management functionality to ensure lights switch off when rooms are vacant.

Retrofitting of a solar power system has been designed and specified for The Nook and is currently out for tender.

A full site survey at Milton has been conducted to identify a long-term asset management plan, and ensure energy-saving measures are incorporated into future decision making.

What we want to achieve in 2024-25

Care

- 1. Increase capacity to respond to a growing demand for end-of-life and short breaks, by recruiting and integrating additional care posts, and developing and retaining a skilled workforce.
- 2. Develop our long-term ventilation service.
- 3. Provide paediatric palliative care specialist education internally, and to external partners as a form of potential income generation.
- 4. Support partners in the adult hospice sector to develop better transition services.
- 5. Review the volunteer care workforce and job roles within the care setting.
- 6. Implement a new wellbeing strategic plan.
- 7. Continue site development and expansion at Milton and The Treehouse.
- 8. Act as a Research Participation Information Centre for health sector research studies.
- 9. Develop new and existing mechanisms for family feedback to help inform service delivery.

Fundraising

- 1. Grow fundraising income by £800,000 to achieve an annual income target of £7,500,000.
- 2. Continue to develop new and existing corporate fundraising relationships to help deliver income of £898,000.
- 3. Retain and acquire multi-year partnerships to deliver charitable trust income of £1,437,000.
- 4. Deliver a programme of major donor cultivation events and communications to maintain strong relationships with existing donors, and attract a new and broader spectrum of supporters to achieve income of £349,000.
- 5. Deliver community fundraising income of £822,064, offering first-class stewardship to ensure supporter retention, alongside a focus on developing challenge events, and our campaigns and proactive approaches to recruit new donors.
- 6. Achieve an individual giving budget of £837,496 by focusing on data, audience insight and feedback, and benefiting from new charity trend and technology opportunities.
- 7. Deliver a programme of innovative and attractive events to achieve event income of £162,500, with an ROI of 3:1.
- 8. Deliver in-memory fundraising income of £213,245 and build a new legacy fundraising strategy to recruit legators and uplift existing supporters to long-term donors.

Retail

1. Develop and support our staff and volunteers to achieve their objectives.
2. Achieve total annual income and surplus budget and deliver an additional 3% like-for-like growth.
3. Continue to grow Gift Aid and New Goods income, and drive eCommerce with a focus on accelerating Style with EACH.
4. Open four new shops to reach a total of 52, relocate the Felixstowe shop and continue our shop refurbishment programme.

People

1. Develop an engaged, collaborative, and inclusive work environment where everyone feels involved, valued, supported and recognised, in order to ensure employee and volunteer wellbeing.
2. Build a retention and development programme to attract and retain key talent.
3. Ensure we have a robust selection, onboarding, induction and training programme for all new employees and volunteers, to improve the quality, speed, tenure and time-to-effectiveness of all new recruits.
4. Develop an EDI strategy to help build a workplace that embraces equity, diversity and inclusion.
5. Develop leadership and management capabilities ensuring all people managers are given the right skills development for them to lead, inspire and motivate employees.
6. Increase efficiency of our HR processes by continued automation of key team processes. Introduce a new Applicant Tracking System (ATS) and work towards HR/payroll integration to reduce complexity, and improve productivity and user experience.
7. Create a learning environment where employees can grow and succeed, and learning resources are easy to access at point of need via enhanced content on our learning management system.
8. Develop more volunteer service strategic partnerships to expand our reach and increase diversity, and automate our volunteer services admin processes to improve volunteer experience.
9. Develop skills and capabilities within the People team to become trusted partners across all areas of the organisation.

Financial

1. Deliver robust, accurate and informative financial information and analysis to enable effective decision making and resource allocation across the organisation.
2. Ensure effective and robust financial controls are in place across the charity.
3. Comply with financial and governance obligations to ensure a framework of internal audit is in place to provide assurance and effective risk management assessment and reporting.
4. Ensure physical resources are effectively managed through first-class facilities and IT management.

Information Systems

1. Ensure IT systems effectively and securely support all organisational objectives.

Environmental

1. Continue building environmental considerations into purchasing decisions, and improve energy utilisation efficiency across the EACH estate.
2. Proceed with our trial of electric vehicles at The Nook with a view to extending this to all sites should outcomes prove positive.



Environmental, Social and Governance

Environmental

Statement of Carbon Emissions

Statement of carbon emissions compliant with UK legislation set out in the Streamlined Energy and Carbon Reporting (SECR), 21 January 2021 covering energy use and associated greenhouse gas emissions relating to gas, electricity and transport, intensity ratios and energy efficiency actions.

	This reporting period (Apr 2023 – Mar 2024)	Prior reporting period (Apr 2022 – Mar 2023)
Total electricity use	1,125,112 kWh	1,097,227 kWh
Total gas use	949,337 kWh	1,024,893 kWh
Total transport fuel	532,520 kWh	439,015 kWh
Total energy from other fuels	0 kWh	0 kWh
Total energy use (all sources)	2,606,969 kWh	2,561,135 kWh
Total carbon emissions (electricity)	310 tCO ₂ e	320 tCO ₂ e
Total carbon emissions (gas)	202 tCO ₂ e	220 tCO ₂ e
Total carbon emissions (transport fuel)	169 tCO ₂ e	140 tCO ₂ e
Total carbon emissions (other sources)	0 tCO ₂ e	0 tCO ₂ e
Total carbon emissions	681 tCO ₂ e	680 tCO ₂ e
Total estate size	127,522 sqft	124,815 sqft
Carbon intensity ratio	5.34 kgCO ₂ e per sqft	5.45 kgCO ₂ e per sqft

Carbon and energy efficiency actions

EACH is committed to a responsible approach to carbon management and proactive environmental stewardship. We acknowledge the magnitude of the global climate crisis and recognise our responsibility to contribute to the reduction of greenhouse gas emissions.

During the year ending March 2024, the charity has seen a small increase in total carbon emissions, rising from 680 tCO₂e to 681 tCO₂e. Given the year-on-year increase in activities within the organisation, the charity is satisfied it has been able to avoid a greater increase in emissions. Whilst emissions for electricity and gas have reduced, emissions for transport have increased. The charity is beginning to address this with electric vehicle chargers having been installed at one of the hospices in preparation to exchange part of our vehicle fleet to electric vehicles during 2024.

EACH has implemented a number of initiatives designed to offset this increase and demonstrate progress towards our carbon management commitments, as follows:

1. We have ensured our operations include a greater emphasis on virtual interaction. Many internal meetings and some of our therapy sessions are held virtually and therefore avoid transport emissions.
2. We have implemented environmentally conscious measures in our retail locations, incorporating eco-friendly energy systems, infra-red heating panels and energy-efficient LED lighting.
3. We are working towards a culture of mindful energy usage amongst our staff, emphasising the importance of turning off equipment and lights when they are not in use or when a room is vacant. To support this, sites are provided with energy utilisation information and trends.
4. We have an active environmental working group who work across all our hospice sites. Their role is to identify and promote environmentally positive activities within the organisation and encourage an organisation-wide commitment to sustainability.

5. We have started to include environmental considerations into our purchasing decisions, particularly around the replacement of outdated or inefficient equipment.
6. We monitor energy consumption monthly and report back to key stakeholders within the organisation so they have insight to effect change.
7. We play an important role in the circular economy through recycling donated clothing and other goods in our charity shops across East Anglia. We are currently in the process of implementing a system to calculate the value of the CO2 savings made through our shops. This will include letting customers know how their transactions have positively impacted the environment and encouraging them to continue supporting the charity in this way.
8. Our waste disposal contract guarantees 0% of waste goes to landfill.

Looking ahead, we are evaluating sustainable energy sources, including solar projects and electric vehicles to partially replace some of our older diesel vehicles.

We believe these efforts, along with our ongoing commitment to environmentally responsible practices, will contribute to global efforts in combating climate change and reducing greenhouse gas emissions.

Methodology used in the calculation of disclosures

The methodology used to calculate the Statement of Carbon Emissions is based on HM Government Environmental Reporting Guidelines.

We have used the Energy Savings Opportunity Scheme (ESOS) methodology (as specified in Complying with the ESOS version 6, published by the Environment Agency, 21.01.21) in conjunction with Government GHG reporting conversion factors.

For carbon only related matters we used the Streamlined Energy and Carbon Reporting (SECR) methodology as specified in 'Environmental reporting guidelines: including SECR and greenhouse gas reporting', in conjunction with Government GHG reporting conversion factors.

Scope 1 and 2 gas and electricity consumption data has been taken from suppliers' invoices. Scope 1 and 3 transport data has been taken from our accounting records for travel costs collated from expenses, invoices and fleet management.

The intensity ratio is calculated per square foot reflecting the importance of physical locations (care and retail) in delivering our services.

The calculations have been approved by a PAS51215 compliant body.



Social

Public Benefit Statement

In setting its objectives and planning its activities and services, the Board has given careful consideration to the Charity Commission's guidance on the Public Benefit Requirement under the Charities Act 2011. Access to services is based solely on need and no charges are made to families for any services provided.

The Board considers that the charity meets the two important principles of the public benefit requirement. Below and pages 29 to 31 detail activities carried out by the charity to further its purpose for public benefit, including feedback from families demonstrating the difference the charity's activities made.

The Difference We Make

East Anglia's Children's Hospices (EACH) delivers all-encompassing, lifelong care that includes a comprehensive range of services to support both bereaved and non-bereaved families. Our aim is to ensure the best possible quality of life for babies, children and young people.

Families want their children to enjoy life and we believe every young person, including those receiving hospice care, needs the same things to thrive – friendship, fun, family time, activities and laughter.

Our hospices are happy, homely places for children to be children, and a dependable, supportive and restful space for families to be families. Our brilliant team makes every moment count with supportive activities and events, including the simple pleasures of play, water, art, and music.

We have hospices at Milton (Cambridge), The Nook (Norwich) and The Treehouse (Ipswich), all rated 'Outstanding' by the Care Quality Commission. Depending on a family's needs and wishes, we also provide care in the family home, in hospital or the wider community. This ensures every family is somewhere they feel safe and comfortable.

We have a reputation for excellence and working collaboratively, sharing skills and expertise within our teams and in partnership with healthcare colleagues across the sector. We're able to forge strong, close relationships to ensure the best possible care and support.

Our range of services includes specialist nursing, therapies and ongoing wellbeing care through all the ups and downs. We provide expert nursing care and short breaks, ensuring one-to-one time for the child at home and in the hospice, and a chance for parents, grandparents and carers to recharge their batteries while having time for themselves, or spending it with their other children, family and friends. Our symptom management nursing service is there with specialist nursing care, advice and support 24 hours a day, seven days a week, wherever the child is being cared for.

Our support also includes physical therapies like occupational therapy, hydrotherapy and physiotherapy, one-to-one and group counselling, art and music therapies, spiritual care and specialist play, as well as family activities and events. We also provide friendship-making opportunities for siblings that can include fun trips to the zoo or seaside. We also offer practical help in the family home, from cooking and cleaning to gardening and DIY.

Our planned, coordinated end-of-life care ensures children are as comfortable as possible, and that families have everything they need to feel prepared. Specialist bereavement support is offered to the whole family, individually and in groups, and includes memory days for families to come together and remember their loved ones.





Harry's story...

Harry Crofts is 12 and has Duchenne Muscular Dystrophy. He's been a regular visitor to our hospice at Milton since January 2023. His mum, Donna, describes it as his favourite place – somewhere he has fun, makes memories and feels less isolated, thanks to meeting other children in a similar situation.

Her initial reaction when being told about the hospice was one of fear. "I was terrified and my brain automatically took me to a place where I could only think of children dying. I kept putting it off and my gut instinct was that we weren't ready for it.

"However, I was completely wrong and had no idea about the services and facilities EACH provides. It's opened up a whole new world and is definitely one of the best things we've ever done.

"Harry's embraced the whole experience and absolutely loves his time at Milton. What EACH provides is out of this world, giving him things I can't offer, and he beams all the way there and all the way home. It's his favourite place and has changed our lives forever."

Harry was two and a half when he was diagnosed. He wasn't meeting the normal milestones and a blood test led to him being referred to Peterborough City Hospital. It was his physiotherapist who then suggested getting in touch with EACH.

"Life can get you down but only if you let it. My mentality is that life's for living and that seems to align with the way things are done at EACH. It's about having fun and making memories and I can't praise the care team enough. I haven't got a bad word to say.

"Spending time at the hospice has also shown Harry he's not the only young lad in a wheelchair, as was the case at his mainstream school. He felt different there but now he's made friends with other children in a similar situation. He doesn't feel isolated and neither do I, because now I'm able to talk to other parents and learn more.

"Harry really loves his time at the hospice, he enjoys so much about it, from playing games, music therapy, hydrotherapy, arts and crafts and exploring the gardens.

"It's a marvellous, beautiful place and the staff feel like family. They're amazing people and go to such trouble and effort to give children and families the best-possible experience. As a parent, it's heartwarming and such a blessing to be able to leave him somewhere he's happy, safe and content."

The Nook



Miles' story...

Georgia Williams' son Miles is four and was diagnosed with dilated cardiomyopathy and heart failure when he was just two weeks old. The left side of his heart is oversized, meaning it doesn't effectively pump blood and oxygen around his body.

Miles' condition has led to complications throughout his short life but he remains a happy, bubbly little boy. Georgia said: "He's a child who sees the good in everything and is rarely seen without a huge grin plastered across his face. He's intrinsically positive and extremely affectionate and he adores his brother, Blake. He's currently going through the 'copying everything his brother does' phase!"

Georgia says nothing can prepare a parent for suddenly having a critically-ill child to look after. Herself and husband Brandon had no idea anything was wrong during the first fortnight of Miles' life. However, things moved quickly after a night of poor feeding and drowsiness led to them taking him to the doctors.

They then had to make an emergency dash to the A&E department at Norfolk and Norwich University Hospital, before being blue-lighted to the intensive care unit at Great Ormond Street Hospital.

"We had no idea anything was wrong, so the speed at which everything happened was hard to grasp and we were minutes away from losing him.

"When most parents find out they're expecting, they'll say 'I don't mind the gender, so long as the baby's healthy'. When you're suddenly facing a different reality, it's overwhelming and completely consuming.

"You suddenly become not just a parent but a nurse, researcher and student. For a long time, we'd alternate with one parent at GOSH with Miles, and the other at home with Blake. We tried to create normality for Blake as best we could, but we often felt completely overwhelmed and out of our depth."

During their time at GOSH, the family was introduced to EACH and they continue to receive support at The Nook.

"Although not much can ease the journey we've been on as a family, EACH has been a huge support during some of the toughest times we've faced. As a family, we've benefited from fun-filled family events, sibling-only events for Blake to let off steam, counselling services and home volunteers who offer us various help around the house.

"The fact we have a family care coordinator who checks in regularly and offers ideas and support for us as a family is a wonderful source of stability for us. Everyone I have spoken to has been incredibly supportive and so willing to help in any way they can."

The Treehouse



Grace's story...

Grace was just 21 months old when she died, following a six-month battle against a rare and aggressive type of brain tumour. She received end-of-life care at The Treehouse and the team were able to provide vital support to step-mum Cerys and dad Andy.

"We can't imagine going through that chapter of our lives without EACH," said Andy. "The Treehouse will always be a special place for us and we feel so lucky to have had it on our doorstep. It was there when we needed it and going through everything without such incredible help and support would have made it a very different experience.

"In so many ways, it's the last place any parent wants to find themselves. However, it was the best possible place to be. It was weird at first, coming from a busy hospital setting. It felt strange not having to talk about treatment schedules and being surrounded by the noise of the ward. Being in a peaceful place where it was possible to do normal things gave us the time we needed to make the most of the last few months with Grace."

Grace was a perfectly normal, healthy baby, but she became ill while at nursery, and was taken to Ipswich Hospital.

"Everything happened so quickly and was completely full-on from that moment onwards. Grace had a CT scan which revealed pressure on her brain and a tumour was identified. We were told it was a case of removing the tumour and then having a course of chemotherapy. However, there were various complications during many rounds of surgery and they couldn't fully remove the tumour.

"Chemo made her horribly sick and everything that could possibly go wrong did go wrong; there were so many complications. We were told the tumour was still growing and that it wouldn't be in Grace's interests to continue her treatment. It was at that point we were told about EACH."

Andy admits that it took a couple of weeks to come round to the idea of end-of-life hospice care.

"At first, our initial reaction was 'no way.' It felt like giving up and we wanted to keep talking about treatment. However, once it had sunk in, we visited The Treehouse and instantly knew it would be in Grace's best interests to be there.

"We spent time outside in the beautiful garden and were able to play music and do some painting. We could see from her face that she was getting something positive from it. Her cheeky smile started to return."

Engagement with Stakeholders and Business Conduct

The Trustees consider they have complied with their duties in section 172 of the Companies Act (2006), by acting in good faith and focusing on the organisation's charitable purpose in the short and long term regarding all stakeholders who interact with the charity. Activities have included:

Children, young people and families

Continued engagement with and seeking feedback on the development of our services from the children, young people and families we provide care and support to. This includes via Family Forums, by e-newsletter, with digital resources, a dedicated Family Zone section on the EACH website, and through face-to-face interaction, text messaging, surveys and printed materials.

Supporters

We are committed to ensuring we build the best possible relationships with our supporters.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH. Our policy and processes identify, respect and protect vulnerable supporters and other members of the public from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

Our Fundraising Standards

We are registered with the Fundraising Regulator and are committed to our Fundraising Promise.

The Board of Trustees, our Management Executive and staff are committed to ensuring we build the best possible relationships with our supporters; relationships built on trust and respectful fundraising practices.

We strive to ensure giving to our charity is the great experience we believe it should be.

We take our responsibilities to our supporters very seriously. With the help of our valued fundraising volunteers, we undertake a diverse range of income generation activities and our fundraising programme includes: trust fundraising, corporate fundraising with businesses and organisations, community fundraising with individuals and groups, legacy giving, and direct marketing through letter, telephone, face-to-face lottery and direct debit programmes, where we engage the services of partner agencies to gain the best value for money and to ensure reliable high-quality delivery.

We inform our fundraising partners of their obligations to ensure fundraising in our name is conducted to the highest possible standards.

We have developed a range of quality assurance mechanisms to monitor activities undertaken on behalf of EACH, including supporter feedback, complaints ratios and regular activity reviews.

We regularly evaluate our policies and procedures.

Guidance for fundraising on protecting vulnerable supporters is followed across all our fundraising activities and our fundraising agencies are trained on protecting vulnerable people. This is monitored closely alongside our other policies to ensure we are operating the best fundraising standards.

For full details of our supporter standards, visit www.each.org.uk/complaints-supporter-standards-and-data-protection.

Suppliers

We have policies and standard operating procedures in place to ensure we maintain fair and professional relationships with all our suppliers, including to allow and control fair tender process and supplier selection.

Employees

We provide fulfilling and rewarding job roles and invest in our people, and are proud to be staying well aligned with market pay and conditions of employment. We also have a credible Employee Assistance Programme that provides 24/7 support to all our employees.

We appreciate the enormous commitment our employees demonstrate via informal and formal recognition schemes. Engagement with staff is a key priority and we have Investors in People accreditation. We aim to proactively seek feedback from employees on a regular basis, including capturing the 'voice' of our volunteers where we can. Our employees' health and wellbeing are an important priority with regular wellbeing training for managers and resources available to employees. In 2023, we signed up to the 'Menopause Workplace Pledge' as a commitment to providing support to employees going through the menopause.

We outperform the Care Quality Commission (CQC) targets for mandatory training completion, ensuring compliance with essential learning updates. We launched a new learning platform at the end of 2023,

which will enable greater learning opportunities for employees outside of mandatory requirements. We have a strong employee communication approach with managers holding regular one-to-ones with employees, as well as regular formal team meetings. In addition, a weekly communication from our Chief Executive is appreciated, together with periodic employee communication meetings with Directors where two-way discussion is encouraged. We also communicate to our volunteers via regular e-newsletters and show our appreciation during several annual thank you days. We also have an active Health and Safety (H&S) committee which is a cross-functional group with responsibility for reviewing and learning from any H&S incidents.

Our organisation's Values (page 6) enable us to be an effective, ambitious and inclusive charity where everyone feels heard, respected, and can thrive.

Trustees receive high quality management information and are supported in their decision-making processes to enable them to lead on developing the organisation's long-term strategy. Our activities are highly regulated, and we maintain the highest levels of business conduct with effective internal controls. All three hospices are rated as 'Outstanding' by the CQC. During the year, the CQC also conducted their transitional monitoring arrangements assessment and there were no concerns raised. There is effective monitoring of income and expenditure, with regular reporting at all levels up to and including the Board. Clear terms of reference exist for our Board and its various committees, with reviews of Board effectiveness and a policy on Board rotation. All our work is underpinned by our organisational values of Empathy and Understanding, Open and Respectful, Make it Happen and Commitment to Quality.

Governance

Constitution

EACH was incorporated as a private limited company by guarantee without share capital and is governed by the Articles of Association dated 20th June 2024. The charity has three wholly owned subsidiaries:

- East Anglia's Children's Hospices (Trading) Limited; a private limited company governed by the Memorandum and Articles of Association dated 31st July 2014 as amended.
- Stable Trading Limited; a private limited company by guarantee and without share capital governed by the Memorandum and Articles of Association dated 1st February 1991 as amended. This company is currently dormant.

- Children's Hospice for the Eastern Region; a private limited company without share capital governed by the Memorandum and Articles of Association dated 24th December 1992 as amended. This company is currently dormant.

EACH is governed by the Board of Trustees who are drawn from a variety of backgrounds and meet quarterly. The Board is responsible for setting the strategic direction of the charity. There is an approved scheme of delegation which enables decisions and actions to be taken by committees and the Management Executive. The Board Committees are:

- Clinical Governance Committee
- Finance and Income Generation Committee
- Audit, Risk and Compliance Committee
- Human Resources Committee.

The Board has determined that the following powers are reserved to itself:

- Determine overall strategic direction.
- Approve strategic objectives.
- Approve Vision, Mission and Values.
- Approve strategy.
- Oversight of the charity's operations and review of performance in the light of the strategic objectives, strategic plans and budgets.
- Appoint/remove Trustees/Directors.
- Appoint/remove co-opted Trustees/Directors.
- Agree role descriptions for Trustees/Directors.
- Agree role descriptions for Chair.
- Agree role descriptions for Deputy Chair.
- Appoint and remove committee Chairs.
- Appointment, removal, the terms of service and remuneration applying to the Chief Executive..
- The terms of service and remuneration policy applying to the Executive Directors.
- Annual review of salaries and award (if not within budget).
- Appoint and remove Company Secretary.
- Review Chief Executive performance (annual appraisal and interim review).
- Review Trustee/Director performance annually.
- Plan for Trustee/Director succession.
- Board Development.
- Determining Trustee Code of Conduct and compliance therewith.
- Approve amendments to Articles of Association.
- Establish and review governance structure (committees).
- Agree terms of reference for committees.
- Agree annual schedule of business for the Board.

- Approved Governance Framework.
- Approve Gender Pay Gap Reporting.
- Review and register reported conflicts of interest declarations.
- Review and register declarations of related party transactions.
- Review and action Fit and Proper Persons' Declaration.
- Approve changes to Accounting Policies.
- Approve Budgets.
- Agree Financial Auditing Arrangements.
- Appoint Insurance Advisors.
- Appoint Investment Advisors.
- Approval of Investment Policies.
- Approval of Loans to Subsidiary Companies.
- Open new bank accounts.
- Approve Signing Authority Delegations.
- Approval of Annual Report and Accounts.
- Annual assessment of strategic risks.
- Overall review of risk and gaps.
- Determining process for dealing with complaints.
- Approve appointment of EACH representatives to external bodies.
- Acquisition, disposal or change of use of land or buildings with the exception of the delegated power relating to appropriation of property from legators.
- The introduction, extension or discontinuance of any significant activity or operation and the entering of any transaction that is material strategically or by reason of size.
- Approval of action on legal and arbitration proceedings (including tribunal or alternative dispute resolutions (ADR) involving the charity).
- Delegations of Powers.
- Approval of urgent decisions between Board Meetings. The Chair will involve other Trustees at their discretion and all decisions taken in this way will be reported back to the Board.
- Ratification of any Urgent Action Decisions taken by the Chair.
- The Board may immediately reassume any power delegated by it to the Chief Executive should the need arise.

Trustees serving during the year, appointment and induction

New Trustees undergo an induction programme which involves visiting the various parts of the organisation, meeting with managers and staff, and observing at first-hand the business of the charity. Trustees' training requirements are reviewed on an annual basis.

During the year, Trustee attendance at Board meetings was 78% (2023: 65%) which reflects the strategic intention to improve the attendance figure as noted in last year's report.

In accordance with the Articles of Association Trustees retire after a three-year term and can offer themselves for re-election and if re-elected may continue in post for up to nine years.

The Trustees take into account the Charity Commission's recommendation that the total length of office should not normally exceed nine years; however, the total period of appointment may be varied in any particular case if the other Trustees, then serving, determine that it would be in the interests of the charity to do so. The names of all Trustees are listed on page 59. Periodically, the Board is assessed on skills, qualifications and experience to identify strengths, gaps and areas for development.

EACH Management Executive (MEX)

The Management Executive (MEX) is headed by a Chief Executive who is supported by the Director of Care, Director of Finance, Director of Fundraising and Communications, Director of People and Director of Retail.

Executive Directors in post:

Interim Chief Executive

Kevin Clements

Director of Care

Pól Toner

Director of Finance

Ruth Kiani

Director of Fundraising and Communications

Kevin Clements

Director of People

Nicky Kendrick

Director of Retail

Ian Nicolson

The Executive Directors are not directors within the meaning of the Companies Act with the exception of Ruth Kiani and Ian Nicolson, who are directors within the meaning of the Companies Act for the subsidiary company East Anglia's Children's Hospices (Trading) Ltd. Ruth Kiani also acts as Company Secretary for East Anglia's Children's Hospices.

The Board last undertook a review of the salaries of the Executive Directors in 2024 drawing upon benchmarking of similar organisations. The Board further agreed that the salaries of Executive Directors would be reviewed through a similar benchmarking exercise on a biennial basis with the next review due in 2026.

Umbrella groups

The charity is a member of both Hospice UK and Together for Short Lives, who function as umbrella organisations providing advice and support to member bodies in the field of palliative care. Together for Short Lives also operates a national fundraising scheme, of which EACH is a participant.

Partnership working

EACH works in partnership with a variety of statutory and voluntary organisations engaged in providing care and support to children with life-threatening illnesses. Key partnership organisations are:

- The East of England Managed Clinical Network (MCN). EACH hosts this service which provides out-of-hours access to specialist medical support and advice, provides education, and develops and promotes good practice guidance. It comprises one children's palliative care specialist team, one tertiary centre, three level 3 NICUs and 15 district general hospitals.
- Community NHS Trusts, including Norfolk Community Health and Care NHS Trust, Cambridge and Peterborough Foundation Trust, and North and Mid and West Essex NHS Community Services.
- NHS England and County Council Commissioners, including NHS Suffolk & North East Essex ICB, NHS Mid and South Essex ICB, NHS Hertfordshire & West Essex ICB, NHS Norfolk and Waveney ICB, NHS Cambridgeshire and Peterborough ICB, and Norfolk County Council.
- Other children's hospices, including Keech Hospice Care in Bedfordshire, Haven House Hospice in West Essex and Little Havens Children's Hospice in South Essex.

EACH staff participate in the following external groups:

East of England Children's Palliative Care Forum and county-based palliative care networks.

These are responsible for developing and implementing the priorities of the Managed Clinical Network. The Regional Forum is attended by the Medical Director and Head of Nursing and Therapies. The county-based networks are attended by the Matrons and Clinical Education Lead.

East of England Palliative & End of Life Care Strategic Clinical Network.

The EACH Medical Director is CYP PEOLC Lead and attends this in their capacity as chair of the MCN. The Director of Care has membership of this group and is invited for attendance and participation.

CoPPAR network (Collaborative Paediatric Palliative Care Research Network) Steering Group, University of York.

The EACH Matron at The Nook currently leads on CoPPAR research.

Together for Short Lives/Association of Paediatric Palliative Medicine national research group.

The EACH Research Nurse (currently vacant) attends this group.

Quality Account

Under the Health Act 2009 and the NHS (Quality Accounts) Regulations 2010, there is a requirement for EACH to submit a Quality Account to the Secretary of State for Health. Quality Accounts are an annual statement from healthcare providers designed to demonstrate an organisation's approach to ongoing quality improvement. The report is available to view on the EACH website.

Other disclosures

The charity makes no grants to other organisations, has no social investment programme, holds no assets as a custodian Trustee and does not have powers to invest on a total return basis. No charity funds are in deficit.

There are no uncertainties regarding the charity's going concern basis. Pension commitments are described in note 7 to the financial statements.

Trustees' Responsibility Statement – Group and Charitable Company

Statement of Directors' Responsibilities

The Trustees (who are also directors of East Anglia's Children's Hospices for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic 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 group and charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and 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 (FRS 102);
- 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 charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the group and charitable company 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 group and charitable company 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 charitable company's 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the group and charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

The Board recommends to the AGM that Price Bailey LLP should continue to be engaged as auditors for the forthcoming financial year.

BY ORDER OF THE BOARD

Ruth Kiani

Secretary

Date: 18th July 2024

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31st March 2024

	Note	General £	Designated £	Restricted £	2024 Total Funds £	2023 Total Funds £
Income:						
Donations and legacies:						
Donations		4,271,173	-	103,014	4,374,187	3,755,051
Trust income		1,111,019	-	908,767	2,019,786	1,652,858
Legacies		2,392,207	-	639,284	3,031,491	2,037,591
Income from charitable activities	1	7,774,399	-	1,651,065	9,425,464	7,445,500
Income from retail and other trading activities	1	2,909,688	-	-	2,909,688	2,730,343
Investment income	11	8,202,244	-	-	8,202,244	7,281,508
Other income		500,969	-	-	500,969	159,950
		110,492	-	-	110,492	149,577
Total income		19,497,792	-	1,651,065	21,148,857	17,766,878
Expenditure:						
Fundraising	2	1,933,497	-	-	1,933,497	1,766,149
Costs of goods sold and retail costs	2	5,892,172	-	-	5,892,172	5,324,193
Investment management costs	2	20,306	-	-	20,306	20,576
Cost of raising voluntary income		7,845,975	-	-	7,845,975	7,110,918
Expenditure on charitable activities	3	8,391,532	-	1,295,398	9,686,930	8,914,914
Total expenditure	2	16,237,507	-	1,295,398	17,532,905	16,025,832
Net income from operational activities for the year		3,260,285	-	355,667	3,615,952	1,741,046
Net gains/(losses) on investments		250,592	-	-	250,592	(625,069)
Revaluation of investment asset		11,750	-	-	11,750	22,000
Net income for the year		3,522,627	-	355,667	3,878,294	1,137,977
Transfers between funds	20	(2,959,106)	3,421,852	(462,746)	-	-
Net movement in funds		563,521	3,421,852	(107,079)	3,878,294	1,137,977
Reconciliation of funds:						
Total funds brought forward		756,027	28,608,299	151,388	29,515,714	28,377,737
Total funds carried forward		1,319,548	32,030,151	44,309	33,394,008	29,515,714

All amounts relate to continuing activities of the group.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes to the accounts are shown on pages 43 - 58.

Consolidated and Charity Balance Sheet as at 31st March 2024

	Notes	Group		Charity	
		2024 £	2023 £ (restated)	2024 £	2023 £ (restated)
Fixed assets					
Tangible assets	10	15,985,028	15,994,992	15,985,029	15,994,993
Intangible assets	9	18,284	25,362	18,284	25,362
Investments	11	4,608,184	4,270,548	4,608,184	4,270,548
		20,611,496	20,290,902	20,611,497	20,290,903
Current assets					
Stock		50,651	32,208	-	-
Debtors	16	3,164,251	1,960,014	3,315,082	1,994,198
Cash	26	11,326,499	8,907,313	11,202,268	8,901,849
		14,541,401	10,899,535	14,517,350	10,896,047
Liabilities					
Creditors due within one year	17	(1,758,889)	(1,674,723)	(1,734,840)	(1,671,237)
Net current assets		12,782,512	9,224,812	12,782,510	9,224,810
Total net assets		33,394,008	29,515,714	33,394,007	29,515,713
The funds of the charity:					
Restricted income funds	20	44,309	151,388	44,309	151,388
Designated funds	20	15,723,373	12,303,307	15,723,373	12,303,307
General funds	20	1,319,548	756,027	1,319,547	756,026
Capital Reserve	20	16,306,778	16,304,992	16,306,778	16,304,992
Total unrestricted		33,349,699	29,364,326	33,349,698	29,364,325
Total funds	20	33,394,008	29,515,714	33,394,007	29,515,713

Approved by the Board of Directors and signed and authorised for issue on their behalf by:

Bradley McLean

Chair

18th July 2024

East Anglia's Children's Hospices

Charity Number: 1069284, Company Number 03550187

Registered in England & Wales in the United Kingdom

The notes to the accounts are shown on pages **43 - 58**.

Consolidated Cash Flow Statement for the year ended 31st March 2024

	Notes	Group		Charity	
		2024 £	2023 £ (restated)	2024 £	2023 £ (restated)
Cash flows from operating activities:	24	3,214,685	3,335,264	3,095,917	3,334,112
Cash flows from investing activities:					
Dividends, interest and rents from investments		95,020	114,801	95,020	114,801
Proceeds from sale of property, plant and equipment		21,063	30,244	21,063	30,244
Purchase of property, plant and equipment	10	(836,288)	(619,754)	(836,288)	(619,754)
Proceeds from sale of investments		2,031,068	618,344	2,031,068	618,344
Purchase of investments	11	(2,100,935)	(704,804)	(2,100,935)	(704,804)
Net cash used investing activities		(790,072)	(561,170)	(790,072)	(561,170)
Change in cash and cash equivalents in the reporting period		2,424,613	2,774,094	2,305,845	2,772,942
Cash and cash equivalents at the beginning of the reporting period	25	8,945,425	6,171,331	8,939,961	6,167,019
Cash and cash equivalents at the end of the reporting period	25	11,370,038	8,945,425	11,245,806	8,939,961

The notes to the accounts are shown on pages **43 - 58**.

Independent Auditor's Report to the Members of East Anglia's Children's Hospices for the year ended 31st March 2024

Opinion

We have audited the financial statements of East Anglia's Children's Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st March 2024, which comprise the Group Statement of Financial Activities (incorporating an income and expenditure account), the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st 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's responsibilities for the audit of the financial statements section of our report. We are independent of the group and charitable company 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 group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The 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 contained within the annual report. 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.

Opinion 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' Annual Report, incorporating the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement in the Trustees' Report, the Trustees (who are also the directors of the charitable company 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 group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the group and the parent charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and the parent charitable company this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified, these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were in accordance with accounting standards and correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings to ensure any matters of non-compliance identified and reported to Trustees were adequately dealt with.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and other regulators, such as the Care Quality Commission, and reviewed the procedures in place for the reporting of incidents to the Trustee Board, including serious incident reporting of any such matters if necessary.

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 as to what extent the audit was considered capable of detecting irregularities, including fraud.

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of this Report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's members, for our audit work, for this report, or for the opinions we have formed.

**Helena Wilkinson BSc FCA DChA
(Senior Statutory Auditor)**

**For and on behalf of
PRICE BAILEY LLP**

Chartered Accountants Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge, CB4 0WZ.

Date: 18th July 2024

Notes to the Financial Statements for the year ended 31st March 2024

1 Income

Income from Charitable Activities	2024 £	2023 £
Community and hospice-based service delivered from EACH Milton	854,312	833,338
Community and hospice-based service delivered from EACH The Nook	1,320,104	1,249,823
Community and hospice-based service delivered from EACH The Treehouse	735,272	647,182
	2,909,688	2,730,343
Statutory Funds Received for Charitable Activities	2024 £	2023 £
NHS England Children's Hospice Grant	1,069,063	897,149
Block funding from Integrated Care Boards and County Councils	1,282,505	1,408,449
Continuing Care Funding	558,120	424,745
	2,909,688	2,730,343
All income from charitable activities in both the current and previous year relate to statutory income for provision of services as detailed above.		
During the year, the charity received grant funding directly from NHS England. The total amount awarded amounted to £1,069,063 (2023: £897,149). The full amount of the grant was spent during the year.		
Income from retail and other trading activities	2024 £	2023 £
Charity Shop Sales	7,732,820	6,919,809
Other	469,424	361,699
	8,202,244	7,281,508

2 Analysis of expenditure

Expenditure	2024			2023		
	Direct costs £	Support costs £	Total costs £	Direct costs £	Support costs £	Total costs £
Raising funds						
Fundraising and publicity	1,723,651	209,846	1,933,497	1,369,278	396,871	1,766,149
Retail and trading	5,249,349	642,823	5,892,172	4,679,559	644,634	5,324,193
Investment management	20,306	-	20,306	20,576	-	20,576
	6,993,306	852,669	7,845,975	6,069,413	1,041,505	7,110,918
Charitable activities						
Community and hospice-based service delivered from:						
EACH Milton	2,818,960	339,106	3,158,066	2,465,293	362,846	2,828,139
EACH The Nook	3,434,923	417,907	3,852,830	3,031,555	454,660	3,486,215
EACH The Treehouse	2,392,210	283,824	2,676,034	2,282,108	318,452	2,600,560
	8,646,093	1,040,837	9,686,930	7,778,956	1,135,958	8,914,914
Total	15,639,399	1,893,506	17,532,905	13,848,369	2,177,463	16,025,832

3 Charitable funding requirement

Community and hospice-based service delivered from:	EACH Milton £	EACH The Nook £	EACH The Treehouse £	EACH Total £	Percentage of cost
Cost of activities 2024	3,158,066	3,852,830	2,676,034	9,686,930	-
Income from statutory organisations	854,312	1,320,104	735,272	2,909,688	30%
Fundraising requirement	2,303,754	2,532,726	1,940,762	6,777,242	70%
Cost of activities 2023	2,828,139	3,486,215	2,600,560	8,914,914	-
Income from statutory organisations	833,338	1,249,823	647,182	2,730,343	31%
Fundraising requirement	1,994,801	2,236,392	1,953,378	6,184,571	69%

4 Analysis of support costs

Support costs 2024	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	121,633	7,995	64,039	14,111	2,068	209,846
Trading: costs of goods sold and other costs	338,121	29,252	208,640	59,873	6,937	642,823
	459,754	37,247	272,679	73,984	9,005	852,669
Milton service	223,524	18,647	92,518	-	4,417	339,106
The Nook service	275,229	21,577	115,610	-	5,491	417,907
The Treehouse service	185,159	14,704	80,173	-	3,788	283,824
Charitable activities	683,912	54,928	288,301	-	13,696	1,040,837
Total support costs	1,143,666	92,175	560,980	73,984	22,701	1,893,506

Support costs are apportioned on the basis of staff costs.

Governance costs comprise of audit fees and accountancy fees £22,701 (2023: £17,500)

Support costs 2023	Management & Admin £	Human Resources £	IT Systems £	Finance £	Governance £	Total £
Cost of generating voluntary income	293,816	17,324	75,951	8,218	1,562	396,871
Trading: costs of goods sold and other costs	403,461	40,705	147,066	48,086	5,316	644,634
	697,277	58,029	223,017	56,304	6,878	1,041,505
Milton service	264,882	24,272	70,363	-	3,329	362,846
The Nook service	331,512	29,835	89,143	-	4,170	454,660
The Treehouse service	225,226	22,861	67,242	-	3,123	318,452
Charitable activities	821,620	76,968	226,748	-	10,622	1,135,958
Total support costs	1,518,897	134,997	449,765	56,304	17,500	2,177,463

5 Analysis of staff costs

Staff costs	2024 £	2023 £
Wages and salaries	10,317,095	9,495,442
National Insurance	948,560	885,582
Pension costs	777,400	696,606
Total staff costs	12,043,055	11,077,630

The charity trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiaries in the year. Expenses paid to trustees are detailed in note 23.

During the year, a termination payment was made to one member of staff at a cost of £52,000 (2023: one member of staff at £30,000). This was approved by the Board of Trustees.

6 Staff

Staff full-time equivalents and headcount	2024		2023	
	Headcount	Full-Time Equivalent	Headcount	Full-Time Equivalent
The average number of staff employed in the year was:				
Direct charitable services	193	161	189	158
Fundraising services	26	24	25	24
Retail	152	103	155	99
Support services	35	28	34	26
Total	406	316	403	307

Key management personnel and higher paid employees

The key management personnel comprise of the trustees and the management executive who are the; Chief Executive, and the Directors of: Care, Retail, People, Fundraising & Communications and Finance.

Key management personnel	2024 £	2023 £
Employee benefits of key management personnel:		
Salary	572,356	522,803
Employers' pension contribution	37,124	29,744
Employers' National Insurance payments	71,035	68,125

The number of employees whose total employee benefits excluding pension contributions earning over £60,000, classified within bands of £10,000, is as follows:

Higher paid employee salary bands and pension	2024	2023
£60,000-£69,999	4	2
£70,000-£79,999	1	3
£80,000-£89,999	4	3
£90,000-£99,999	1	-
£100,000-£109,999	-	-
£110,000-£119,999	-	-
£120,000-£129,999	-	1
£130,000-£139,999	1	1
	£	£
Pension contribution of higher paid employees	37,124	44,905

7 Pension cost

The charity operates a 'group personal pension plan.' The assets of the scheme are held separately from those of the charity in an independently administered fund. In addition, the charity made contribution to the NHS pension scheme in respect of certain employees. Whilst the NHS scheme is a defined benefit scheme, it is a multi-employer scheme for which the charity's share of the underlying assets and liabilities cannot be identified; it is therefore accounted for as a defined contribution scheme in accordance with FRS102. The charity's contribution to these schemes is therefore charged to the statement of financial activity when due.

At 31st March 2024: £115,771 (2023: £107,459) in pension contributions was due to be paid to pension providers.

	2024 £	2023 £
Total pension scheme contributions:	777,400	696,606
Pension contribution included in creditors:	115,771	107,459

8 Net income

Net income	2024 £	2023 £
Net income is stated after charging:		
Depreciation and amortisation	841,498	817,625
Auditor's remuneration:		
- for audit services	22,700	17,500
- for other services	750	1,000
Gain on disposal of fixed assets	9,231	5,187
Operating lease rentals	19,296	19,911
Operating leases for property	1,043,639	966,822

9 Intangible assets

Group and charity intangible assets	Website Development £	Total £
Cost		
At start of year	33,600	33,600
Additions	-	-
Disposals	-	-
At end of year	33,600	33,600
Amortisation		
At start of year	8,238	8,238
Charge for the year	7,078	7,078
Transfer in	-	-
Eliminated on disposal	-	-
At end of year	15,316	15,316
Net book value at the end of the year	18,284	18,284
Net book value at the start of the year	25,362	25,362

10 Tangible assets

Group and charity fixed assets	Leasehold Property £	Freehold Property £	Equipment & Vehicles £	Total £
Cost				
At start of year (restated)	3,404,963	14,058,628	4,529,716	21,993,307
Additions	21,675	380,812	433,801	836,288
Disposals	-	(91,950)	(61,192)	(153,142)
At end of year	3,426,638	14,347,490	4,902,325	22,676,453
Depreciation				
At start of year (restated)	335,367	2,300,212	3,362,735	5,998,314
Charge for the year	39,329	274,520	520,570	834,419
Eliminated on disposal	-	(3,590)	(137,719)	(141,309)
At end of year	374,696	2,571,142	3,745,587	6,691,425
Net book value at the end of the year	3,051,942	11,776,348	1,156,738	15,985,028
Net book value at the start of year (restated)	3,069,596	11,758,416	1,166,980	15,994,992

11 Investments: Group and Charity

Investment movements - stocks & shares	2024 Market value £	2023 Market value £
Market value at beginning of year	3,922,436	4,461,045
Additions at cost	2,100,935	704,803
Disposals at opening book value	(1,924,720)	(706,052)
Unrealised gains/(losses) on revaluation	144,244	(537,361)
Market value at end of year	4,242,894	3,922,435
Cash held on investments portfolio	43,538	38,112
Total portfolio market value including cash	4,286,433	3,960,547

Investment Categories - stocks & shares	2024		2023	
	Cost £	Market Value £	Cost £	Market Value £
Investment Trusts	811,554	1,064,286	1,254,615	1,361,228
UK Equities	584,067	734,114	982,781	1,175,594
Overseas Equities	796,587	854,375	-	-
Funds	813,364	732,492	685,325	838,823
Exchange Traded Funds	514,252	678,261	315,778	386,892
Bonds	179,322	179,366	154,348	159,899
	3,699,147	4,242,894	3,392,848	3,922,435
Cash	43,538	43,538	38,112	38,112
	3,742,685	4,286,433	3,430,960	3,960,547

Investment income from listed investments	2024 £	2023 £
Investment income	95,020	114,801
Bank interest for the year	405,949	45,149
	500,969	159,950

All Investments	2024		2023	
	Cost £	Market Value £	Cost £	Market Value £
Stocks & Shares	3,742,685	4,286,433	3,430,960	3,960,547
Land held for investment	258,750	321,750	258,750	310,000
Investment in trading subsidiary	1	1	1	1
	4,001,436	4,608,184	3,689,711	4,270,548

12 Financial performance of the charity

East Anglia's Children's Hospices Charity No. 1069284, Company No. 03550187, registered in the UK	2024 £	2023 £
Income	20,797,910	17,496,175
Gift Aid from trading subsidiary	180,317	154,509
Total expenditure	(17,362,275)	(15,909,638)
Investment gain/(loss)	262,342	(603,069)
Net income	3,878,294	1,137,977
Total funds brought forward	29,515,713	28,377,736
Total funds carried forward	33,394,007	29,515,713
Represented by:		
Restricted funds	44,309	151,388

13 Financial performance of the trading subsidiary

East Anglia's Children's Hospices (Trading) Ltd Company No. 09155768, registered in the UK	2024 £	2023 £
Turnover	352,447	270,703
Cost of sales	(171,974)	(116,038)
Gross profit	180,473	154,665
Operating expenses	(156)	(156)
Profit on ordinary activities	180,317	154,509
Gift Aid donated to the charity	(180,317)	(154,509)
Profit for the financial year being the retained profit for the year	-	-
Balance Sheet		
Assets	175,931	38,871
Liabilities	(175,930)	(38,870)

14 Trading Subsidiary - Stable Trading Limited

(company no. 02593818, UK registered)

Stable Trading Limited is a company limited by guarantee which is under the control of the directors of East Anglia's Children's Hospices. The subsidiary's main purpose was to sell goods to raise funds for the charity. In 2014, the subsidiary's activities transferred to the charity. There are no results or activities to report for this company. The company is dormant.

15 Subsidiary - Children's Hospice for the Eastern Region (CHER)

(company no. 02776381, UK registered)

The Children's Hospice for the Eastern Region is a dormant company wholly owned by East Anglia's Children's Hospices. There are no results or activities to report for this company. The company is dormant.

16 Debtors and contingent assets

Debtors	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	183,642	362,466	182,592	361,266
Amount owed by group companies	-	-	151,881	35,384
Taxation recoverable	677,379	413,058	677,379	413,058
Prepayments	599,926	542,596	599,926	542,596
Accrued income	1,672,166	631,687	1,672,166	631,687
Other debtors	31,138	10,207	31,138	10,207
	3,164,251	1,960,014	3,315,082	1,994,198

Notified legacies are recognised as accrued income when their value is known with a degree of certainty. Where legacies have been notified but their value remains uncertain they are treated as contingent assets. At the balance sheet date, contingent legacy assets were estimated to be 2,311,541. (2023 £1,919,821).

17 Creditors: amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	469,812	535,260	446,513	531,774
Taxation and social security	218,112	213,781	218,112	213,781
Other creditors	147,953	103,153	147,953	103,153
Accruals	722,420	641,322	721,670	641,322
Deferred income	76,396	87,208	76,396	87,208
Provisions	124,196	93,999	124,196	93,999
	1,758,889	1,674,723	1,734,840	1,671,237

18 Financial commitments under non-cancellable operating leases

	2024		2023	
	Land & Buildings £	Other £	Land & Buildings £	Other £
Leases expiring:				
Within 1 year	920,301	19,296	929,314	19,911
In 2-5 years	1,817,532	43,684	1,654,250	62,980
Over 5 years	1,545	-	-	-
	2,739,379	62,980	2,583,564	82,891

19 Capital Commitments

	2024 £	2023 £
Capital orders committed	22,789	52,828

20 Statement of funds

Statement of funds 2024	Balance at 31/3/2023 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2024 £
General Funds	756,027	19,497,792	(15,975,165)	(2,959,106)	1,319,548
Designated Funds - Revenue					
Contingency Reserves	6,025,307	-	-	731,821	6,757,128
Strategic Development	3,200,000	-	-	4,268,260	7,468,260
Inflation Reserve	2,238,000	-	-	(2,238,000)	-
Capital Expenditure	840,000	-	-	657,985	1,497,985
	12,303,307	-	-	3,420,066	15,723,373
Designated Funds - Capital					
Land, Buildings & Investment Property	15,138,012	-	-	12,028	15,150,040
Other Fixed Assets	1,166,980	-	-	(10,242)	1,156,738
	16,304,992	-	-	1,786	16,306,778
Total Designated Funds	28,608,299	-	-	3,421,852	32,030,151
Restricted Funds					
Care across all sites	-	187,163	(187,163)	-	-
The Treehouse Service	-	233,526	(233,026)	-	500
Milton Service	-	78,927	(78,927)	-	-
The Nook Service	4,700	774,491	(778,191)	-	1,000
The Treehouse Equipment	-	-	-	-	-
Milton Equipment	41,460	-	(7,368)	-	34,092
The Nook Equipment	5,085	-	-	-	5,085
Art, Music and Play	2,300	-	(2,000)	-	300
The Nook Garden Project	53,840	366,906	-	(420,746)	-
Training/Conferences	626	4,706	(2,000)	-	3,332
Hospice Capital Expenditure	42,000	-	-	(42,000)	-
EACH Values Awards	1,000	-	(1,000)	-	-
Complementary Care	377	-	(377)	-	-
Bereavement Support	-	5,346	(5,346)	-	-
Total Restricted Funds	151,388	1,651,065	(1,295,398)	(462,746)	44,309
Total Funds	29,515,714	21,148,857	(17,270,563)	-	33,394,008

Restricted funds

Revenue restricted funds are allocated against expenditure as it is incurred. Funds were transferred from restricted funds totalling £462,746 in the year to the capital funds, to represent the purchase of capital assets which have been acquired in line with the terms implied upon these funds.

Designated funds

Designated funds comprise of capital and funds allocated by Trustees to specific purposes. The capital fund is a designated fund set aside by Trustees and represents the net book value of fixed assets. EACH Trustees consider it to be prudent to set aside designated funds to cover all fixed assets. Funds were transferred in the year from general funds (£2,959,106) and the inflation reserve (£2,238,000) to designated funds to represent the future plans of the organisation as highlighted in the 'Funds and Reserves' policy within the Trustees Report.

General funds

The general fund includes £1 (2023: £1) retained in the reserves of the subsidiary company.

21 Statement of funds prior year

Statement of funds 2023	Balance at 31/3/2022 £	Income £	Expenditure & Gains £	Transfers £	Balance at 31/3/2023 £
General Funds	1,450,395	16,346,667	(15,218,574)	(1,822,461)	756,027
Designated Funds - Revenue					
Reserves Policy	5,169,015	-	-	856,292	6,025,307
Strategic Development	1,841,982	-	-	1,358,018	3,200,000
Inflation Reserve	2,498,000	-	-	(260,000)	2,238,000
Capital Expenditure	800,000	-	-	40,000	840,000
	10,308,997	-	-	1,994,310	12,303,307
Designated Funds - Capital					
Land, Buildings & Investment Property	15,137,493	-	-	519	15,138,012
Other Fixed Assets	1,339,348	-	-	(172,368)	1,166,980
	16,476,841	-	-	(171,849)	16,304,992
Total Designated Funds	26,785,838	-	-	1,822,461	28,608,299
Restricted Funds					
Care across all sites	1,025	302,700	(303,725)	-	-
The Treehouse Service	-	175,628	(175,628)	-	-
Milton Service	-	278,433	(278,433)	-	-
The Nook Service	-	596,267	(591,567)	-	4,700
The Treehouse Equipment	5,573	7,500	(13,073)	-	-
Milton Equipment	78,979	-	(37,519)	-	41,460
The Nook Equipment	750	4,755	(420)	-	5,085
Art, Music and Play	300	2,000	-	-	2,300
The Nook Garden Project	54,500	-	(660)	-	53,840
Training/Conferences	-	5,345	(4,719)	-	626
Hospice Capital Expenditure	-	42,000	-	-	42,000
EACH Values Awards	-	1,000	-	-	1,000
Complementary Care	377	-	-	-	377
Translation		4,583	(4,583)	-	-
Total Restricted Funds	141,504	1,420,211	(1,410,327)	-	151,388
Total Funds	28,377,737	17,766,878	(16,628,901)	-	29,515,714

22 Net assets by funds

Net assets 2024	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible assets & Investment Property	-	-	16,306,778	-	16,306,778
Intangible assets	18,284	-	-	-	18,284
Investments	-	4,608,184	-	-	4,608,184
Current assets	3,381,903	11,115,189	-	44,309	14,541,401
Creditors falling due in less than one year	(1,758,889)	-	-	-	(1,758,889)
	1,319,548	15,723,373	16,306,778	44,309	33,394,008
Net assets 2023 (restated)	General Funds £	Designated Funds £	Capital Reserve £	Restricted Funds £	Total Funds £
Tangible assets & Investment Property	-	-	16,304,992	-	16,304,992
Intangible assets	25,362	-	-	-	25,362
Investments	-	3,960,548	-	-	3,960,548
Current assets	2,405,388	8,342,759	-	151,388	10,899,535
Creditors falling due in less than one year	(1,674,723)	-	-	-	(1,674,723)
	756,027	12,303,307	16,304,992	151,388	29,515,714

23 Related party transactions

	2024 £	2023 £
Balance due at 31st March from EACH (Trading) Ltd to EACH	151,881	35,384
Donations made by directors and key staff	5,902	5,565
Travel expenses waived by directors and key staff	1,280	2,000

East Anglia's Children's Hospices has three wholly owned subsidiaries; Stable Trading Ltd, East Anglia's Children's Hospices (Trading) Limited (EACH (Trading) Ltd), and The Children's Hospice for the Eastern Region (CHER). CHER and Stable Trading Ltd are dormant companies with no assets or liabilities. EACH (Trading) Gift Aids its profits to EACH under a deed of covenant arrangement.

East Anglia's Children's Hospices is controlled by its directors.

24 Reconciliation of net income/expenditure to net cashflow from operating activities

	Group		Charity	
	2024 £	2023 £ (restated)	2024 £	2023 £ (restated)
Net income for the reporting period (as per the Statement of Financial Activities)	3,878,294	1,137,977	3,878,293	1,137,977
Depreciation charges	841,498	817,625	841,498	817,625
(Losses)/gains on investments	(262,342)	581,069	(262,342)	581,069
Dividends, interest and rents from investments	(95,020)	(114,801)	(95,020)	(114,801)
Loss/(profit) on the sale of fixed assets	(9,231)	(5,187)	(9,231)	(5,187)
(Increase)/(increase) in stock	(18,443)	(14,343)	-	3,185
(Increase)/decrease in debtors	(1,204,237)	790,088	(1,320,884)	771,660
Increase/increase in creditors	84,166	142,836	63,603	142,582
Net cash provided by/(used in) operating activities	3,214,685	3,335,264	3,095,917	3,334,111

25 Analysis of cash and cash equivalents

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Cash in hand	11,326,499	8,907,313	11,202,268	8,901,849
Cash held as part of the investment portfolio	43,538	38,112	43,538	38,112
Total cash and cash equivalents	11,370,037	8,945,425	11,245,806	8,939,961

26 Net debt Reconciliation

	At 1/4/2023 £	Cash Movement £	At 1/4/2024 £
Group			
Cash in hand	8,907,313	2,419,186	11,326,499
Cash held as part of the investment portfolio	38,112	5,426	43,538
Total cash and cash equivalents	8,945,425	2,424,612	11,370,037
Charity			
Cash in hand	8,901,849	2,300,419	11,202,268
Cash held as part of the investment portfolio	38,112	5,426	43,538
Total cash and cash equivalents	8,939,961	2,305,845	11,245,806

27 Prior year consolidated statement of financial activities

Statement of financial activities (incorporating an income and expenditure account) for the financial year to 31st March 2023	General £	Designated £	Restricted £	2023 Total Funds £
Income:				
Donations and legacies:				
Donations	3,694,668	-	60,383	3,755,051
Trust income	1,233,894	-	418,964	1,652,858
Legacies	1,096,727	-	940,864	2,037,591
	6,025,289	-	1,420,211	7,445,500
Income from charitable activities	2,730,343	-	-	2,730,343
Income from retail and other trading activities	7,281,508	-	-	7,281,508
Investment income	159,950	-	-	159,950
Other income	149,577	-	-	149,577
Total Income	16,346,667	-	1,420,211	17,766,878
Expenditure:				
Cost of raising voluntary income				
Fundraising	1,766,149	-	-	1,766,149
Costs of goods sold and retail costs	5,324,193	-	-	5,324,193
Investment management costs	20,576	-	-	20,576
	7,110,918	-	-	7,110,918
Expenditure on charitable activities	7,504,587	-	1,410,327	8,914,914
Total expenditure	14,615,505	-	1,410,327	16,025,832
Net income from operational activities for the year	1,731,162	-	9,884	1,741,046
Net gains/(losses) on investments	(625,069)	-	-	(625,069)
Revaluation of investment asset	22,000	-	-	22,000
Net income for the year	1,128,093	-	9,884	1,137,977
Transfers between funds	(1,822,461)	1,822,461	-	-
Net movement in funds	(694,368)	1,822,461	9,884	1,137,977
Reconciliation of funds:	-	-	-	-
Total funds brought forward	1,450,395	26,785,838	141,504	28,377,737
Total funds carried forward	756,027	28,608,299	151,388	29,515,714

Accounting Policies

The principal accounting policies, adopted judgements, and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. Basis of preparation

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 (FRS 102) (effective 1 January 2019) – Charities SORP (FRS 102) and the Companies Act 2006.

East Anglia's Children's Hospices meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b. Significant accounting estimates and assumptions

The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with judging when legacy income should be brought into the figures. Further details regarding the contingent asset for legacy is shown in note 16.

c. Legal status of the charity and subsidiaries

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member (11 members) of the charity. East Anglia's Children's Hospices (Trading) Limited is a trading company and wholly owned by the charity. Stable Trading Limited and The Children's Hospice for the Eastern Region are companies limited by guarantee under the control of the Trustees and also East Anglia's Children's Hospices.

d. Going concern

The Trustees consider that there are no material uncertainties about EACH's ability to continue as a going concern.

e. Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiaries on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

f. Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds are given to EACH for a variety of specific purposes which mostly relate to the care of children and families or the development of new facilities. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

g. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until those conditions will be fulfilled in the reporting period. Income from Gift Aid tax claims are processed for donations with relevant and appropriate Gift Aid declarations. Claims are made in the same period as the donation is received. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis, pecuniary bequests are recognised following probate and on receipt of notification. Residuary bequests are recognised at the earlier date of either when the charity is aware the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 16).

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Sponsorship from events, fundraising and events' registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

h. Donated goods and services

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the charity when received, based on the amount that the charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets.

Rent-free periods and landlord contributions to shop set-up costs are spread over the life of the lease.

i. Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals' basis under the following headings:

- Costs of raising funds comprise fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Support costs are allocated to each of the activities on the basis of staffing costs.

j. Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Strategic Report.

k. Fixed & Intangible Assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Depreciation is provided to write off the cost or revaluated amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight-line basis as follows:

- | | |
|--|-------------------|
| • Motor vehicles | 20% of cost |
| • Fixtures and equipment | 20% - 33% of cost |
| • Freehold buildings | 2% of cost |
| • Improvements to the leasehold property | over lease period |

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

Web development is classed as an intangible asset and amortised over five years.

l. Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments. Property held for investment is held at fair value at year end.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m. Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable are included at the best estimate of the amounts receivable at the balance sheet date.

o. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

p. Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value being closing bid value. All other assets and liabilities are recorded at cost which is their fair value.

r. Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme OR NHS scheme. Charity contributions are disclosed in note 7. There were no overdue contributions at the year-end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Aviva and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as when they are eligible for a state pension. Aviva charges employees directly for the management of the scheme at 0.55% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

s. Operating leases

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

t. Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Company information

Trustees – in post at the point of the accounts being signed

Brad McLean (Chair)
Emma Deterding
Mark Dyke (Appointed: 14th July 2023)
Iain Jamie
Anna Lipp (Appointed: 1st July 2023)
Annmarie Lloyd-Jones
Shaun Savory (Appointed: 1st May 2024)
Christopher Schwer
Caroline Steggles
Loyola Weeks
Henry Wright (Appointed: 19th June 2023)

Royal Patron

HRH The Princess of Wales

President

Sir Martyn Lewis CBE

Patrons

Mrs Julie Spence OBE QPM DL, HM Lord-Lieutenant of Cambridgeshire
The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk
The Countess of Euston, HM Lord-Lieutenant of Suffolk
Mrs Jennifer Tolhurst DL, HM Lord-Lieutenant of Essex
The Marchioness of Cholmondeley
The Countess of Leicester
Emma Deterding
Griff Rhys Jones OBE

Ambassadors

Frankie Dettori MBE
Anthony Horowitz OBE
Lucy Loveheart
Ed Sheeran MBE
Edward and Sophie Tollemache
Frankel

Other Trustees in post during the year

Will Self (Retired: 19th June 2023)
David Woolnough (Resigned: 14th May 2024)
Krishna Sethia (Appointed: 1st May 2023 – Resigned: 25th May 2024)

Company Secretary

Ruth Kiani

Charities Number: 1069284

Registered Number: 03550187

VAT Number: 216 8793 76

Registered Office

Church Lane, Milton, Cambridge, CB24 6AB

Statutory Auditors

Price Bailey LLP, Tennyson House,
Cambridge Business Park, Cambridge, CB4 0WZ
(reappointed following tender)

Bankers

National Westminster Bank Plc., 21 Gentleman's Walk,
Norwich, NR2 1NA

Barclays Bank Plc., 28 Chesterton Road, Cambridge,
CB4 3AZ

Investment Managers

J M Finn, 4 Coleman Street, London, EC2R 5TA (until
November 2023)

Brewin Dolphin, 12 Smithfield Street, London EC1A
9LA (from November 2023).



East Anglia's Children's Hospices (EACH)

Milton (Cambridgeshire 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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Vat No. 216 8793 76



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We invest in people Standard