

Havens Hospices

England & Wales · Charity number 1022119

Details

Other names	HAVENS CHRISTIAN HOSPICE, SOUTH EAST ESSEX CHRISTIAN HOSPICE, SOUTH EAST ESSEX CHRISTIAN HOSPICE (FAIR HAVENS), FAIR HAVENS, HAVENS HOSPICES, LITTLE HAVENS
Status	Registered
Legal form	Charitable company
Company number	02805007
Registered	1993-06-02
Register	View on the Charity Commission register

Contact

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Website	www.havenshospices.org.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE:(A) TO PROVIDE CARE AND SUPPORT TO PEOPLE OF ALL AGES WHO HAVE A CHRONIC, LIFE THREATENING OR TERMINAL CONDITION, OR ARE SUFFERING FROM ANY DISABILITY OR DISEASE, AND TO SUPPORT (BY WAY OF RELIEVING THE NEEDS OF) THEIR FAMILIES, RELATIVES AND LOVED ONES; AND(B) SUCH CHARITABLE PURPOSES AS THE TRUSTEES MAY IN THEIR ABSOLUTE DISCRETION DETERMINE TO COMPLEMENT THE OBJECTS IN ARTICLE 3.1 (A)

Activities: The Charity provides relief to children and adults suffering from any chronic or life limiting illness, via the provision of residential hospice care, day care, education, training and support for patients and their families (or other carers), provided both within the organisation and in the community. Our care is provided free of charge to people regardless of faith.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- Barking And Dagenham
- Essex
- Southend-on-sea
- Thurrock

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£20,632,000	£20,177,000	£25,607,000	407
2024-03-31	£15,721,000	£16,674,000	£25,152,000	349
2023-03-31	£12,748,000	£13,548,000	£26,105,000	324
2022-03-31	£12,189,000	£10,756,000	£25,472,000	289
2021-03-31	£12,907,000	£10,144,000	£25,472,000	269

Trustees

Name	Role	Appointed
Dr Paul Bernard Duell		2019-02-01
Elisabeth Jane Mell		2019-02-01
Leah Knowles		2023-11-03
Michael Raffan		2026-01-23
Nitin Khandhia		2026-01-23
Rakesh Krishnan		2022-11-04
Thomas Sweeney		2022-11-04
Wendy Elizabeth Matthews OBE		2021-11-12

Accounts



Havens
Hospices



Annual Report and Accounts

2024-2025

Every one of us
Making every day count.



You don't realise how much life you have in you until you come to places like this.

It gives you a purpose and has given me a sense of purpose in other areas of my life, including my relationships with my wife and children. I've even started painting and writing again."

Martin

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The Trustees present their annual report, which includes the strategic report and the audited financial statements for the year ended 31 March 2025. Reference and administrative information are set out on pages **86 and 87** and form part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, the requirements of a Directors' Report as set out by company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

About Us

Havens Hospices provides specialist care and support for people of all ages living with incurable conditions and their families.

We work closely with health and social care professionals to ensure their care and support is the best it can possibly be, so they can get the most from life and make every day count.

Our specialist team offers a wide range of care and support options for patients and their loved ones based on their needs and wishes. This care can be delivered in the comfort of their own home, in one of our hospices, Fair Havens for adults or Little Havens for children, or through a combination of settings.

Fair Havens supports adults living in Southend, Castle Point and Rochford. Through its Hospice Rapid Access Service (HRAS), delivered in collaboration with the Integrated Care Board (ICB) and the Hospice Collaborative Partnership (HCP), we also provide support across Mid and South Essex. Little Havens cares for babies, children and young people throughout the county of Essex.

Our support encompasses everyone, including partners, family members, and friends, to ensure that patients and those who matter most to them receive the right care, where and when they need it.

All of our care is provided completely free of charge to patients and their families.



Our support encompasses everyone, including partners, family members, and friends, to ensure that patients and those who matter most to them receive the right care, where and when they need it.”

Our Vision

Making every day count.

Our Mission

To offer the best possible palliative and supportive care, free from fear and barriers, where the patient and those important to them are always put first.

Our Values

1 Care and Compassion

We are driven by our desire to care for and help people with complex or incurable conditions. We focus on their quality of life, offering choice and support in ‘Making every day count’.

2 Commitment

We are committed to putting other people’s needs first. We seek to achieve fairness and equality by making our services inclusive and available to all who need them.

3 Community

We work together as a charity and to serve our communities, to ensure everyone feels included, valued and respected for what they contribute.

4 Courage

We listen calmly to others and respect different opinions and beliefs. We reflect and think before we act, seek to understand the consequences, overcome fears in making difficult decisions and accept that we can sometimes make mistakes.

5 Integrity

Our patients and families are at the heart of every decision we make. We are open, honest and transparent and every action is taken in good faith.

A Message from Our Interim Chief Executive Officer

I am proud to report that in a challenging financial climate, we have significantly increased our care delivery this year. We have delivered more care to more people, both in our Inpatient Unit (IPU) facilities and in the community. We have delivered improvements in quality, which is reflected in our annual quality report.

We began the year with concerns about rising costs and the economic impact on our ability to raise the necessary funds to deliver our care. We addressed these concerns with a financial resilience plan. Our plan delivered increased income, operational cost savings, and efficiencies across our professional services, while also demonstrating a strong commitment to protecting our investment in our staff, who deliver our core services. We have successfully delivered year one of the plan, which has more closely aligned our costs with our income, while still allowing us to increase our investment in our care staff. We have achieved a full adult care staffing establishment in the year. We were able to offer 12 beds in our adult IPU for the first time ever. In our babies, children and young people's (BCYP) service, we were able to fund a full staff establishment, enabling us to complete the recommendations of our service review.

Funding for the increased adult service delivery was partly achieved through our Hospice Rapid Access Service (HRAS), which we deliver in collaboration with Farleigh Hospice, St Luke's Hospice, and the Integrated Care Board (ICB). This partnership has enabled us to significantly expand our adult services in our community, aligning with our goals to widen access and diversify our care.

We have experienced increased demand for our services this year, and we have been able to respond quickly with excellent patient feedback and improvements in quality. This service was also recognised this year by the Health Service Journal (HSJ) Partnership Award, a prestigious national award recognising the success of the service.

64% of our annual income is generated through the work of our Fundraising and Marketing Team and retail trading company. Our teams and volunteers continue to work incredibly hard to raise awareness of our services and the need for support. We are extremely grateful for the response from our loyal supporters this year, who have increased our voluntary income by 25% thanks to their donations, participation in events, lottery and leaving generous gifts in their wills.

We have completed three years of our 2022-27 strategic plan, achieving over 60% of our objectives. For the final two years, we will continue to follow our financial resilience plan, which seeks to support our service delivery without the reliance on a structured deficit. The final phase of our strategic plan will focus on delivering a period of stability to achieve sustainability. The remaining objectives will be delivered across two years under our theme of 'Securing a Care-Centric Sustainable Future'. We aim to maintain and protect our services, focusing on quality improvement while supporting and retaining our workforce. We will also prepare for the opportunities that may arise from the Government's NHS 10 Year Health Plan for community-based and preventive care.

In the current economic climate, we recognise that donations are becoming increasingly challenging for our supporters. We will continue to work hard to ensure every donation is appropriately invested in delivering the highest quality of care to as many people as possible. We are excited about our plans to continue improving quality and safety, maintaining our services, strengthening our workforce, and future-proofing our organisation for the years ahead.

Thank you for your continued trust and support.

Louise Bryan
Interim Chief Executive Officer
Havens Hospices



Our teams and volunteers continue to work incredibly hard to raise awareness of our services and the need for support.

We are extremely grateful for the response from our loyal supporters this year, who have increased our voluntary income by 25% thanks to their donations, participation in events, lottery and leaving generous gifts in their wills."



A Message from Our Chair of Trustees

This past year has highlighted the continued dedication and care that underpin the work of Havens Hospices. As Chair of Trustees, I am proud to reflect on a year of dedicated service, strategic progress, and meaningful impact across our communities.

At the centre of our work remains our commitment to delivering outstanding, person-centred hospice care. Despite ongoing external pressures, from financial challenges to sector-wide workforce shortages, our teams have continued to provide exceptional support for babies, children, young people, adults, and their loved ones across Essex.

We have also made significant progress towards our strategic priorities this year. This includes further extending access to care through more community services, strengthening our partnerships with local health and care providers, and continuing our investment in staff training and development. Trustees also supported the Leadership Team review of our long-term financial sustainability, to ensure Havens Hospices remains well-positioned to meet the growing and changing needs of the people we serve.

None of this would be possible without the extraordinary commitment of our staff, volunteers, and supporters. On behalf of the Board, I would like to extend our sincere thanks to every individual who has contributed to our Mission, whether through direct care, essential support roles, fundraising, governance or advocacy.

The Board has maintained strong oversight of our operations and governance frameworks, ensuring we meet all regulatory responsibilities and continue to steward the charity's resources effectively. During the year, we began the implementation of an external review of our ward-to-board governance to ensure robust, transparent, and accountable decision-making across all levels of the organisation. We have also revised the Articles of Association of Havens Hospices Trading (HHT) to ensure greater clarity and consistency in how the trading arm supports the wider charity and strengthened the HHT Board, aligning its structure more closely with our strategic goals.

Our financial position remains under close and careful focus, and we are deeply grateful for the generosity of our donors and proud to work alongside the Integrated Care Board (ICB) and community partners to fund our specialist care and support.

Looking ahead, we are mindful of the challenges facing the hospice sector, and we see innovation and collaboration as key to meeting them. We are committed to evolving our services in line with patient needs and taking action to ensure that Havens Hospices remains a leading provider of palliative and end of life care for years to come.

Thank you for your ongoing support in helping us make every day count for the people and families who need us most.

Elisabeth Mell
Chair of the Board of Trustees
Havens Hospices



We are committed to evolving our services in line with patient needs and taking action to ensure that Havens Hospices remains a leading provider of palliative and end of life care for years to come.”

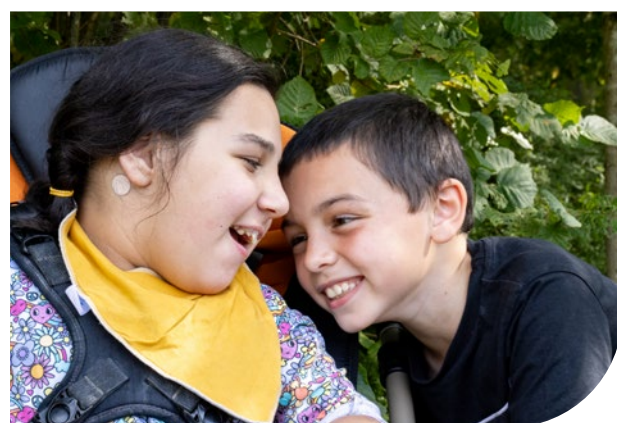


A Year in Review



A Year of Achievement

Havens Hospices reached a major milestone, achieving a gross income of £20 million, despite economic challenges, driven by increased fundraising and commissioned services such as the Hospice Rapid Access Service (HRAS). Contributing fundraising factors included new campaigns, stronger digital marketing, enhanced events, and peer-to-peer training (Money and Our Mission), which helped staff and volunteers connect fundraising efforts directly to the care we provide.



Driving Change at Little Havens

We secured the UK's first contract to host an Electronic Palliative Care Coordination System (EPaCCS) for babies, children, and young people (BCYP), finalised the BCYP project, and established the first shared Clinical Nurse Specialist role with Great Ormond Street Hospital (GOSH). We lobbied in the House of Commons with Together for Short Lives, raising awareness of children's hospice care and advocating for sustainable funding.



Enhancing Care at Fair Havens

As part of a unified approach, we welcomed the Community Team into the Inpatient Unit (IPU), improving collaboration and patient care. A transformation project in IPU resulted in improved recruitment, reduced turnover, fewer clinical incidents, and increased staff engagement. Despite sector-wide challenges, we achieved full staffing and expanded our capacity by opening additional beds to enhance support for patients and their families.



85%
increase since
2020/21

Growing Impact Shows Hospice's Vital Role in the Community

The number of unique patients cared for by Havens Hospices rose from **2,206** in 2023/24 to **2,489** in 2024/25 – a nearly 13% increase.

The hospice has experienced continued growth over the last five years, with an **85% increase** in the number of unique patients cared for since 2020/21, highlighting the hospice's increasingly important role in supporting and meeting local care needs.

HSJ PARTNERSHIP AWARDS 2025



Celebrating Patient Choice in End of Life Care

The Hospice Collaborative Partnership (HCP) – Havens Hospices, Farleigh Hospice, and St. Luke's Hospice – won 'Best Not-for-Profit Working in Partnership with the NHS' at the 2025 Health Service Journal (HSJ) Awards.

The award recognised the Hospice Rapid Access Service (HRAS), which supported over 960 patients in its first year and helped reduce NHS pressures in mid and south Essex.

960
patients
supported in
its first year

Strengthening Governance

Over the past year, we've strengthened governance through a range of improvements. We've introduced new risk training and implemented a ward-to-board review of risk across the organisation. We've also enhanced our patient safety incident response, improved data and reporting systems, and refined our external alert processes. We've also extended these practices through Professional Services and continue to collaborate across the Integrated Care System (ICS) and with the Hospice Quality Collaborative, developing safeguarding and quality groups.



Elevating our Influence

We presented the HRAS model to the Department of Health and Social Care and NHS England, and continued to share impactful stories to raise awareness of the charity in the local community through media and film, including Little Havens, which featured in a campaign video with Together for Short Lives. We also hosted key stakeholders, including the CEO of Hospice UK, and our Founder, Daphne Hall MBE, and gained national recognition for our innovative Reading Round Therapy on the Hospice UK Innovation Hub. Together, these efforts significantly boosted awareness of the charity.



Recognising Excellence Across Our Teams

Last year, we proudly celebrated our teams' successes. The Little Havens Play Team won the 'Big Heart' award, our film took silver at the Smiley Charity Film Awards, and Fundraising and Marketing Team earned the Chartered Institute of Fundraising East Anglia's Team of the Year. We also launched the combined Bright Ideas and Star Awards, receiving 123 entries recognising staff achievements and innovation.

Strategic Report

The strategic plan for the period 2022–2027, which was approved by the Board of Trustees, focuses on three strategic objectives:

1 Community

To embed hospice care in all corners of our local community by reducing inequalities and working collaboratively with other healthcare providers.

2 Choice

To give true choice to patients over how, when, and where they are cared for and to become an employer of choice for colleagues choosing a career in hospice care and the services that support that.

3 Challenge

To challenge the narrative of hospice care and champion palliative and supportive care.

Our teams then identified key priorities to be achieved to support the fulfilment of these objectives:

**Prioritise
our People.**

**Elevating
our
Influence.**

**Building a
Stronger
Future.**

Our ambition underpins this - to support everyone facing complex or incurable illnesses to live well and die well by providing access to quality, compassionate care when they need it most.

The outcome of these objectives and priorities is detailed in this report.



A lot of our families can be anxious and overwhelmed, desperate to do the right thing for their loved one, but unsure of what this could look like.

I spend time with them, not just managing symptoms, but sitting, listening, and guiding them through what to expect. It's these moments that remind me that our care extends far beyond the clinical – it's about providing reassurance, compassion, and presence when people are at their most vulnerable."

Lucy, Community Team Nurse



Progress on Strategic Improvements

For the 2024/2025 period, we identified key strategic improvements aligned to each of our objectives and priorities to support the ongoing delivery of our strategy. This section outlines the progress we have made so far.

1 Community

Aims	Outcomes
Support more babies, children and young people through the Little Havens Care Development Project.	Little Havens has maintained a consistent number of children receiving support, while increasing the delivery of more specialised and in-depth care to those who need it most. We delivered 5.7% more total hours of care within the hospice and expanded our community-based care by 27.8%. Day stays rose by 21.5%, and sessions in the hydrotherapy pool increased by 200%. These outcomes reflect the impact of our development project, which introduced new roles, including a youth worker, clinical nurse specialist, occupational therapist, and physiotherapist, and expanded activity provision. Further details are available on page 23.
Identify and remove barriers for people accessing our care and working/ volunteering for the charity, including embedding our Equity, Diversity and Inclusion (EDI) strategy throughout the organisation.	We continued to embed our EDI strategy across the organisation, achieving 100% compliance with workforce demographic data. We also submitted our first Workforce Race Equality Standard report, delivered unconscious bias training to all staff and improved our Freedom to Speak Up process. Seven active employee and volunteer networks now support inclusion and belonging. These actions inform our recruitment, retention, and wellbeing priorities as we work to create a more equitable environment for our workforce and the communities we serve. For more information, please see page 44.

2 Choice

Aims	Outcomes
Complete the ‘Therapy Through Nature’ project at Fair Havens so people have a wider choice of outdoor activities which support their wellbeing.	We made several key improvements to enhance accessibility and support wellbeing, including installing step-free entry, widening doorways, adding automatic doors, and constructing a new patio that provides access to the greenhouse. These changes not only improve physical access but also enable future additions such as raised beds. Together, they offer people a wider choice of outdoor activities, helping them engage more fully with nature and enjoy meaningful experiences that support their overall wellbeing.

3 Challenge

Aims	Outcomes
Review our Inpatient Unit strategy and culture to create a resilient environment.	Over the past year, we led a transformation project within the Inpatient Unit (IPU) that delivered measurable improvements across several key areas. We successfully recruited and developed new team members, reduced staff turnover and sickness rates, and created a more stable and resilient workforce. As a result, we saw a decline in clinical incidents and a significant improvement in staff engagement and feedback. These outcomes reflect our commitment to continuous improvement, high-quality care, and creating a positive working environment for our teams.
Develop our response to national safety alerts.	We revised our process for responding to national safety alerts in July 2024. When a relevant patient safety alert is received, we establish action plans and report them through the appropriate forums to ensure timely and effective responses. This process revision led to an improvement in managing the risk of administering recalled medicines.
Improve patient safety using the Patient Safety Incident Reporting Framework (PSIRF).	The organisation has embedded the Patient Safety Incident Reporting Framework (PSIRF) and actively uses its supporting tools to strengthen patient safety. Teams used After Action Reviews (AARs) following patient safety events to evaluate outcomes, capture learning, and identify improvements. This no-blame approach proved valuable to staff, who shared constructive feedback and suggestions for positive change.

4 Prioritise our People

Aims	Outcomes
Introduce Employee Management Systems to ensure colleagues have clear expectations and development opportunities.	We are rolling out comprehensive appraisal and performance systems, with full implementation expected by April 2026. This work aligns with our wider organisational goals to build a skilled, motivated workforce and to foster a culture of continuous improvement and excellence in care.
Improve recruitment and retention in care to maintain staffing establishments.	This year, we have made significant progress toward strengthening our approach to recruitment and retention within our care teams. Recognising the critical importance of maintaining safe and effective staffing levels, we have focused our efforts on developing a comprehensive recruitment and retention strategy that addresses both immediate staffing needs and long-term workforce sustainability. The strategy is now in the final stages of ratification, outlining targeted actions to attract skilled professionals, streamline our recruitment processes, and enhance staff experience and wellbeing to reduce turnover. It includes initiatives such as improved onboarding, clearer career development pathways, competitive benefits, and a renewed focus on creating a positive and supportive workplace culture. Once fully implemented, the strategy will serve as a key framework to ensure we continue to deliver high-quality care through a well-supported and stable workforce.
Create and embed a ‘Clinical Education Strategy’ so care colleagues can maintain and improve vital knowledge and understanding in caring for patients with complex conditions.	We published and are implementing the Education Strategy for 2024–2027, setting a clear direction for developing talent and fostering a culture of continuous learning.

5 Elevate our Influence

Aims	Outcomes
Develop hospice collaborative projects with St Luke’s Hospice and Farleigh Hospice to widen the reach and influence of specialist hospice care.	The Hospice Collaborative Partnership (HCP) workstreams are growing, encompassing areas such as quality, learning, development and safeguarding. This includes collaboration with the MSE Infection Prevention and Control Team and the commissioned Hospice Rapid Access Service (HRAS). We also participated in a collaborative pilot project that enabled local GPs to develop palliative and end of life care skills while supporting hospices and continuing their roles in local surgeries. Working across mid and south Essex, they spent up to a day a week in hospice settings, strengthening our teams and bringing specialist knowledge back into the community.

6 Build a Stronger Future

Aims	Outcomes
Diversify our sources of income, including new commercial activities.	For the 2024/25 financial year, our total gross income increased to £20 million, up from £15.7 million in the 2023/24 financial year. Voluntary income generated through fundraising activities that include donations, legacies and lottery reached £8.4 million (compared to £6.8 million in 2023/24), surpassing its target by more than 10% and delivering a 25% year-on-year increase in contribution. NHS and government funding also saw a significant rise, increasing to £7.5 million from £4.6 million in 2023/24, primarily due to the increased demand for our HRAS services.

Future Plans

Havens Hospices has entered the final 24 months of its five-year strategic plan with a clear focus on consolidation, stabilisation, and future-proofing.

This next phase is pivotal in ensuring the long-term viability of our charity while we continue to deliver consistent, high-quality care despite economic and healthcare system pressures.

To support this transition, we have launched a dedicated stability strategy titled ‘Securing a Sustainable, Care-Centric Future’, which will guide our work through to 2027.

We have identified four key strategic priorities:

Protect and maintain our care service delivery.

Strengthen our financial base, diversify income streams, and create efficiencies.

Retain and support our people.

Collaborate for a secure future.

To support delivery, our operational plans will focus on several key themes. These include driving digital transformation and demonstrating our commitment to Equity, Diversity and Inclusion (EDI). We aim to achieve consistency in the employee experience across the organisation, while also exploring collaborative partnerships to strengthen our future. Targeted capital investment through grant funding will support service development, and teams across the charity will take shared ownership of delivering the Deficit Action Plan (DAP). Where financial constraints exist, we will adopt a flexible, phased approach to planning, ensuring continued progress.

At the same time, we have begun shaping our next strategic plan for 2027–2032. We have initiated this process with a comprehensive Revisioning Project, which will bring together people we care for, colleagues, volunteers, healthcare stakeholders, and the broader community. This collaborative effort will refine our Mission, reaffirm our Values, and assess the external environment, ensuring our next strategic framework responds to future needs with resilience and clarity.

We remain committed to removing our reliance on a structural deficit and securing the future of the specialist care and support we provide in the local community.

To support delivery, our operational plans will focus on several key themes. These include driving digital transformation and demonstrating our commitment to Equity, Diversity and Inclusion (EDI).

Little Havens

This year, we made significant strides in advancing our services for babies, children, and young people (BCYP).

We embedded the service review and finalised the BCYP project, which included appointing and embedding new physiotherapist and occupational therapist roles. Although recently introduced, these roles are already enhancing care delivery. Our clinical nurse specialist (CNS) shared with Great Ormond Street Hospital (GOSH) is already strengthening our ability to deliver integrated, family-centred paediatric palliative care.

Little Havens has also reached full staff establishment for the first time since the COVID-19 pandemic, resulting in increased delivery of hospice care, community visits, and day stays.

Enhancing Support for Young People and Families

Our dedicated Youth Worker identified gaps in our service, leading to targeted interventions, such as activities specifically designed for young people with neuromuscular conditions. They also provide one-to-one pre- and post-bereavement support for siblings in the community. This role has empowered young adults to make informed decisions about their care, resulting in a noticeable increase in the number of young adults choosing to access our end of life services.

Transforming Children's Palliative Care Through Innovation and Advocacy

We secured a national contract to host the UK's first Electronic Palliative Care Coordination System (EPaCCS) for BCYP, marking a milestone in improving the visibility and coordination of care for children with life-limiting conditions. In collaboration with Together for Short Lives, we also lobbied in the House of Commons to raise awareness of the vital role children's hospices play and to advocate for sustainable funding and equitable access to care.

*Compared to the previous year.

317

Babies, children and young people accessed Little Havens' services

15,376

Hours of care delivered within the Inpatient Unit
5.7% increase*

5,576

Hours of care delivered at home
27.8% increase*

209

Day stays
21.5% increase*

Leading Collaborative Transition Care Across Essex

Our Transition Lead has actively shaped transition care across the mid and south Essex area, playing a key role in a collaborative network of hospices supporting patients transitioning to adulthood. This work bridges the gap between children's and adult hospice care. The Transition Lead has also showcased best practices and their transition timeline at national conferences. The Mid and South Essex Integrated Care Board (MSE ICB) has expanded this timeline, which has now been shared across Essex, to support young people with learning difficulties in transitioning into adult healthcare services, ensuring smoother transitions for all those with complex needs.

We visit Little Havens for the day and come for play sessions too.

Often, it's the only place I can take Lucy and her sister Tilly together. We can't go to a traditional playgroup or park because it's just not suitable – there's a higher risk of infection, lack of accessibility or too noisy. I feel lucky that Little Havens is in our lives. Whilst Lucy is not in the most fortunate position, we're lucky to have somewhere like this to be there when we need them."

Emily, Lucy's mum

Aligning Support for Children and Families

Following a full review of the Hub and Wellbeing services, management of BCYP counsellors, family support workers, and therapists transferred to the BCYP Head of Service. This change ensures services are more closely aligned with the specific needs of babies, children, young people, and their families.

Inclusive Equipment Boosts Play and Communication

Thanks to a £50,000 donation of equipment from Lifelites, Little Havens welcomed inclusive technology that is bringing joy and creativity to children with complex disabilities. The new equipment, including a magic carpet, touch and tilt table, sensory pod, and switch toys, enables children to play, communicate, and connect with others.

Creating Special Memories Through Inclusive Activities

We continued to offer a range of activities and short breaks for children and young people, with or without their families, creating special memories. These include on-site groups and services such as music therapy, adapted gardens, and off-site trips. Notably, last year we organised accessible canal boat trips in Harlow and outings to the farm, beach, and Southend Pier, fostering opportunities for children, young people, and their families to build support networks.

We also hosted our annual Thanksgiving service, providing an opportunity for families to remember the babies, children, and young people we have cared for.

Improving Hydrotherapy Access and Outcomes

174

Sessions in the hydrotherapy pool
200% increase*

As part of our ‘Six Improvements’ initiative, we explored a capital appeal to fund a new hydrotherapy pool at Little Havens. While the initial designs and costings suggested an expenditure of around £5 million, we decided to pause the project after consulting with a specialist fundraising agency and assessing the financial landscape. Recognising the importance of hydrotherapy, we enhanced the use of our existing pool by investing in staff training, extending its availability to evenings and weekends, and allocating funds specifically for maintenance. This approach led to a 200% increase in session delivery. We will continue to monitor the capital investment needs of the pool on an ongoing basis.

Little Havens Play Team Recognised for Dedication

The Little Havens Play Team received the ‘Big Heart’ Award from Fostering Together, nominated by foster carers for their dedication to supporting children with disabilities. The team’s work, including sensory story times, sibling activity days, and Stay’n’Play sessions, helps children manage medical treatments, express themselves, and build social connections.

Making Safeguarding Language Child-Friendly

Colleagues led a Quality Improvement initiative to make safeguarding language more accessible for children and young people. They conducted extensive research and peer review, then redesigned leaflets and posters to ensure clear, child-friendly communication. For example, replacing the term “safeguarding leads” with the more approachable term “trusted adults.”

*Compared to the previous year.

“Little Havens’ motto is ‘Making every day count’, and that’s what they did for Kieran and our family.

Even after he died, they made the days we stayed at Little Havens in the Woodland Suite count for us too.”

Emily, Kieran’s mum

Kieran

Fair Havens

As part of its ongoing efforts to establish a more integrated approach within adult services, we welcomed the Community Team to the Inpatient Unit.

This development marks a significant step toward achieving a unified ‘one team’ model, aimed at enhancing collaboration and streamlining working practices across services. The integration is expected to improve the overall quality and continuity of care for patients and their families, while also fostering a more supportive and cohesive working environment for staff.

Patients with a Non-Cancer Diagnosis

We remain committed to expanding access to hospice care for individuals with non-cancer diagnoses and continue to monitor this closely across our adult services. While the proportion of people with non-cancer conditions remains higher than in 2022/23, there has been a slight decrease from last year’s peak (see Figure 1). This year’s figure reflects changes in how we collect and report data, and it does not yet represent a full 12-month period. We will keep tracking this indicator throughout 2024/25 to better understand emerging trends and ensure our services reach those who need them most.

Measuring Impact

Fair Havens uses the Outcome and Complexity Collaborative (OACC) suite of measures, including the Integrated Palliative Care Outcome Scale (IPOS), to monitor the effectiveness of our adult palliative care services. It measures patients’ physical, psychological, emotional, and spiritual needs and is completed by individuals entering our services, with follow-up assessments conducted at regular intervals. Recent results show that patients supported by Fair Havens have said our care has, among other benefits, helped to reduce their pain and anxiety.

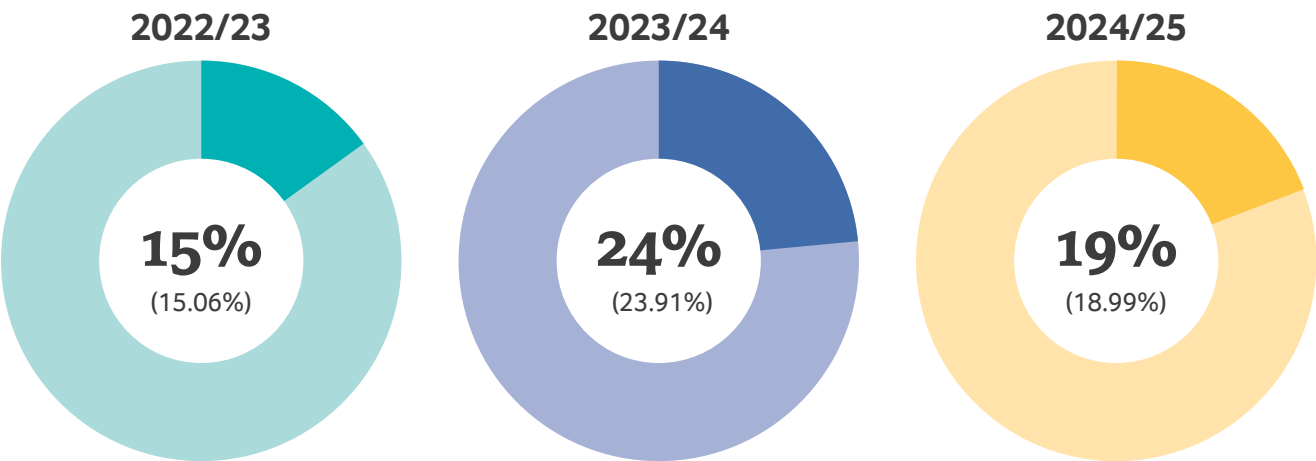


Figure 1. Percentage of Patients with a Non-Cancer Diagnosis.

Inpatient Unit

187
People cared for
18% decrease*

65,424
Total hours of care delivered
2.9% increase*

The Fair Havens Inpatient Unit (IPU) delivers personalised specialist palliative care, including end of life care, symptom management, and respite support. A team of experienced nurses leads the unit, supported by in-house medical staff and specialist consultants from the Mid and South Essex NHS Foundation Trust.

In addition to six specialist palliative care beds, the unit offers six Hospice Rapid Access Service (HRAS) beds. This award-winning service provides short-term hospice care for patients who are rapidly deteriorating and meet specific health and referral criteria. The HRAS beds support individuals whose care needs and personal preferences are better met in a hospice environment, while also generating income to support broader services.

Together, the 12 operational beds allow the IPU to meet a wider range of patient needs, offering flexible and responsive care. Over the past year, the unit underwent a significant transformation project, resulting in key improvements. These include the successful recruitment and development of staff, lower turnover and sickness rates, a reduction in clinical incidents, and stronger staff engagement and feedback.

Key developments include the appointment of a new Matron and a comprehensive review of both care delivery and administrative roles to ensure clarity and identify any gaps. The HCA (Healthcare Assistant) Development Project was also launched, creating a structured career progression pathway from Band 2 to Band 3 and beyond. This included a full review of HCA roles and the introduction of a new Code of Conduct.

We also conducted a comprehensive review of medication management. As part of this, we introduced a series of quality improvement initiatives, including enhanced oversight and monitoring of controlled drugs, relocating the CCTV camera in the Fair Havens IPU dispensary for improved visibility, and installing a dedicated laptop to support nurses when dispensing medicines.

Admissions to IPU decreased slightly, reflecting a combination of staffing pressures and the increased use of HRAS beds, which provide longer-term palliative support of up to 12 weeks. Despite the reduction in admissions, the total number of care hours delivered rose, demonstrating the team’s continued focus on high-quality patient support. Encouragingly, admission numbers are now rising again, even with the expanded HRAS capacity.



Bex stayed at Fair Havens for eight weeks. It wasn't just about medical care; it was about giving her the chance to live while she was still here.

It was about the things that made her her – cake, music, jigsaws, laughter. It was about being with the people she loved. We had sleepovers, movie nights, and even a roast dinner in the garden. Things we never could have done in hospital.”

Lucy, Bex's best friend

Fair Havens Community Team

1,137

People cared for
63.1% increase*

13,864

Total hours of care delivered
13.1% increase*

The Fair Havens Community Team delivers a range of community-based hospice services for adults living across South East Essex. These include the Hospice Rapid Access Service (HRAS), domiciliary care packages for HRAS patients, and daytime and overnight respite for unpaid carers so they can maintain their own physical and emotional wellbeing.

In 2024/25, the team experienced a 63.1% increase in the number of individuals supported and a 13.1% rise in total care hours, primarily driven by the expansion of HRAS.

Funded by the Integrated Care Board (ICB) and delivered through the Hospice Collaborative Partnership (HCP), a joint initiative between Havens Hospices, Farleigh Hospice, and St. Luke's Hospice, HRAS supports people who are rapidly deteriorating and are likely to be in the last 12 weeks of life.

The service provides hospice-influenced care either directly through the Fair Havens Care Team or by commissioning external domiciliary providers. When necessary, the team also facilitates placements in local nursing homes or in Fair Havens' rapid-access discharge beds. HRAS works closely with the hospital discharge team and the community palliative care nursing specialists at Essex Partnership University Trust to ensure coordinated care.

The HRAS service has strengthened the HCP by raising the profile both locally and nationally. The collaboration has also extended the opportunity for shared learning by launching an HCP safeguarding group, a quality group and sharing a data lead post.

In its first year, ending August 2024, the HCP received 3,284 referrals and supported 2,876 individuals, including 960 at Havens Hospices, demonstrating a high demand. By supporting individuals who may otherwise have required hospital admission, the HCP helped reduce pressure on NHS services across mid and south Essex. Key outcomes included:

- **33,376** nights of care, freeing the equivalent of 91 hospital beds per day.
- **216,954** hours of community-based care delivered to 1,759 patients, reducing reliance on hospital and district nursing teams.
- **Rapid response times**, with care starting within three days of referral and patients spending an average of 9 to 51 days in their preferred place of care.

Despite ongoing staffing pressures, the team consistently provided timely, high-quality care for those nearing the end of their lives.

HRAS received national recognition at the 2025 Health Service Journal (HSJ) Awards, where we won the 'Best Not-for-Profit Working in Partnership with the NHS' award in recognition of our outstanding dedication to improving healthcare and effective collaboration with the NHS.

*Compared to the previous year.

Fair Havens Hub & Wellbeing

Our Fair Havens Hub and the Wellbeing Teams work closely together to help people with incurable conditions live as well as possible.

Through a wide range of therapies and tailored support, they promote independence, improve quality of life, and provide emotional, practical, and spiritual care for patients and their loved ones.

Last year, the organisation conducted a comprehensive review of the Fair Havens Hub and Wellbeing services to enhance integration and ensure continuity of care. As a result, a plan was made to merge into a single service in 2025, to better support the delivery of a ‘one care’ approach across Adult Services.

The teams were engaged during a service away day, where they developed a plan for the changes they wanted to make to better suit our patients and the community.

We reviewed all roles within the service, carefully considering the evolving needs of the local population. We also took Equity, Diversity, and Inclusion (EDI) data into account to help shape future priorities and ensure services remain accessible and relevant.

In addition, the care team’s line managers became the first group to adopt the new Human Resources system for management and reviews, marking a step forward in improving efficiency and supporting more consistent workforce management.

Fair Havens Hub



Our Fair Havens Hub offers a wide range of facilities, activities and therapies to enhance people’s wellbeing, keep them living independently with their condition for longer and help them make the most of life.

The range of therapies and support services on offer includes:

- Physiotherapy, offering tailored one-to-one support and group sessions such as Tai Chi, Qigong, and seated Pilates to promote movement, manage breathlessness, and support functional independence.
- Occupational therapy, which provides strategies to manage symptoms like fatigue, anxiety, breathlessness, sleep difficulties, and emotional changes, supporting both patients and their loved ones.
- Practical support, including advance care planning and future goal setting.
- Therapeutic activities to promote emotional wellbeing, such as creative therapy, gardening groups, and social sessions that build confidence and connection.
- Signposting and referrals to local organisations and internal services like counselling, complementary therapies, and social work through the Wellbeing Team.

The specialist multidisciplinary team begins every referral with a simple but important question: “What matters most to you?” From this starting point, together, they create a personalised care plan tailored to the individual’s physical, emotional, and practical needs.

In 2024/25, the Hub supported 5.8% more people, reflecting growing demand for personalised support focused on what matters most to individuals at an earlier point in their diagnosis.

Expanding Therapeutic Support Through New Group Initiatives

This year, the Fair Havens Hub introduced several new groups aimed at enhancing emotional wellbeing, encouraging self-expression, and fostering a deeper sense of connection among those we support.

We developed the ‘Identity Group’ as a two-session programme that helps individuals explore how illness and diagnosis can influence their sense of self and life roles. These sessions provide a supportive space for participants to reflect and recognise that a diagnosis does not define them, empowering them to reclaim their identity and agency.

‘Serenity and Strength’ is a relaxation-focused group designed for individuals with limited mobility and communication. Facilitators gently assist participants into large, supportive bean bags where they can fully relax in a safe and calm environment. The group promotes physical and mental comfort, builds emotional resilience, and introduces accessible techniques that participants can use beyond the sessions to maintain a sense of strength and connection.

Another new addition, Expressive Writing, is a collaborative effort between the Occupational Therapy and Creative Therapy Teams. Through guided writing exercises, participants are encouraged to explore their emotions and develop personal coping strategies. The group offers a creative and therapeutic outlet for processing thoughts and feelings in a constructive way.

Alongside these new offerings, the Hub also reviewed and expanded its ‘Therapy Through Nature – Horticulture’ programme, so it involves working with the hospice’s groundskeeping team to care for and develop the hospice gardens. The group encourages gentle physical activity and fosters a sense of purpose, achievement, and legacy through meaningful engagement with the natural environment.

Working in partnership with patients and their families, Fair Havens Hub continues to prioritise person-centred care that empowers individuals to take control of their wellbeing and live life on their own terms, helping to improve the quality of their lives.

*Compared to the previous year.

Wellbeing

974
People supported
10.6% increase*

212
Complementary therapies given
63.5% decrease*

Our Wellbeing Team plays a vital role in supporting patients and families across all hospice services. The team tailors its support to individual goals, offering a wide range of life-enhancing therapies, including:

- Social work support, advice, and advocacy.
- Counselling for adults and children.
- Spiritual guidance and support.
- Complementary therapies such as Reiki, Indian head massage, and reflexology.
- Creative art therapies, including legacy work and memory-making.
- Therapeutic workshops and events.
- Support for carers.
- Adult and children’s bereavement groups.

In 2024/25, the team supported 10.6% more individuals than the previous year. However, the provision of complementary therapies declined due to reduced staffing, particularly affecting couple-based sessions. In response, we are planning to refocus these services in 2025/26 on patients and family groups.

Innovative Therapies

Our pioneering ‘Reading Round’, funded by the Royal Literary Fund (RLF), was featured on the Hospice UK Innovation Hub. This reflective reading group uses literature to foster emotional wellbeing, offering patients a unique space for comfort and connection beyond traditional care. Its success has led the RLF to expand the initiative to other hospices nationwide.

Celebrating Expression Through Art

Last year, we hosted our first art exhibition at Fair Havens, showcasing over 30 pieces of artwork created by patients during therapeutic workshops and one-on-one sessions. The exhibition celebrated legacy pieces and individual talent, offering families a meaningful experience. We also held a second exhibition at Southend Adult Community College on the theme of ‘memories’, with contributions from patients, families, staff, and supporters. Many shared that the event inspired them to reconnect with creativity and supported their emotional wellbeing.

It was a privilege to have a glimpse of the different types of work patients choose to express their rainbow of emotions.

It was so moving, and the work was exquisite. My mum and I have been so lucky to work with the Creative Therapy Team these past few weeks at Fair Havens. We’ve both embraced what creative art is all about – it’s not just the work itself; it’s the people, revisiting moments of good and not-so-good times, sharing laughter and tears, feeling safe and having a complete distraction from everything else going on.”

Sharon

As part of the Leigh Art Trail, we hosted the exhibition ‘Grief from a Child’s Eyes – Let’s Talk About the Elephant in the Room’, featuring 20 creative pieces that reflected the feelings of local young people who have experienced loss. Children and teens aged 5 to 18 created the artwork during counselling sessions and wellbeing support groups, where they explored their grief and connected with others sharing similar experiences.

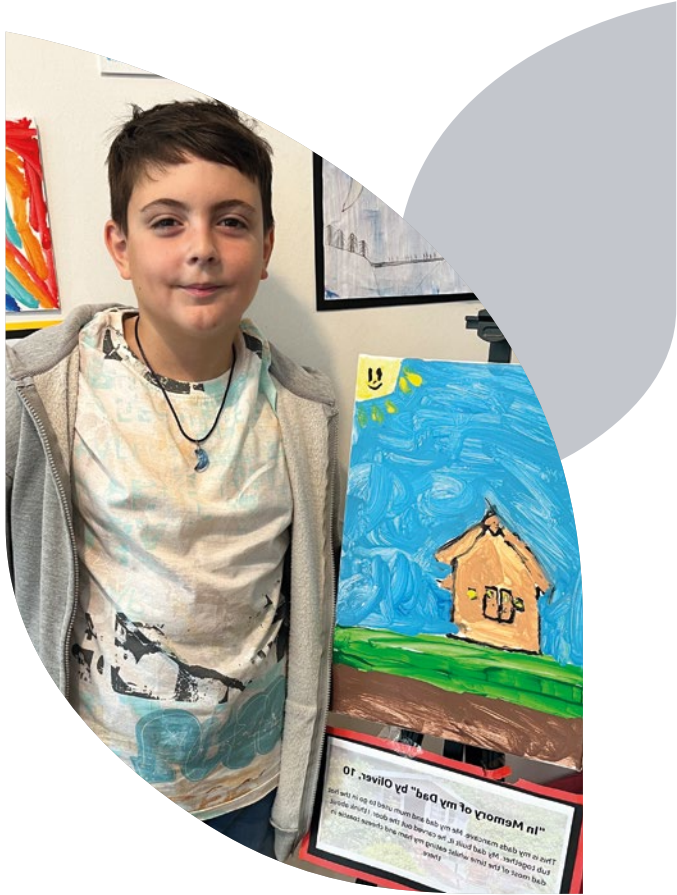
Improving Wellbeing

The Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) scoring is used for our adult counselling service. This tool measures a range of positive wellbeing statements such as ‘I’ve had energy to spare’ and ‘I’ve been feeling loved’ on a scale of ‘none of the time’ to ‘all of the time’.

To date, the results indicate an improvement in average scores across all measured areas. Additional service-specific measures are collected at the same time, which again all show movement in a positive direction between pre- and post-intervention scores.

I loved it! I felt proud of myself, but also of all the other people who had taken part, because we have all gotten through hard things. I felt less lonely seeing all the other work on the walls.”

Oliver



*Compared to the previous year.

Embedding a Culture of Safeguarding Across the Charity

In July 2024, we strengthened our commitment to safety by appointing a senior social worker to lead safeguarding across the charity. This role has driven improvements in how we identify, record, and respond to risks, placing safeguarding at the centre of everyday care.

We introduced Staying Safe Conversations as part of daily interactions, encouraging professional curiosity and equipping staff to recognise and address potential risks with greater confidence. By reviewing and refining our reporting processes, we’ve increased consistency and improved outcomes for children and adults.

Alongside this, we relaunched our internal Safeguarding Hub, providing staff with easy access to tools, guidance, and resources to support risk recognition and response. In partnership with the Learning and Development Team, we created and delivered bite-sized training sessions. These have since evolved to include protected time for staff to engage in ongoing safeguarding training and supervision, acknowledging its equal importance to clinical learning.

To further strengthen our approach, we expanded the Safeguarding Team. Designated and operational safeguarding leads now work across all care directorates, supported by safeguarding champions within every care team. We’ve embedded safeguarding throughout the organisation, through one-to-ones, team meetings, and strategic forums, to foster a culture of shared responsibility and proactive risk management.

New Counselling Service Launched

Earlier this year, we launched a new counselling service offering expert bereavement support to people living in Essex. The new enterprise, named Lightwell Counselling, is a fee-paying private service that enables us to raise vital funds for the hospice, helping us to provide our free hospice care within the local community.

The counselling sessions are delivered by a team of fully qualified and experienced professionals in person, online, or via the phone. Available to anyone, it is separate from the existing care and support provided to those who benefit from Havens Hospices’ free care.

Support for Carers

In 2024–2025, our Social and Family Support Team provided vital support to carers through one-to-one sessions, awareness initiatives, and new group programmes. Carers received Level 2 Emotional Support across all adult services, with weekly sessions helping them manage grief, stress, and difficult emotions. We also signposted carers to local authorities for assessments and provided financial advice and benefits information. Our first carers’ support group ran for six weeks, combining peer support with expert advice from community partners. During Carers Week, the team joined the Fair Havens Community Team to visit carers unable to attend groups, delivering gift bags and resources to recognise their crucial role in healthcare.



“
**My first worry
when I was told
there was no cure
was my family and
how they would
cope without me,
particularly my
children.**

Fair Havens listened, offered counselling to me and my family and suggested activities to help me relax and enjoy what time I do have left.”

Nicola

Income Generation

As a local charity, Havens Hospices is deeply rooted in the generosity of the people it serves. Around 64% of our income comes from voluntary donations, either given directly or through our charity shops. This model brings significant benefits, shaping how we operate and care for our community.

Our funding structure allows us to remain impartial, representing the needs and voices of patients, their families, and our supporters. It also gives us the independence to establish priorities based on what truly matters to those we support.

We enjoy the freedom to make decisions based on our Values of Care and Compassion, focusing our efforts on ways we believe are best for patients and their loved ones. This autonomy fuels innovation, enabling us to develop and pilot new projects. Most importantly, having diverse income sources provides stability, helping us minimise financial fluctuations, reduce risk exposure, and ensure long-term resilience for Havens Hospices’ future.

Fundraising

In 2024/25, Havens Hospices raised £7.2 million through its fundraising, made possible by the generosity of around 10,744 individuals and organisations who contributed over 58,075 separate gifts. The Havens Hospices Lottery also generated an impressive £1.2 million from 15,188 players, making 22,325 weekly entries. This brings the total fundraising income to over £8.4 million, exceeding our target by more than 10%, with a net contribution increase of 25% compared to the previous year.

This outstanding performance results from a strategic and passionate approach from our experienced Fundraising and Marketing Team. Building on the success of established events, developing new initiatives, and nurturing strong relationships within our community, we’ve continued inspiring people to support our cause despite ongoing economic uncertainty.

We were proud to see strong performance across several key income streams. Trusts and Grants raised £524k, with an additional £262k received from the Department of Health and Social Care as a capital grant for hospices in England. In-Memory donations, gifts made in memory of a loved one, contributed a further £540k.

Community and Events fundraising, which had experienced a post-pandemic dip, made a strong comeback, raising £1.1 million and surpassing its target by 22%. Standout events included the Southend Half Marathon, which saw a year-on-year increase of 55%, and the London Marathon, where our ‘Team Havens’ runners raised a remarkable £264k.

We were humbled to receive a further £1 million gift from a longstanding local business supporter, who continues to champion our mission to expand and enhance care for more families across Essex.

Legacy gifts remained one of our most vital income sources, raising £2.4 million and accounting for 33% of our total fundraising income. These gifts are often made by individuals whose loved ones have received or been inspired by our care.

Research shows that the hospice sector’s share is declining as the legacy market grows due to underinvestment. That’s why this remains a priority for Havens Hospices. We’re proud to participate in the Hospice UK National Legacy Campaign and are working with a specialist agency to manage these gifts and support better forecasting of this unpredictable but essential funding stream.

Regular giving also plays a key role in our sustainability, enabling us to plan our services more confidently. As of 31st March 2025, 1,059 individuals gave monthly donations as our dedicated Special Friends, contributing a total of £132k.

We looked ahead with excitement as we prepared our third major art trail, Waddle-on-Sea, which launched in summer 2025. This creative, community-focused campaign brought together local schools, businesses, artists, and residents for an immersive public art experience, aiming to raise significant funds through donations, merchandise, and a grand auction finale.

Havens Hospices raises voluntary donations in accordance with guidance from the Fundraising Regulator, the independent body overseeing charitable fundraising in the UK. We fully commit to ensuring our fundraising practices are transparent, ethical, and accountable. Our approach is built on the principles of being clear, honest, fair, respectful, and compliant with the Code of Fundraising Practice. All fundraising policies are developed in line with the Code of Fundraising Practice and the standards set by the Chartered Institute of Fundraising.

Our Fundraising and Marketing Team stays up to date with the latest developments and recommendations from the Fundraising Regulator. All employees and volunteers involved in fundraising receive regular training on recognising and responding to signs of vulnerability. Our procedure includes monitoring, incident reporting, and appropriate intervention when concerns arise.

For third-party fundraisers employed by Havens Hospices, we set clear agreements outlining expected standards, provide training and guidance on compliance and ethical practices, and regularly monitor activities through audits, reports, and direct feedback. This ensures that all fundraising is conducted responsibly, transparently, and respectfully, in line with the Fundraising Regulator’s Code of Practice and our organisation’s values.

Dexter loves Little Havens, and he loves Lego, so it seemed like a perfect match.

He was so excited about the idea of raising money for his friends at Little Havens. We are all so proud of Dexter completing the challenge, particularly as he was the youngest there and still on active cancer treatment. He’s so pleased with what he’s achieved.”



Dexter, who completed the Lego Walk fundraiser.

Alice

Our lasting memory of Fair Havens is of a place where nothing was ever too much trouble...

...where no request was ever seen as too complex or time-consuming. They know this is where loved ones will spend their final moments together, and they are determined to make those moments as precious and special as they can be."

Denise and Bernard, Alice's parents

The Finance Committee, a subcommittee of the Board of Trustees, oversees our fundraising activity. This committee evaluates the effectiveness, ethics, and compliance of our fundraising methods, ensuring alignment with the Fundraising Regulator's Code and requirements from the Gambling Commission, General Data Protection Regulation (GDPR), and the Privacy and Electronic Communications Regulations (PECR). Supporters are always given the choice to manage their communication preferences, including what information they receive and how they receive it.

We maintain a clear complaints policy and regularly review and update our fundraising policies, including those that cover the acceptance, refusal, and refund of donations. All policies are subject to robust governance and due diligence checks.

Between April 2024 and March 2025, the charity received eight complaints, compared to seven in 2023/24, about fundraising activity, five of which were connected to the Havens Lottery. Each was thoroughly investigated according to our Complaints Policy and has since been resolved and closed. None of the complaints required reporting to any regulatory authority. No concerns were raised through the Fundraising Preference Service, Fundraising Regulator, Gambling Commission, or the Information Commissioner's Office.

Trading

Over the past year, Havens Hospices Trading Company has demonstrated steady progress and resilience in a challenging retail environment. Despite pressures such as changing consumer behaviour and rising operational costs, the Trading Team achieved a gross income of £4.3 million from retail stores, an increase of £356k (9%), while e-commerce sales reached £440k, up £72k (19.6%) from the previous year, surpassing initial projections.

We opened two additional shops in Maldon and Leigh-on-Sea, bringing our total to 28 across Essex, which has strengthened our presence in key locations.

To address sector-wide issues such as textile waste and reduced value of surplus stock, we introduced the 'Mystery Bag' initiative. By re-packaging 2,500 items initially valued at approximately £1k and at risk of remaining unsold, the team generated over £13k in revenue within six months. In addition, our collaboration with local brand Latham Street has enabled us to repurpose damaged items into new garments and accessories, supporting both environmental sustainability and income generation.

We implemented donation top-ups at tills, raising an additional £14.5k, enough to fund two full days of care. Alongside this, we strengthened our events portfolio, enhanced customer service, and adjusted shop layouts to improve the overall shopping experience.

Volunteers remain key to our operations, with more than 765 individuals contributing over 138k hours of their time and expertise, resulting in a saving of £1.5 million for the organisation in 2024/25. This year, we have placed a strong focus on volunteer training, wellbeing, and recognition, including improved communication, reviewing our onboarding process, and appreciation events, which have helped us maintain and grow our volunteer community.

Looking ahead, we will continue to strengthen our trading strategy through further store improvements and innovative retail approaches.

Our People & Culture

Prioritising our people remains a core strategic objective for Havens Hospices. We have continued to invest in staff wellbeing and professional development to foster a positive and fulfilling employment experience.

By supporting a culture in which individuals feel healthy, valued, and treated equitably, both professionally and personally, we enable our teams to perform at their best. This, in turn, enhances the quality of care our teams provide and ensures we continue to make every day count for the people we care for and their loved ones.

Employee Wellbeing

Understanding staff wellbeing remains a priority at Havens Hospices. To support this, we took part in the annual hospice survey led by Birdsong Charity Consulting. This allowed us to benchmark our results against the wider hospice sector. The feedback was overwhelmingly positive, with Havens Hospices meeting or exceeding the ‘All Hospices Benchmark’ across all questions. Key highlights included 82% of staff feeling encouraged to improve their wellbeing and 86% reporting that they could access appropriate support at work.

This year, the charity introduced employee wellness check-ins to gain real-time insights into staff wellbeing and experience. We hosted a range of wellbeing events and used staff feedback to mark key awareness dates such as Employee Appreciation Day, World Menopause Day, Black History Month, and Neurodiversity Celebration Week. Essex Wellbeing Service awarded us the Silver Working Well Award, and we maintained our status as a Mindful Employer and Disability Confident Employer. Our Internal Management Training programme continued, equipping managers with the skills to handle people-related processes and conversations with fairness, confidence, and compassion, covering topics such as menopause awareness and absence management.

Agenda for Change

The charity continues to demonstrate our commitment to aligning pay structures for patient-facing staff with the NHS Agenda for Change (AFC) framework, continuing into 2024/2025 with the implementation of the 5.5% pay award.

To support the cost controls outlined in the 2024/2025 budget, we introduced weekly reviews of pay and conditions across all staff groups to manage pay growth over three years and prevent unbudgeted increases. While we applied statutory National Minimum Wage rises and select ad hoc adjustments for staff in professional services, we did not issue a pay award across the teams. Instead, we focused on targeted improvements, including enhanced maternity and paternity pay aligned with NHS and local hospice standards, granting three additional days of paid leave for professional services over the Christmas and New Year period, and renewing the Health Cash Plan for a second year. We also continue to actively promote the financial benefits available to staff.

Recruitment and Retention

At Havens Hospices, we actively attract and retain talented individuals who embody our values, recognising that this is essential to delivering high-quality, compassionate care. Over the past year, we implemented a Recruitment and Retention Strategy that improved recruitment outcomes, reduced staff turnover, and strengthened our reputation as an employer of choice.

The People Team led improvements in recruitment and onboarding by:

- Streamlining application processes, introducing a CV import function, and enhancing our recruitment platform, TRAC, with accessibility features such as text-to-speech for visually impaired applicants.
- Creating clearer and more inclusive job adverts and rolling out structured interviews with transparent communication throughout the candidate journey.
- Reviewing all job descriptions to ensure clarity, brevity, and inclusive language.
- Reducing lead times for onboarding and introducing 30-day check-ins and post-hire support to ensure a smooth transition for new starters.

We achieved these improvements through close collaboration across departments, particularly with our Marketing and Engagement Team, and by drawing on internal talent to refine our processes and systems.

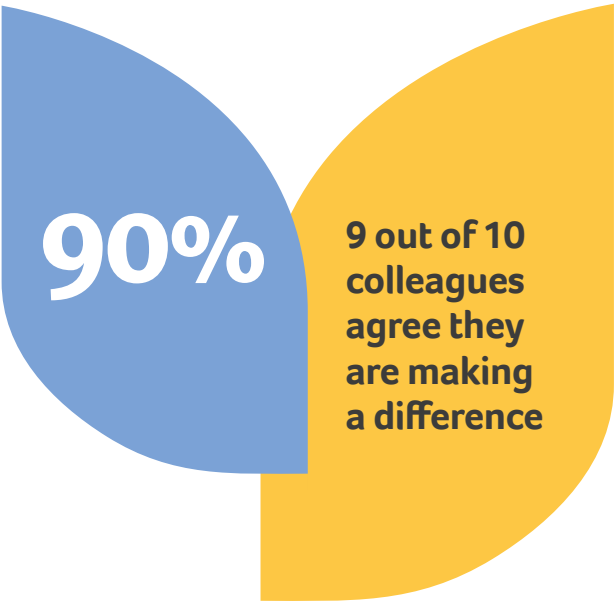
Our retention strategy prioritises personal and professional growth, flexible working, wellbeing initiatives, and ongoing investment in learning, development, and inclusion. These efforts continue to enhance employee satisfaction and foster long-term commitment.

Employee Engagement

The Birdsong survey provided an Overall Engagement Index Score based on seven key indicators, confirming that Havens Hospices has established the foundations of a healthy organisational culture. While some aspects of employee satisfaction require further attention, the results indicate that our ongoing efforts are positively impacting staff wellbeing, engagement, and overall experience.

The charity strengthened its ‘speaking up’ culture by reviewing and improving the Freedom to Speak Up process, including enhancements to the Guardian role and clearer information for employees. The ‘You Said, We Did’ campaign gained further momentum, with over 100 actions completed to improve facilities and staff wellbeing. We also hosted our first combined Star and Bright Ideas Award ceremony to celebrate the dedication and contributions of colleagues across the organisation.

Our Internal Communication Strategy continues to prioritise inclusive, transparent communication. We engage colleagues through a mix of digital and in-person channels, including Town Halls, regular email updates, and the introduction of the Toilet Times newsletter, to ensure they remain informed. According to the 2024 Birdsong Survey, over 75% of employees felt well-informed about organisational changes.



Volunteers

1,471

Total number of volunteers at Havens Hospices (as of March 25)
13.6% increase*

158,226

Total number of hours 'given'

£1,810,105

Savings generated through volunteer contributions†

Volunteers remain an essential part of Havens Hospices, supporting the charity across all areas of its work.

As of March 2025, 1,471 volunteers contributed their time and skills, a 13.6% increase from the previous year, demonstrating the growing strength and value of our volunteer community. Of these, 760 supported our 28 charity shops, while many others played a vital role in areas such as care, catering, housekeeping, gardening, fundraising, and administration. This total also includes Trustees, some of whom serve as directors of our subsidiary company.

From April 2024 to March 2025, our volunteers contributed 158,226 hours of service, a 23.7% increase from the previous year. This increased commitment saved the charity an estimated £1.8 million based on the National Council for Voluntary Organisations' valuation method.

Over the past year, the Volunteer Experience Team have successfully launched Assemble, a digital platform that streamlines volunteer recruitment and engagement, improves communication, and enhances the overall volunteer experience. As a result, volunteer numbers have steadily risen.

Working with local agencies and teams across the organisation, the Volunteer Experience Team has helped reduce vacancies and introduced new initiatives that strengthened occasional volunteering.

The Board of Trustees acknowledges and values the essential role volunteers play in enabling the charity to operate effectively and professionally.

*Compared to the previous year
†Based on the National Council for Voluntary Organisations' valuation method.



“Volunteering gives me a feeling of purpose. I love gardening and seeing what a difference it makes, and the difference it can make to how other people feel.”

Joanne, Fair Havens Gardening Volunteer

Equity, Diversity & Inclusion

Havens Hospices remains committed to fostering a diverse, inclusive, and equitable workplace. We believe every employee should feel supported, valued, and have equal access to opportunities.

Our Progress

In the first year of implementing our Equity, Diversity & Inclusion (EDI) Strategy (Figure 2), we made strong progress toward our objectives. Following a comprehensive audit, we achieved 100% compliance with our workforce demographic data, which we present biannually to the Board of Trustees. We are now working to benchmark this data against the population we serve. These insights have helped shape our workforce priorities, including recruitment and retention strategies and wellbeing initiatives.

Additionally, we submitted our first Workforce Race Equality Standard (WRES) report, which promotes race equality and identifies areas of good practice and potential improvements to ensure equal opportunities for employees from Black and minority ethnic backgrounds and conducted a review of the Safer Recruitment Policy to ensure its alignment with current EDI requirements.

We have also reviewed our organisational training matrix to ensure our EDI provision aligns with our strategic objectives. As part of this, we delivered unconscious bias training to all employees and improved our Freedom to Speak Up process and information. These changes are designed to foster safe and inclusive environments, empowering employees to raise concerns. Furthermore, our Employee and Volunteer Networks continue to thrive, with six active networks that help create a sense of belonging, inclusion, and support at Havens Hospices.

While we’ve embedded EDI more deeply into our culture, we recognise the need to go further to build an even more inclusive and equitable environment for our workforce, patients, and the communities we serve. We will continue to implement the strategy to ensure we drive meaningful change, promote equal opportunities, and foster a workplace where everyone feels valued and supported.

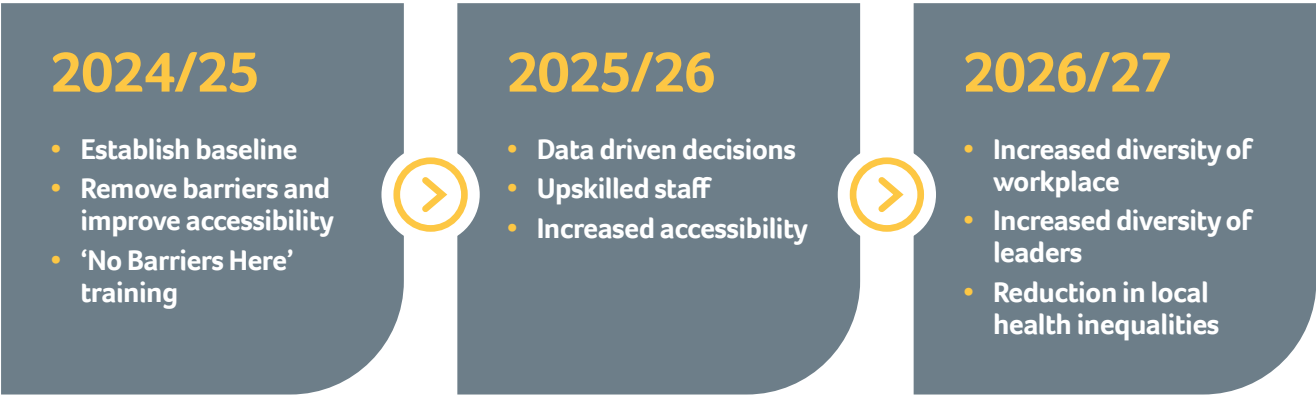


Figure 2. Havens Hospices EDI Strategy

Gender Pay Gap

As of 5 April 2024, the charity employed 392 individuals, an increase of 36 from April 2023 (347 females and 45 males). Both the mean (7.61%) and median (9.48%) gender pay gaps narrowed compared to previous years, continuing the positive trend towards greater pay parity.

We will continue to address our gender pay gap through the commitments outlined in our people-focused strategic plan and broader initiatives, including:

- Reducing career barriers for working parents, particularly in areas where responsibilities tend to be biased towards women.
- Providing ongoing training on unconscious bias and EDI to raise awareness and foster greater inclusivity and diversity within our workforce.
- Ensuring our reward frameworks promote and deliver equity of pay.
- Continuing to develop our recruitment practices that prioritise equity, transparency, and fairness in all reward-related matters.
- Expanding opportunities across all roles and departments within the organisation.
- Enhancing recruitment, talent management, and career development practices to actively support and offer growth opportunities for all people seeking development opportunities across the organisation.

While we’ve embedded EDI more deeply into our culture, we recognise the need to go further to build an even more inclusive and equitable environment for our workforce, patients, and the communities we serve.”

Havens Hospices proudly joined the celebrations at Southend Pride.



Quality, Learning & Development

The Quality and Learning & Development Teams play a central role in supporting the delivery of safe, compassionate, and high-quality care, and support the entire organisation.

Over the past year, there has been a focus on good governance, continuous improvement, fostering a culture of learning, and maintaining excellence across all aspects of our work, whilst ensuring compliance with regulatory requirements.

Quality

We improved clinical documentation by streamlining patient assessments in SystmOne, introducing a revised workflow based on the nursing model and launching face-to-face training as part of the June 2024 induction programme. We also enhanced patient safety by updating key risk assessments, including bed rails, mouth care, and falls.

Our internal audit programme continued to develop, and we supported staff-led innovation through the 2025 Star & Bright Ideas Awards. Additional quality improvements included launching a new patient feedback system, introducing a dedicated patient folder at Fair Havens Inpatient Unit (IPU), and rolling out a unified skin care formulary. A multidisciplinary working group is currently leading an oral care review.

Patient Safety

Over the past year, we made strong progress in embedding the Patient Safety Incident Response Framework (PSIRF) across the organisation. Key activities included conducting After-Action Reviews and thematic reviews on medicines management, falls, and pressure ulcers. We also introduced Post-Infection Reviews and commissioned our first Patient Safety Incident Investigation (PSII) following the norovirus outbreak at Fair Havens IPU in February 2025.

Concerns related to medicines management led us to commission an external review, which informed several quality improvement initiatives. We revised processes, updated training requirements, and enhanced competency checks.

We did not require any statutory Duty of Candour notifications in 2024/25, as we recorded no notifiable safety incidents. We also strengthened our engagement with system-wide patient safety forums to ensure alignment with broader healthcare initiatives.

Strengthening Governance

Over the past year, we've strengthened governance by enhancing risk management, patient safety incident response, data and reporting systems, and external alert processes. We've also expanded improvements to Professional Services and continue to collaborate across the Integrated Care System (ICS) and with the Hospice Quality Collaborative.

Through highlighting the risk across the team, investing in equipment and training, and raising awareness of slips, trips and falls with our patients, we've been able to significantly reduce the number of falls experienced.

A better understanding of why falls can happen has helped the team to implement methods to mitigate the risk."

Care Team Members at Fair Havens



We completed a comprehensive review of our risk management framework, introducing new processes to enhance organisational oversight of risks and emerging issues. In August 2024, we introduced a new process for managing external alerts, which successfully prevented a child from using a recalled medication.

A review of meeting structures within care services is in progress to streamline operations and reduce time spent in meetings. Additionally, we revised our policy development process, creating a centralised repository for all current and archived policies.

Data and Systems

We’ve made significant progress in improving data accessibility and quality. By expanding the use of Power BI, a cloud-based business intelligence platform that helps users turn raw data into actionable insights through interactive dashboards and reports, access and consistent reporting have enhanced visibility for governance. A new SQL server now automates data updates, and a formal request process ensures relevant data use. We also streamlined Smartcard onboarding with HR and strengthened oversight of clinical system projects.

Learning & Development

Over the past year, the Learning & Development Team has delivered significant achievements that reflect our ongoing commitment to equipping staff with the knowledge, skills, and confidence to provide safe, high-quality, and compassionate care. We have prioritised training as a key enabler of both individual growth and organisational excellence.

In 2024/25, we published the Education Strategy 2024–2027, setting a clear direction for developing talent and embedding a culture of continuous learning. We also introduced a refreshed induction programme for care staff, reintroduced Clinical Skills Days for Fair Havens IPU Healthcare Assistants, and expanded support for student placements across the organisation.

We also launched new digital tools to enhance access to learning. The Learning Zone for clinical and professional services now offers tailored resources, while our new learning reporting system provides staff and managers with a central hub for tracking training and accessing relevant information through the Learning Management System (LMS). The LMS continues to manage mandatory training and learning compliance across the charity.

To further support flexible and accessible development, we introduced bite-sized learning sessions, allowing staff to build skills in a manageable and engaging format.

Structure, Governance & Management

As outlined in the charity’s Articles of Association, our purpose is to support individuals in need of hospice care. This is achieved through the provision of a range of palliative and supportive care services, both within the hospices of Fair Havens and Little Havens and in the community through home care and community outreach projects.

As a result of its ongoing commitment to following the Charity Commission’s guidance for Trustees, the Board of Trustees is confident that the activities carried out during the last 12 months are serving local communities and contributing value to all those connected with the charity – patients, families, supporters, colleagues and suppliers.

Directors and Trustees

Havens Hospices (HH) is registered both at Companies House (as a company limited by guarantee) and with the Charity Commission, and trades as “Havens Hospices”, “Fair Havens”, “Little Havens”, “The Heath Centre” and “Leaves of Life”.

Acting in accordance with Section 172 of the Companies Act 2006 (‘Duty to promote the success of a company’), Havens Hospices Trustees consider that they have complied with their duties in regard to Section 172 of the Companies Act 2006 by promoting the charity’s success in achieving its charitable purpose: offering the best possible palliative and supportive care. Havens Hospices’ company directors are also the Trustees of Havens Hospices, and in line with the charity’s governing document, they are referred to as “the Trustees” in this document. Collectively, they constitute the organisation’s governing body.

Long-term consequences of decisions – refer to Principal Risks and Uncertainties on page 55.
Interest of employees – refer to ‘Our People and Culture’ on pages 40 – 43.

Impact on the community and the environment – refer to ‘Outcomes and Impact’ on pages 23– 38.

Acting fairly between members – The Trustees act in good faith to promote the success of the charity to achieve its charitable objectives, as outlined on pages 4 – 5.

Appointment of Trustees

Under the Articles of Association, as amended in September 2019, Trustees are elected at the AGM for a term of office of four years.

The Trustees have procedures, overseen by the charity’s governance subcommittee, for the recruitment, induction, training and support of newly appointed Trustees. The Trustees determine the range and mix of skills, attributes and diverse experience they believe are required to enable the Board as a whole to fulfil its responsibilities and analyse their existing skills and experience regularly in order to identify those areas they will be looking for particularly when seeking to attract new Trustees.

Induction and Training of Trustees

Newly appointed Trustees are inducted into the organisation through a formalised training programme, strategic and policy information sharing and face-to-face meetings with Directors and Leadership Team members.

During the first six months after the appointment of a new Trustee, the Chair, other Trustees, and the Chief Executive meet with them regularly to ensure they have received a thorough grounding in the work they will be required to carry out. Additional and ongoing training is provided when needed along with a development programme.

All Trustees are encouraged to visit and meet clinical and professional services staff throughout the hospices, visit the organisation’s charity shops, and attend external training and the relevant sessions of the organisation’s induction programmes. The Chair also considers the board sub-committees on which newly appointed Trustees might be willing and able to serve and how best to utilise their skills and experience for the mutual benefit of both parties.

Governance

The Trustees usually meet quarterly, with additional meetings scheduled to consider strategy, budgets and any exceptional or urgent business items. The Trustees have appointed sub-committees to ensure good governance. All of the committees are chaired by Trustees. The Leadership Team holds monthly meetings, including the Operational Leadership Meeting (for Heads of Services) and the Strategic Leadership Meeting (for Directors). Each quarter, the Operational Leadership Team joins the Strategic Leadership Meeting for a combined session.

The Trustees exercise a system of delegated responsibility. Other than their governance role and specified reserved matters such as the setting of strategy, approval of named policies and the charity’s Vision and Mission, day-to-day management of the organisation is delegated to the Chief Executive and Leadership Team through an approved scheme of delegation.

During the period covered by this report, the Trustees continued to review and apply the recommended practice guidance in the Charity Governance Code for larger charities, including amendments made to the Code in 2020. We remain committed to implementing the updated guidance on equity, diversity and inclusion and have taken steps to ensure that the board continues to model good practice in the area.

Streamlined Energy & Carbon Reporting (SECR)

Under the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, Havens Hospices is mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions.

As a minimum, Havens Hospices is required to report those GHG emissions relating to natural gas, electricity and transport fuel, as well as an intensity ratio under the Streamlined Energy & Carbon Reporting (SECR) Regulations.

The period covered under the report for the purposes of the Streamlined Energy & Carbon Reporting Regulations covers the last Havens Hospices financial year, 1 April 2024 to 31 March 2025.

Scope of Report

The scope covered under this report includes:

- Permanent premises-related energy use – natural gas consumption (Scope 1), UK electricity (Scope 2) and energy-related transmission and distribution (Scope 3).
- Transport – Fuel purchased for rented vehicles by Havens Hospices (Scope 1) and private staff and volunteer business mileage paid through expenses (Scope 3).

Quantification and Reporting Methodology

Havens Hospices has complied with ESOS Phase 3 and has established an internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Havens Hospices has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the most up-to-date UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

Energy Efficiency Actions and Targets

Due to the increase in care provided by Havens Hospices, the charity has seen a rise in carbon emissions compared to the previous period.

Havens Hospices continues to pursue increased energy efficiency and carbon reductions by implementing multiple projects spearheaded by the Environmental Impact Group. This team aims to reduce departmental and holistic carbon costs through initiatives such as paper-free operations, fully digitised documentation and forms, maximising energy efficiency, and minimising waste. We continue to strive to procure entirely carbon-neutral electricity and offset all emissions from our gas usage, with Fair Havens gas now being 100% carbon offset.

Element	2023/2024 (tCO2e)	2024/25 (tCO2e)
Gas consumption – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 1)	163.43	168.86
Owned Transport – for vehicles rented by Havens Hospices for work purposes (SCOPE 1)	16.77	17.66
UK Electricity – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 2)	136.68	142.33
Transport - private staff and volunteer business mileage paid through expenses (SCOPE 3)	51.64	56.4
TOTAL (tCO2e) SCOPE 1, 2 & 3	368.52	385.26

Policy for Employment of Disabled People

As an employer with over 250 employees, we are committed to fostering an inclusive workplace where all colleagues can thrive. We have in place a Reasonable Adjustments Policy, an Equity, Diversity & Inclusion (EDI) Policy, and a Learning Support Policy to ensure that any employee impacted by a disability, long-term health condition, or other barrier to work is fully supported.

These policies set out our commitment to:

- Providing reasonable adjustments to roles, work environments, and processes to remove or reduce barriers.
- Offering tailored learning and development support to enable all employees to achieve their potential.
- Promoting a culture of respect, equity, and inclusion across our organisation.

We actively review these policies, seek employee feedback via our Employee Networks, and monitor their effectiveness to ensure we continue to meet both our legal obligations and our moral commitment to equality.

Related Parties and Relationships With Other Organisations

At 31 March 2025, the charity had one wholly-owned subsidiary:

- Havens Hospices Trading Company Limited – operation of charity shops for the charity.

All Trustees give their time voluntarily and receive no benefit from the charity. No Trustees claimed any expenses. All Trustees were required to complete and sign an annual declaration of interests and of any relevant gifts and hospitality received during the year.

Remuneration Policy for Key Management

Personnel

The Trustees have identified the Leadership Team as the key management personnel of the charity. The Chief Executive’s pay is determined by the Governance Committee. The remuneration of other Leadership Team members is determined by the Chief Executive in consultation with the Governance Committee. In line with the Remuneration Policy for all staff, decisions about Leadership Team pay are informed by market testing of salaries and are subject to affordability.

Relationships with Stakeholders

Our Trustees recognise that strong relationships with our stakeholders are essential to achieving our purpose.

During 2024–2025, we engaged with patients and families, staff and volunteers, funders and donors, suppliers and partners, and the wider community to guide decision-making and strengthen our impact.

We regularly seek feedback from patients and families through surveys, conversations, and the compliments and complaints process. Their views directly shaped service developments, including the creation of new supportive therapy programmes. Our staff and volunteers are central to delivering care, and we engaged with them through forums, meetings, annual surveys, and regular communications.

We value the trust of our commissioning bodies and donors and maintain open communication through impact reports, fundraising updates, and stewardship activities to ensure accountability for how funds are used. We also worked closely with suppliers, NHS partners, local authorities, and community organisations to align care pathways, extend our reach, and provide safe, sustainable, and cost-effective services. Trustees consider ethical procurement, value for money, and long-term relationships when making decisions.

As a charity serving the local community, we

engage with local groups, schools, businesses, and networks to raise awareness of hospice care and collaborate on community initiatives. By maintaining open communication across all stakeholder groups, we ensured that our decisions reflected their needs while upholding our Values and strategic drivers.

Statement of Responsibilities of the Trustees

The Trustees (who are also directors of Havens Hospices for the purposes of company law) are responsible for preparing the report of the Trustees 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, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group 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 Statement of Recommended Practice (SORP).
- 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 and
- 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 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 charitable company and the group and, hence, for taking reasonable steps to prevent and detect fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company’s auditors are 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 auditors are aware of that information.

The Trustees are responsible for maintaining the integrity of the corporate and financial information on the 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

Sayer Vincent LLP were re-appointed as the group and charity’s auditors during the year and have expressed their willingness to continue in that capacity.

The Trustees’ annual report, which includes the strategic report, has been approved by the Trustees on 14 November 2025 and signed on their behalf by:

Elisabeth Mell, Chair of Trustees

Financial Review

The Trustees are pleased to present the financial results for the year, which show a net surplus of £455,000 (2024: deficit £953,000). Compared to the cumulative financial result documented in the five-year strategic plan, this result indicates that at year three of our five-year plan, the cumulative financial result is £2.0 million more favourable compared to the plan. This is the result of robust management by the Leadership Team, with careful oversight by the Board of Trustees (BoT).

Total gross income for the year was £20.6 million, 31% above the £15.7 million received in the previous year.

Thanks to the support of 10,744 individuals and organisations making more than 58,000 gifts, income from donations and legacies totalled £7.2 million (2024: £5.7 million). The weekly Havens Hospices Lottery generated £1.2 million (2024: £1 million).

The Trustees would like to thank the many friends and supporters of Havens Hospices for their donations and bequests. They would also like to thank the thousands of volunteers who generously give their time. Once again the charity received a very generous donation of £1.0 million in the year from a corporate donor.

Trading activities include income from our charity shops and the weekly Havens Hospices Lottery. Our shops generated an income of £4.3 million (2024: £3.9 million) during the year and two new shops were opened.

Income derived from charitable activities was generated from statutory sources, which in 2025 totalled £7.5 million (2024: £4.6 million). The increase reflects our continued successful involvement in the Hospice Rapid Access Service (HRAS) partnership, which commenced in August 2023.

Over the last year, £262k was received from the Department of Health and Social Care as a capital grant for hospices in England, aimed at improving facilities and supporting end of life care. This grant was used to improve facilities at Little Havens and purchase medical equipment at Fair Havens, as well as upgrade IT equipment across both hospices.

Total expenditure on care activities for the year was £14.3 million (2024: £11.4 million). Over the year, we cared for 2,489 people (2024: 2,206), an increase of 13%.

The charity’s cash position increased by £1.1 million over the year, with £3.0 million of cash being held at 31 March 2024 (2024: £1.9 million), in addition to £5.4 million of cash investments (2024: £6.1 million). The reconciliation of movements in total cash and cash equivalents is detailed in the statement of Cash Flows on page 59.

Principal Risks and Uncertainties

Although the charity and its subsidiary have various risks surrounding their operations, going into 2025/26, the main risk is the potential impact of decreased fundraising income levels and rising costs, which could reduce our reserve cover. The five-year financial forecasts to 2027 include a planned, short-term use of reserves to fund services as part of a structured deficit plan. We closely monitor our reserve cover and take steps to control costs to meet our agreed budgets. Our reserve position is regularly stress-tested against our reserves policy. Our 2025/26 strategic plans include actions to build long-term financial resilience and reduce reliance on reserves. We are commencing our strategic planning for 2027–2032, which will be based on a balanced budget.

The Trustees take seriously their responsibility to ensure that actual and potential risks to the organisation are identified and that all necessary and appropriate steps are taken to manage them. To achieve this, the Trustees have delegated responsibility to their sub-committees and staff at all levels of the organisation for managing risk in their respective areas. Each of the committees – Care, Finance and Fundraising, and Governance – maintains a high-level risk register, which collectively provides the basis for the Trustees’ overarching risk register. Staff and volunteers throughout the organisation receive specific training on risk awareness, assessment, and management, and the organisation operates a computerised risk management database system to manage day-to-day risks. Mitigations are in place and regularly reviewed. The charity also undertakes business continuity planning as part of its risk management strategy.

The principal risks identified by the Trustees and the strategies in place to mitigate them are as follows:

- Reduction in reserve cover due to decreased fundraising income and rising costs – mitigated by regular review of our fundraising strategy, implementation of a deficit action plan to increase efficiency and reduce costs, and close monitoring of our reserve position.
- Reduction in statutory and contract funding – mitigated by active collaboration with Hospice UK and other hospices nationally to advocate for fair, long-term funding for hospice care, alongside exploring commercial opportunities to diversify income streams.
- Unpredictability of legacy income – mitigated by basing forecasts on historic performance and national trends, partnering with a legacy support agency, and participating in Hospice UK’s national legacy campaign.
- Challenging retail environment for charity shops – mitigated through strict criteria for lease renewals, regular review of lease commitments, and ongoing assessment to ensure the subsidiary remains profitable and sustainable.

Gross Income £20.6 million



*Including contracted services, e.g. Hospice Rapid Access Services (HRAS).

Investment Powers and Policy

The Trustees’ policy for the management of cash is to hold funds that are considered surplus to immediate operational requirements in a range of interest-bearing, term deposit accounts with differing maturity dates spread across high-quality UK banks or building societies to mitigate risk. As of 31st March 2025, a total of £5.4 million (2024: £6.1 million) was held in bank or building society deposits due to mature in more than one month but less than one year, which are classified in these accounts as current asset investments. £3.0 million was held in deposits of one month’s notice or less, including instant access accounts (2024: £1.9 million), which are classified in these accounts as cash in hand and at bank.

Ethical Investments Policy

This policy states that Trustees will not invest directly in a company if it carries out activities which are directly contrary to the charity’s purposes and, therefore, against its interests and those of its beneficiaries. Our current plans are to invest some surplus funds in patient services and new commercial opportunities. Therefore, all funds are invested in cash deposits.

Reserves Policy and Going Concern

Reserves are required, if necessary, to support any gap between spending on the charity’s services and the income it receives from all sources, to invest in services and future income generation, and to fund future initiatives. The Trustees recognise the need to hold adequate reserves as part of their overall risk management strategy. Our current reserves policy requires the maintenance of reserves above three months of expenditure in line with historical benchmarks and is reviewed annually.

The charity’s overall reserves increased this year by £455,000 as a result of the net surplus (2024: £953,000 deficit).

All restricted and designated funds are excluded from the Trustees’ computation of the organisation’s free reserves. Free reserves at March 2025 were, therefore, £8.4 million, an increase of £0.5 million on the previous year (2024: £7.9 million).

Free reserves at 31st March 2025 represent more than five months’ expenditure. In the event that the reserve cover falls at or below four months, the income and expenditure will be reviewed, and cost savings will be implemented to reach the five-year plan by March 2027.

The charity is monitoring its financial performance and forecasts through to March 2027. Having reviewed the post-pandemic and strategic risks facing the charity, the budget and business plan for the period 2025 to 2026 and the overall cash levels held, the Trustees consider that sufficient reserves are held at 31 March 2025 to manage those risks successfully.

The Trustees, therefore, consider that there is a reasonable expectation that the charity and its subsidiary companies have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Consolidated Statement of Financial Activities
(Incorporating an Income & Expenditure Account)
For the year ended 31 March 2025

	Note	Restricted £000's	Unrestricted £000's	2025 Total £000's	Restricted £000's	Unrestricted £000's	Restated 2024 Total £000's
INCOME FROM:							
Donations and legacies	2	1,672	5,578	7,250	1,255	4,459	5,714
Charitable activities:	3						
• Fair Havens adult hospice		-	981	981	-	647	647
• Fair Havens adult community services		-	5,330	5,330	-	2,707	2,707
• Little Havens children's hospice		541	521	1,062	529	579	1,108
• Little Havens children's community services		-	133	133	-	139	139
		541	6,965	7,506	529	4,072	4,601
Other trading activities	4	1,917	3,584	5,501	1,951	3,067	5,018
Other income	5	6	369	375	16	372	388
TOTAL INCOME		4,136	16,496	20,632	3,751	11,970	15,721
EXPENDITURE ON:							
	12						
Fundraising costs		-	1,633	1,633	-	1,630	1,630
Other trading activities		1,861	2,401	4,262	1,691	1,974	3,665
		1,861	4,034	5,895	1,691	3,604	5,295
Charitable activities:							
• Fair Havens adult hospice		876	3,847	4,723	564	4,145	4,709
• Fair Havens adult community services		-	5,458	5,458	-	3,025	3,025
• Little Havens children's hospice		482	3,091	3,573	1,018	2,217	3,235
• Little Havens children's community services		528	-	528	410	-	410
		1,886	12,396	14,282	1,992	9,387	11,379
TOTAL EXPENDITURE		3,747	16,430	20,177	3,683	12,991	16,674
Net income/(expenditure) before gains/(losses) on investments							
	6	389	66	455	68	(1,021)	(953)
Reconciliation of funds:							
Total funds brought forward	28, 29	144	25,008	25,152	76	26,029	26,105
Total funds carried forward	28	533	25,074	25,607	144	25,008	25,152

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 28 to the financial statements.

Balance Sheet

For the year ended 31 March 2025

Company number: 02805007

		The Group		The Charity	
		£000's 2025	£000's Restated 2024	£000's 2025	£000's Restated 2024
Note					
FIXED ASSETS:					
Tangible assets	13	16,905	17,069	16,812	16,981
Investments in subsidiary undertakings	14	-	-	75	75
		16,905	17,069	16,887	17,056
CURRENT ASSETS:					
Stocks	16	41	36	-	-
Debtors	17	1,927	1,436	2,132	1,329
Asset held for sale	18	364	-	-	-
Current investment cash deposits	19	5,357	6,138	5,357	6,138
Cash at bank and in hand		3,043	1,940	3,029	1,895
		10,732	9,550	10,518	9,362
LIABILITIES :					
Creditors: amounts falling due within one year	20	(1,794)	(1,448)	(1,691)	(1,406)
Net current assets		8,938	8,102	8,827	7,956
Total assets less current liabilities		25,843	25,171	25,714	25,012
Provisions for liabilities and charges	22	(236)	(19)	-	-
Net assets	23, 24, 28	25,607	25,152	25,714	25,012
FUNDS:					
Restricted funds		533	144	533	144
Unrestricted funds:					
• Designated funds - Fixed asset reserve		16,652	17,069	16,559	16,981
• General funds		8,422	7,939	8,622	7,887
Total unrestricted funds		25,074	25,008	25,181	24,868
Total funds	28	25,607	25,152	25,714	25,012

Approved by the Trustees on 14 November 2025 and signed on their behalf by:

Trevor Edwards, Honorary Treasurer

Consolidated Statement of Cash Flows

For the year ended 31 March 2025

	2025		2024	
	£000's	£000's	£000's	£000's
CASH FLOWS FROM OPERATING ACTIVITIES:				
Net cash provided by/(used in) operating activities		822		(359)
CASH FLOWS FROM INVESTING ACTIVITIES:				
• Dividends, interest and rental income	270		252	
• Proceeds from sale of fixed assets	-		4	
• Purchase of fixed assets	(406)		(661)	
• Purchase of fixed asset held for sale	(364)		-	
Net cash used in investing activities		(500)	-	(405)
Change in cash and cash equivalents in the year		322		(764)
Cash and cash equivalents at the beginning of the year		8,078		8,842
Cash and cash equivalents at the end of the year		8,400		8,078

	2025	2024
	£000's	£000's
RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES:		
Net income/(expenditure) reported for the year	455	(953)
Depreciation charges	568	550
Dividends, interest and rental income	(270)	(252)
Loss on sale of fixed assets	2	2
(Increase) in stocks	(5)	(15)
(Increase) in debtors	(491)	(10)
Increase in creditors	346	319
Increase in provisions	217	-
Net cash provided by/(used in) operating activities	822	(359)

	At 1 April 2024	Net cash flows	At 31 March 2025
	£000's	£000's	£000's
ANALYSIS OF CASH AND CASH EQUIVALENTS:			
Cash in hand and at bank	1,940	1,103	3,043
Current investment cash deposits	6,138	(781)	5,357
Total cash and cash equivalents	8,078	322	8,400

Notes to the Financial Statements
For the year ended 31 March 2025

1. Accounting Policies

(a) Statutory information

Havens Hospices is a company limited by guarantee and is incorporated in the UK. The registered and operational office address is 226 Priory Crescent, Southend-on-Sea, Essex, SS2 6PR.

(b) Basis of preparation and consolidation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice, which is applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applying in the UK and Republic of Ireland (FRS 102 – the Charities SORP FRS 102), with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and with the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-owned active subsidiary:

- Havens Hospices Trading Company Limited (registered company no. 2582455).

Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes to the charitable company’s balance sheet. Intragroup transactions and balances are disclosed in note 15.

A separate Statement of Financial Activities for the charity itself is not presented because the charitable company has taken advantage of exemptions afforded by section 408 of the Companies Act 2006.

The Trustees also do not consider that there are any areas of uncertainty affecting accounting estimations at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Key judgements that the charitable company has made which have a significant effect on the accounts include determining the value of legacy income to accrue at the end of the financial year, in accordance with the charity’s policy for income recognition.

(c) Public benefit entity

The charitable company meets the definitions of a public benefit entity under FRS 102.

(d) Going concern

Havens Hospices reported free reserves at 31 March 2025 of £8.4 million. At the end of September 2025 we have a reported deficit of (£403,862). The Trustees consider that there are no material uncertainties about Havens Hospices ability to continue as a going concern. Further details are included in the Trustees’ Report.

(e) Incoming resources

(i) Donations and legacies

Income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received, the income is not deferred, and the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided, enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total is disclosed in the notes to these accounts (see note 2).

(ii) Charitable activities

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the group 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.

(f) Donations of goods and services

Donated goods are recognised as income when the economic benefit from their use can be measured reliably. Items donated for sale via charity shops, or for use as raffle prizes or by auction at fundraising events, are recognised as income when sold or when income is generated from them rather than on receipt. The charity receives no donated services other than time generously given by its volunteers, for which no value is included in the financial statements in accordance with the charities SORP.

(g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably.

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal 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. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the expenditure incurred in encouraging third parties to make voluntary contributions to the charity, as well as the cost of activities whose primary purpose is fundraising. This includes costs of trading activities which relate to expenditure on raising funds by means of charity shops, weekly draws and challenge-style events.
- Expenditure on charitable activities includes all costs of delivering hospice care services, undertaken to further the purposes of the charity, together with the associated direct support costs.

Irrecoverable VAT is charged as a cost against the activities for which the underlying expenditure was incurred. Since 1 April 2015, irrecoverable VAT has been minimised as a result of the introduction of Section 33 VAT relief for palliative care charities, under which the charity is able to recover VAT relating to its core care services and on some fundraising costs, in addition to a proportion of the VAT incurred on corporate overheads.

(i) Allocation of support and governance costs

Resources expended are allocated to the appropriate activities under the headings identified in (h) above, with spend on charitable activities being subdivided between the four main areas of the charitable company's care services as defined on pages 23-34. The cost of overall direction and administration of the charity, comprising the salary and overhead costs of the executives, finance and human resources functions, is apportioned to the charitable activities, activities for raising funds and trading activities as set out in the analysis of expenditure note (note 12). The apportionment across charitable activities and fundraising & marketing is as a proportion of expenditure in these areas, while the apportionment to trading is considered on a line-by-line basis of costs directly attributable. Costs incurred in the governance of the charity and its trading company, which result primarily from constitutional and statutory requirements, are apportioned to key activities on a similar basis.

(j) Pensions

A number of the group's employees contribute to either defined contribution or Group Personal Pension Schemes in which the employers participate, or to the NHS pension scheme. Further details are set out in note 9. The group's contributions to these schemes are charged to the Statement of Financial Activities when they fall due.

(k) Operating leases

Annual rentals, net of all aggregated lease inducements where applicable, are charged to the profit and loss account on a straight-line basis over the whole term of the lease.

(l) Tangible fixed assets and depreciation

Items of equipment or other assets of an enduring nature are capitalised where they are expected to be used for more than one year and bring future economic benefit or service potential. The charity's policy is to capitalise all such assets, with no minimum value threshold.

Depreciation charges commence when an asset is brought into use, and are spread evenly at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation is applied to all fixed assets except freehold land and investment property, and is calculated at the following rates:

- Land held at cost - no depreciation.
- Freehold buildings - over 25 to 100 years as appropriate.
- Furniture, fittings and equipment and shop-fit costs - over seven years or over useful life if shorter.
- Motor vehicles - over four years.
- Computer hardware and software - over three years or over useful life if longer.

Assets are reviewed for impairment if circumstances indicate that their carrying value may exceed their net realisable value and value in use.

(m) Investments

Investments in subsidiary undertakings are stated at cost in the charity's accounts and are eliminated as a consolidation adjustment in the group financial statements.

(n) Investment Properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

(o) Cash investments, and cash at bank and in hand

Cash at bank and in hand includes cash in current accounts or with deposits maturing in three months or less from the date of acquisition. Cash deposits, investments held for more than three months but less than one year, and which are not part of the day-to-day cash balances of the charitable company or its subsidiary, are classified as current asset investments.

(p) Stocks

Stocks of donated items for resale in the charity shops are not valued, as the Trustees consider that it is impractical to apply a value to these items and that the costs of attempting to do so would outweigh any benefits. Consequently, the stock value carried in the group's balance sheet relates entirely to bought-in goods not yet sold by Havens Hospices Trading Company. These stocks are valued at the lower of cost and net realisable value, with cost value based on purchase prices - including any invoiced delivery or packaging cost - on a first-in, first-out basis. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for costs of sale. Provision is made where necessary for obsolete, slow-moving, or defective stocks.

(q) Creditors and provisions

Creditors and provisions are recognised where the charity or its subsidiaries have 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity and its subsidiary undertakings only have financial assets and liabilities of a kind that qualify as basic financial instruments.

(r) Funds

Restricted funds are those where the purpose for use has been restricted by the givers. Expenditure which meets the relevant criteria is charged to the appropriate restricted funds.

Designated funds are unrestricted funds set aside by the Trustees for specific purposes.

Unrestricted funds are monies which can be used for any of the charitable company’s operations at the Trustees’ discretion.

Transfers between funds are carried out in order to:

- Designate funds to reflect the carrying value of fixed assets.
- Release designated funds for other specified purposes.
- Recognise that restrictions placed on capital grants have been satisfied by their expenditure, or
- Cover any deficiency in restricted funds.

(s) Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes. Available taxable profits arising in subsidiary companies which are not charities sharing Havens Hospices’ objects are donated to the parent charity under gift aid.

2. Income from donations and legacies
2024 restated

	Restricted £000's	Unrestricted £000's	2025 Total £000's
Donations and voluntary income	522	4,083	4,605
Legacies	888	1,495	2,383
DHSC Capital Grant	262	-	262
Total income from donations and legacies	1,672	5,578	7,250

	Restricted £000's	Unrestricted £000's	2024 Total £000's
Donations and voluntary income	369	3,890	4,259
Legacies	886	569	1,455
Total income from donations and legacies	1,255	4,459	5,714

Legacy income includes accruals for bequests where the charity has been notified of its entitlement, probate has been granted, and estate accounts or other documents evidencing the estate value have been provided to enable the charity to measure the value of its entitlement reliably. The charity has reviewed the legacy entitlements notified to it and has accrued £296,900 (2024: £0) in line with this criteria. A total of £2,488,758 (2024: £3,340,625) of legacy pipeline, which does not meet the criteria, is, however, treated by the charity as a contingent asset at March 2025. Of this contingent asset, £1,340,000 is restricted (2024: £2,377,898).

3. Income from charitable activities

	Restricted £000's	Unrestricted £000's	2025 Total £000's
ICB Funding	-	6,965	6,965
NHS England revenue funding	541	-	541
Total income from charitable activities	541	6,965	7,506

	Restricted £000's	Unrestricted £000's	2024 Total £000's
ICB Funding	-	4,072	4,072
NHS England revenue funding	529	-	529
Total income from charitable activities	529	4,072	4,601

4. Income from trading activities

	Restricted £000's	Unrestricted £000's	2025 Total £000's
Charity shops	1,548	2,757	4,305
Weekly draw subscriptions	369	827	1,196
Total income from trading activities	1,917	3,584	5,501

	Restricted £000's	Unrestricted £000's	2024 Total £000's
Charity shops	1,549	2,400	3,949
Weekly draw subscriptions	402	667	1,069
Total income from trading activities	1,951	3,067	5,018

5. Other income

	Restricted £000's	Unrestricted £000's	2025 Total £000's
Training and staff meals	-	107	107
Investments	6	264	270
Disposal proceeds (loss) - fixed assets	-	(2)	(2)
Total other income	6	369	375

	Restricted £000's	Unrestricted £000's	2024 Total £000's
Training and staff meals	-	88	88
Investments	12	240	252
Disposal proceeds (loss) - fixed assets	-	(2)	(2)
Insurance proceeds	4	46	50
Total other income	16	372	388

6. Net income for the year

This is stated after charging/(crediting)	2025 £000's	2024 £000's
Depreciation	568	550
Auditor's remuneration:		
• Audit	31	29
• Tax	3	7
Operating lease rentals payable	707	577
Loss/(profit) on disposal of fixed assets	2	2

7. Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

Staff costs incurred during the year were as follows:	2025 £000's	2024 £000's
Salaries and wages	10,059	9,188
National insurance	961	884
Employer's contributions to NHS pension scheme (see Note 9)	319	276
Employer's contributions to Scottish Widows pension schemes (see Note 9)	365	346
Redundancy and termination costs paid	27	37
Payroll related costs	11,731	10,731
Other staff costs	412	404
	12,143	11,135

No Trustees received pay or other benefits from the charity in either year, and no Trustees received payment for professional or other services supplied to the charity in either year. No Trustees claimed expenses for attending to charity business in either year. The value of expenses waived by Trustees was not material in either year. The charity paid £2,888 of premiums in the year for Trustee indemnity insurance (2024: £1,443).

The following number of employees received total remuneration during the year, excluding employer's pension and National Insurance contributions, in the stated value bands:

	2025	2024
£60,001 - £69,999	5	9
£70,001 - £79,999	4	1
£80,001 - £89,999	-	1
£90,000 - £99,999	-	-
£100,000 - £109,999	1	1
£110,000 - £119,999	1	-

The total employee benefits, including National Insurance and pension contributions, of the key management personnel in the 2025 accounting year were £1,275,934 (2024: £1,174,457).

8. Staff numbers

The average number of employees was:	Headcount		Full time equivalent	
	2025	2024	2025	2024
Fair Havens adult hospice	112	89	80	75
Fair Havens adult community services	43	47	34	38
Little Havens children's hospice	90	68	62	55
Little Havens children's community services	14	14	9	9
Activities for raising income	31	30	26	26
Trading activities	94	77	63	61
Support and governance activities	23	24	20	21
	407	349	294	285

9. Pensions and benefits

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

(a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2025 is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

(b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024 to 23.7% of pensionable pay.

Contributions to the Scottish Widows scheme amounted to £365,466 (2024: £346,585) along with contributions to the NHS scheme of £318,714 (2024: £275,630). Contributions of £57,198 to the Scottish Widows scheme (2024: £52,320) were outstanding at the year end and are included in creditors, along with £0 outstanding to the NHS scheme (2024: £82,238).

In addition, the group contributes to an employee life assurance scheme, for which the contributions payable were £20,272 (2024: £17,588).

10. Related party transactions

Other than the related party transactions between group companies noted below and the transactions disclosed in note 7 (payments to employee pension schemes and employment benefits paid to key management personnel and their related parties), there were no other related party transactions requiring disclosure (2024: £nil).

All of the disclosed transactions with related parties were made within the normal course of business, including any restrictions applied to donations which were restricted to purposes which were already part of the charity’s approved business plan.

During the year, donations were received from Trustees totalling £35 (2024: £1,692) and from key management personnel of £3,374 (2024: £84).

11. Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes.

Available taxable profits in the subsidiary are donated to the parent charity under gift aid. As a result of this, or due to taxable losses incurred, there were no profits chargeable to corporation tax in any subsidiary company in the 2025 or 2024 tax years.

12. Analysis of expenditure

	Direct costs £000's	Support costs £000's	2025 Total £000's	Direct costs £000's	Support costs £000's	2024 Total £000's
Costs of raising funds						
Fundraising and marketing	1,516	117	1,633	1,493	137	1,630
Trading activities	4,053	209	4,262	3,444	221	3,665
	5,569	326	5,895	4,937	358	5,295
Charitable activities:						
• Fair Havens adult hospice	4,413	310	4,723	4,349	360	4,709
• Fair Havens adult community services	5,037	421	5,458	2,736	289	3,025
• Little Havens children's hospice	3,316	257	3,573	2,963	272	3,235
• Little Havens children's community services	490	38	528	376	34	410
	13,256	1,026	14,282	10,424	955	11,379
Total expenditure	18,825	1,352	20,177	15,361	1,313	16,674

Included in the support costs above are governance costs of £73,531 (2024: £83,809).

Governance costs are an allocation of the Leadership Team costs to oversee the operations of the charity.

Analysis of support costs	2025 Total £000's	2024 Total £000's
Executive	241	233
Finance	353	354
Human resources and volunteer services	758	726
	1,352	1,313

Support costs cover central service functions which have been allocated to the main activities of the charity on a basis deemed consistent with the use of those resources. In accordance with the requirements of Charities SORP FRS 102, governance costs are also apportioned across the organisation’s principal activities on a similar basis.

13. Tangible fixed assets

For the group:	Freehold land	Property	Assets under construction	Furnishings, fittings, computers & equipment	Motor vehicles	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Cost						
At 1 April 2024	2,046	16,210	-	2,431	83	20,770
Additions in year	-	222	-	184	-	406
Transfer	-	-	-	-	-	-
Disposals	-	-	-	(1,012)	-	(1,012)
At 31 March 2025	2,046	16,432	-	1,603	83	20,164
Depreciation						
At 1 April 2024	-	1,923	-	1,764	14	3,701
Charge for the year	-	323	-	224	21	568
Disposals	-	-	-	(1,010)	-	(1,010)
At 31 March 2025	-	2,246	-	978	35	3,259
Net Book Value						
At 31 March 2025	2,046	14,186	-	625	48	16,905
At 31 March 2024	2,046	14,287	-	667	69	17,069

For the charity:	Freehold land	Property	Assets under construction	Furnishings, fittings, computers & equipment	Motor vehicles	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Cost						
At 1 April 2024	2,046	16,079	-	1,883	83	20,091
Additions in year	-	192	-	179	-	371
Transfer	-	-	-	-	-	-
Disposals	-	-	-	(496)	-	(496)
At 31 March 2025	2,046	16,271	-	1,566	83	19,966
Depreciation						
At 1 April 2024	-	1,878	-	1,218	14	3,110
Charge for the year	-	297	-	220	21	538
Disposals	-	-	-	(494)	-	(494)
At 31 March 2025	-	2,175	-	944	35	3,154
Net Book Value						
At 31 March 2025	2,046	14,096	-	622	48	16,812
At 31 March 2024	2,046	14,201	-	665	69	16,981

All of the above assets are used for charitable purposes, or trading purposes, the objective of which is to generate profits to fund the core work of the charity.

13. Tangible fixed assets (continued)

During the year, the hospice received capital funding of £262k from the Department of Health and Social Care to support investment in its facilities and infrastructure. This funding has been used to acquire and improve fixed assets essential to the delivery of our services.

The related assets are included within tangible fixed assets at cost, with the associated funding recognised as income in note 2. £153k was spent on building refurbishments, £50k on furniture, fittings and equipment, and £59k on computers and IT assets.

We are grateful for this support, which enhances our ability to provide high-quality care to patients and their families.

14. Fixed assets investments

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Cost of investment in subsidiary undertakings incorporated in the UK	-	-	75	75

The investments in subsidiary companies represent 100% of the issued share capital of:

- Havens Hospices Trading Company Limited: £75,100.

15. Subsidiary undertakings’ summarised results

At the balance sheet date, the charity had one wholly-owned and active subsidiary company registered in England, Havens Hospices Trading Company (HHT). HHT’s principal purpose is to generate income for the benefit of the hospices from the sale primarily of donated goods. Its financial results are consolidated line by line in the Statement of Financial Activities. Available taxable profits from the subsidiary are distributed to the parent charity (see note 11), and transactions between the parties are disclosed in note 10.

Summary results for the group:	HHT 2025 £000's	HHT 2025 £000's
Net turnover	3,758	3,392
Cost of sales	(110)	(87)
Gross profit	3,648	3,305
Other operating income	6	50
Intercompany support costs charges	(187)	(198)
Administrative expenses	(3,655)	(3,101)
Profit/(loss) for the financial year	(188)	56
Retained earnings		
Total retained earnings brought forward	141	386
(Loss)/profit for the financial year	(188)	56
Profits distributed to parent under gift aid	(56)	(301)
Total retained earnings carried forward	(103)	141
The aggregate of the assets, liabilities and funds was:		
Assets	754	398
Liabilities	(782)	(181)
Capital and Reserves	(28)	217

The charity income for the year is £17,771k (2024 £13,395k).
The charity net deficit for the year is £700k (2024 deficit £709k).

16. Stocks

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Bought-in goods for resale by trading company	41	36	-	-

17. Debtors

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Trade debtors	164	173	127	141
Other debtors	309	166	255	96
VAT recoverable	108	79	108	79
Legacies receivable	297	25	297	25
Amounts due from subsidiary	-	-	443	119
Prepaid expenses	1,049	993	902	869
	1,927	1,436	2,132	1,329

18. Asset held for sale

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Balance at the beginning of the year	-	-	-	-
In year additions	364	-	-	-
Balance at the end of the year	364	-	-	-

During the year, the trading subsidiary purchased a residential property with the intention of undertaking improvement works and subsequently selling the property to generate income to support its charitable objectives. The improvement works were completed during the year, and the property was actively marketed for sale at the balance sheet date. The asset is expected to be sold within 12 months of the reporting date.

19. Current investment cash deposits comprise:

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Bank and building society deposits	5,357	6,138	5,357	6,138
	5,357	6,138	5,357	6,138

Short-term deposits and investments are held to provide a return on short-term cash. These are held in pooled funds or deposits of varying maturity dates of more than three but less than 12 months.

20. Creditors: amounts due within one year

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Trade creditors	345	207	331	201
Taxation and social security creditors	210	237	210	237
Pension creditors	57	135	57	135
Accrued expenses	607	562	533	533
Sundry creditors	15	7	-	-
Amounts due to subsidiaries	-	-	-	-
Deferred income (see Note 21)	560	300	560	300
	1,794	1,448	1,691	1,406

21. Deferred income

	The Group		The Charity	
	2025	2024	2025	2024
	£000's	£000's	£000's	£000's
Balance at the beginning of the year	300	223	300	223
Amount released to income in the year	(300)	(223)	(300)	(223)
Amount deferred in the year	560	300	560	300
	560	300	560	300

Deferred income comprises monies raised in respect of future fundraising activities which take place or fall due in the following accounting year. The income primarily relates to events such as the London Marathon and receipts in advance for future weekly draws (hospice lottery).

22. Provisions for liabilities and charges

	The Group		The Charity	
	2025 £000's	2024 £000's	2025 £000's	2024 £000's
Balance at the beginning of the year	19	19	-	-
Released, utilised or transferred during the year	(19)	-	-	-
Provisions created during the year	236	-	-	-
Balance at end of year	236	19	-	-

Provisions have been made for estimated future obligations relating to property leases and other matters arising in the normal course of the charity’s operations. This includes an estimate of costs associated with the eventual reinstatement or repair obligations under lease agreements for retail premises. These provisions represent the charity’s best estimate of the likely costs, based on information available at the reporting date.

23. Analysis of group net assets between funds:
as at 31 March 2025

	Restricted funds £000's	Designated funds £000's	General funds £000's	Total funds £000's
Tangible fixed assets	253	16,652	-	16,905
Cash investments	-	-	5,357	5,357
Cash in hand and at bank	280	-	2,763	3,043
Provisions	-	-	(236)	(236)
Asset held for sale	-	-	364	364
Other net current assets	-	-	174	174
Net assets at end of year	533	16,652	8,422	25,607

24. Analysis of group net assets between funds comparisons:
as at 31 March 2024

	Restricted funds £000's	Designated funds £000's	General funds £000's	Total funds £000's
Tangible fixed assets	-	17,069	-	17,069
Cash investments	-	-	6,138	6,138
Cash in hand and at bank	144	-	1,796	1,940
Provisions	-	-	(19)	(19)
Other net current assets	-	-	24	24
Net assets at end of year	144	17,069	7,939	25,152

25. Operating lease commitments

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

Total minimum leases payments falling due:	Land and property		Motor vehicles, printers and photocopiers	
	2025 £000's	2024 £000's	2025 £000's	2024 £000's
In the year following the balance sheet date	539	637	18	18
In years two to five	933	1,038	45	24
Later than five years	14	-	-	-
	1,486	1,675	63	42

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

Total minimum leases payments falling due:	Land and property		Motor vehicles, printers and photocopiers	
	2025 £000's	2024 £000's	2025 £000's	2024 £000's
In the year following the balance sheet date	539	637	8	7
In years two to five	933	1,038	31	-
Later than 5 years	14	-	-	-
	1,486	1,675	39	7

The commitments relating to land and property result from the rental of shop premises, which are subject to non-cancellable operating leases held in the name of the charity. These are licensed by the charity to Havens Hospices Trading Ltd, which occupies the premises for the purpose of operating charity shops.

The minimum lease payments computed for the purpose of this Note have been calculated to the earliest of the lease expiry date or next tenant’s break clause date. FRS 102 requires that operating lease incentives such as rent free periods or contributions to fitting out costs should be spread over the full lease period.

26. Capital commitments

There are no capital commitments at the year end (2024: Enil).

27. Purpose of restricted and designated funds

(a) Purpose of restricted funds:

Donations and legacies

These represent funds restricted to use within Fair Havens adult hospice or Little Havens children’s hospice respectively.

Little Havens - NHS England revenue grant

This represents funding received annually from NHS England known as Children and Young People’s hospice funding, and is disseminated via Integrated care boards on behalf of NHS England. The income is restricted and can not be used to finance fundraising activities. The grant is spent out each year on the specified purpose of providing hospice services to children in the Essex community. The NHS Grant has increased by 2.3% for the year ending 31 March 2025.

Raising funds

These represent funds raised from trading and other activities specifically for use within the children’s hospice.

Other restricted funds

Restricted capital funding was received from the Department of Health and Social Care during the year to support investment in the hospice’s facilities and infrastructure. The funding has been used to purchase and improve fixed assets essential to the delivery of high-quality patient care. In accordance with the terms of the grant, the funds are restricted for capital expenditure.

(b) Purpose of designated funds:

Fixed assets reserve

Designated funds consist primarily of the fixed assets reserve, which is updated at each year-end to reflect movements in asset values by transferring the appropriate increases or reductions from general reserves or, where appropriate, from the appropriate restricted funds.

28. Movement in funds: year ended 31 March 2025

	At the start of the year £000's	Income and gains £000's	Expenditure and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Donations	69	332	(213)	-	188
Legacies	-	654	(654)	-	-
	69	986	(867)	-	188
<i>Little Havens children's hospice</i>					
Donations	75	190	(173)	-	92
Legacies	-	234	(234)	-	-
NHS England revenue grant	-	541	(541)	-	-
Raising funds	-	1,923	(1,923)	-	-
	75	2,888	(2,871)	-	92
<i>Other restricted funds</i>					
DHSC Capital Grant	-	262	(9)	-	253
TOTAL RESTRICTED FUNDS	144	4,136	(3,747)	-	533
Unrestricted funds:					
Designated funds - fixed assets reserve	17,069	(415)	(2)	-	16,652
TOTAL DESIGNATED FUNDS	17,069	(415)	(2)	-	16,652
General funds	7,939	16,911	(16,428)	-	8,422
TOTAL UNRESTRICTED FUNDS	25,008	16,496	(16,430)	-	25,074
TOTAL FUNDS	25,152	20,632	(20,177)	-	25,607

28. Movement in funds comparisons: year ended 31 March 2024 continued (restated)

	At the start of the year £000's	Income and gains £000's	Expenditure and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Donations	36	189	(156)	-	69
Legacies	-	408	(408)	-	-
	36	597	(564)	-	69
<i>Little Havens children's hospice</i>					
Donations	40	180	(145)	-	75
Legacies	-	478	(478)	-	-
NHS England revenue grant	-	529	(529)	-	-
Raising funds	-	1,967	(1,967)	-	-
	40	3,154	(3,119)	-	75
TOTAL RESTRICTED FUNDS	76	3,751	(3,683)	-	144
Unrestricted funds:					
Designated funds Fixed assets reserve	16,964	111	(6)	-	17,069
TOTAL DESIGNATED FUNDS	16,964	111	(6)	-	17,069
General funds	9,065	12,745	(13,871)	-	7,939
TOTAL UNRESTRICTED FUNDS	26,029	12,856	(13,877)	-	25,008
TOTAL FUNDS	26,105	16,607	(17,560)	-	25,152

29. Impact of prior year adjustment

	Unrestricted funds £000's	Restricted funds £000's	Total funds £000's
Impact on income 2024:			
Income as previously stated	12,856	2,865	15,721
Adjustment for legacies	(886)	886	-
Total income as restated	11,970	3,751	15,721
Impact on expenditure 2024:			
Expenditure as previously stated	13,877	2,797	16,674
Adjustment for legacies	(886)	886	-
Total expenditure as restated	12,991	3,683	16,674
Reserves Position:			
Total funds at 31 March 2024 as previously stated	25,008	144	25,152
Adjustment for legacies - income	(886)	886	-
Adjustment for legacies - expenditure	886	(886)	-
Total funds at 31 March 2024 as restated	25,008	144	25,152

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The 84 members of the charitable company at 31 March 2025 (2024: 88) include the Trustees, as named on page 86.

The liability of each member in the event of winding up is limited to £1.

Independent auditor's report to the members of Havens Hospices

Opinion

We have audited the financial statements of Havens Hospices (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025, which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 group financial statements section of our report. We are independent of the group and parent 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 Havens Hospices 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, including the strategic report, other than the group 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 group 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 group 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 group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

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

- The information given in the Trustees' annual report, including the strategic report, the financial year for which the financial statements are prepared, is consistent with the financial statements.
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 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 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 statement of Trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the Directors of the parent 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 and the 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 section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 set out below.

Capability of the Audit in Detecting Irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and fundraising and finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

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

Use of our Report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Farrah Kitabi (Senior Statutory Auditor)

24 November 2025
for and on behalf of Sayer Vincent LLP, Statutory Auditor, 110 Golden Lane, London, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

“
At Little Havens, you can just relax, and you know that there's loads of support around. It's just such a lovely environment.

Without Little Havens, we would all be exhausted. It's more than just offering a service for us. It's an offer of relief and the awareness that they have about different disabilities as well.”

Maxine, Robyn's mum



Company and Charity Details

Status The organisation is a charitable company limited by guarantee, incorporated on 30 March 1993 in the UK and registered as a charity in England & Wales on 2 June 1993.	Company Number 02805007
	Charity Number 1022119
	Registered Office and Operational Address 226 Priory Crescent, Southend-on-Sea, Essex SS2 6PR
	Other Trading Names Fair Havens, Little Havens, The Heath Centre, and Leaves of Life

Principal Bankers National Westminster Bank South Essex Commercial Office 3rd Floor, Phoenix Place Christopher Martin Road Basildon Essex SS14 3GQ
Principal Solicitors BTMK Todmans Barringtons Hockley Road Rayleigh Essex SS6 8EH
Auditor Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane London EC1Y 0TG

Trustees

The Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows:

Mrs Elisabeth Mell	Chair
Dr Paul Duell*	Vice-Chair and Freedom to Speak Up Guardian
Mr Trevor Edwards FCCA, MBA	Honorary Treasurer
Mrs Marion Roberts-Smith	
Ms Wendy Matthews OBE	
Mr Rakesh Krishnan	
Mr Tom Sweeney*	
Ms Leah Knowles	
Michael Raffan	Co-opted by the Board of Trustees on 14th February 2025
Mr Terry Harding FCA	Resigned 22nd November 2024

Key Management Personnel

Mr S Smith BA (Hons)	Chief Executive Officer, resigned 27th June 2025
Mrs Louise Bryan BA (Hons), FCCA	Director of Finance/Interim CEO from 1st June 2025
Miss Chanelle Wilson MA	Director of Clinical Services
Ms Amy Dearing MCIM CMtr	Director of Fundraising & Marketing
Dr Rachael Marchant	Medical Director

The directors have complied with their duty to have regard to the matters in section 172 (1) (a)-(f) of the Companies Act 2006 ('the Act'), a statement in this respect is available at www.havenshospices.org.uk/about-us/financial-information.

*Also a Director of Havens Hospices Trading Company Ltd.

Havens Hospices
226 Priory Crescent
Southend on Sea
Essex
SS2 6PR

01702 220 350

info@havenshospices.org.uk

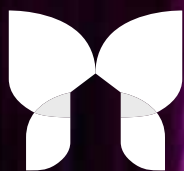
www.havenshospices.org.uk



Registered Charity Number 1022119



Accounts



Havens
Hospices

Annual Report and Accounts

2023 - 2024

Every one of us
Making every day count.



**We're here for
the community
because of
the community.**



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About Us

Havens Hospices provides specialist care and support for people of all ages who are living with incurable conditions and also offers support for their families.

We work closely with the person and their health and social care professionals to ensure their care and support is the best it can possibly be so everyone in our community can get the most from life and make every day count.

Our specialist team offers a wide range of care and support options for patients and their loved ones based on their needs and wishes. This can be in the comfort of their own home, in the hospices – Fair Havens for adults or Little Havens for children – or a combination.

Our care and support includes everyone, extending to partners, family and friends to make sure the right support is there for patients and the people who matter to them, where and when they need it.

This care is provided absolutely free of charge to the patients and their families.



A Message From our Chief Executive

I am proud to report that in a challenging financial climate, we continue to improve our services during the cost-of-living crisis despite the impact on many of our income streams.

Costs have risen, and NHS funding remains a small portion of our income. We are working to a deficit budget as our care costs are exceeding income, so we are thankful to our local community for their continued support in raising vital funds and enabling us to increase the services we are providing.

Additionally, nursing workforce shortages have made recruitment and retention challenging. This year, we launched our Hospice Rapid Access Service (HRAS, formerly known as Rapid Access to Discharge Service), which has allowed more people to benefit from hospice-influenced care, even when it is not directly delivered by our teams, marking a significant change in our approach.

Our children and young people's services have been reviewed with the help of an independent external consultant. We have developed an improvement plan to be implemented gradually over the coming years, aimed at delivering more care to more families and enhancing the specialist services available to children locally.

Externally commissioned infection control audits and the support of an Adult Executive Nurse have guided us in reviewing and improving our nursing workforce support. Internally, we have completed over 50 quality improvement projects presented at our Quality Awards and launched the 'Bright Ideas' initiative to encourage further quality improvement work.

We continue to 'Elevate Our Influence' by building relationships and networks within the local healthcare system. We have strong representation at Integrated Care System level and are a member of the Integrated Care Partnership, which provides strategic guidance to the Integrated Care Board (ICB).

We are also members of the South East Essex Alliance, who report into the ICB and is made up of partners of local services across South East Essex that focus on health inequalities.

Despite the challenges, we have reached more people and increased the hours of care provided. We are now caring for more individuals with non-cancer diagnoses, aligning with our goals to widen access and diversify our care.

Looking ahead to 2024-25, we are excited about our strategic plans designed to improve quality and safety, expand our reach, strengthen our workforce, and future-proof our organisation for the coming decades.

Thank you for your continued trust and support.

Steve Smith



A Message From our Chair of Trustees

It is a pleasure to look back over a period of progress and achievement for Havens Hospices.

The hospice sector has faced significant financial and operational challenges over the past year, operating within an increasingly complex and evolving environment. To effectively support the organisation, the board has been developing its governance, funding efforts to enhance governance and assurance from ward to board and collaborating with senior staff members to oversee the charity's activities and ensure it is well-equipped to address any demands and uphold its mission.

We have emphasised maintaining a diverse board with the necessary skills to meet the organisation's needs, ensuring constructive oversight and challenge. Celebrating team and service improvements and achievements has also been a core focus, and we plan to continue these efforts into the coming year.

The board is fully informed about patient outcomes, feedback, and areas of risk, and we support senior staff in leading their teams to drive continuous improvements.

We have approved strategic plans and budgets for the coming year, balancing current work with planned developments to secure the charity's financial future. We are excited about the organisation's planned development in the coming year.

Volunteers remain an important strategic priority for the charity, especially in this increasingly challenging environment. As of March 2024, we had 1,295 volunteers across Havens Hospices - an increase of 28% from the previous year, providing the charity with an estimated economic benefit of approximately £1.3 million. Our Board of Trustees pays tribute to their continued, invaluable contribution, supporting essential tasks enabling the organisation to function effectively and professionally.

The Board of Trustees takes pride in being part of Havens Hospices, witnessing the positive outcomes and quality care provided to patients.

I would like to express my heartfelt gratitude to everyone who works at the charity and all our volunteers, including my fellow Trustees, for their dedication and expertise in supporting our families.

Elisabeth Mell



Annual Report and Accounts

The Trustees present their annual report (including strategic report) and the audited financial statements for the year ended 31 March 2024.

Reference and administrative information is set out on pages 61 and 62 and form part of this report.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.



Highlights From the Past Year



OUR HOSPICE CARE

2,206 Patients supported across all Havens Hospices care services
(34% increase from previous year)



ADULT CARE AT FAIR HAVENS

228 Patients who stayed at Fair Havens
63,576 Hours of care delivered within the In Patient Unit
468 Patients supported by Fair Havens Hub
(20% increase from previous year)



ADULT CARE AT HOME

697 Patients supported in their own home
(40% increase compared to last year)
12,260 Hours of care delivered in patient homes
(7% increase from previous year)



Patients supported by Fair Havens have said our care has helped to reduce their pain and anxiety and feel more at peace.

Integrated Palliative Care Outcome Scale (IPOS)



VOLUNTEERS

1295 volunteers saving the charity
£1,332,605



WELLBEING TEAM

881 People supported by our Wellbeing Team
581 Complementary therapies given to patients
(38% increase from previous year)



CHILDREN AND YOUNG PEOPLE'S CARE

318 Children cared for by Little Havens Children and Young People's Service
14,552 Hours of care delivered at Little Havens
(20% increase from previous year)
172 'Day Stays' at Little Havens
(14% increase from previous year)
4,363 Hours of care delivered in family homes

Objectives and Core Charitable Activities

As set out in the charity's Articles of Association, we exist to support those in need of hospice care. This is achieved through the provision of a range of palliative and supportive care services, both within the hospices of Fair Havens and Little Havens and in the community through home care and community outreach projects.

Fair Havens covers the adult population of Southend, Castle Point and Rochford, while Little Havens supports children and young people across the county of Essex.

The Board of Trustees regularly reviews the charity's aims, objectives and activities. This report looks at what the charity has achieved and its outcomes during the year, ensuring it stays focused on its core purpose.

As a result of its ongoing commitment to following the Charity Commission's guidance for Trustees, the Board of Trustees is confident that the activities carried out during the last 12 months are serving local communities and contributing value to all those connected with the charity – patients, families, supporters, colleagues and suppliers.



Strategic Report

Following a period of engagement and consultation with all our stakeholders, the Board of Trustees approved a five-year strategy in 2022 to support its recovery and growth following the pandemic.

This was created by the Havens Hospices Leadership Team, which focuses on the following three strategic drivers:

- 1. Community** – To embed hospice care in all corners of our local community by reducing inequalities and working collaboratively with other healthcare providers.
- 2. Choice** – To give true choice to patients over how, when, and where they are cared for and to become an employer of choice for colleagues choosing a career in hospice care and the services that support that.
- 3. Challenge** – To challenge the narrative of hospice care and champion palliative and supportive care.

Our teams then identified key priorities to be achieved to support the fulfilment of these objectives:

- Prioritise our People
- Elevating our Influence
- Building a Stronger Future

Our ambition underpins this – to support everyone facing complex or incurable illnesses to live well and die well by providing access to quality, compassionate care when they need it most.

The outcome of these drivers and priorities are detailed in this report.

For 2024/25, six key strategic improvements in keeping with the ongoing strategy have been identified. These have been widely consulted on internally and shared with key stakeholders, including people and families using our services. These are available on page 28.



Beneficiaries of Havens Hospices' Care – Outcomes and Impact

Havens Hospices provides specialist care and support for people of all ages living with incurable conditions and their families so they can get the most from life and make every day count.

We offer a wide range of nursing, medical, and wellbeing support as an inpatient or through our community services. This includes life-enhancing therapies, treatments and activities, help accessing benefits and local services, and emotional, mental health, social, and spiritual support.



Fair Havens

Over the last year, we have seen a significant change in the reach of our adult services. There was a 2.4% increase in the total hours of care delivered at Fair Havens and a 40% rise in the number of patients the Fair Havens Community Team supported, totalling 697.

The increase is mainly due to the introduction of our Hospice Rapid Access Service (HRAS, formerly known as Rapid Access to Discharge Service). HRAS is a new service funded by the Integrated Care Board (ICB) which allows people who are rapidly deteriorating with a primary healthcare need to access hospice-influenced care. The Fair Havens Community Team assesses all patients referred to this service, and care plans are made to meet their needs. Patients are then either cared for in the hospice, a care home or care is provided in their own home. This service works closely with the hospital discharge team and the community palliative care nursing specialist team hosted by Essex Partnership University Trust.

In part, due to HRAS and the range of services offered in the Fair Havens Hub (therapy outpatient services), the percentage of people using Havens Hospices services who have a non-cancer diagnosis has significantly increased. This aligns with our ambition to widen access to services to those who would not have traditionally accessed hospice care (see Figure.1).

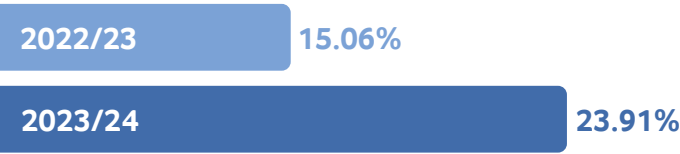


Figure 1. Percentage of Patients With a Non-Cancer Diagnosis

The Fair Havens Hub focuses on maintaining independence and enhancing the quality of life for people with incurable illnesses. Last year, it saw a 20% increase in the number of people being supported as demand grows for a focus on

individuals’ priorities and what matters to them most at an earlier point in their diagnosis.

Services offered include physiotherapy for support in managing breathlessness, movement and independence, and coping with changes in physical function. This may involve one-to-one tailored support based on their needs in an environment most suitable to them, as well as a variety of exercise and movement groups, including Tai Chi, Qigong, and seated Pilates. They also offer occupational therapy to assist with the management of fatigue, anxiety, breathlessness, sleep, loss of self and identity and managing emotions for both the patient and their loved ones.

A new group, ‘The Elephant in the Room,’ has been introduced for the people we care for, enabling discussion and exploration of understanding thoughts and feelings around end-of-life and dying while also providing information to broaden their knowledge.

The services offered by the team are very popular and an important part of the care we provide at Havens Hospices, helping to improve the quality of life for our patients.

Martin, who is supported by Fair Havens Hub.

“ You don’t realise how much life you have in you until you come to places like this. It gives you a purpose and has given me a sense of purpose in other areas of my life, including my relationships with my wife and children. I’ve even started painting and writing again. It’s nice to live instead of exist. ”

The Fair Havens Community Team relocated its base to Fair Havens to create a combined care team for our adult services. This has allowed them to work closely with the In Patient Unit, creating an agile workforce and maintaining a diverse skillset.

Further scoping of restarting a 24/7 pilot so patients with incurable conditions in Southend, Castle Point and Rochford can always speak to someone and avoid an unwanted admission to hospital was undertaken at a system-wide ICB meeting, and discussions continue regarding the need for 24/7 access across Mid and South Essex.

One of the most important measures of any service is the outcomes it provides for people who use it.

The Outcome Assessment Complexity Collaborative (OACC) suite of measures provides validated tools designed to measure the impact of palliative care services and is used across Fair Havens In Patient Unit and Fair Havens Community Team. It is a form of the Integrated Palliative Care Outcome Scale that measures patients' physical, psychological, emotional, and spiritual needs completed by people entering our services and repeated at regular intervals.

Recent results show that patients supported by Fair Havens have said our care has, among other benefits, helped to reduce their pain and anxiety, and they have felt more at peace.



Bill, who stayed at Fair Havens to manage his pain and medication before going back home.

“ I’ve never experienced care like this anywhere. No one has ever sat down next to my bed and talked to me as much as the nurses do here. I hadn’t thought about it before, but now I have experienced what it’s like at Fair Havens; I want to die here because I know I’ll die with my dignity. ”

Little Havens

In the past year, we have seen an increase in the reach of our children's and young people's services, with more children and young people accessing our services.

Our 'Day Stays' have increased by 14% compared to the previous year, and there has been a 20% rise in the total hours of care delivered in the hospice to 14,552. These increases are primarily due to the Care Development Project, commissioned in November 2022, which aimed to identify a suitable model of care and the workforce needed to care for more babies, children, and young people with complex or incurable conditions

Following the Little Havens Care Development Project, a number of recommendations have been implemented over the last year. We have:

- Clarified the eligibility criteria for the service to ensure the care offered meets families' needs.
- Improved the booking system used to arrange respite care.
- Created more opportunities for families to be involved in our services by enhancing our family engagement and co-producing services with and for families.
- Increased activities for children and families by developing activities to meet the changing needs of our families.
- Expanded our transition service for young people aged 14 and over and recruited a new youth worker role to enhance it further. New groups and activities have been developed, and a young person's engagement group has been arranged for October 2024.
- Developed the physiotherapy and occupational therapy service specification to expand the specialised care we can offer to children and be a source of information, support and advocacy for families.

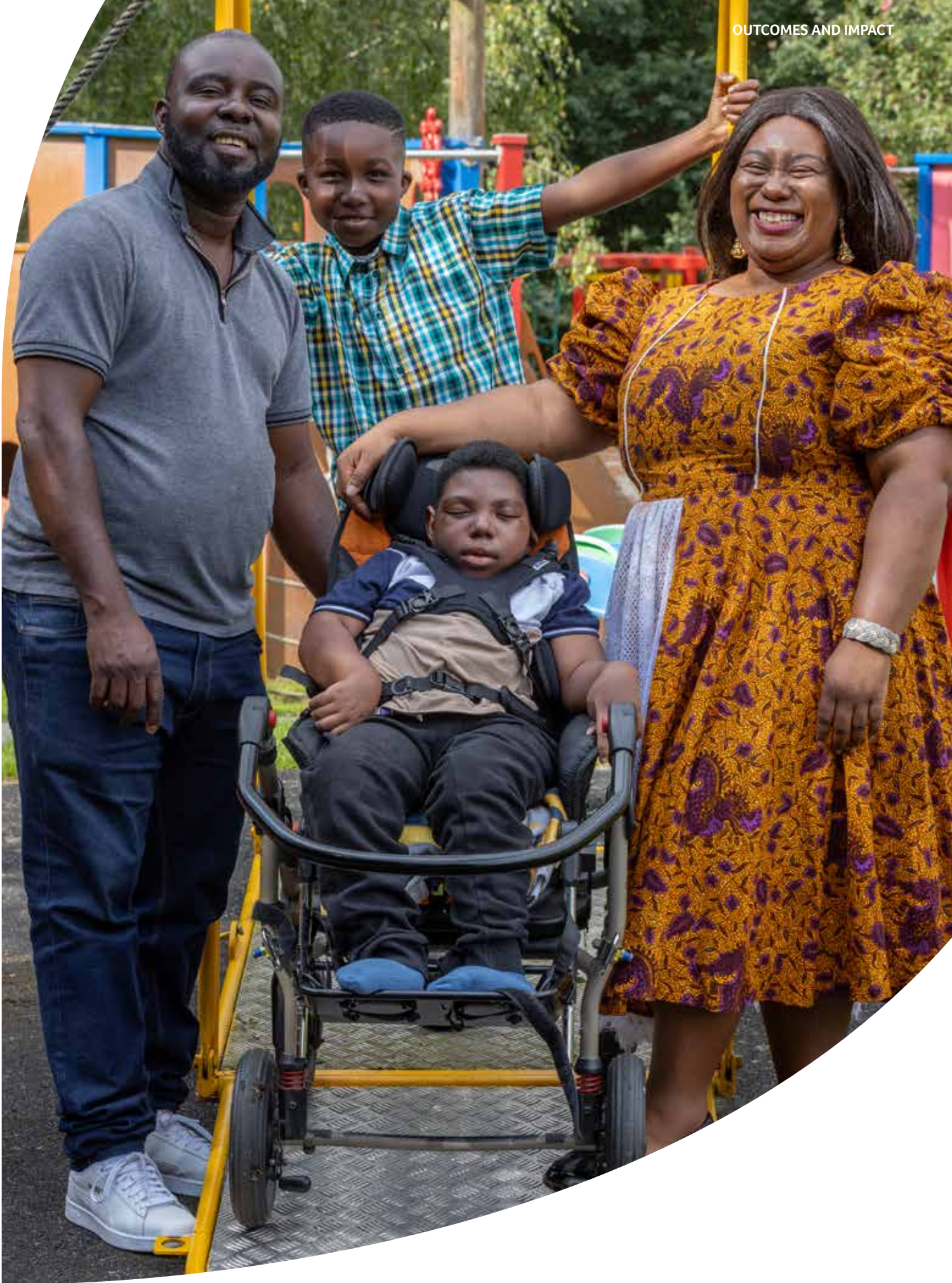
- Expanded our Learning & Development Team by appointing two new Practice Development Facilitators who will provide more in-house training to ensure our nursing care team has the skills to care for and manage the symptoms of children with increasing medical complexity.
- Recruited a Clinical Nurse Specialist (CNS) role with Great Ormond Street Hospital (GOSH). The role will work collaboratively with GOSH, providing Little Havens with a greater link and families with continuity of care. It will also ensure that our CNS remains competent and confident.

Our Facilities Team has also supported a large part of the project through a programme of long-term building maintenance. Lots of work has gone on behind the scenes, including a new accessible toilet (including baby changing facilities) on the care floor and a new boiler. In the garden, the paths have been resurfaced and widened to make it safer and more accessible, and the kitchen has been partially re-fitted and upgraded. Much of this work has been funded through charitable grants, trusts and private donations.

Continued developments are taking place next year that will further enhance the services we offer, such as the recruitment of a new physiotherapist and occupational therapist role and another role in collaboration with the Great Ormond Street Palliative Care Team.

66 When we come to Little Havens, everyone understands us. I have a strong support circle, but they'll never understand what we're going through. Even though my child has these complex conditions, we are still important. At Little Havens, we don't have to fight. All my defences can come down. I feel stronger now that we've found Little Havens. 99

Charlene, Reuel's mum



Wellbeing

The Wellbeing Team provides support for patients and families who have been referred to the hospices. It offers a range of life-enhancing therapies, including counselling, complementary, creative, and group therapies, social work, and telephone support.

In the past year, the team supported 881 people within the charity, an increase of 3.2%, and saw a significant increase of 38% in the number of people receiving complementary therapy, such as reiki, Indian head massage and reflexology.

At Fair Havens, the team introduced new activities and group therapies to enhance patient wellbeing, including the 'Reading Round' and 'Playlist for Life'. The 'Reading Round', funded by The Royal Literary Fund and hosted by novelist Syd Moore, is a six-week initiative where participants discuss various texts. 'Playlist for Life' helps individuals create a personal soundtrack, meeting for three weeks to share meaningful music and memories, which are added to a personalised booklet. This activity improves wellbeing by reducing anxiety and depression and supporting cognition, speech, and memory. Additionally, 'Stories for Life' has allowed our patients to record cherished memories as an audio legacy for their families.

At Little Havens, the team introduced a new music therapy session to inspire engagement and expression through instruments and songs. Children in the 'Headspace' therapeutic group, one-to-one sessions with counsellors and other wellbeing groups, created over 30 beautiful artworks, exploring their grief through art. These pieces were showcased in an exhibition, using creative techniques like painting and poetry to express thoughts and feelings that can be too hard to verbalise. Some children also painted a baby elephant sculpture for the Herd In The City art trail, reflecting their emotions about their 'special person.'

Part of our Mission is to offer the best possible specialist and supportive care, free from fear and barriers. We have a dedicated Compassionate Communities role, furthering our vision by bringing together local residents, schools, businesses, groups, and healthcare services. In the past year, we have been focusing on three main areas: addressing health inequalities, i.e. people experiencing homelessness and LGBTQ+ people, bereavement projects in schools, and support for those experiencing frailty as part of the local Ageing Well Strategy, which will further help our pledge to be there for everyone who needs us when the end of life is in sight.

In 2023/24, we introduced the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) scoring for our adult counselling service. This tool measures a range of positive wellbeing statements such as 'I've had energy to spare' and 'I've been feeling loved' on a scale of 'none of the time' to 'all of the time' and are measured before and after intervention.

The results so far show an improvement in average scores in all areas measured. We also collect information on several service-specific measures at the same time, which again all show movement in a positive direction between pre and post-intervention scores.

66 The therapy I have had has been excellent, giving me support and guiding me through a very difficult time. It has shown me how to draw on my own resources and to be very aware of myself and how I am feeling 99

Counselling patient

Income Generation

As a local charity, Havens Hospices is supported generously by the communities it serves through voluntary income. Approximately 71% of our income is generated through donations, either made directly or via our charity shops.

Fundraising

In 2023/24, the charity raised more than £5.7 million through its fundraising, thanks to the support of around 9,978 individuals and organisations making more than 49,000 gifts. In addition, the Havens Lottery raised £1.0 million, bringing the total voluntary income to over £6.7 million.

Despite the economic climate causing some concern for the fundraising sector through the increased cost of living, Havens Hospices still maintained or grew key income streams, including Trusts and Grants (£474,000) and events (£478,000). The charity was fortunate enough to be once again gifted with a £1.0 million donation from a local business, inspired to invest and support care for local families.

Gifts in wills (legacies) remain a key source of income, often made following an experience of a loved one's care. These took many forms, including fixed-sum donations, residuary from an estate and the sale of a property or asset such as a car. In 2023/24, these gifts raised £1.4 million, 25% of our total fundraising.



Regular giving helps us plan our income and, therefore, our provision of care. The Havens Lottery has gone from strength to strength, growing 16% year-on-year thanks to the support of a professional fundraising agency helping to acquire new donors. As of 31st March 2024, we had 16,269 members playing each week. Around 1,078 supporters chose to make their regular gift directly to the charity, also known as Special Friends, totalling £124,000.

A highlight of the year was Herd In The City, our public art trail in partnership with Wild in Art. Working with over 40 local businesses, 71 schools and organisations and 38 artists, the campaign raised an incredible £580,000.

Through an independent economic evaluation of the campaign, we identified that over 90,000 visitors contributed more than £2.0 million to the local economy. 98% of visitors rated their experience as good or excellent, and the same number of respondents stated they felt proud to have the art trail in the city.

Havens Hospices fundraises voluntary donations in accordance with guidance from the Fundraising Regulator, the independent regulator of charitable fundraising. Havens Hospices is committed to ensuring all its fundraising is clear, honest and open, fair and reasonable,

accountable and responsible, respectful and abides by the Code of Fundraising Practice.

The Fundraising and Marketing Team receives regular updates from the Fundraising Regulator, and fundraising-specific policies are written in accordance with the Code of Fundraising Practice and the Chartered Institute of Fundraising.

Fundraising activity is governed by the Finance Committee, a sub-committee of the Board of Trustees. This Committee considers the validity, value, and ethics of the charity's fundraising methods, providing assurance that our operation is in accordance with the Fundraising Regulator's Code of Practice, the Gambling Commission, General Data Protection Regulations and Privacy and Electronic Communications Regulations. All Havens Hospices' supporters receive opportunities in their communications to choose what information they may like to receive and how.

The charity has a clear complaints policy and updated fundraising policies to guide the acceptance, refund and refusal of donations and appropriate due diligence. These are checked and monitored via the charity's governance processes.

The charity received seven complaints relating to fundraising activity between April 2023 and March 2024. All were investigated in line with our complaints policy and are resolved and closed. None were significant or reportable to any regulatory body. No incidents or complaints were reported through the Fundraising Preference Service, Fundraising Regulator, Gambling Commission or the Information Commissioner's Office.



Credit - Benjamin Haswell

Retail

This year, our Trading portfolio increased by one store with the opening of a new charity shop in Clacton. Despite a tough economic climate, income from our stores topped £3.9 million gross, with another exceptional year for e-commerce, generating over £368,000. This was supported by a calendar of in-store events, including Brand New With Tags, Fill-a-Bag, Designer Pop-Up For Charity and other promotional offers.

Looking for new ways to diversify our income streams is a key part of our Trading strategy. We were one of the first organisations to join Charity Super.Mkt in 2023 at pop-up events across the country. Venues included Brent Cross, Oxford Street, Glasgow and Reading and raised an additional £102,000 for the charity.

As part of Herd In The City, a Gift Shop was opened on Southend High Street, and the elephant-themed products proved to be a great success. The store remained trading across the busy Christmas period, raising over £50,000 from the sale of new goods.

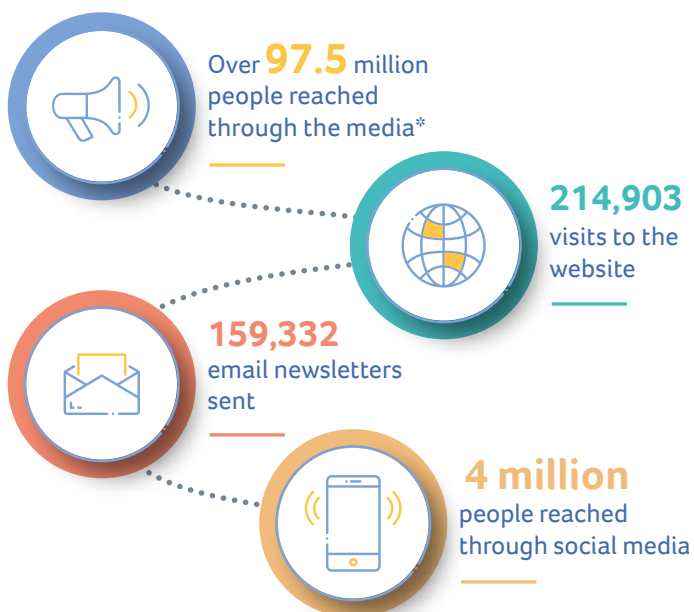
Volunteers remain a vital part of our operation, with our dedicated team of supporters donating approximately 118,000 hours of their time to help run our stores. This equates to a saving of £1.2 million in 2023/24 for the organisation.



Elevating our Influence

Engaging our communities through communications is key to raising awareness of Havens Hospices as a provider of care and a recipient of kind donations.

As a key priority of our strategy is 'Elevate Our Influence,' the Havens Hospices Marketing & Engagement Team use several marketing channels to engage significant stakeholders



Storytelling

We continued storytelling through films, with two videos once again shortlisted for the Smiley Charity Film Awards. Participation in this campaign secured more than 65,000 additional views of the films, helping to increase awareness of the impact our hospices have on local families.

Herd In The City

Herd In The City provided rich opportunities to engage trail-goers in the cause they were supporting through both digital and traditional media.

We secured 220 articles in local newspapers and magazines, reaching over 36 million people with coverage worth around £1.0 million. Through social media, we reached more than three million accounts. The standalone website for Herd In The City also saw 101,317 visits during the period of the trail.



*Including Herd In The City.

Our People and Culture

Over the last year, we have continued to invest in our People Team to enable us to proactively support services to achieve our vision of ‘Making every day count’.

‘Prioritising our People’ is embedded into our strategy – investing in our people, their development and wellbeing will help us achieve everything else, ultimately providing more care for more families.

Colleague Wellbeing

Prioritising people remains a crucial focus for us. When our people experience good health and wellbeing and a positive work environment where they feel supported and included, they bring the best of themselves to work and make every day count for our patients and their families.

Our Wellbeing and Engagement plan sets out our ambition and commitment to improve and strengthen our culture of positive wellbeing and engagement over the next four years. This is overseen by the newly established Wellbeing and Inclusion Strategic Group which leads the development and implementation of our wellbeing and inclusion priorities, providing oversight and assurance. It is supported by the Wellbeing and Inclusion Operational Group and Wellbeing and Inclusion Champions, who promote activities and best practices to achieve positive wellbeing, engagement and inclusion for all employees.

The 2023 Wellbeing Survey indicated our programmes of work continue to yield positive results, with employees once again advocating for the charity, agreeing we are a great place to work and that they are ‘Making every day count’ in their role. Stress continues to be a concern, as does physical and general wellbeing.

The results suggested people wanted more support with these, so we introduced a company-paid Health Cash Plan, which includes a more enhanced Employee Assistance Programme.

We also offer a range of safe spaces where people can openly and comfortably share experiences, raise concerns, and seek advice and support. These are facilitated by our Wellbeing and Inclusion Champions, Menopause Champions, Mental Health First Aiders and Employee Networks.

We have increased our delivery of wellbeing initiatives throughout the year by continuing to bring attention to important wellbeing and inclusion issues, recognising and celebrating awareness events, including World Mental Health Day, World Menopause Day and Black History Month. These serve as a platform to educate and provide an opportunity to share support and resources.

We have achieved wellbeing accreditations, reinforcing our commitment to wellbeing, and have started working towards becoming a Menopause Friendly Employer. We have also enhanced our benefits package, which now supports all aspects of employee wellbeing.



Agenda for Change

The charity has consistently committed to aligning our pay structures for patient-facing staff with the NHS Agenda for Change (AFC) framework. This commitment was fully realised in September 2022 when we matched the Agenda for Change pay structures, and we continued this alignment by matching the pay award of 5% for the 2023/2024 period.

We were also pleased to award a pay increase to non-patient-facing staff in 2023 again and will continue to review our benefits package to support our staff.

Recruitment and Retention

Delivering high-quality, compassionate care hinges on our ability to recruit and retain individuals with the necessary skills and mindset. In the last year, we have made some internal changes to the People Team, investing in a Recruitment Lead to focus on improving the recruitment and onboarding process overall at Havens Hospices.

Having a dedicated team has significantly enhanced our ability to attract candidates, leading to notable improvements in several key areas:

- 1. Increased Social Media Engagement:** Our focused efforts have resulted in a higher level of interaction on our social media platforms. By consistently sharing engaging content, showcasing our work culture, and highlighting employee testimonials, we have created a strong online presence that resonates with potential candidates.
- 2. Enhanced Website Traffic:** Our website has seen a substantial increase in traffic. By reviewing our careers page, providing comprehensive information about job opportunities, and featuring success stories and insights from current employees, we have made our website a go-to resource for job seekers.

- 3. Rise in Applications:** The combined efforts in social media and website optimisation have translated into a higher number of job applications. Our targeted recruitment campaigns and clear communication of our values and opportunities have made us an attractive choice for skilled professionals.

By having a dedicated team focused on these areas, we have been able to create a more compelling employer brand and reach a wider audience of potential candidates. This proactive approach not only improves our recruitment outcomes but also strengthens our overall reputation as an employer of choice and is having a significant impact on our employee retention which currently sits at 94% for the year.

Gender Pay Gap

Following a year of increased headcount and a higher concentration of women in the lower pay bands, we have seen an increase in our gender pay gap this year of 3.5%.

As of April 2024, 86.5% of Havens Hospices employees are women. As part of our Equity, Diversity and Inclusion (EDI) strategy, we will continue to explore how we can attract more men into our organisation to create a more even gender balance, given that we have more women than men at most levels of our organisation.

We will continue to address our gender pay gap through the commitments under the people-focused strategic plan but more widely by:

- Minimising career obstacles for working parents – responsibilities typically biased towards women.
- Providing training around unconscious bias and EDI to increase awareness and develop improved inclusivity and diversity across our workforce.
- Ensuring our reward frameworks drive and deliver equity of pay.

- Developing our attraction and recruitment practices to drive equity, transparency, and fairness in all reward matters.
- Continuing to improve opportunities across all roles in all areas of the organisation.
- Continuing to improve our recruitment, talent management and career development practices to actively promote and deliver opportunities for all talented people seeking development opportunities across the organisation.

Training and Development

Training and development of our people are of equal priority to ensure they are fully compliant with the core skills needed to perform their roles, thereby providing consistent, high-quality, and safe care. Over the last year, we have consistently improved our training compliance, with over 97% of our care colleagues having completed the necessary training to ensure they are fully trained in providing safe care and support.

We are committed to providing our people with continuous learning opportunities and are actively reviewing our suites of training for all staff. By collaborating with external facilitators, we aim to offer the highest standard of training.

As part of our 'Six Improvements' (see page 28), we will be focusing on continuous learning and robust talent management practices, creating an environment where our people can thrive. This commitment to development not only enhances individual careers but also strengthens our organisation's capacity to deliver high-quality, compassionate care.

Employee Engagement

Our Internal Communications Strategy focuses on ensuring that every colleague at Havens Hospices feels informed and engaged, not only in their role but also in the wider organisation. 'Prioritising

our People' means ensuring communications are considered, tailored, relevant and inspiring.

As well as continuing the blend of digital and in-person engagement, we have introduced 'You Said, We Did' boards across our hospice sites to update colleagues on suggestions they have made to improve their employee experience. For example, a question had been raised about improved childcare for working parents, so we were able to create resources and education as a result.

As part of the EDI Strategy (see page 25), we have introduced Staff and Volunteer Networks to offer a safe space based on shared identity, life experience and protected characteristics. These networks also help to drive internal awareness and engagement on topics close to their hearts.



Volunteers

We continue to support, embrace, and celebrate our volunteer workforce. As of March 2024, we had 1,295 volunteers across Havens Hospices – an increase of 28% from the previous year. Of those volunteers, 755 were within our 26 charity shops.

Volunteers also support paid staff within our hospices including care, catering, housekeeping, gardening, fundraising and administration support.

Our Board of Trustees pays tribute to their continued, invaluable contribution, carrying out essential tasks enabling the organisation to function effectively and professionally. The number of volunteers disclosed includes the Trustees, some of whom are also directors of the charity's subsidiary companies (see page 61).

66 Volunteering makes me feel useful and has opened my eyes to what a hospice actually is. Like a lot of people, I was of the misunderstanding that a hospice is a sad place, but it's not – it's the total opposite.

I enjoy the atmosphere at the charity. It's an amazing organisation to volunteer and be involved with – they do such great work. I've made great friendships with other volunteers and colleagues who work there.



The charity estimates that, in the year to March 2024, its volunteers gave some 127,889 hours, which – using the valuation method advised by the National Council for Voluntary Organisations (based on minimum wage per hour) – contributed an economic saving to the charity of around £1.3 million.

Diane Burgess, from Leigh-on-Sea, has volunteered for Havens Hospices for over six years after retiring from her job as an HR Manager at a local secondary school.

Diane supports the charity's In Memory fundraisers, helping to write thank you letters on behalf of the organisation to generous supporters who have donated in memory of a loved one. She also helps out with events like the Southend Half Marathon, Race4Business and art trails.

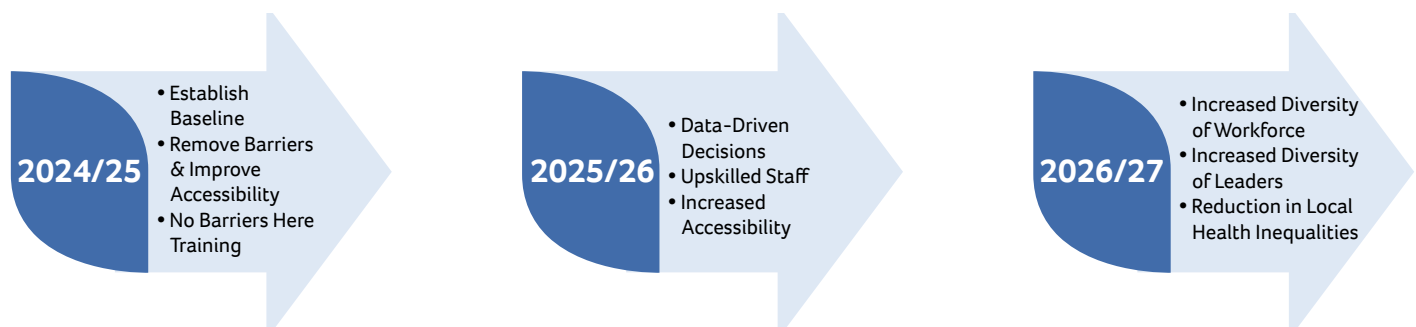


Equity, Diversity and Inclusion (EDI)

At Havens Hospices, we believe it is vital that everyone feels comfortable in their place of work, is given equitable opportunities, and is represented in a diverse, welcoming environment. Our focus on EDI is essential in achieving this.

Over the years, we have made progress in embedding EDI into our culture. However, there is still more we can and should do.

The Board of Trustees have approved an updated EDI strategy, which sets out our commitment and ambition to do more over the next three years to foster a truly equal and inclusive environment for our workforce, our patients and the community we serve, as shown in the diagram below.



Quality and Compliance

Our dedicated Quality Team ensures the highest standards are met with the delivery, training and impact reporting of our care teams across Havens Hospices.

In the past year, the team has led improvement work, including:

- Implementing a clinical systems group to support system set-up and data collection for all areas, including the new collaborative Hospice Rapid Access Service (HRAS, formerly known as Rapid Access to Discharge Service).
- Developing data systems to better support hospice-wide data reporting and insights into areas of excellence and improvement.
- Rolling out the '15 Steps Challenge' to drive improvements across inpatient areas.
- Hosting Quality Improvement Awards and supporting the relaunch and rebranding of our quality improvement process to 'Bright Ideas'.
- Supporting the team's learning and improvement through the implementation of medications and patient safety bulletins, regular case review sessions, small care improvement projects, and 'Care Zone' intranet development work.
- Supporting the patient safety agenda through the Patient Safety Incident Reporting Framework (PSIRF) and regular support to key patient safety area groups.

Key projects supported through the 'Bright Ideas' process have allowed individual team members to take their suggestions from idea to completion. These include:

- The rollout of dignity boxes on the Fair Havens In Patient Unit.
- Accessible children safeguarding information for Little Havens.
- The provision of toilet roll holders, which improve patient independence in Fair Havens In Patient Unit.

Dignity Boxes

Care after death, for the patient and their family, is vital to maintain the same dignity and respect observed while a patient is alive. This is something hospices do so well. However, there was one aspect where nurses at Havens Hospices felt they fell short of this. They felt uncomfortable when returning the belongings of loved ones to relatives in a plastic bag and that both patients and relatives deserved a more dignified handover of patient property.

After researching alternatives, they found others shared the same concern and had introduced a cardboard 'Dignity Box', which was then introduced at Havens Hospices. The Care Team can now continue delivering respectful patient and family care from the start of their journey with the hospice to the very end.



Streamlined Energy and Carbon Reporting (SECR)

Under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, Havens Hospices is mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions.

As a minimum, Havens Hospices is required to report those GHG emissions relating to natural gas, electricity and transport fuel, as well as an intensity ratio under the Streamlined Energy & Carbon Reporting (SECR) Regulations.

The period covered under the report for the purposes of the Streamlined Energy & Carbon Reporting Regulations is the last Havens Hospices financial year, 1 April 2023 to 31 March 2024.

Scope of report

The scope covered under this report includes:

- Permanent premises-related energy use – natural gas consumption (scope 1), UK electricity (scope 2) and energy-related transmission and distribution (scope 3).
- Transport – Fuel purchased for rented vehicles by Havens Hospices (Scope 1) and private staff and volunteer business mileage paid through expenses (Scope 3).

Quantification and reporting methodology

Havens Hospices has complied with ESOS Phase 3 and has established internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Havens Hospices has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the 2019 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

Energy efficiency actions and targets

Due to the increase in care provided by Havens Hospices, the charity has seen an increase in carbon emissions compared with the previous period.

Havens Hospices continues to pursue energy-saving initiatives such as investing in LED lighting whenever practical and adding time-saving plugs.

The electricity supply at both Fair Havens and Little Havens had previously moved to 100% renewable sources from October 2021 and January 2022, respectively. The charity has now moved its gas supply at Fair Havens to 100% renewable sources from August 2022.

Element	2023/2024 (tCO ₂ e)	2022/2023 (tCO ₂ e)
Gas consumption – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 1)	163.43	147.17
Owned Transport – for vehicles rented by Havens Hospices for work purposes (SCOPE 1)	16.77	15.81
UK Electricity – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 2)	136.68	141.59
Transport – private staff and volunteer business mileage paid through expenses (SCOPE 3)	51.64	55.22
TOTAL (tCO ₂ e) SCOPE 1, 2 & 3	368.52	359.79

Future Plans

During 2022, Havens Hospices developed its current five-year strategy, as summarised on page 10. This was developed and informed by consultation with key stakeholders, including patients, carers, staff and volunteers.

For 2024/2025, six key strategic improvements in keeping with the ongoing strategy have been identified for the coming year. These have been widely consulted on internally and shared with key stakeholders, including people and families using our services. They are:

Community

- Support more babies, children and young people through the Little Havens Care Development Project.
- Identify and remove barriers for people accessing our care and working/volunteering for the charity, including embedding our EDI strategy throughout the organisation.

Choice

- Complete the 'Therapy Through Nature' project at Fair Havens so people have a wider choice of outdoor activities which support their wellbeing.

Challenge

- Review our In Patient Unit strategy and culture to create a resilient environment.
- Develop our response to national safety alerts.
- Improve patient safety using Patient Safety Incident Reporting Framework (PSIRF).

Prioritise our People

- Introduce Employee Management Systems to ensure colleagues have clear expectations and development opportunities.
- Improve recruitment and retention in care to maintain staffing establishments.
- Create and embed a 'Clinical Education Strategy' so care colleagues can maintain and improve vital knowledge and understanding in caring for patients with complex conditions.

Elevate our Influence

- Develop hospice collaborative projects with St Luke's Hospice and Farleigh Hospice to widen the reach and influence of specialist hospice care.

Build a Stronger Future

- Diversify our sources of income, including new commercial activities.



Financial Review

The Trustees are pleased to present the financial results for the year, which show a net deficit of £953,000 (2023: deficit £800,000). When setting the five-year plan, the Trustees budgeted for annual deficits up to March 2027, choosing to utilise some of the previous year's built-up reserves into patient care.

Total gross income for the year was £15.7 million, 24% above the £12.7 million received in the previous year.

Thanks to the support of 9,978 individuals and organisations making more than 49,000 gifts, income from donations and legacies totalled £5.7 million (2023: £5.8 million). The weekly Havens Lottery generated £1.0 million (2023: £975,000).

The Trustees would like to thank the many friends and supporters of Havens Hospices for their donations and bequests. They would also like to thank the thousands of volunteers who generously give their time. The charity received a very generous donation of £1.0 million in the year from a corporate donor, enabling us to start delivering the recommendations from our children's and young people's review.

Trading activities include income from our charity shops and the weekly hospice lottery. Our shops generated an income of £3.9 million (2023: £3.5 million) during the year and opened one new shop.

Income derived from charitable activities was generated from statutory sources, which in 2024 totalled £4.6 million (2023: £2.3 million), the increase reflecting our successful involvement in the hospice rapid access service collaboration, which commenced in August 2023.

Total expenditure on care activities for the year was £11.3 million (2023: £9.1 million). Over the year, we cared for 2,206 people (2023: 1,652), an increase of 34%.

The charity did not generate any realised gains on its investment portfolios (2023: £nil). There were no unrealised losses in the period (2023: £nil).

The charity's cash position decreased by £819,000 over the year, with £1.9 million of cash being held at 31 March 2024 (2023: £2.7 million), in addition to £6.1 million of cash investments (2023: £6.0 million). The reconciliation of movements in total cash and cash equivalents is detailed in the statement of Cash Flows on page 33.

Principal Risks and Uncertainties

Although the charity and its subsidiaries have various risks surrounding their operations, going into 2024/25, the main risk is the potential impact of decreased fundraising income levels and rising costs, creating a reduction in our reserve cover. The five-year financial forecasts to 2027 budgeted to use some of our reserves to cover deficits while we continue to explore additional commercial opportunities to provide additional income streams. We closely monitor our reserve cover and take steps to control costs to meet our agreed budgets. Our business plans include plans to build long-term financial resilience.

The Trustees take seriously their responsibility to ensure that actual and potential risks to the organisation, its clients and visitors are identified and that all necessary and appropriate steps are taken to manage them. To achieve this, the Trustees have delegated responsibility to their sub-committees and staff at all levels of the organisation for managing risk in their respective areas. Each of the committees – Care, Finance and Fundraising, and Governance maintains a high-level risk register, which collectively provides the basis for the Trustees' overarching risk register. Staff and volunteers throughout the organisation receive specific training on risk awareness, assessment and management and the organisation operates a computerised risk management database system to manage day-to-day risks.

The charity also undertakes business continuity planning as part of its risk management strategy.

Investment Powers and Policy

The Trustees' policy for the management of cash is to hold funds that are considered surplus to immediate operational requirements in a range of interest-bearing, term deposit accounts with differing maturity dates spread across high-quality UK banks or building societies to mitigate risk.

As of 31st March 2024, a total of £6.1 million (2023: £6.0 million) was held in bank or building society deposits due to mature in more than one month but less than one year, which are classified in these accounts as current asset investments. £1.9 million was held in deposits of one months' notice or less, including instant access accounts (2023: £2.7 million), which are classified in these accounts as cash in hand and at bank.

Ethical Investments Policy

This policy states that Trustees will not invest directly in a company if it carries out activities which are directly contrary to the charity's purposes and, therefore, against its interests and those of its beneficiaries. Our current plans are to invest some surplus funds in patient services and new commercial opportunities. Therefore, all funds are invested in cash deposits.

Reserves Policy and Going Concern

Reserves are required, if necessary, to support any gap between spending on the charity's services and the income it receives from all sources, to invest in services and future income generation, and to fund future initiatives. The Trustees recognise the need to hold adequate reserves as part of their overall risk management strategy.

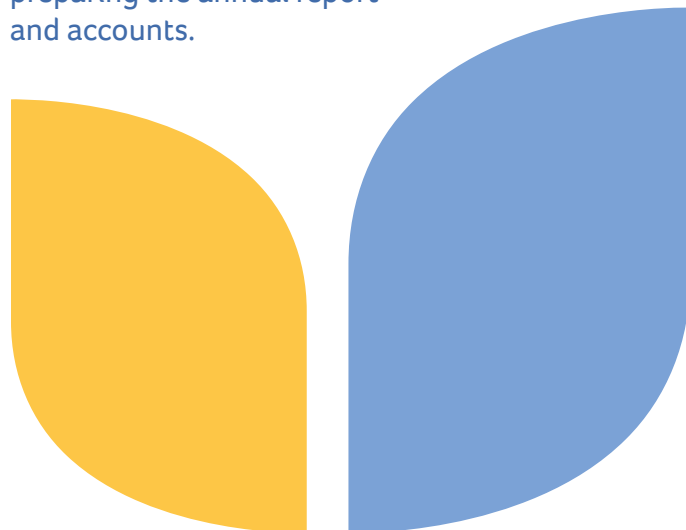
The charity's overall reserves decreased this year by (£953,000) as a result of the net deficit (2023: £800,000 deficit).

All restricted and designated funds are excluded from the Trustees' computation of the organisation's free reserves. Free reserves at March 2024 were, therefore, £7.9 million, a decrease of £1.1 million on the previous year (2023: £9.0 million).

Free reserves at 31st March 2024 represent more than five months' expenditure. Our current reserves policy requires the maintenance of reserves above three months of expenditure. In the event that the reserve cover falls at or below four months, the income and expenditure will be reviewed, and cost savings will be implemented to reach the five-year plan to March 2027.

The charity is monitoring its financial performance and forecasts through to March 2027. Having reviewed the post-pandemic and strategic risks facing the charity, the budget and business plan for the periods 2024 to 2025 and the overall cash levels held, the Trustees consider that sufficient reserves are held at 31 March 2024 to manage those risks successfully.

The Trustees, therefore, consider that there is a reasonable expectation that the charity and its subsidiary companies have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.



Consolidated statement of financial activities

(incorporating an income & expenditure account)

			2024			2023
	Note	Restricted £000's	Unrestricted £000's	Total £000's	Restricted £000's	Total £000's
INCOME FROM:						
Donations and legacies	2	369	5,345	5,714	128	5,637
Charitable activities:	3					
Adult hospice		-	647	647	-	807
Adult community services		-	2,707	2,707	-	389
Children's hospice		529	579	1,108	444	932
Children's community services		-	139	139	-	174
		529	4,072	4,601	444	2,302
Raising funds						
Trading activities	4	1,951	3,067	5,018	1,456	4,508
Other income	5	16	372	388	11	173
TOTAL INCOME		2,865	12,856	15,721	2,039	12,748
EXPENDITURE ON:	12					
Raising funds						
Fundraising costs		-	1,630	1,630	-	1,615
Trading activities		1,691	1,974	3,665	1,467	2,811
		1,691	3,604	5,295	1,467	4,426
Charitable activities:						
Adult hospice		156	4,553	4,709	193	4,415
Adult community services		-	3,025	3,025	-	1,484
Children's hospice		540	2,695	3,235	-	2,779
Children's community services		410	-	410	444	444
		1,106	10,273	11,379	637	9,122
TOTAL EXPENDITURE		2,797	13,877	16,674	2,104	13,548
Net (expenditure) / income for the year	6	68	(1,021)	(953)	(65)	(800)
Reconciliation of funds:						
Total funds brought forward	27	76	26,029	26,105	141	26,905
Total funds carried forward	27	144	25,008	25,152	76	26,105

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 27 to the financial statements.

Balance Sheet

As at 31 March 2024

Company number: 02805007

	Note	The Group		The Charity	
		£000's	£000's	£000's	£000's
		2024	2023	2024	2023
Fixed assets					
Tangible assets	13	17,069	16,964	16,981	16,847
Investments in subsidiary undertakings	14	-	-	75	75
		17,069	16,964	17,056	16,922
Current assets					
Stocks	16	36	21	-	-
Debtors	17	1,436	1,426	1,329	1,208
Current investment cash deposits	18	6,138	6,083	6,138	6,083
Cash at bank and in hand		1,940	2,759	1,895	2,728
		9,550	10,289	9,362	10,019
Liabilities					
Creditors: amounts falling due within one year	19	(1,448)	(1,129)	(1,406)	(1,220)
Net current assets		8,102	9,160	7,956	8,799
Total assets less current liabilities		25,171	26,124	25,012	25,721
Provisions for liabilities and charges	21	(19)	(19)	-	-
Net assets	22, 23, 27	25,152	26,105	25,012	25,721
Funds					
Restricted funds		144	76	144	76
Unrestricted funds:					
Designated funds:					
Fixed assets reserve		17,069	16,964	16,981	16,847
Total designated funds		17,069	16,964	16,981	16,847
General funds		7,939	9,065	7,887	8,798
Total unrestricted funds		25,008	26,029	24,868	25,645
Total funds	27	25,152	26,105	25,012	25,721

Approved by the Trustees on 15th November 2024 and signed on their behalf by

Trevor Edwards - Honorary Treasurer

Consolidated statement of cash flows

For the year ended 31 March 2024

	2024		2023	
	£000's	£000's	£000's	£000's
Cash flows from operating activities:				
Net cash provided by operating activities		(359)		267
Cash flows from investing activities:				
Dividends, interest and rental income	252		114	
Proceeds from sale of fixed assets	4		-	
Purchase of fixed assets	(661)		(321)	
Increase of cash investment deposits	(55)			
Net cash used in investing activities		(460)	-	(207)
Change in cash and cash equivalents in the year		(819)		60
Cash and cash equivalents at the beginning of the year		2,759		2,699
Cash and cash equivalents at the end of the year		1,940		2,759

Reconciliation of net income to net cash flow from operating activities:

	2024 £000's	2023 £000's
Net (expenditure) / income reported for the year	(953)	(800)
Depreciation charges	550	645
Dividends, interest and rental income	(252)	(114)
Profit / (Loss) on sale of fixed assets	2	-
(Decrease) / Increase in stocks	(15)	14
(Decrease) / Increase in debtors	(10)	160
Decrease / (Increase) in creditors	319	343
(Decrease) / Increase in provisions	-	19
Net cash provided by operating activities	(359)	267

Analysis of cash and cash equivalents:

	At 1 April 2023 £000's	Net cash flows £000's	At 31 March 2024 £000's
Cash in hand and at bank (total cash and cash equivalents)	2,759	(819)	1,940

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies

(a) Statutory information

Havens Hospices is a company limited by guarantee and is incorporated in the UK. The registered and operational office address is 226 Priory Crescent, Southend on Sea, Essex, SS2 6PR.

(b) Basis of preparation and consolidation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice, which is applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applying in the UK and Republic of Ireland (FRS 102 - the Charities SORP FRS 102), with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and with the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or Note.

These financial statements consolidate the results of the charitable company and its wholly-owned active subsidiary held at the balance sheet date of 31 March 2024:

- Havens Hospice Trading Company Limited (registered company no. 2582455)

Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the Notes to the charitable company's balance sheet. Intragroup transactions and balances are disclosed in Note 10.

A separate Statement of Financial Activities for the charity itself is not presented because the charitable company has taken advantage of exemptions afforded by section 408 of the Companies Act 2006.

The Trustees also do not consider that there are any areas of uncertainty affecting accounting estimations at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Key judgements that the charitable company has made which have a significant effect on the accounts include determining the value of legacy income to accrue at the end of the financial year, in accordance with the charity's policy for income recognition.

(c) Public benefit entity

The charitable company meets the definitions of a public benefit entity under *FRS 102*.

(d) Going concern

Havens Hospices reported free reserves at 31 March 2024 of £7.9 million. At the end of September 2024 the group reported a deficit of (£772,778). The Trustees consider that there are no material uncertainties about Havens Hospices' ability to continue as a going concern. Further details are included in the Trustees' report.

(e) (i) Incoming resources – donations and legacies

Income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received, the income is not deferred and the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts (see Note 2).

(ii) Incoming resources – charitable activities

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the group 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.

(f) Donations of goods and services

Donated goods are recognised as income when the economic benefit from their use can be measured reliably. Items donated for sale via charity shops, or for use as raffle prizes or by auction at fundraising events, are recognised as income when sold or when income is generated from them rather than on receipt. The charity receives no donated services other than time generously given by its volunteers, for which no value is included in the financial statements in accordance with the Charities SORP.

(g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably.

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal 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. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the expenditure incurred in encouraging third parties to make voluntary contributions to the charity, as well as the cost of activities whose primary purpose is fundraising. This includes costs of trading activities which relate to expenditure on raising funds by means of charity shops, weekly draws and challenge style events.
- Expenditure on charitable activities includes all costs of delivering hospice care services, undertaken to further the purposes of the charity, together with the associated direct support costs.

Irrecoverable VAT is charged as a cost against the activities for which the underlying expenditure was incurred. Since 1 April 2015, irrecoverable VAT has been minimised as a result of the introduction of Section 33 VAT relief for palliative care charities, under which the charity is able to recover VAT relating to its core care services and on some fundraising costs, in addition to a proportion of the VAT incurred on corporate overheads.

(i) Allocation of support and governance costs

Resources expended are allocated to the appropriate activities under the headings identified in (h) above, with spend on charitable activities being sub-divided between the four main areas of the charitable company's care services as defined on pages 11-16. The cost of overall direction and administration of the charity, comprising the salary and overhead costs of the executives, finance and human resources functions, is apportioned to the charitable activities, activities for raising funds and trading activities as set out in the analysis of expenditure note (Note 12). The apportionment across charitable activities and fundraising & marketing is as a proportion of expenditure in these areas, while the apportionment to trading is considered on a line by line basis of costs directly attributable. Costs incurred in the governance of the charity and its trading company, which result primarily from constitutional and statutory requirements, are apportioned to key activities on a similar basis.

(j) Pensions

A number of the group's employees contribute to either defined contribution or Group Personal Pension Schemes in which the employers participate, or to the NHS pension scheme. Further details are set out in Note 9. The group's contributions to these schemes are charged to the Statement of Financial Activities when they fall due.

(k) Operating leases

Annual rentals, net of all aggregated lease inducements where applicable, are charged to the profit and loss account on a straight-line basis over the whole term of the lease.

(l) Tangible fixed assets and depreciation

Items of equipment or other assets of an enduring nature are capitalised where the purchase price, individually or as part of a single project, exceeds £5,000.

Depreciation charges commence when an asset is brought into use, and are spread evenly at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation is applied to all fixed assets except freehold land and investment property, and is calculated at the following rates:

Land held at cost - No depreciation

Investment Property held cost / valuation - No depreciation

Freehold Buildings - over 25 to 100 years as appropriate

FF&E and shop-fit costs - over 7 years or over useful life if shorter

Motor vehicles - over 4 years

Computer hardware and software - over 3 years or over useful life if longer

Assets are reviewed for impairment if circumstances indicate that their carrying value may exceed their net realisable value and value in use.

(m) Investments

Investments in subsidiary undertakings are stated at cost in the charity's accounts, and are eliminated as a consolidation adjustment in the group financial statements.

(n) Cash investments, and cash at bank and in hand

Cash deposits are classified as fixed asset investments, whereas deposits held for more than three months but less than one year, and which are not part of the day-to-day cash balances of the charitable company or its subsidiaries, are classified as current asset investments. Cash at bank and in hand includes cash in current accounts or with deposits maturing in three months or less from the date of acquisition.

(o) Stocks

Stocks of donated items for resale in the charity shops are not valued, as the Trustees consider that it is impractical to apply a value to these items and that the costs of attempting to do so would outweigh any benefits. Consequently, the stock value carried in the group's balance sheet relates entirely to bought-in goods not yet sold by Havens Hospices Trading Company. These stocks are valued at the lower of cost and net realisable value, with cost value based on purchase prices - including any invoiced delivery or packaging cost - on a first in, first out basis. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for costs of sale. Provision is made where necessary for obsolete, slow moving or defective stocks.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity or its subsidiaries have 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity and its subsidiary undertakings only have financial assets and liabilities of a kind that qualify as basic financial instruments.

(q) Funds

Restricted funds are those where the purpose for use has been restricted by the givers. Expenditure which meets the relevant criteria is charged to the appropriate restricted funds.

Designated funds are unrestricted funds set aside by the Trustees for specific purposes.

Unrestricted funds are monies which can be used for any of the charitable company's operations at the Trustees' discretion.

Transfers between funds are carried out in order to:

- i) designate funds to reflect the carrying value of fixed assets.
- ii) release designated funds for other specified purposes.
- iii) recognise that restrictions placed on capital grants have been satisfied by their expenditure, or
- iv) cover any deficiency in restricted funds.

(r) Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes. Available taxable profits arising in subsidiary companies which are not charities sharing Havens Hospices' objects are donated to the parent charity under gift aid.

2. Income from donations and legacies

	Restricted £000's	Unrestricted £000's	2024 Total £000's
Donations and voluntary income	369	3,890	4,259
Legacies	-	1,455	1,455
Total income from donations and legacies	369	5,345	5,714
	Other restricted £000's	Unrestricted £000's	2023 Total £000's
Donations and voluntary income	128	3,504	3,632
Legacies	-	2,133	2,133
Total income from donations and legacies	128	5,637	5,765

Legacy income includes accruals for bequests where the charity has been notified of its entitlement, probate has been granted, and estate accounts or other documents evidencing the estate value have been provided to enable the charity to measure the value of its entitlement reliably. The charity has reviewed the legacy entitlements notified to it and has accrued £nil (2023: £288,583) in line with these criteria. A total of £3.3 million (2023: £3.0 million) of legacy pipeline which does not meet the new estimation criteria is, however, treated by the charity as a contingent asset at March 2024.

3. Income from charitable activities

	Restricted £000's	Unrestricted £000's	2024 Total £000's
ICB Funding	-	4,072	4,072
NHS England revenue funding	529	-	529
Total income from charitable activities	529	4,072	4,601
	Restricted £000's	Unrestricted £000's	2023 Total £000's
ICB Funding	-	1,858	1,858
NHS England revenue funding	444	-	444
Total income from charitable activities	444	1,858	2,302

4. Income from trading activities

	Restricted £000's	Unrestricted £000's	2024 Total £000's
Charity shops	1,549	2,400	3,949
Weekly draw subscriptions	402	667	1,069
Total income from trading activities	1,951	3,067	5,018
	Restricted £000's	Unrestricted £000's	2023 Total £000's
Charity shops	1,456	2,077	3,533
Weekly draw subscriptions	-	975	975
Total income from trading activities	1,456	3,052	4,508

5. Other income

	Restricted £000's	Unrestricted £000's	2024 Total £000's
Training and staff meals	-	88	88
Investments	12	240	252
Disposal proceeds - fixed assets	-	(2)	(2)
Insurance proceeds	4	46	50
	16	372	388
	Other restricted £000's	Unrestricted £000's	2023 Total £000's
Training and staff meals	-	71	71
Investments	11	103	114
Disposal proceeds - fixed assets	-	-	-
Insurance proceeds	-	(12)	(12)
	11	162	173

6. Net income for the year

This is stated after charging/(crediting)	2024 £000's	2023 £000's
Depreciation	550	603
Auditor's remuneration:	29	28
Audit	-	4
Audit charges relating to 2022/23	7	2
Tax	-	2
Tax Charges relating to 2022/23	577	510
Operating lease rentals payable	(2)	-
Loss / (profit) on disposal of fixed assets		

7. Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

Staff costs incurred during the year were as follows:	2024 £000's	2023 £000's
Salaries and wages	9,091	7,914
National insurance	884	723
Employer's contributions to pension schemes (see Note 9)	719	599
Redundancy and termination costs Paid	37	22
Payroll related costs	10,731	9,258
Other staff costs	404	417
	11,135	9,675

No Trustees received pay or other benefits from the charity in either year, and no Trustees received payment for professional or other services supplied to the charity in either year. No Trustees claimed expenses for attending to charity business in either year. The value of expenses waived by Trustees was not material in either year. The charity paid £1,443 of premiums in the year for Trustee indemnity insurance (2023: £1,960).

The following number of employees received total remuneration during the year, excluding employer's pension and National Insurance contributions, in the stated value bands. The increase in number of employees falling in the band £60,000 to £69,999 reflects our commitment to agenda for change pay scales.

	2024 No.	2023 No.
£60,001 - £69,999	9	1
£70,001 - £79,999	1	-
£80,001 - £89,999	1	1
£90,000 - £99,999	-	1
£100,000 - £109,999	1	-

The total employee benefits, including National Insurance and pension contributions, of the key management personnel in the 2024 accounting year were £1,174,457 (2023: £1,081,632).

8. Staff numbers

The average number of employees was:	Headcount		Full time equivalent	
	2024 No.	2023 No.	2024 No.	2023 No.
Adult hospice	89	101	75	83
Adult community services	47	39	38	32
Children's hospice	68	43	55	36
Children's community services	14	13	9	9
Activities for raising income	30	28	26	24
Trading activities	77	71	61	56
Support and governance activities	24	29	21	26
	349	324	285	265

9. Pensions and benefits

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2024, is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024 to 23.7% of pensionable pay.

The combined contributions payable by the group into all pension schemes for the year amounted to £719,128 (2023: £598,644). Contributions of £134,558 (2024: £39,340) were outstanding at the year end and are included in creditors.

In addition, the group contributes to an employee life assurance scheme, for which the contributions payable were £17,588 (2023: £18,135).

10. Related party transactions

Other than the related party transactions between group companies noted below and the transactions disclosed in Note 7 (payments to employee pension schemes and employment benefits paid to key management personnel and to their related parties), there were no other related party transactions requiring disclosure (2023: £nil).

All of the disclosed transactions with related parties were made within the normal course of business, including any restrictions applied to donations which were restricted to purposes which were already part of the charity's approved business plan.

During the year, donations were received from Trustees totalling £1,692 (2023: £1,316) and from key management personnel of £84 (2023: £218).

11. Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes.

Available taxable profits in the subsidiary are donated to the parent charity under gift aid. As a result of this, or due to taxable losses incurred, there were no profits chargeable to corporation tax in any subsidiary company in the 2024 or 2023 tax years.

12. Analysis of expenditure

	Direct costs £000's	Support costs £000's	2024 Total £000's	Direct costs £000's	Support costs £000's	2023 Total £000's
Costs of raising funds						
Fundraising and marketing	1,493	137	1,630	1,460	155	1,615
Trading activities	3,444	221	3,665	2,750	61	2,811
	4,937	358	5,295	4,210	216	4,426
Charitable activities:						
Adult hospice	4,349	360	4,709	3,962	458	4,420
Adult community services	2,736	289	3,025	1,286	198	1,484
Children's hospice	2,963	272	3,235	2,470	309	2,779
Children's community services	376	34	410	390	49	439
	10,424	955	11,379	8,108	1,014	9,122
Total expenditure	15,361	1,313	16,674	12,318	1,230	13,548

Included in the costs above are governance costs of £83,809 (2023: £77,664).

Governance Costs are an allocation of the Leadership Team costs to oversee the operations of the Charity.

Analysis of support costs	2024 Total £000's	2023 Total £000's
Executive	233	256
Finance	354	335
Human Resources and volunteer services	726	634
	1,313	1,225

Support costs cover central service functions which have been allocated to the main activities of the charity on a basis deemed consistent with the use of those resources. In accordance with the requirements of *Charities SORP FRS 102*, governance costs are also apportioned across the organisation's principal activities on a similar basis. The £10,808 of governance costs attributed to the trading subsidiary, Havens Hospices Trading Ltd, are its own (2023: £9,862).

13. Tangible fixed assets

For the group:	Freehold land £000's	Property £000's	Assets under construction £000's	Furnishings, fittings, computers & equipment £000's	Motor vehicles £000's	Total £000's
Cost						
At 1 April 2023	2,046	15,776	-	2,333	60	20,215
Additions in year	-	434	-	188	39	661
Transfer	-	-	-	-	-	-
Disposals	-	-	-	(90)	(16)	(106)
At 31 March 2024	2,046	16,210	-	2,431	83	20,770
Depreciation						
At 1 April 2023	-	1,613	-	1,621	17	3,251
Charge for the year	-	310	-	227	13	550
Disposals	-	-	-	(84)	(16)	(100)
At 31 March 2024	-	1,923	-	1,764	14	3,701
Net Book Value						
At 31 March 2024	2,046	14,287	-	667	69	17,069
At 31 March 2023	2,046	14,163	-	712	43	16,964

For the charity:	Freehold land £000's	Property £000's	Assets under construction £000's	Furnishings, fittings, computers & equipment £000's	Motor vehicles £000's	Total £000's
Cost						
At 1 April 2023	2,046	15,654	-	1,787	60	19,547
Additions in year	-	424	-	187	39	650
Transfer	-	-	-	-	-	-
Disposals	-	-	-	(90)	(16)	(106)
At 31 March 2024	2,046	16,078	-	1,884	83	20,091
Depreciation						
At 1 April 2023	-	1,588	-	1,095	17	2,700
Charge for the year	-	290	-	207	13	510
Disposals	-	-	-	(84)	(16)	(100)
At 31 March 2024	-	1,878	-	1,218	14	3,110
Net Book Value						
At 31 March 2024	2,046	14,200	-	666	69	16,981
At 31 March 2023	2,046	14,066	-	692	43	16,847

All of the above assets are used for charitable purposes, or for trading purposes the objective of which is to generate profits to fund the core work of the charity.

14. Fixed Assets Investments

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Cost of investment in subsidiary undertakings incorporated in the UK	-	-	75	75

The investments in subsidiary companies represent 100% of the issued share capital of:
Havens Hospice Trading Company Limited: £75,100

15. Subsidiary undertakings' summarised results

At the balance sheet date, the charity had one wholly-owned and active subsidiary company registered in England, Havens Hospices Trading Company (HHT). HHT's principal purpose is to generate income for the benefit of the hospices from the sale primarily of donated goods. Its financial results are consolidated line by line in the Statement of Financial Activities. Available taxable profits from the subsidiary are distributed to the parent charity (see Note 11), and transactions between the parties are disclosed in Note 10.

Summary results for the group:	HHT £000's 2024	HHT £000's 2023
Gross turnover	2,392	1,833
Gift aided sales transferred to charity	1,000	1,038
Intercompany management charges	-	36
Net turnover	3,392	2,907
Cost of sales	(87)	(33)
Gross profit	3,305	2,874
Other operating income	50	2
Administrative expenses	(3,299)	(2,576)
Profit for the financial year	56	300
Distribution of profits	(301)	(497)
Retained profit / (loss) for the financial year	(245)	(197)
The aggregate of the assets, liabilities and funds was:		
Assets	398	512
Liabilities	(181)	(51)
Funds	217	461

The Charity income for the year is £13,395k (2023 £9,213k)
The Charity net deficit for the year is (£709k) (2023 -£1,762k)

16. Stocks

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Bought-in goods for resale by trading company	36	21	-	-

17. Debtors

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Trade debtors	173	87	141	70
Other debtors	166	70	96	39
VAT recoverable	79	78	79	3
Legacies receivable	25	289	25	289
Amounts due from subsidiaries	-	-	119	-
Prepaid expenses	993	902	869	807
	1,436	1,426	1,329	1,208

18. Current investment cash deposits comprise:

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Bank and building society deposits	6,138	6,083	6,138	6,083
	6,138	6,083	6,138	6,083

Short-term deposits and investments are held to provide a return on short term cash. These are held in pooled funds or deposits of varying maturity dates of more than three but less than 24 months.

19. Creditors: amounts due within one year

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Trade creditors	207	62	201	62
Taxation and social security creditors	237	171	237	171
Pension creditors	135	39	135	39
Accrued expenses	562	634	533	602
Sundry creditors	7	-	-	-
Amounts due to subsidiaries	-	-	-	123
Deferred income (see Note 20)	300	223	300	223
	1,448	1,129	1,406	1,220

20. Deferred income

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Balance at the beginning of the year	223	186	223	186
Amount released to income in the year	(223)	(2,813)	(223)	(2,813)
Amount deferred in the year	300	2,850	300	2,850
Balance at the end of the year	300	223	300	223

Deferred income comprises monies raised in respect of future fundraising activities which take place or fall due in the following accounting year. The income primarily relates to events such as the London Marathon and receipts in advance for future weekly draws (hospice lottery).

21. Provisions for liabilities and charges

	The Group		The Charity	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Balance at the beginning of the year	19	-	-	-
Released, utilised or transferred during the year	-	-	-	-
Provisions created during the year	-	19	-	-
Balance at the end of the year	19	19	-	-

22. Analysis of group net assets between funds: as at 31 March 2024

	Restricted Funds £000's	Designated Funds £000's	General Funds £000's	Total Funds £000's
Tangible fixed assets	-	17,069	-	17,069
Cash investments	-	-	6,138	6,138
Cash in hand and at bank	144	-	1,796	1,940
Other net current assets	-	-	5	5
Net assets at end of year	144	17,069	7,939	25,152

23. Analysis of group net assets between funds comparisons: as at 31 March 2023

	Restricted Funds £000's	Designated Funds £000's	General Funds £000's	Total Funds £000's
Tangible fixed assets	-	16,964	-	16,964
Cash investments	-	-	6,083	6,083
Cash in hand and at bank	76	-	2,683	2,759
Other net current assets	-	-	299	299
Net assets at end of year	76	16,964	9,065	26,105

24. Operating lease commitments

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

	Land and property		Motor vehicles, printers and photocopiers	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Total minimum leases payments falling due:				
In the year following the balance sheet date	637	505	18	13
In years two to five	1,038	832	24	7
	1,675	1,337	42	20

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

	Land and property		Motor vehicles, printers and photocopiers	
	2024 £000's	2023 £000's	2024 £000's	2023 £000's
Total minimum leases payments falling due:				
In the year following the balance sheet date	637	505	7	8
In years two to five	1,038	832	-	7
	1,675	1,337	7	15

The commitments relating to land and property result from rental of shop premises which are subject to non-cancellable operating leases held in the name of the charity. These are licensed by the charity to Havens Hospices Trading Ltd, which occupies the premises for the purpose of operating charity shops.

The minimum lease payments computed for the purpose of this Note have been calculated to the earliest of the lease expiry date or next tenant's break clause date. *FRS 102* requires that operating lease incentives such as rent free periods or contributions to fitting out costs should be spread over the full lease period.

25. Capital commitments

There are no capital commitments at the year end (2023: £nil).

26. Purpose of restricted and designated funds

a) Purpose of restricted funds:

Donations & legacies

These represent funds restricted to use within the existing adult or children's hospice respectively.

Little Havens - NHS England revenue grant

This represents funding received annually from NHS England's transitional grant which replaced the former Section 64 grant for children's hospices, pending finalisation and implementation of a proposed new palliative care currency and associated tariff. The income is restricted and cannot be used to finance fundraising activities. The grant is spent out each year on the specified purpose of providing hospice services to children in the Essex community. The NHS Grant has increased by 19% for the year ending 31 March 2024.

Raising funds

These represent funds raised from trading & other activities specifically for use within the children's hospice.

b) Purpose of designated funds:**Fixed assets reserve**

Designated funds consist primarily of the fixed assets reserve, which is updated at each year end to reflect movements in asset values by transferring the appropriate increases or reductions from general reserves or, where appropriate, from the appropriate restricted funds.

27. Movement in funds: year ended 31 March 2024

	At the start of the year £000's	Income and gains £000's	Expenditure and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Donations & legacies	36	189	(156)	-	69
	36	189	(156)	-	69
<i>Little Havens children's hospice</i>					
Donations & legacies	40	180	(145)	-	75
NHS England revenue grant	-	529	(529)	-	-
Raising funds	-	1,967	(1,967)	-	-
	40	2,676	(2,641)	-	75
<i>Other restricted funds</i>	-	-	-	-	-
Total restricted funds	76	2,865	(2,797)	-	144
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	16,964	111	(6)	-	17,069
Total designated funds	16,964	111	(6)	-	17,069
General funds	9,065	12,745	(13,871)	-	7,939
Total unrestricted funds	26,029	12,856	(13,877)	-	25,008
Total funds	26,105	15,721	(16,674)	-	25,152

27. Movement in funds comparisons: year ended 31 March 2023 continued (restated)

	At the start of the year £000's	Income and gains £000's	Expenditure and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Donations & legacies	30	82	(76)	-	36
	30	82	(76)	-	36
<i>Little Havens children's hospice</i>					
Donations & legacies	111	46	(117)	-	40
NHS England revenue grant	-	444	(444)	-	-
Raising funds	-	1,467	(1,467)	-	-
	111	1,957	(2,028)	-	40
TOTAL RESTRICTED FUNDS	141	2,039	(2,104)	-	76
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	17,344	-	(380)	-	16,964
Total designated funds	17,344	-	(380)	-	16,964
General funds	9,420	10,709	(11,064)	-	9,065
Total unrestricted funds	26,764	10,709	(11,444)	-	26,029
Total funds	26,905	12,748	(13,548)	-	26,105

The prior year comparative note (31 March 2023) was restated to conform to the enhanced presentation of the movement of funds disclosed at 31 March 2024. The restatement did not change the total restructured or unrestricted funds reported at 31 March 2023.

28. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The 88 members of the charitable company at 31 March 2024 (2023: 98) include the Trustees, as named on page 61.

The liability of each member in the event of winding up is limited to £1.



Structure, governance and management -

Section 172 of Companies Act 2006

Directors and Trustees

Havens Hospices (HH) is registered both at Companies House (as a company limited by guarantee) and with the Charity Commission, and trades as “*Havens Hospices*”, “*Fair Havens*”, “*Little Havens*”, “*The Heath Centre*” and “*Leaves of Life*”.

Acting in accordance with Section 172 of the Companies Act 2006 (‘Duty to promote the success of a company’), Havens Hospices Trustees consider that they have complied with their duties in regard to Section 172 of the Companies Act 2006 by promoting the charity’s success in achieving its charitable purpose: offering the best possible palliative and supportive care. Havens Hospices’ company directors are also the Trustees of Havens Hospices, and in line with the charity’s governing document, they are referred to as “the Trustees” in this document. Collectively, they constitute the organisation’s governing body.

Long-term consequences of decisions – refer to Principal risks and uncertainties on page 29.

Interest of employees – refer to ‘Our People and Culture’ on pages 21 – 26.

Impact on the community and the environment – refer to ‘Beneficiaries of Havens Hospices Care – Outcomes and Impact’ on pages 11 – 20.

Acting fairly between members – The Trustees act in good faith to promote the success of the charity to achieve its charitable objectives. Refer to Objectives and Core Charitable Activities on page 9.

Appointment of Trustees

Under the Articles of Association, as amended in September 2019, Trustees are elected at the AGM for a term of office of four years.

The Trustees have procedures, overseen by the charity’s governance sub-committee, for the recruitment, induction, training and support of

newly appointed Trustees. The Trustees determine the range and mix of skills, attributes and diverse experience they believe are required to enable the Board as a whole to fulfil its responsibilities and analyse their existing skills and experience regularly in order to identify those areas they will be looking for particularly when seeking to attract new Trustees.

Induction and Training of Trustees

Newly appointed Trustees are inducted into the organisation through a formalised training programme, strategic and policy information sharing and face-to-face meetings at the Trustee and Leadership Team levels.

Trustees are encouraged to visit and meet clinical and professional services staff throughout the hospices, visit the organisation’s charity shops, and attend external training and the relevant sessions of the organisation’s induction programmes. The Chair also considers the governance committees on which newly appointed Trustees might be willing and able to serve and how best to utilise their skills and experience for the mutual benefit of both parties.

During the first six months after the appointment of a new Trustee, the Chair, other Trustees, and the Chief Executive meet with them regularly to ensure they have received a thorough grounding in the work they will be required to carry out. Additional and ongoing training is provided when needed along with a development programme.

Governance

The Trustees usually meet quarterly, with additional meetings scheduled to consider strategy, budgets and any exceptional or urgent business items. The Trustees have appointed sub-committees to act as governance committees to ensure good governance. All of the committees are chaired by Trustees. The Leadership Team also meets as an executive committee, which reports through the Chief Executive to the Trustees.

The Trustees exercise a system of delegated responsibility. Other than their governance role and specified reserved matters such as the setting of strategy, approval of policies and the charity's Vision and Mission, day-to-day management of the organisation is delegated to the Chief Executive and Leadership Team through an approved scheme of delegation.

During the period covered by this report, the Trustees continued to review and apply the recommended practice guidance in the Charity Governance Code for larger charities, including amendments made to the Code in 2020. We are committed to implementing the new guidance on equity, diversity and inclusion and have taken steps to ensure that we are able to apply the guidance in full in the coming year.

Related Parties and Relationships With Other Organisations

At 31 March 2024, the charity had one wholly-owned subsidiary:

- Havens Hospices Trading Company Limited – operation of charity shops for the charity.

All Trustees give their time voluntarily and receive no benefit from the charity. No Trustees claimed any expenses. All Trustees were required to complete and sign an annual declaration of interests and of any relevant gifts and hospitality received during the year.

Remuneration Policy for Key Management Personnel

The Trustees have identified the Leadership Team as the key management personnel of the charity. The Chief Executive's pay is determined by the Governance Committee. The remuneration of other Leadership Team members is determined by the Chief Executive in consultation with the Governance Committee. In line with the Remuneration Policy for

all staff, decisions about Leadership Team pay are informed by market testing of salaries and are subject to affordability.

Statement of Responsibilities of the Trustees

The Trustees (who are also directors of Havens Hospices for the purposes of company law) are responsible for preparing the report of the Trustees 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, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group 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.
- 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 and
- 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 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 charitable company and the group and, hence, for taking reasonable steps to prevent and detect fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

The Trustees are responsible for maintaining the integrity of the corporate and financial information on the 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

Sayer Vincent LLP were re-appointed as the group and charity's auditors during the year and have expressed their willingness to continue in that capacity.

The Trustees' annual report, which includes the strategic report, has been approved by the Trustees on 15th November 2024 and signed on their behalf by

Elisabeth Mell, Chair of Trustees

Independent auditor's report to the members of Havens Hospices

Opinion

We have audited the financial statements of Havens Hospices (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024, which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 group financial statements section of our report. We are independent of the group and parent 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 Havens Hospices 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, including the strategic report, other than the group 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 group 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 group 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 group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

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

- The information given in the Trustees' annual report, including the strategic report, the financial year for which the financial statements are prepared, is consistent with the financial statements.
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 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 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 statement of Trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the directors of the parent 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 and the 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 section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 set out below.

Capability of the Audit in Detecting Irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and fundraising and finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

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

Use of our Report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

20 November 2024
for and on behalf of Sayer Vincent LLP,
Statutory Auditor,
110 Golden Lane, London, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Key Information

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 March 1993 in the UK and registered as a charity in England & Wales on 2 June 1993.

Company number

02805007

Charity number

1022119

Registered office and operational address

226 Priory Crescent
Southend on Sea
Essex
SS2 6PR

Other trading names

Fair Havens, Little Havens, The Heath Centre, and Leaves of Life

Trustees

The Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Mr Terry Harding FCA	
Mrs Marion Roberts-Smith	
Mrs Elisabeth Mell	Chair
Dr Paul Duell	a. Vice-Chair and Freedom to Speak Up Guardian
Ms Wendy Matthews OBE	
Ms Rebecca Rawle	Resigned 6 July 2023
Mr Rakesh Krishnan	
Mr Tom Sweeney	a.
Ms Leah Knowles	Appointed 3 November 2023
Mr Trevor Edwards FCCA, MBA	Honorary Treasurer, Appointed 3 November 2023

Key Management Personnel

Mr S Smith BA (Hons)	Chief Executive Officer
Miss Chanelle Wilson MA	Director of Clinical Services
Mr T Abbott BSc	a. Director of Income Generation (Resigned 9 October 2023)
Ms Amy Dearing MCIM CMtr	Director of Fundraising & Marketing
Mrs Louise Bryan BA (Hons), FCCA	Director of Finance

a. Also a Director of Havens Hospices Trading Company Ltd

The directors have complied with their duty to have regard to the matters in section 172 (1) (a)-(f) of the Companies Act 2006 ('the Act') a statement in this respect is available at www.havenshospices.org.uk/about-us/financial-information.

Principal Bankers

National Westminster Bank
South Essex Commercial Office
3rd Floor, Phoenix Place
Christopher Martin Road
Basildon
Essex
SS14 3GQ

Principal Solicitors

BTMK Todmans
Barringtons
Hockley Road
Rayleigh
Essex
SS6 8EH

Auditor

Sayer Vincent
Chartered Accountants and Statutory Auditor LLP
110 Golden Lane
London
EC1Y 0TG

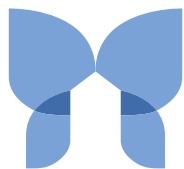




Registered Charity Number 1022119



Accounts



Havens
Hospices



Annual Report and Accounts

2022 - 2023

Every one of us
Making every day count.



**We're here for
the community
because of
the community.**



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INTRODUCTION

Havens Hospices provides specialist care and support for people of all ages who are living with incurable conditions and also offers support for their families.

We work closely with the person and their health and social care professionals to ensure their care and support is the best it can possibly be, so everyone in our community can get the most from life, and make every day count.

Our specialist team offers a wide range of care and support options for patients and their loved ones, based on their needs and wishes. This can be in the comfort of their own home, in the hospices – Fair Havens for adults or Little Havens for children – or a combination.

Our care and support includes everyone, extending to partners, family and friends to make sure the right support is there for patients and the people who matter to them, where and when they need it.

This care is provided absolutely free of charge.

Message from our Chief Executive

Creating stability in an organisation is never an easy task, especially against a backdrop of external pressures, such as the economic climate, changing healthcare landscape and recruitment challenges in a post-pandemic world.

However, here at Havens Hospices, the production of our five-year strategy, launched last year, has allowed us a sense of anchoring. Demand for our care is increasing, the cost of living is affecting our income and expenditure, and how we work with commissioners is undergoing significant change. Fortunately, we're in a strong position to weather these tests.

Healthy reserves have meant that we've been able to invest in our most valuable asset - our people - to enhance their sense of value and wellbeing.

It has helped us to balance this pace and unpredictability by building resilience and retention. The outcomes – meeting establishment targets, increased staff retention, positive staff wellbeing - have shown us that investment needs to continue.

Behind the scenes, our approach is agile, but our care remains focused on time. Giving families more quality time to spend with the people who matter to them, more opportunities to make the most of what life has to offer, and more good memories that will bring their loved one's joy and comfort.

Whilst it's been heartening to look back on the previous 12 months and those foundations we have built, this Annual Report is also about looking forward, translating our ambitions into practical reality. As we move forward, we are committed to seizing every opportunity and striving for excellence in all aspects of our care, and those teams that support this, directly or indirectly.

On behalf of our families, our colleagues and volunteers, I want to express our gratitude to all our supporters for their unwavering belief in our Vision. We are proud of the security we have created through our strategic approach and our preparedness for navigating a dynamic health and social landscape.

Thank you for your continued trust and support.

Steve Smith



Message from our Chair of Trustees

Once again this year, it is a pleasure to look back over a period of progress and achievement for Havens Hospices.

To ensure sound practice, we have continued to use the Charity Governance Code assessment to measure our governance process across the organisation. This year's assessment shows sustained positive progress with improved scores across most areas.

Areas of improvement have been achieved by all trustees completing relevant training and development, fully embedding the skills and expertise of 'new' trustees into our board and committee structures, and improving the function of the board by an ongoing review of individual and trustee meeting effectiveness. Equality, diversity and inclusion will be our main focus moving forward on how we can further improve the application of the governance code.

While encouraged and supported by the board, much of our improvement has been driven operationally by the Leadership Team's professional skills, knowledge and commitment, who continue to bring strength and resilience to the organisation. Trustees are extremely grateful for their commitment to Havens Hospices, improving its connections across the system and all professional sectors of our work.

It has been great to see the early actions towards the ambitions set out in Havens Hospices' Five Year Strategy begin to show an impact on increasing the numbers of patients and families supported and reducing barriers to accessing our care and support from all parts of our community.

All this could never have been achieved without so many amazing people's hard work and dedication. Our staff across all areas of the organisation have once again worked through this extended period of pressure on the NHS and our wider health and social care system. This is done so by regularly going above and beyond to make a difference for our patients, and always with heart, humour and professionalism.

Through all this, they continue to show a determination to strive for outstanding clinical quality and to work with partners to improve patients' and families' experiences. In addition, a huge number of volunteers support us across all our services and sites. From helping to bring income in through our shops, to working in fundraising, finance and HR to keeping our buildings and grounds maintained, supporting events and many things in between – the hours given to us and the difference they make to our patients and the charity is enormous.

I could not finish this message without expressing my heartfelt thanks to all our volunteers, including my fellow trustees, who give so much of their time and expertise to support our families.

Elisabeth Mell



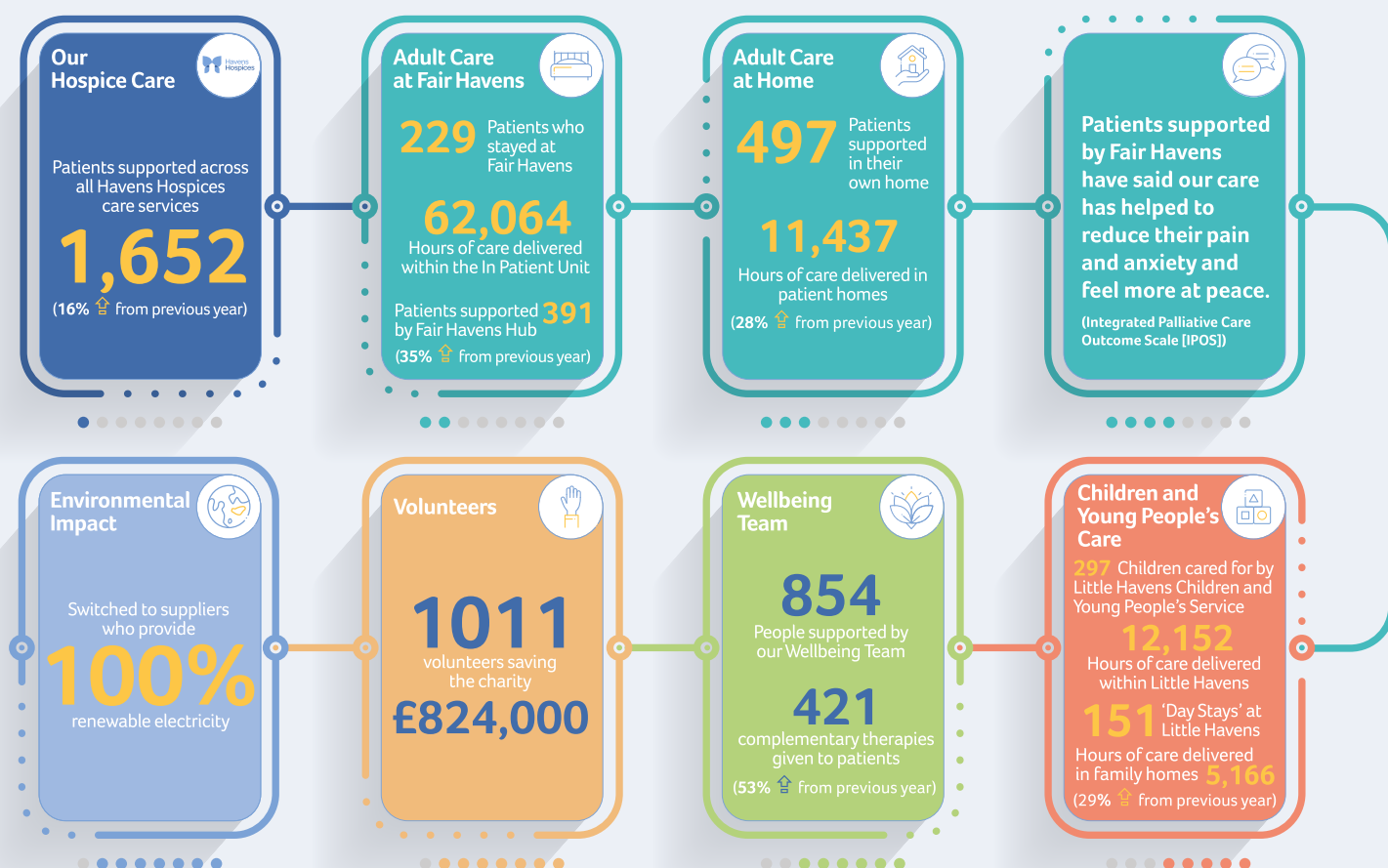
Statement of Trustees' Responsibilities

The trustees present their annual report (including strategic report) and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information set out on page 72 form part of this report.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Caring at Havens Hospices April 2022-March 2023





OBJECTIVES AND CORE CHARITABLE ACTIVITIES

Objectives and Core Charitable Activities

As set out in the charity's Articles of Association, we exist to support those in need of hospice care. This is achieved through the provision of a range of palliative and supportive care services, both within the hospices of Fair Havens and Little Havens and in the community through home care and community outreach projects.

Fair Havens covers the adult population of Southend, Castle Point and Rochford, whilst Little Havens support babies, children and young people across the county of Essex.

The Board of Trustees regularly reviews the charity's aims, objectives and activities. This report looks at what the charity has achieved and its outcomes during the year, ensuring it stays focused on its core purpose.

As a result of reviewing the Charity Commission's guidance for trustees on how the objectives of Havens Hospices bring benefit to those it serves, the Board of Trustees is confident that the activities carried out during the last 12 months are serving local communities and contributing value to all those connected with the charity – patients, families, supporters, colleagues and suppliers.



Strategic Report

Following a period of engagement and consultation with all our stakeholders, the Board of Trustees approved a five-year strategy to support its recovery and growth following the pandemic.

This was created by the Havens Hospices Leadership Team, which focuses on the following three strategic drivers:

1. **Community** – To embed hospice care in all corners of our local community by reducing inequalities and working collaboratively with other healthcare providers.
2. **Choice** – To give true choice to patients over how, when and where they are cared for and to become an employer of choice for colleagues choosing a career in hospice care, and the services that support that.

3. **Challenge** – To challenge the narrative of hospice care and champion palliative and supportive care.

Our teams have identified key priorities to be achieved to support the fulfilment of these objectives:

1. Prioritise Our People
2. Elevating Our Influence
3. Building a Stronger Future

Our ambition underpins this - to support everyone facing complex or incurable illnesses to live well and die well by providing access to quality compassionate care when they need it most.

The outcome of these drivers and priorities are detailed in this report.

Ambition

To support everyone facing complex or incurable illnesses to live well and die well by providing access to quality compassionate care when they need it most

Strategic Objectives

To embed hospice care in all corners of our local **community**

To give true **choice** to patients over how, when and where they are cared for

To **challenge** the narrative of hospice care and champion palliative and supportive care

Priorities

Prioritise our People

Elevating our Influence

Building a Stronger Future

Outcomes

Department strategy - every strategy must contribute to the priorities

Business plans - the high level activities that will achieve the department strategy

Department plans - detailed operational plans with team targets to work towards



Beneficiaries of Havens Hospices' Care – Outcomes and Impact

Havens Hospices provides specialist care and support for people of all ages living with incurable conditions, and their families, so they can get the most from life, and make every day count.

We offer a wide range of nursing, medical and wellbeing support, as an inpatient or through our community services. This includes life-enhancing therapies, treatments and activities, help accessing benefits and local services, and emotional, mental health, social, and spiritual support.





FAIR HAVENS

Fair Havens

Across all our adult services, we saw a huge amount of growth in the number of patients we were able to care for and the level of care we were able to provide. Thanks to investments in our staffing establishment and salaries (by matching the NHS 'Agenda for Change' salary framework), the recruitment and retention of our nursing colleagues have contributed to this steady, consistent rise in reaching more people across Southend, Castle Point and Rochford.

Within our In Patient Unit, whilst the number of patients remained relatively static, we did experience a 4% increase in the hours of care delivered and a 3% rise in occupancy compared to the previous year.

The Fair Havens Community Team experienced a rise of 20% in the number of patients they were able to support in the community, totalling 497. Through additional 'care rounds' (visiting more times during the day), they provided 11,437 hours of care – a 28% increase year on year.

We had planned to expand our Community Team to provide a 24/7 service, but were unable to secure the right partner to jointly deliver this project. We have now agreed to partner with a neighbouring healthcare establishment to progress this project in the next financial year.

The Outcome Assessment Complexity Collaborative (OACC) tool is used across Fair Havens In Patient Unit and the Community Team. It's a form of the Integrated Palliative Care Outcome Scale to measure patients' physical, psychological, emotional and spiritual needs. Now that the tool is being used consistently across these services, we can report that patients supported by Fair Havens have said our care has, amongst other benefits, helped to reduce their pain and anxiety and they have felt more at peace.

Electronic Prescribing has now been in place for the majority of this year. Although we are still seeing incidents, we know the technology has helped to embed a robust reporting culture. Patient harm is still low and falling below the Hospice UK benchmarking.

The In Patient Unit now participates in the Medical Examiner's process. This means that all adult deaths within the hospice are subject to additional external scrutiny to confirm the accurate cause of death and check any concerns about care received. The Medical Examiners call the family and relay feedback on any concerns to the hospice. They also help support decisions about whether a death needs to be referred to the coroner.

“Because of Fair Havens, I've been able to be a part of the wedding that was most important to Emma and me. We came together for that moment. Although it's not the real thing, it is to us. We've done it together.”

Richard, who, during his stay at Fair Havens, was able to see his daughter in her wedding dress, which was arranged by the Care Team.





LITTLE HAVENS

Little Havens

As Little Havens marked its 25th anniversary in March 2023, it has been an opportune moment to reflect on our children's services – its purpose and impact on local families across Essex.

In November 2022, we commissioned Tracy Rennie, a senior adult and children's nurse with executive-level experience, to lead a review at Little Havens to form the basis of a Care Development Project. Its aim is to identify a suitable model of care and the workforce needed to care for more babies, children and young people with a complex or incurable condition.

In its current form, the service has been benchmarked against the national specification for palliative and end of life care and best practice guidance. Insight was gathered through a comprehensive review of documentation and data, meetings with key colleagues, and the Children's Leads from the Mid & South Essex Integrated Care Board (ICB).

A key part of the project was an engagement day with our families. They were invited to attend interactive sessions at the hospice – hosted by Tracy and CEO Steve Smith – where they could express what Little Havens means to them and what would enhance their care.

The final proposal, including investment, has been accepted by the Board of Trustees and work now starts to implement its recommendations, which we have highlighted on page 39.

Throughout the year, we've been able to increase the number of 'Day Stays' at Little Havens by 17% compared to the previous year. Within the family home, the hours of care provided by the Little Havens Community Team has risen by 29%, to 5,166 hours of support.

The pilot project to support young people as they transition into adult care through peer networks

and specialist advice is expanding thanks to the appointment of a dedicated Transitions Lead Nurse. They have co-produced this service with young people and their families and connected with local health and social care system partners to ensure joined-up care.

An example is 'Young Adult Saturday Socials,' designed for young people to meet others in similar positions who have a complex or incurable condition. There is an educational element for families too, guiding them through topics which they are likely to face as their son or daughter gets older and needs to move into adult services.

Four meetings took place throughout 2022 covering topics such as legal issues from Kew Lew LLP, health access from Beacon, and advice from the charity's Wellbeing Team for the young person and their carers. The sessions also provided social opportunities, skills-building and interactive workshops.

66 Joey loves the social side, especially having the chance to sit around the table with everyone. It's given me the opportunity to meet parents of other young adults and share experiences and future worries. Talking to others who understand makes such a difference, it feels reassuring to know I'm not alone. Joey and I are both looking forward to more workshops. 99

Denise, Joey's mum.



Collaboration has been key to this growth. In September 2022, we joined a new palliative care service for the East of England.

Run by Cambridge University Hospitals NHS Trust, Little Havens is involved alongside other regional children's hospices EACH and Keech.

The service is called RAaFT (Regional Advice and Facilitation Team) and aims to bring together expertise and support for the growing number of babies, children and young people with life-limiting and life-threatening conditions.

The hospice has also been hosting clinics for Evelina London Children's Hospital. Led by its Paediatric Palliative Care Consultant, these have been well attended by families as it avoids the need to travel into the capital.

Due to recruitment challenges across the healthcare sector, we had to innovate and prioritise the care we provided for a short time. This included providing more care in the community, including support at the end of a child's life. This helped us build relationships with partner organisations and a system of care around the needs of the families.

Oscar has a cheeky personality, a huge smile and a love for everything Harry Potter.

He was born with quadriplegia cerebral palsy, and his stomach has gone into failure.

In 2019, as Oscar's condition declined and his needs began to change, he was referred to Little Havens.

“ Little Havens have seen us through really hard times, and during those moments, something they've given us is hope. It's so much more than somewhere children come to be cared for; they come here to be loved, supported, and be themselves. Anyone who has ever supported Havens Hospices, you've given families a lot – so much more than you will ever know. ”

Adelaide, Oscar's Mum.







WELLBEING

Wellbeing

Thanks to funding from Essex County Council, Havens Hospices joined with St Luke's Hospice and Saint Francis Hospice to extend its bereavement services into local communities. The aim was to reach more people not already known to the hospices, who may benefit from support to deal with their personal grief. During the 12-month project, Havens Hospices provided counselling to an additional 70 people.

Within the charity, 854 people were supported by our Wellbeing Team, an increase of 33% compared to last year. This support spans counselling, group therapies, social work and telephone support.

We piloted a validated tool to measure outcomes for our adult counselling service during the year. The data so far within the 27 participants reflects a positive improvement. We will increase this sample size throughout the following year to assess its impact.

Due to the success of the Compassionate Communities pilot projects, as detailed in last year's report, we have instituted a permanent role within our organisation to move this forward.

Children supported by the Wellbeing Team showcased their talents at a special public art exhibition.

As part of Children's Grief Awareness Week, 30 pieces were displayed at High Chelmer Shopping Centre. They explored, through art, the often confusing feelings and thoughts of children aged 5-17 who have experienced the death of a loved one, and/or who grieve for the things their incurable diagnosis has taken away from them.

The masterpieces were created during the hospice's 'Headspace' bereavement group, one-to-one sessions with counsellors, workshops and wellbeing groups.

66 Ella was encouraged to explore her feelings surrounding the loss of her twin brother Noah and expressed herself through her artwork.

Thank you to everyone involved for giving our daughter such a therapeutic and supportive experience to learn how to cope with her grief. 99

Kat, mum to Ella, who participated in the exhibition.





**FAIR HAVENS
HUB**

Fair Havens Hub

The Hub (therapy outpatient services at Fair Havens) focuses on maintaining independence and enhancing the quality of life for people with illnesses.

We've witnessed a 35% increase in patients requiring support from the Fair Havens Hub over the last year, as demand grows for a focus on individuals' priorities and what matters to them most at an earlier point in their diagnosis.

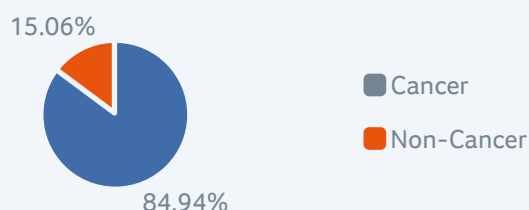
To meet this demand, we have introduced a number of additional groups and workshops. These include mindful movement groups with either a Tai Chi or Pilates element to help them deal with breathlessness, anxiety, fatigue and sleeplessness.

Advanced care planning groups are due to commence following training called 'No Barriers Here' hoping to enable more outreach into communities and focus on reducing barriers for people to access services.

Acupuncture is being introduced as an additional tool to assist with non-pharmacological symptom management.

Part of the organisation's strategy is to diversify our care to reach more people with a range of conditions. Fair Havens Hub has introduced clinics and support groups to bring together local people diagnosed with conditions such as motor neurone disease. It also chairs the local Long Term Conditions multi-disciplinary team meeting. We believe this work is starting to take effect as we report a 5% increase in patients with a non-cancer diagnosis since 2019/2020.

Cancer vs Non-Cancer Diagnosis 2022/23



66 Between Fair Havens, my partner and I, it's been a real team effort. I feel equal and worthy now of having a good life.

Fair Havens has helped me break through the boundaries and barriers I faced. I'm not the same person anymore. I have hope. I can start to think about my future, having fun and connecting with people. 99

Frank, who – alongside his cancer diagnosis – suffered from panic attacks and anxiety so Fair Havens has supported his mental as well as physical health.



INCOME GENERATION – FUNDRAISING AND RETAIL

Income Generation – Fundraising and Retail

Havens Hospices is a local charity, with voluntary income coming from local people, organisations and through the sale of donated goods.

In 2022/23 the charity raised more than £6.7m through its fundraising, thanks to the support of around 14,000 donors. In this period many traditional methods of fundraising recovered well post-pandemic, with the most significant streams of income for the charity being in-memory donations (£430k), events (£435k), lottery (£975k) and legacies (£2.1m). The charity also benefitted from the generosity again of a local business which donated £1m to support our ongoing care.

Income through gifts in wills (legacies) is always significant for the charity and has increased from around £1m in 2021/22. In this year, the charity was left a property through a bequeathed estate. Traditionally charities sell such properties for an immediate cash injection, but the charity decided to retain the property as an asset in order to grow its value over time and to generate a regular income by renting the property.

Around 980 supporters gave a regular monthly gift to the charity every week and circa 13,000 members play the Havens Hospices Lottery. The lottery was rebranded and relaunched in this period. A new external fundraising agency has supported the lottery to start recovering and regrowing post-pandemic when lottery members decreased across the entire sector.

Local and London-based companies supported the work of the charity through direct giving, employee fundraising or through partnerships with the umbrella bodies for hospice care, Together for Short Lives and Hospice UK. Many companies chose to support the charity through our public art installation project, Herd in the City, went live in the summer of 2023 and generated corporate

sponsorship and fundraised income (£213k) throughout 2022/23.



Finally, our charity shops increased in number to 25 with the opening of new stores in Chelmsford, Brentwood and Harold Hill. Shops continued to receive a good level of donations but have been impacted by the economic downturn. However, E-commerce has flourished, generating more than £275k for the charity in the year.

Havens Hospices fundraise in accordance with guidance from the Fundraising Regulator, which is the independent regulator of charitable fundraising, established to strengthen the system of charity regulation and restore public trust in fundraising. Havens Hospices is committed to ensuring all its fundraising is clear, honest and open; fair and reasonable; accountable and responsible; respectful and abides by all the codes of fundraising practice.

The Fundraising Team receives regular updates from the Regulator, operates within the guidelines of the Code of Practice and fundraising-specific policies are written in line with the Code of Practice. Fundraising activity is governed by the Finance Committee, a subcommittee of the Board of Trustees, who considers the validity, value and ethics of the charity's fundraising methods, providing assurance for our operation in line with

the Fundraising Regulator's Code of Practice and other relevant guidance and legislation.

Havens Hospices also complies with all relevant legislation including General Data Protection Regulations and Privacy and Electronic Communications Regulations. All Havens Hospices' supporters receive opportunities in their communications to choose what information they may like to receive and how.

The charity has a clear complaints policy and updated fundraising policies to guide acceptance of donations and appropriate due diligence checks where appropriate. These are checked and monitored via the charity's governance committees.

The charity received five complaints relating

to fundraising activity between April 2022 and March 2023. All were investigated in line with our complaints policy and are resolved and closed. None were significant or reportable to any regulatory body. We have had 0 incidents or complaints reported through the Fundraising Preference Service, Fundraising Regulator, Gambling Commission or the Information Commissioners Office.



Spotlight on Havens Hospices

Elevating our Influence' is key to raising enough money to pay for our free care, removing fear and barriers to accessing our services and highlighting issues that could prevent either of these.

In July 2022, we featured on BBC Breakfast News to discuss the impact of the cost of living, from energy bills to salary increases. This has helped to attract additional donations, including support from Highview Roofing and Externals, which has pledged £50,000 towards utility bills and nursing salaries.

A powerful way to raise awareness of Havens Hospices is through the medium of film. In early 2022, two of our videos were shortlisted by the Smiley Charity Film Awards, with one of them – 'Dying Matters at Havens Hospices' – runner-up in the 'People's Choice' category.



SPOTLIGHT ON HAVENS HOSPICES



**OUR PEOPLE
AND CULTURE**

Our People and Culture

Over the last year, we have continued to invest in our People Team to enable us to proactively support services to achieve our vision of 'Making every day count'.

'Prioritising our People' is embedded into our strategy – investing in our people, their development and wellbeing will help us achieve everything else, ultimately providing more care for more families.

Colleague Wellbeing

The wellbeing of our colleagues has never been so important; when our colleagues experience personal and professional wellbeing they bring their best selves to work.

We have worked hard to improve and strengthen our culture of positive health and wellbeing across the charity including improving communication, offering a range of social events and providing wellbeing resources and events. The results of our recent Staff Wellbeing survey indicate these programmes of work have yielded positive results and it is encouraging to see the impact these are having on our colleagues' experience at Havens Hospices.

Amongst other things, our people advocate for the charity, telling us we are a great place to work, are committed to wellbeing and feel they are 'Making every day count' in their role.

The wellbeing and needs of our staff and colleagues are constantly evolving, and there is always room for improvement. The survey results suggest that important areas to tackle are stress levels, control over workload, and help with physical and general health and wellbeing. We are committed to exploring these further.

We have continued to grow our wellbeing support and advice to address the diverse needs of our workforce and have delivered a number of wellbeing initiatives throughout the year including onsite health and wellbeing clinics and a Staff Wellbeing week, creating a dedicated Health and Wellbeing directory of resources and information and regular signposting to external support and training.



Agenda for Change (AFC)

We recognise that the current financial climate is a significant cause of stress and can have a negative impact on our colleagues' wellbeing. We committed to matching Agenda for Change pay structures for patient-facing staff, which was fully implemented in September 2022; we have again matched the pay award and bonus for 2023/2024

We were also pleased to award non-patient-facing staff a pay award again last year and will continue to review our benefits package of support for our staff.

Recruitment and Retention

The ability for us to deliver high-quality, compassionate care depends upon recruiting and retaining the right people with the right skills.

In the last year, we have become more innovative in recruiting, investing in improved technology for candidate applications, improving the use of our social media platforms, focusing on incentives and benefits packages, analysing our onboarding practices, and reviewing flexible working arrangements. This in turn has increased the overall number of role applications and interest in our vacancies reducing the recruitment costs significantly.

By focusing on why people stay, we have been identifying what the priorities are in terms of retention and will continue to work on this to encourage applicants to the charity and maintain retention levels.

Gender Pay Gap

Whilst previous years showed an increasing pay gap overall, we are pleased to have been able to close this since our last report. In the last year, there has been an increased female presence in senior positions across the charity, and we have developed and refined our recruitment process to ensure fairness in all roles.

- We will continue to take steps to drive equity and transparency across the organisation.
- We will continue to explore how we can attract more men into our organisation to create a more even gender balance within the workforce.
- We will continue to address our gender pay gap through commitments under the People-focused strategic plan, which includes minimising career obstacles for working parents, providing Equality, Diversity and Inclusion (EDI) training and ensuring our reward frameworks drive and deliver equity of pay.

Training and Development

The training and development of our people is of equal priority. Our people must be fully compliant with the core skills needed to perform their roles to provide consistent high quality and safe care. This year we launched a new training policy, which now includes clear and redefined training matrices for all roles.

We rolled out a new learning management system in January 2023. Through this, we have streamlined our training and e-learning processes and developed personalised training pathways, which provide a framework for staff to monitor their professional development. As a result, there has been a huge improvement in training compliance across the organisation with over 94% of our care colleagues having completed the necessary training to ensure they are fully trained in giving safe care and support.

We are committed to providing our people with continuous learning opportunities and are reviewing our suites of training for all staff, working with external facilitators to offer the highest standard of training. We will also continue to improve our talent management and career development practices to actively promote and deliver opportunities for talented people seeking development opportunities across the organisation.



Employee Engagement

This remains a key priority for us. 'Prioritising our People' means actively listening and engaging with employees and volunteers. This is particularly key when everyone is working towards a common goal of providing care for local families, but diverse in how that is delivered – working day or night within a building, on a care floor, in people's homes or in a charity shop.

Communications are tailored to the audience, so we use a blend of email, Microsoft Teams, face-to-face briefings and designed materials to communicate information and encourage engagement.

The 'Social Committee' has organised a number of very successful events designed to bring colleagues together away from their workplace, sometimes with a therapeutic benefit. There has been something for everyone from the Christmas Party to making wreaths, quiz nights to mandala painting.

We have held 'Town Halls' to complement our internal newsletters to bring colleagues together. Here, we have celebrated successes and updated them on key developments, such as the launch of our strategy and the results of our Wellbeing Survey.



Volunteers

We continue to support, embrace and celebrate our volunteer workforce. As of March 2023, we had 1011 volunteers across Havens Hospices, with 645 of these within our 25 charity shops.

Volunteers also support paid staff within our hospices including care, catering, housekeeping, gardening, fundraising and administration support.

Our Board of Trustees pays tribute to their continued invaluable contribution, carrying out essential tasks to enable the organisation to function in an effective and professional way. The number of volunteers disclosed here includes the trustees, some of whom are also directors of the charity's subsidiary companies (see page 72).

The charity estimates that, in the year to March 2023, its volunteers gave some 79,087 hours of time, which - using the valuation method advised by the National Council for Voluntary Organisations (based on minimum wage per hour) - contributed an economic saving to the charity of around £824,000.

Clifford Churchill, 69, from Rayleigh, has volunteered at Little Havens for the last four years after retiring from his job at the New Holland tractor plant in Basildon.

Cliff decided to volunteer for the charity that supported his wife, Helen, after her kidney cancer diagnosis in 2001. She attended its day care centre at Fair Havens in Chalkwell before being cared for at the end of her life in 2011.

“ I love gardening, so volunteering for Havens Hospices gives me a chance to give back for the care and support they showed my wife and me and do something I enjoy. ”

Cliff





Equality, Diversity and Inclusion

This year, we published a Equality, Diversity and Inclusion Policy and Strategy, which includes the commitment:

“Havens Hospices is committed to encouraging equality, diversity and inclusion among our workforce, and eliminating unlawful discrimination. The aim is for our workforce to be truly representative of all sections of society and our patients, and for each employee to feel respected and able to give their best.”

The charity is also committed to ensuring against unlawful discrimination of patients their families, customers or the public, aiming to remove any barriers to access and ensuring that services are equitable.”

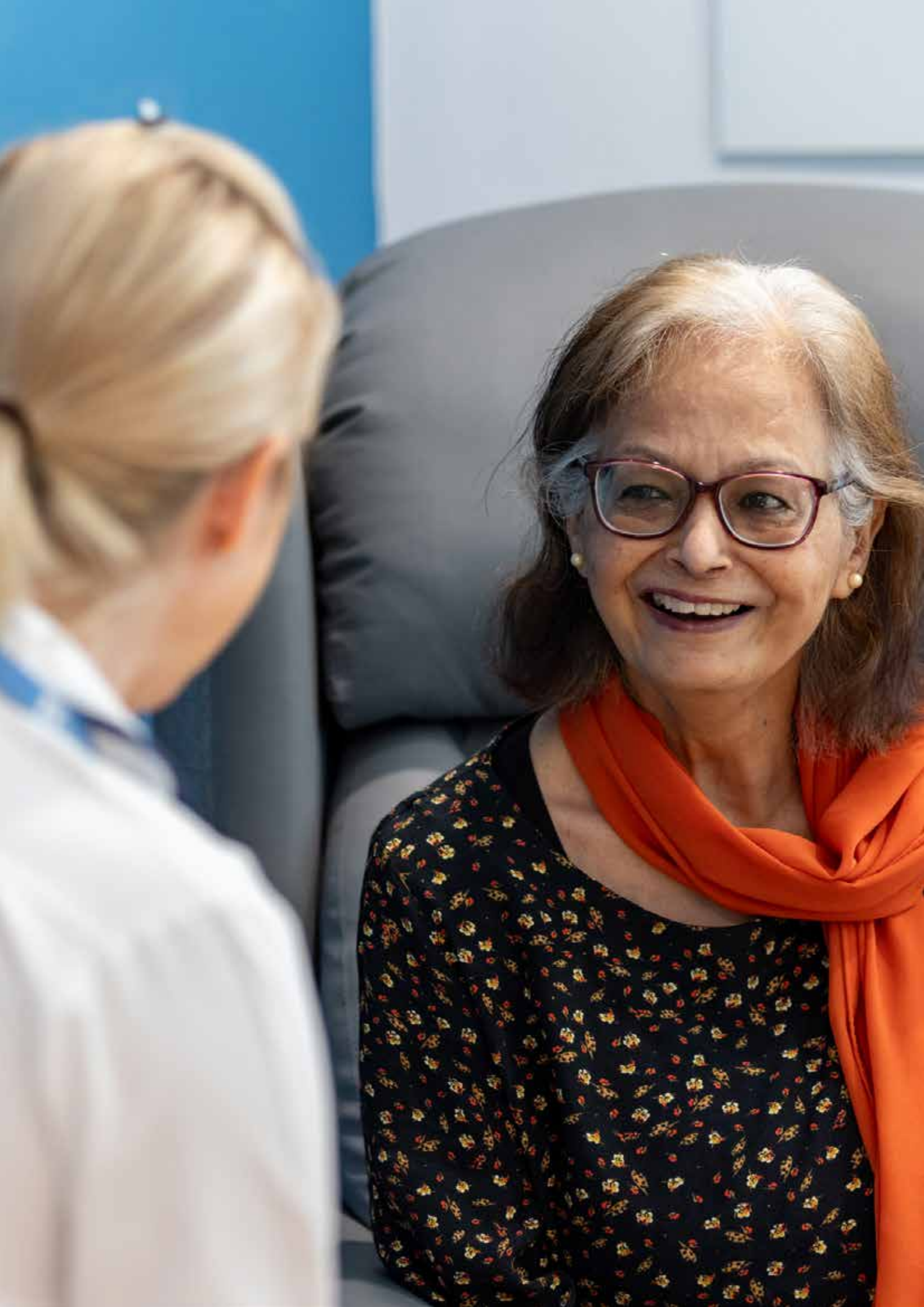
In May 2023, we appointed a dedicated EDI Lead to drive forward this work from previous audits, including the National Centre for Diversity.

Accessibility of patient information has also been a focus. In January we reviewed our guidelines which ensure all leaflets can be produced in large print and easy read, digitally or in print. We can also provide audio formats or pictorial communication for patients, children and families. Some staff are trained in basic Makaton, and we use an interpreting and translation service for British Sign Language or other languages.

The website is responsive to the technology the user prefers, such as PC, smartphone or tablet. The website is compatible with screen readers and conforms to the AA Accessibility Standards based on the Web Content Accessibility Guidelines.

In spiritual care, we have appointed more volunteers to support patients' pastoral, spiritual and religious care across the charity.





Quality and Compliance

Our dedicated team ensures the highest standards are met with the delivery, training and impact reporting of our care teams across Havens Hospices.

In the past year, the team has led internal training and campaigns on:

- Reflective Practice – helping care colleagues feel supported, share learning and motivate each other
- Pressure Ulcer Care – hosting educational sessions to showcase best practice in skincare to ensure patients are safe and comfortable
- Bereavement and Loss – giving attendees the tools to support patients and families through the grief process

One of the Quality Improvement Projects (QIP) implemented was the 'Lighthouse Room' at Fair Havens.

The final resting place for patients who die at Fair Havens was redecorated with a lighthouse paper mural in a reference to the organisation's heritage. Fair Havens was named in the 1980's after a passage in the Bible.

The project was commissioned after Pamela, Ward Manager at Fair Havens, wanted to improve the patient's journey even after death.

Pamela says,

“Preserving the dignity and privacy of the patient after their death is so important to us. It is the last act of nursing care we can provide for them. It means so much to the staff that we have a room that is as beautiful and calming as the other rooms within the hospice.”

The lighthouse mural paper was purchased by Smile of Hope, a charity committed to helping children and young adults with life-limiting illnesses through music and arts.







STREAMLINED ENERGY AND CARBON REPORTING (SECR)

Streamlined Energy and Carbon Reporting (SECR)

Under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, Havens Hospices is mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions. As a minimum Havens Hospices is required to report those GHG emissions relating to natural gas, electricity and transport fuel, as well as an intensity ratio under the Streamlined Energy & Carbon Reporting (SECR) Regulations.

The period covered under the report for the purposes of the Streamlined Energy & Carbon Reporting Regulations is the last Havens Hospices financial year, 1 April 2022 to 31 March 2023.

Scope of report

The scope covered under this report includes:

- Permanent premises-related energy use – natural gas consumption (scope 1), UK electricity (scope 2) and energy-related transmission & distribution (scope 3).

- Transport – Fuel purchased for rented vehicles by Havens Hospices (Scope 1) and private staff and volunteer business mileage paid through expenses (Scope 3).

Quantification and reporting methodology

Havens Hospices has complied with ESOS Phase 3 and has established internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Havens Hospices has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the 2019 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

Energy efficiency actions and targets

Havens Hospices continues to pursue energy saving initiatives such as investing in LED lighting whenever practical.

The electricity supply at both Fair Havens and Little Havens had previously moved to 100% renewable sources from October 2021 and January 2022 respectively. The charity has now also moved its gas supply at Fair Havens to 100% renewable sources from August 2022.

Element	2022/2023 (tCO ₂ e)	2021/2022 (tCO ₂ e)
Gas consumption – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 1)	147.17	148.26
Owned Transport – for vehicles rented by Havens Hospices for work purposes (SCOPE 1)	71.03	63.29
UK Electricity – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 2)	141.59	130.94
TOTAL (tCO ₂ e) SCOPE 1 & 2	359.79	342.49



FUTURE PLANS

Future Plans

Working against a backdrop of huge health and societal change – from commissioning to cost of living – means we need to be agile, both in how we approach our planned operations and in taking advantage of opportunities.

Our five-year strategy has given us a compass to ensure any activity or decision leads to the destinations of ‘Community,’ ‘Choice’ and ‘Challenge.’ In order to protect ourselves against the challenges of demand, income and recruitment, we will be focusing on the following areas over the next 12-18 months:

- Creating a combined Care Team for adults services, creating an agile workforce and maintaining a skillset for nursing colleagues
- Establishing a ‘Rapid Access to End of Life Care’ system with the Mid and South Essex Integrated Care Board (ICB) to discharge more people from hospital
- Restarting the 24/7 pilot so patients with incurable conditions in Southend, Castle Point and Rochford can always speak to someone and avoid an unwanted admission to hospital
- Empower local groups and charities supporting underrepresented communities experiencing barriers to hospice care through Compassionate Communities schemes
- Building relationships within Primary Care and Integrated Care Systems to ensure end-of-life care remains a strategic priority
- Creating a full transition strategy that will cross over all services including advocacy within local systems meetings
- EDI – introducing Equality Impact Assessments, building community networks, co-producing and designing care services
- Implementing the recommendations from the Little Havens Care Development Project so we can care for more children:
 1. Clarifying who can access our care services
 2. Hiring more specialist carers including nurses and therapists and ensuring education is provided to keep them skilled
 3. Expanding our groups and activities, including transition and bereavement support
 4. Enhancing our personalised care by adjusting the booking system
 5. Improving our buildings and gardens



Havens
Hospices

Together, we're 'Making every day count.'

Date 18th JULY 2023

Pay Havens Hospices
ONE THOUSAND POUNDS

£ 1000.00

On behalf of:
HEYCROFT PRIMARY
SCHOOL WITH SPECIAL THANKS
TO LILLY METCALFE

Sort Code:
7-33

Account Number
012345678

havenshospices.org.uk

FINANCIAL
REVIEW &
STATEMENTS

Financial review

2022-2023

The trustees are pleased to present the financial results for the year which show a net deficit of £800k (2022: surplus £1,433k). The budgeted deficit for year ending 31 March 2023 was £2,329k.

Total gross income for the year was £12,748k, 4.6% above the £12,189 received in the previous year. Of this, total income from donations and legacies, net of the associated costs of generating this income, totalled £4,150k (2022: £4,121k).

Trading activities includes income from our charity shops and the weekly hospice lottery. This generated income of £4,508K, 5% above the £4,292K in 2022. During the year the charity opened three new shops. The weekly hospice lottery continued using a new canvassing company during the year. Their concerted efforts have increased lottery costs. There were no challenge style fundraising events during the year.

In 2022/23 the charity raised more than £6.7m through its fundraising and weekly lottery, thanks to the support of around 14,000 donors. In this period, many traditional methods of fundraising recovered well post-pandemic, with the most significant streams of income for the charity being in-memory donations (£430k), events (£435k), lottery (£975k) and legacies (£2.1m).

In addition, the charity received a generous 'one-off' donation of £1m in the year from a corporate donor.

The trustees would like to thank the many friends and supporters of Havens Hospices for their donations and bequests. They would also like to thank the thousands of volunteers who give their time so generously.

Income derived from charitable activities was generated from statutory sources, which in 2023 totalled £2,302k (2022: £2,371k).

Total expenditure on charitable activities for the year was £9,122k (2022: £7,163)

The charity did not generate any realised gains on its investment portfolios, these have all been liquidated (2022: £nil). There were no unrealised losses in the period (2022: £nil).

The charity's cash position increased over the year, with £2,759k of cash being held at 31 March 2023 (2022: £2,699k), in addition to £6,083k of cash investments (2022: £6,055k). The reasons for the £60k increase in total cash and cash equivalents are detailed in the statement of cash flows on page 45.

Principal risks and uncertainties

The charity and its subsidiaries face various risks surrounding their operations. Going into 2023/24, the main risk is the impact of the economy on fundraising income following Covid 19. During the coming year the charity will look to engage in commercial opportunities to provide additional income streams.

The trustees take seriously their responsibility to ensure that actual and potential risks to the organisation, its clients and visitors are identified and that all necessary and appropriate steps are taken to manage them. To achieve this, the trustees have delegated to their sub-committees and to staff at all levels of the organisation responsibility for managing risk in their respective areas.

Each of the committees – Care, Finance and Governance maintain a high-level risk register, which collectively provides the basis for the trustees’ overarching risk register. Staff and volunteers throughout the organisation receive specific training on risk awareness, assessment and management. The organisation also operates a computerised risk management database system to manage day-to-day risks.

The charity also undertakes business continuity planning as part of its risk management strategy.

Investment powers and policy

The trustees’ policy for the management of cash is to hold funds deemed surplus to immediate operational requirements in a range of interest-bearing term deposit accounts with differing maturity dates spread across high-quality UK banks or building societies to mitigate risk.

As of 31st March 2023, a total of £6,083k (2022: £6,055k) was held in bank or building society deposits due to mature in more than three months but less than two years, which are classified in these accounts as current asset investments, and £2,759k held in deposits of three months’ notice or less, including instant access accounts (2022: £2,699k), which are classified in these accounts as cash in hand and at bank.

Ethical investment policy

This policy states that trustees will not invest directly in a company if it carries out activities which are directly contrary to the charity’s purposes and, therefore, against its interests and those of its beneficiaries. Our current plans are to spend surplus funds within 2-5 years on expanded patient services and new commercial opportunities. Therefore all funds are invested in cash deposits.

Reserves policy and going concern

Reserves are required, if necessary, to bridge any gap between spending on the charity’s services and the income it receives from all sources, to invest in services and future income generation, and to fund future initiatives. The trustees recognise the need to hold adequate reserves as part of their overall risk management strategy.

The charity’s overall reserves decreased this year by (£800k) as a result of the net deficit (2022: £1,433 surplus).

All restricted and designated funds are excluded from the trustees’ computation of the organisation’s free reserves. Free reserves at March 2023 were, therefore, £9,065k, a decrease of £355k on the previous year (2022: £9,420).

Free reserves at 31st March 2023 represent more than nine months’ expenditure. Our current reserves policy requires three months of expenditure. In the event that the free reserves fall below £3m, the income and expenditure will be reviewed and cost savings implemented to reach the five-year plan to March 2027.

The effect of Covid 19 and the cost of living crisis continues to impact expected future income. The charity is monitoring its financial performance and forecasts through to March 2027. Having reviewed the post-COVID and strategic risks facing the charity, the budget and business plan for the periods 2023 to 2024 and the overall cash levels held, the trustees consider that sufficient reserves are held at 31 March 2023 to manage those risks successfully.

The trustees consider that there is a reasonable expectation that the charity and its subsidiary companies have adequate resources to continue to operate for the foreseeable future.

Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Consolidated statement of financial activities

(incorporating an income & expenditure account)

			2023			2022
	Note	Restricted £000's	Unrestricted £000's	Total £000's	Restricted £000's	Total £000's
INCOME FROM:						
Donations and legacies	2	128	5,637	5,765	727	5,357
Charitable activities:	3					
Adult hospice		-	807	807	-	981
Adult community services		-	389	389	-	145
Children's hospice		444	488	932	482	1,073
Children's community services		-	174	174	-	172
		444	1,858	2,302	482	2,371
Raising Funds:						
Trading activities	4	1,456	3,052	4,508	1,450	4,292
Other income	5	11	162	173	9	169
TOTAL INCOME		2,039	10,709	12,748	2,668	12,189
EXPENDITURE ON:	12					
Raising funds:						
Fundraising Costs		-	1,615	1,615	-	1,236
Trading Activities		1,467	1,344	2,811	1,054	2,357
		1,467	2,959	4,426	1,054	3,593
Charitable activities:						
Adult hospice		193	4,222	4,415	878	3,746
Adult community services		-	1,484	1,484	-	914
Children's hospice		-	2,779	2,779	241	2,043
Children's community services		444	-	444	460	460
		637	8,485	9,122	1,579	7,163
TOTAL EXPENDITURE		2,104	11,444	13,548	2,633	10,756
Net (expenditure) / income for the year	6	(65)	(735)	(800)	35	1,433
Reconciliation of funds:						
Total funds brought forward	28, 29	141	26,764	26,905	106	25,472
Total funds carried forward	28, 29	76	26,029	26,105	141	26,905

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Notes 28 and 29 to the financial statements.

Balance Sheet

As at 31 March 2023

Company number: 02805007

	Note	The Group		The Charity	
		£000's	£000's	£000's	£000's
		2023	2022	2023	2022
Fixed Assets					
Tangible assets	13	16,964	17,344	16,847	17,290
Investments in subsidiary undertakings	14	-	-	75	75
		16,964	17,344	16,922	17,365
Current Assets					
Stocks	16	21	7	-	-
Debtors	17	1,426	1,586	1,208	1,420
Current investment cash deposits	18	6,083	6,055	6,083	6,055
Cash at bank and in hand		2,759	2,699	2,728	2,672
		10,289	10,347	10,019	10,147
Liabilities					
Creditors: amounts falling due within one year	19	(1,129)	(786)	(1,220)	(1,176)
Net current assets		9,160	9,561	8,799	8,971
Total assets less current liabilities		26,124	26,905	25,721	26,336
Provisions for liabilities and charges	21	(19)	-	-	-
Net assets	22, 23, 28 & 29	26,105	26,905	25,721	26,336
Funds					
Restricted funds		76	141	76	141
Unrestricted funds:					
Designated funds:					
Fixed assets reserve		16,964	17,344	16,847	17,290
Total designated funds		16,964	17,344	16,847	17,290
General funds		9,065	9,420	8,798	8,905
Total unrestricted funds		26,029	26,764	25,645	26,195
TOTAL FUNDS	28, 29	26,105	26,905	25,721	26,336

Approved by the trustees on 27 October 2023 and signed on their behalf by

Terry Harding - Treasurer

Consolidated statement of cash flows

Company number: 02805007

For the year ended 31
March 2023

	2023		2022	
	£000's	£000's	£000's	£000's
Cash flows from operating activities:				
Net cash provided by operating activities		267		1,225
Cash flows from investing activities:				
Dividends, interest and rental income	114		25	
Proceeds from sale of fixed assets	-		8	
Purchase of fixed assets	(321)		(260)	
Net cash used in investing activities		(207)		(227)
Change in cash and cash equivalents in the year		60		998
Cash and cash equivalents at the beginning of the year		2,699		1,701
Cash and cash equivalents at the end of the year		2,759		2,699

Reconciliation of net income to net cash flow from operating activities:

	2023 £000's	2022 £000's
Net (expenditure) / income reported for the year	(800)	1,289
Depreciation charges	645	612
Dividends, interest and rental income	(114)	(25)
Profit / (Loss) on sale of fixed assets	-	(5)
Increase in stocks	14	17
(Increase) / Decrease in debtors	160	(233)
Increase / (Decrease) in creditors	343	(418)
Increase / (Decrease) in provisions	19	(12)
Net cash provided by operating activities	267	1,225

Analysis of cash and cash equivalents:

	At 1 April 2022 £000's	Net Cash Flows £000's	At 31 March 2023 £000's
Cash in hand and at bank (total cash and cash equivalents)	2,699	60	2,759

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies

(a) Statutory information

Havens Hospices is a company limited by guarantee and is incorporated in the UK. The registered and operational office address is 226 Priory Crescent, Southend on Sea, Essex, SS2 6PR.

(b) Basis of preparation and consolidation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice, which is applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applying in the UK and Republic of Ireland (FRS 102 - the Charities SORP FRS 102), with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and with the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or Note.

These financial statements consolidate the results of the charitable company and its wholly owned active subsidiaries held at the balance sheet date of 31 March 2023:

- Havens Hospice Trading Company Limited (registered company no. 2582455)
- Havens Development Company Limited (registered company no. 6245406)

Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements.

Balances between the companies are disclosed in the Notes to the charitable company's balance sheet. Intragroup transactions and balances are disclosed in Note 10.

A separate Statement of Financial Activities for the charity itself is not presented because the charitable company has taken advantage of exemptions afforded by section 408 of the Companies Act 2006.

The trustees also do not consider that there are any areas of uncertainty affecting accounting estimations at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Key judgments that the charitable company has made which have a significant effect on the accounts include determining the value of legacy income to accrue at the end of the financial year, in accordance with the charity's policy for income recognition.

(c) Public benefit entity

The charitable company meets the definitions of a public benefit entity under FRS 102.

(d) Going concern

Havens Hospices reported free reserves at 31 March 2023 of £9,065k. At the end of September 2023 we have reported a deficit of £1092k against a deficit budget of 754k, resulting in a negative variance of £338k. The trustees consider that there are no material uncertainties about Havens Hospices ability to continue as a going concern. Further details are included in the trustees' report.

(e) (i) Incoming resources – donations and legacies

Income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received, the income is not deferred and the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts (see Note 2).

(ii) Incoming resources – charitable activities

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the group 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.

(f) Donations of goods and services

Donated goods are recognised as income when the economic benefit from their use can be measured reliably. Items donated for sale via charity shops, or for use as raffle prizes or by auction at fundraising events, are recognised as income when sold or when income is generated from them rather than on receipt. The charity receives no donated services other than time generously given by its volunteers, for which no value is included in the financial statements in accordance with the Charities SORP.

(g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably.

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal 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. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the expenditure incurred in encouraging third parties to make voluntary contributions to the charity, as well as the cost of activities whose primary purpose is fundraising. This includes costs of trading activities which relate to expenditure on raising funds by means of charity shops, weekly draws and challenge style events.
- Expenditure on charitable activities includes all costs of delivering hospice care services, undertaken to further the purposes of the charity, together with the associated direct support costs.

Irrecoverable VAT is charged as a cost against the activities for which the underlying expenditure was incurred. Since 1 April 2015, irrecoverable VAT has been minimised as a result of the introduction of Section 33 VAT relief for palliative care charities, under which the charity is able to recover VAT relating to its core care services and on some fundraising costs, in addition to a proportion of the VAT incurred on corporate overheads.

(i) Allocation of support and governance costs

Resources expended are allocated to the appropriate activities under the headings identified in (h) above, with spend on charitable activities being sub-divided between the four main areas of the charitable company's care services as defined on pages 13-21. The cost of overall direction and administration of the charity, comprising the salary and overhead

costs of the executives, finance and human resources functions, is apportioned to the charitable activities, activities for raising funds and trading activities as set out in the analysis of expenditure note (Note 12). The apportionment is based on an estimation of the relative use of these central overhead resources by the respective activities. Costs incurred in the governance of the charity and its trading company, which result primarily from constitutional and statutory requirements, are apportioned to key activities on a similar basis.

(j) Pensions

A number of the group's employees contribute to either defined contribution or Group Personal Pension Schemes in which the employers participate, or to the NHS pension scheme. Further details are set out in Note 9. The group's contributions to these schemes are charged to the Statement of Financial Activities when they fall due.

(k) Operating leases

Annual rentals, net of all aggregated lease inducements where applicable, are charged to the profit and loss account on a straight-line basis over the whole term of the lease.

(l) Tangible fixed assets and depreciation

Items of equipment or other assets of an enduring nature are capitalised where the purchase price, individually or as part of a single project, exceeds £5,000.

Depreciation charges commence when an asset is brought into use, and are spread evenly at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation is applied to all fixed assets except freehold land and investment properties, and is calculated at the following rates :

Investment Property is held cost / valuation -

No depreciation

Freehold Buildings - over 25 to 100 years as appropriate

Fixtures and fittings, furniture, equipment and shop-fit costs - over 7 years or over useful life if shorter

Motor vehicles - over 4 years

Computer hardware and software - over 3 years or over useful life if longer

Assets are reviewed for impairment if circumstances indicate that their carrying value may exceed their net realisable value and value in use.

(m) Investments

Investments in subsidiary undertakings are stated at cost in the charity's accounts, and are eliminated as a consolidation adjustment in the group financial statements.

(n) Cash investments, and cash at bank and in hand

Cash deposits are classified as fixed asset investments, whereas deposits held for more than three months but less than one year, and which are not part of the day to day cash balances of the charitable company or its subsidiaries, are classified as current asset investments. Cash at bank and in hand includes cash in current accounts or with deposits maturing in three months or less from the date of acquisition.

(o) Stocks

Stocks of donated items for resale in the charity shops are not valued, as the trustees consider that it is impractical to apply a value to these items and that the costs of attempting to do so would outweigh any benefits. Consequently, the stock value carried in the group's balance sheet relates entirely to bought-in goods not yet sold by Havens Hospices Trading Company. These stocks are valued at the lower of cost and net realisable value, with cost value based on purchase prices - including any invoiced delivery or packaging cost - on a first in, first out basis. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for costs of sale. Provision is made where necessary for obsolete, slow moving or defective stocks.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity or its subsidiaries have 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity and its subsidiary undertakings only have financial assets and liabilities of a kind that qualify as basic financial instruments.

(q) Funds

Restricted funds are those where the purpose for use has been restricted by the givers. Expenditure which meets the relevant criteria is charged to the appropriate restricted funds.

Designated funds are unrestricted funds set aside by the trustees for specific purposes.

Unrestricted funds are monies which can be used for any of the charitable company's operations at the trustees' discretion.

Transfers between funds are carried out in order to:

- i) designate funds to reflect the carrying value of fixed assets.
- ii) release designated funds for other specified purposes.
- iii) recognise that restrictions placed on capital grants have been satisfied by their expenditure, or
- iv) cover any deficiency in restricted funds.

(r) Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes. Available taxable profits arising in subsidiary companies which are not charities sharing Havens Hospices' objects are donated to the parent charity under gift aid.

2. Income from donations and legacies

	Other restricted £000's	Unrestricted £000's	2023 Total £000's
Donations and voluntary income	128	3,504	3,632
Legacies	-	2,133	2,133
COVID funding received from Hospice UK	-	-	-
	128	5,637	5,765

	Other restricted £000's	Unrestricted £000's	2022 Total £000's
Donations and voluntary income	291	3,509	3,800
Legacies	-	1,121	1,121
COVID funding received from Hospice UK	436	-	436
	727	4,630	5,357

Legacy income includes accruals for bequests where the charity has been notified of its entitlement, probate has been granted, and estate accounts or other documents evidencing the estate value have been provided to enable the charity to measure the value of its entitlement reliably. The charity has reviewed the legacy entitlements notified to it and has accrued £288,583 (2022: £1,570) in line with this criteria. A total of £3,062,686 (2022: £363,499) of legacy pipeline which does not meet the new estimation criteria is, however, treated by the charity as a contingent asset at March 2023.

3. Income from charitable activities

	Restricted £000's	Unrestricted £000's	2023 Total £000's
CCGs	-	1,858	1,858
NHS England revenue funding	444	-	444
	444	1,858	2,302

	restricted £000's	Unrestricted £000's	2022 Total £000's
CCGs	-	1,889	1,889
NHS England revenue funding	482	-	482
	482	1,889	2,371

4. Income from trading activities

	Restricted £000's	Unrestricted £000's	2023 Total £000's
Charity shops	1,456	2,077	3,533
Weekly draw subscriptions	-	975	975
Challenge fundraising events	-	-	-
	1,456	3,052	4,508

	restricted £000's	Unrestricted £000's	2022 Total £000's
Charity shops	1,450	1,605	3,055
Weekly draw subscriptions	-	996	996
Challenge fundraising events	-	241	241
	1,450	2,842	4,292

5. Other Income

	Other restricted £000's	Unrestricted £000's	2023 Total £000's
Training & Staff Meals	-	71	71
Investments	11	103	114
Disposal Proceeds - Fixed Assets	-	-	-
Insurance Proceeds	-	(12)	(12)
	11	162	173

	Other restricted £000's	Unrestricted £000's	2022 Total £000's
Training & Staff Meals	-	127	127
Investments	9	3	12
Disposal Proceeds - Fixed Assets	-	5	5
Insurance Proceeds	-	25	25
	9	160	169

6. Net income for the year

	2023 £000's	2022 £000's
This is stated after charging/(crediting)		
Depreciation	603	612
Auditor's remuneration: Audit	28	23
Audit charges relating to 2022	4	-
Tax	2	3
Tax Charges relating to 2022	2	-
Operating lease rentals payable	510	481
Loss/ (profit) on disposal of fixed assets	-	3

7. Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

	2023 £000's	2022 £000's
Staff costs incurred during the year were as follows:		
Salaries and wages	7,914	6,038
National insurance	723	512
Employer's contributions to pension schemes (see Note 9)	599	508
Redundancy and termination costs	22	-
Payroll related costs	9,258	7,058
Other staff costs	417	462
	9,675	7,520

No trustees received pay or other benefits from the charity in either year, and no trustees received payment for professional or other services supplied to the charity in either year. No trustees claimed expenses for attending to charity business in either year. The value of expenses waived by trustees was not material in either year. The charity paid £1,960 of premiums in the year for trustee indemnity insurance (2022: £708).

The following number of employees received total remuneration during the year, excluding employer's pension and National Insurance contributions, in the stated value bands:

	2023 No.	2022 No.
£60,000 - £69,999	1	1
£70,000 - £79,999	1	1
£80,000 - £89,999	1	-
£90,000 - £99,999	1	1

The total employee benefits, including National Insurance and pension contributions, of the key management personnel in the 2023 accounting year were £1,081,632 (2022: £486,707).

The Organisational Structure has changed, the Leadership Team has been expanded to include all Heads of all departments.

8. Staff numbers

	Headcount		Full time equivalent	
	2023 No.	2022 No.	2023 No.	2022 No.
Adult hospice	101	92	83	68
Adult community services	39	27	32	20
Children's hospice	43	48	36	33
Children's community services	13	10	9	7
Activities for raising income	28	26	24	20
Trading activities	71	61	56	48
Support and governance activities	29	25	26	21
	324	289	266	217

9. Pensions and benefits

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded, defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2023, is based on valuation data as 31 March 2022, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The actuarial valuation as at 31 March 2020 is currently underway and will set the new employer contribution rate due to be implemented from April 2024.

The combined contributions payable by the group into all pension schemes for the year amounted to £598,644 (2022: £507,551). Contributions of £39,340 (2022: £37,597) were outstanding at the year end and are included in creditors.

In addition, the group contributes to an employee life assurance scheme, for which the contributions payable were £18,135 (2022: £14,264).

10. Related party transactions

Other than the related party transactions between group companies noted below and the transactions disclosed in Note 7 (payments to employee pension schemes and employment benefits paid to key management personnel and to their related parties), there were no other related party transactions requiring disclosure (2022: £nil).

All of the disclosed transactions with related parties were made within the normal course of business, including any restrictions applied to donations which were restricted to purposes which were already part of the charity's approved business plan.

During the year, donations were received from trustees totalling £1,316 (2022: £2,726) and from key management personnel of £218 (2022: £141).

11. Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes.

Available taxable profits in the subsidiary are donated to the parent charity under gift aid. As a result of this, or due to taxable losses incurred, there were no profits chargeable to corporation tax in any subsidiary company in the 2023 or 2022 tax years.

12. Analysis of expenditure

	Direct costs £000's	Support costs £000's	2023 Total £000's	Direct costs £000's	Support costs £000's	2022 Total £000's
Costs of raising funds						
Fundraising marketing	1,460	155	1,615	1,120	116	1,236
Trading activities	2,750	61	2,811	2,277	80	2,357
	4,210	216	4,426	3,397	196	3,593
Charitable activities:						
Adult hospice	3,957	458	4,415	3,333	413	3,746
Adult community services	1,286	198	1,484	819	95	914
Children's hospice	2,470	309	2,779	1,827	216	2,043
Children's community services	395	49	444	412	48	460
	8,108	1,014	9,122	6,391	772	7,163
TOTAL EXPENDITURE	12,318	1,230	13,548	9,788	968	10,756

Included in the costs above are governance costs of £77,664 (2022: £93,729).

Governance costs are an allocation of the Leadership Team costs to oversee the operations of the Charity.

Analysis of support costs	2023 Total £000's	2022 Total £000's
Executive	256	230
Finance	335	289
Human Resources and volunteer services	634	441
	1,225	960

Support costs cover central service functions which have been allocated to the main activities of the charity on a basis deemed consistent with the use of those resources. In accordance with the requirements of Charities SORP FRS 102, governance costs are also apportioned across the organisation's principal activities on a similar basis. The £9,862 of governance costs attributed to the trading subsidiary, Havens Hospices Trading Ltd, are its own (2022: £6,512).

13. Tangible fixed assets

For the group:	Freehold land	Property	Assets under construction	Furnishings, fittings, computers & equipment	Motor vehicles	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Cost						
At 1 April 2022	2,046	15,581	52	2,257	16	19,952
Additions in year	-	143	-	79	44	266
Transfer	-	52	(52)	-	-	-
Disposals	-	-	-	(3)	-	(3)
At 31 March 2023	2,046	15,776	-	2,333	60	20,215
Depreciation						
At 1 April 2022	-	1,278	-	1,314	16	2,608
Charge for the year	-	335	-	309	1	645
Disposals	-	-	-	(2)	-	(2)
At 31 March 2023	-	1,613	-	1,621	17	3,251
Net Book Value						
At 31 March 2023	2,046	14,163	-	712	43	16,964
At 31 March 2022	2,046	14,303	52	943	-	17,344

For the charity:	Freehold land	Property	Assets under construction	Furnishings, fittings, computers & equipment	Motor vehicles	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Cost						
At 1 April 2022	2,046	15,581	52	1,733	16	19,428
Additions in year	-	-	-	78	44	122
Transfer	-	52	(52)	-	-	-
Disposals	-	-	-	(3)	-	(3)
At 31 March 2023	2,046	15,633	-	1,808	60	19,547
Depreciation						
At 1 April 2022	-	1,278	-	844	16	2,138
Charge for the year	-	301	-	262	1	564
Disposals	-	-	-	(2)	-	(2)
At 31 March 2023	-	1,579	-	1,104	17	2,700
Net Book Value						
At 31 March 2023	2,046	14,054	-	704	43	16,847
At 31 March 2022	2,046	14,303	52	889	-	17,290

All of the above assets are used for charitable purposes or for trading purposes, the objective of which is to generate profits to fund the core work of the charity.

14. Fixed Assets Investments

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Cost of investment in subsidiary undertakings incorporated in the UK	-	-	75	75

The investments in subsidiary companies represent 100% of the issued share capital of:

Havens Hospice Trading Company Limited: £75,100

Havens Development Company Limited: £1 - Now Dissolved

15. Subsidiary undertakings' summarised results

At the balance sheet date, the charity had two wholly owned and active subsidiary companies registered in England, Havens Hospices Trading Company (HHT) and Havens Development Company (HDCL). HHT's principal purpose is to generate income for the benefit of the hospices from the sale primarily of donated goods. Its financial results are consolidated line by line in the Statement of Financial Activities. HDCL was established to undertake the project of building the new Fair Havens adult hospice facility. All work incurred by HDCL in the planning, design and work-in-progress for constructing the new hospice is invoiced to the charity in full periodically, and capitalised in the charity's accounts. HDCL was dormant during the financial year and dissolved on 27 June 2023. Available taxable profits from either subsidiary are distributed to the parent charity (see Note 11), and transactions between the parties are disclosed in Note 10.

Summary results for the group:	HHT £000's 2023	HHT £000's 2022	HDCL £000's 2023	HDCL £000's 2022
Gross turnover	1,833	1,631	-	-
Gift aided sales transferred to charity	1,038	771	-	-
Intercompany management charges	36	36	-	-
Net turnover	2,907	2,438	-	-
Cost of sales	(33)	(13)	-	-
Gross Profit	2,874	2,425	-	-
Other operating income	2	165	-	-
Administrative expenses	(2,576)	(2,147)	-	-
Profit for the financial year	300	443	-	-
Distribution of profits	(497)	(718)	-	-
Retained profit / (loss) for the financial year	(197)	(275)	-	-
The aggregate of the assets, liabilities and funds was:				
Assets	512	714	-	-
Liabilities	(51)	(57)	-	-
Funds	461	657	-	-

The Charity income for the year is £9,213k (2022 £9,060k)

The Charity net deficit for the year is (£1,762k) (2022 £416k)

16. Stocks

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Bought in goods for resale by trading company	21	7	-	-

17. Debtors

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Trade debtors	87	633	70	613
Other debtors	70	432	39	389
VAT recoverable	78	77	3	77
Legacies receivable	289	2	289	2
Prepaid expenses	902	442	807	339
	1,426	1,586	1,208	1,420

18. Current investment cash deposits comprise:

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Bank and building society deposits	6,083	6,055	6,083	6,055
	6,083	6,055	6,083	6,055

Short term deposits and investments are held to provide a return on short term cash. These are held in pooled funds or deposits of varying maturity dates of more than 3 but less than 24 months.

19. Creditors: amounts due within one year

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Trade creditors	62	58	62	58
Taxation and social security creditors	171	129	171	129
Pension creditors	39	38	39	38
Accrued expenses	634	375	602	317
Amounts due to subsidiaries	-	-	123	448
Deferred income (see Note 20)	223	186	223	186
	1,129	786	1,220	1,176

20. Deferred income

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Balance at the beginning of the year	186	311	186	311
Amount released to income in the year	(2,813)	(2,237)	(2,813)	(2,237)
Amount deferred in the year	2,850	2,112	2,850	2,112
Balance at the end of the year	223	186	223	186

Deferred income comprises monies raised in respect of future fundraising activities which take place or fall due in the following accounting year. The income primarily relates to events such as the London Marathon and receipts in advance for future weekly draws (hospice lottery).

21. Provisions for liabilities and charges

	The Group		The Charity	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Balance at the beginning of the year	-	12	-	-
Released, utilised or transferred during the year	-	(12)	-	-
Provisions created during the year	19	-	-	-
Balance at the end of the year	19	-	-	-

22. Analysis of group net assets between funds: as at 31 March 2023

	Restricted funds £000's	Designated funds £000's	General funds £000's	Total funds £000's
Tangible fixed asset	-	16,964	-	16,964
Cash investments	-	-	6,083	6,083
Cash in hand and at bank	76	-	2,683	2,759
Other net current assets	-	-	299	299
Net assets at end of year	76	16,964	9,065	26,105

23. Analysis of group net assets between funds comparisons: as at 31 March 2022

	Restricted funds £000's	Designated funds £000's	General funds £000's	Total funds £000's
Tangible fixed asset	-	17,344	-	17,344
Cash investments	-	-	6,055	6,055
Cash in hand and at bank	141	-	2,558	2,699
Other net current assets	-	-	807	807
Net assets at end of year	141	17,344	9,420	26,905

24. Operating lease commitments

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

	Land and property		Motor vehicles, printers and photocopiers	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Total minimum lease payments falling due:				
In the year following the balance sheet date	505	359	13	19
In years two to five	832	496	7	20
Net assets at end of year	1,337	855	20	39

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

	Land and property		Motor vehicles, printers and photocopiers	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Total minimum lease payments falling due:				
In the year following the balance sheet date	505	359	8	8
In years two to five	832	496	7	15
Net assets at end of year	1,337	855	15	23

25. Operating lease commitments (continued)

The commitments relating to land and property result from rental of shop premises which are subject to non-cancellable operating leases held in the name of the charity. These are licensed by the charity to Havens Hospices Trading Ltd, which occupies the premises for the purpose of operating charity shops.

The minimum lease payments computed for the purpose of this Note have been calculated to the earliest of the lease expiry date or next tenant's break clause date. FRS 102 requires that operating lease incentives such as rent free periods or contributions to fitting out costs should be spread over the full lease period.

26. Capital commitments

There are no capital commitments at the year end (2022: £nil).

27. Purpose of restricted and designated funds

a) Purpose of restricted funds:

Fair Havens - other / Little Havens - other

These represent funds restricted to use within the existing adult or children's hospice respectively. As the day to day operating costs of the hospices generally exceed the value of these restricted gifts, the balance at each year end normally represents just those funds which are restricted to specific purposes within the adult or children's hospice which have not been spent at 31 March 2023.

Little Havens - Martha McGilda trust

This gift from a trust was initially restricted to maritime-related activities, but this was subsequently widened, with the consent of the donor, to apply to all children's activities.

Little Havens - NHS England revenue grant

This represents funding received annually from NHS England's transitional grant which replaced the

former Section 64 grant for children's hospices, pending finalisation and implementation of a proposed new palliative care currency and associated tariff. The income is restricted and cannot be used to finance fundraising activities. The grant is spent out each year on the specified purpose of providing hospice services to children in the Essex community. The NHS Grant has increased by 19% for the year ending 31 March 2023.

b) Purpose of designated funds:

Fixed assets reserve

Designated funds consist primarily of the fixed assets reserve, which is updated at each year end to reflect movements in asset values by transferring the appropriate increases or reductions from general reserves or, where appropriate, from the appropriate restricted funds.

28. Movement in funds: year ended 31 March 2023

	At the start of the year £000's	Income and gains £000's	Expenditure and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Other	131	128	(188)	-	71
	131	128	(188)	-	71
<i>Little Havens children's hospice</i>					
Martha McGilda trust	5	-	-	-	5
NHS England revenue grant	-	444	(444)	-	-
Other	-	1,467	(1,467)	-	-
	5	1,911	(1,911)	-	5
<i>Other restricted funds</i>	5	-	(5)	-	-
Total restricted funds	141	2,039	(2,104)	-	76
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	17,344	-	(380)	-	16,964
Total designated funds	17,344	-	(380)	-	16,964
General funds	9,420	10,709	(11,064)	-	9,065
Total unrestricted funds	26,764	10,709	(11,444)	-	26,029
TOTAL FUNDS	26,905	12,748	(13,548)	-	26,105

29. Movement in funds comparisons: year ended 31 March 2022

	At the start of the year £000's	Income resources and gains £000's	Expenditure resources and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Other	282	727	(878)	-	131
	282	727	(878)	-	131
<i>Little Havens children's hospice</i>					
Martha McGilda trust	5	-	-	-	5
NHS England revenue grant	-	482	(482)	-	-
Other	(186)	1,459	(1,273)	-	-
	(181)	1,941	(1,755)	-	5
<i>Other restricted funds</i>	5	-	-	-	5
	5	-	-	-	5
TOTAL RESTRICTED FUNDS	106	2,668	(2,633)	-	141
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	17,664	-	(320)	-	17,344
Total designated funds	17,664	-	(320)	-	17,344
General funds	7,702	9,521	(7,803)	-	9,420
Total unrestricted funds	25,366	9,521	(8,123)	-	26,764
TOTAL FUNDS	25,472	12,189	(10,756)	-	26,905

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The 98 members of the charitable company at 31 March 2023 (2022: 109) include the trustees, as named on page 72.

The liability of each member in the event of winding up is limited to £1. HDCL Dissolved 27 June 2023





STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure, governance and management - Section 172 of Companies Act 2006

Directors and trustees

Havens Hospices (HH) is registered both at Companies House (as a company limited by guarantee) and with the Charity Commission, and trades as “Havens Hospices”, “Fair Havens”, “Little Havens”, “The Heath Centre” and “Leaves of Life”.

Acting in accordance with Section 172 of the Companies Act 2006 (‘Duty to promote the success of a company’) Havens Hospices trustees consider that they have complied with their duties in regard to Section 172 of the Companies Act 2006 by promoting the charity’s success in achieving its charitable purpose: offering the best possible palliative and supportive care. Havens Hospices’ company directors are also the trustees of Havens Hospices, and in line with the charity’s governing document, they are referred to as “the trustees” in this document. Collectively, they constitute the organisation’s governing body.

Long-term consequences of decisions – refer to Principal risks and uncertainties on page 41.

Interest of employees – Our People Our Culture on page 27-30.

Impact on the community and the environment – refer to Beneficiaries of Havens Hospices Care on pages 11-21.

Beneficiaries of Havens Hospices Care

Acting fairly between members – The trustees act in good faith to promote the success of the charity to achieve its charitable objectives. Refer to Objectives and Core Charitable Activities on page 9.

Appointment of trustees

Under the Articles of Association, as amended in September 2019, trustees are elected at the AGM for a term of office of four years.

The trustees have procedures, overseen by the charity’s governance sub-committee, for the recruitment, induction, training and support of newly appointed trustees. The trustees determine the range and mix of skills, attributes and diverse experience they believe are required to enable the Board as a whole to fulfil its responsibilities and analyse their existing skills and experience regularly in order to identify those areas they will be looking for particularly when seeking to attract new trustees.

Induction and training of trustees

Newly appointed trustees are inducted into the organisation through a formalised training programme, strategic and policy information sharing and face-to-face meetings at the Trustee and Leadership Team levels.

Trustees are encouraged to visit and meet clinical and professional services staff throughout the hospices, to visit the organisation’s charity shops, and to attend external training as well as the relevant sessions of the organisation’s induction programmes. The Chair also considers the governance committees on which newly appointed trustees might be willing and able to serve and how best to utilise their skills and experience for the mutual benefit of both parties.

During the first six months of the appointment of a new trustee, the Chair, other trustees and the Chief Executive meet with them regularly to ensure they have received a thorough grounding in the work they will be asked to carry out. Additional and ongoing training is provided when needed along with a development programme.

Governance

The trustees usually meet quarterly, with additional meetings scheduled to consider strategy, budgets and any exceptional or urgent business items. The trustees have appointed sub-committees to act as governance committees to ensure good governance. All of the committees are chaired by trustees.

The Leadership Team also meets as an executive committee, which reports through the Chief Executive to the trustees.

The trustees exercise a system of delegated responsibility. Other than their governance role and specified reserved matters such as the setting of strategy, approval of policies and of the charity's Vision and Mission, day-to-day management of the organisation is delegated to the Chief Executive and Leadership Team through an approved scheme of delegation.

During the period covered by this report, the trustees continued to review and apply the recommended practice guidance in the Charity Governance Code for larger charities, including amendments made to the Code in 2020. We are committed to implementing the new guidance on equality, diversity and inclusion and have taken steps to ensure that we are able to apply the guidance in full in the coming year.

Related parties and relationships with other organisations

At 31 March 2023 the charity had two wholly owned subsidiaries:

- Havens Hospices Trading Company Limited – operation of charity shops for the charity
- Havens Development Company Limited – design and build new Fair Havens (dissolved 27/06/23)

All trustees give their time voluntarily and receive no benefit from the charity. No trustees claimed any expenses. All trustees were required to complete and sign an annual declaration of interests and of any relevant gifts and hospitality received during the year.

Remuneration policy for key management personnel

The trustees have identified the Leadership Team as the key management personnel of the charity. The Chief Executive's pay is determined by the Governance Committee. The remuneration of other Leadership Team members is determined by the Chief Executive in consultation with the Governance Committee. In line with the Remuneration Policy for all staff, decisions about Leadership Team pay are

informed by market testing of salaries and are subject to affordability.

Statement of responsibilities of the trustees

The trustees (who are also directors of Havens Hospices for the purposes of company law) are responsible for preparing the report of the trustees 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, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group 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
- 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, and
- 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 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 charitable company and the group and hence for taking reasonable steps to prevent and detect fraud and other irregularities

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

The trustees are responsible for maintaining the integrity of the corporate and financial information on the 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

Sayer Vincent LLP were re-appointed as the group and charity's auditors during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 27 October 2023 and signed on their behalf by

Elisabeth Mell, Chair of Trustees

Independent auditor's report to the members of Havens Hospices

Opinion

We have audited the financial statements of Havens Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent 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 Havens Hospices 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.

INDEPENDENT AUDITOR'S REPORT

Other information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group 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 group 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 group 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 group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or
- The parent charitable company 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 statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 the 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 section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and fundraising and finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional

and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

13 December 2023

for and on behalf of Sayer Vincent LLP,
Statutory Auditor, Invicta House,
108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 March 1993 in the UK and registered as a charity in England & Wales on 2 June 1993

Company number

02805007

Charity number

1022119

Registered office and operational address

226 Priory Crescent
Southend on Sea
Essex
SS2 6PR

Other trading names

*Fair Havens, Little Havens, The Heath Centre,
and Leaves of Life*

Trustees

The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Mr T Harding FCA -Honorary Treasurer
Mrs M Roberts-Smith
Mrs E Mell - Chair
Dr P Duell (a.) - Vice-Chair and Freedom to Speak
Up Guardian
Wendy Matthews OBE
Rebecca Rawl (Resigned 6 July 2023)
Rakesh Krishnan (Appointed 4 November 2022)
Tom Sweeney a. (Appointed 4 November 2022)

Key management

Mr S Smith BA(Hons) (b.) -Chief Executive Officer
Miss Chanelle Wilson MA -Director of Clinical
Services
Mr T Abbott BSc (a.) -Director of Income Generation
(Resigned 9 October 2023)
Mrs Louise Bryan BA (Hons), FCCA -Director of
Finance
Ms. Amy Dearing MCIM CMktr - Director of
Fundraising and Marketing
(Appointed 1 October 2023)

- a. Also a Director of Havens Hospices Trading Company Ltd
- b. Also a Director of Havens Development Company Ltd

Principal Bankers

National Westminster Bank
South Essex Commercial Office
3rd Floor, Phoenix Place
Christopher Martin Road
Basildon
Essex
SS14 3GQ

Principal Solicitors

BTMK Todmans
Barringtons
Hockley Road
Rayleigh
Essex
SS6 8EH

Auditor

Sayer Vincent
Chartered Accountants and Statutory Auditor LLP
Invicta House
108-114 Golden Lane
London
EC1Y 0TL



havenshospices.org.uk
Fair Havens
#MakingEveryDayCount

havenshospices.org.uk
Fair Havens
#MakingEveryDayCount



Registered Charity Number 1022119



Accounts



Annual Report and Accounts

2021- 2022

Every one of us
Making every day count.



**We're here for
the community
because of
the community.**

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INTRODUCTION

Introduction

Havens Hospices is an Essex-based charity with a long and rich history in caring for local people of all ages when told their illness cannot be cured.

The support is extended to those closest to them too, cushioning the impact of caring, and grieving, for a loved one.

Palliative and supportive care are provided through two hospices – Fair Havens and Little Havens – as well as homes of patients and through community-based services.

Message from our Chief Executive

A key part of hospice care is about making time for important moments in life. Havens Hospices' experienced healthcare professionals slow down, listen, and respond to the needs of patients and their families. We do our best to deliver what matters most to them.

Like any high-quality service delivery, what appears effortless is deceptive. Behind the scenes is a dynamic and fast-paced environment that removes the service user from the unnecessary details of the delivery and focuses on the experience. When working at this pace there is rarely time to reflect on our achievements and look for where we might seek to make improvements, but this document provides such an opportunity.

With the events of Covid-19 requiring a unique operational response over the last two years, we have now inevitably focused on our recovery and growth. During the pandemic, we saw an increase in individual financial support, trust and government donations that enabled us to continue delivering our care. That encouraged us to meet the increased demand for our services by growing our workforce and care services.

However, the recovery has seen our traditional methods of fundraising significantly impacted and we continue to be challenged by the cost of living

crisis. It seems that the challenge of increasing demand and decreasing income will be with the Third Sector for some time.

But charities were built upon the principle that sees every challenge as an opportunity and we are now championing innovation across the whole organisation whilst remaining true to our purpose. The last two years have brought about significant changes to the hospice sector, as have the local commissioning structures that underpin our statutory income. A new spirit of collaboration and shared learning is pervading the health and social care landscape.

Havens Hospices now sits at the forefront of local collaboration and we have successfully elevated our influence in the new Integrated Care System. We are building diverse streams of income to create a stronger, more sustainable charity that will continue to provide essential palliative and end-of-life services for adults, children and young people across Southend and Essex.

Steve Smith



Message from our Chair of Trustees

It is a pleasure to look back over this year and recognise the achievements of Havens Hospices.

Responding to the ongoing pandemic has been a catalyst for change and many positive new ways of working across the organisation. Increasing staff involvement has brought renewed energy and ideas which have enabled us to revitalise and develop in all areas including our governance. Enhanced systems and structural changes in our teams now ensure that we can see the data that we need at the right time to effectively fulfil our legal and moral obligations as a Board of Trustees.

We will continue to use the Charity Commission Governance Code to benchmark our governance processes and ensure that they achieve effective oversight and assurance of the risks, challenges and developments impacting the charity whilst allowing operational colleagues to get on with the 'everyday' tasks of delivering for those who need us alongside managing a complex organisation.

Trustees are proud to lead the governance of a charity with such resilience and commitment to inclusion and innovation. Over the year we have welcomed a number of new board members representing the worlds of nursing, business, fundraising and digital marketing. All have brought valuable skills and knowledge which is already supporting the development of our future strategy and all have been impressed with the professionalism of those who work and volunteer for the charity.

The passion and care demonstrated every day by our tremendous workforce of staff and volunteers are second to none. We thank them sincerely for all that they give. We are committed to supporting their wellbeing and increasing their involvement across all areas of the organisation. We would like to express our particular thanks to the Leadership Team whose dedication to looking out and forwards for ways to work smarter and more effectively for the benefit of Havens Hospices is a huge asset for the future strength of the charity. They have guided the charity through uncertain times with skill, confidence and assurance.

The past few years have shown us all that anything can happen and taught us the value of being flexible, agile and effective with our thinking and resources. The year ahead will bring new challenges; the Board looks forward to continuing to challenge and support the whole of Havens Hospices to 'Making every day count' for more people in our community.



Elisabeth Mell

Statement of Trustees' Responsibilities

The trustees present their annual report (including strategic report) and the audited financial statements for the year ended 31 March 2022.

Reference and administrative information set out on page 47 form part of this report.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Caring at Havens Hospices

April 2021-March 2022



For every pound donated to directly to the charity, around 73p is spent caring for local families when they need us most.

The rest is split between raising awareness of the charity to our supporters, overheads such as our Finance Team (which arranges insurances, processes donations, claims Gift Aid and VAT and manages our bank accounts) and essential fundraising costs, which help us to raise the next pound.



OBJECTIVES AND CORE CHARITABLE ACTIVITIES

Objectives and Core Charitable Activities

As set out in the charity's Articles of Association, we exist to support those in need of hospice care. This is achieved through the provision of a range of palliative and supportive care services, both within the hospices of Fair Havens and Little Havens and in the community through home care and community outreach projects.

Fair Havens covers the adult population of Southend, Castle Point and Rochford, whilst Little Havens support children and young people (up to the age of 25) across the county of Essex.

The Board of Trustees regularly reviews the aims, objectives and activities of the charity. This report looks at what the charity has achieved and its outcomes during the year, ensuring it stays focused on its core purpose.

As a result of reviewing the Charity Commission's guidance on how the objectives of Havens Hospices bring benefit to those it serves, the Board of Trustees are confident in that the activities carried out during the last 12 months are serving its local communities and contributing value to all those connected with the charity – patients, families, supporters, colleagues and suppliers.

Strategic Report

As the pandemic continued throughout 2021, our focus remained on three key areas: income, patients and staff. Whilst designed to be a short-term measure, the societal and economic challenges persisted throughout this review period:

- Work with our supporters to secure the future of Havens Hospices in Southend, Castle Point and Rochford, and throughout Essex
- Remodel our services for our patients and their families in light of the impact of Coronavirus on their lives and choices

- Ensure Havens Hospices staff and volunteers are supported to achieve their aims with training, development and suitable wellbeing opportunities

These strategic objectives have been revisited to reflect the recovery from the pandemic. The process and outcome of this are detailed later in the report.

Beneficiaries of Havens Hospices' Care – Outcomes and Impact

Havens Hospices focuses on holistic care – what is important to the patient and their loved ones. As well as nursing and medical

care, this extends to their emotional, psychological and spiritual needs too.



**FAIR HAVENS –
ADULT SERVICES**

Fair Havens – Adult Services

Our Hospice at Home service continued to see patients in their own homes. There was however a 17% increase in the number of hours being provided in a patient's home compared to the previous year. We were told by some of our families that this was due to pressures on local NHS services and pandemic visiting restrictions. This is reflected in a 17% increase in the number of hours being provided in a patient's home compared to the previous year.

We had planned to expand our Hospice at Home service to 24/7, but we had been unable to secure the right partner to jointly deliver this project. This now forms part of the charity's Five Year Strategy (see page 31)

Electronic Prescribing was introduced across our adult hospice services, meaning that our qualified prescribers can issue medication immediately and efficiently as part of their contemporaneous approach to patient record keeping.

The Outcome Assessment Complexity Collaborative (OACC) tool is used across Fair Havens In Patient Unit and Hospice at Home. It's a form of Integrated Palliative Care Outcome Scale to measure patients' physical, psychological, emotional and spiritual needs.

Our senior team has been bolstered through the appointments of Head of Adult Services, Medical Director, In Patient-Unit Ward Manager and Hospice at Home Sister. Working alongside our colleagues in the NHS hospital and community services, our integrated team can provide specialist care to patients when and where they need it most.

66 Having Hospice at Home come in and support me has been amazing. Their visits have allowed me to stay at home and spend time with my family and prevented me from going into the hospital.

It's lovely to see the team. They help with my personal care and get me ready for the day. They have made sad times into special times by helping me get dressed up for my granddaughter's wedding which I couldn't attend. They will take me out for walks in my wheelchair, just around the close where I live, or into the garden to feed my fish.

Fair Havens Hospice at Home has made such a difference to my life, as I'm now able to do more things on my own

99

Renee



**LITTLE HAVENS -
CHILDREN AND
YOUNG PEOPLE'S
SERVICE**

Little Havens – Children and Young People's Service

Even into last spring, as a result of the pandemic, many families were still in isolation meaning demand for overnight respite was incredibly low. However, this has steadily increased along with demand for our day respite, resulting in a 51% increase in the hours of care provided within the hospice.

We altered our activities to be mainly online, moving to hybrid, which enabled some children and young people to access services they have not been able to access previously. The digital booking system has been extended for more activities, giving more control to families to choose therapeutic sessions suitable for them.

In response to feedback from families, we reviewed our admission processes and introduced online pre-assessment clinics. This has helped to shorten admission time from an average of four hours to one hour, so families can make the most of their respite stay. We now collect feedback on a continual basis after each stay and activity session so we can make rapid changes to our care provision where needed.

Due to recruitment challenges across the healthcare sector, we have been unable to secure enough Registered Nurses to open the hospice building for 24/7 care. Safe staffing levels were implemented for respite 'blocks' with flexibility to ensure end of life care.

Meanwhile, an initiative to deliver end-of-life care in the homes of children who are dying was developed in conjunction with other healthcare partners, community services and tertiary centres.

66 In her final days, Little Havens made sure that every single day counted. Her days consisted of pampering sessions with her sister, evenings in the grounds watching the sunset together and lots of sensory stories and music therapies.

The hospice is so full of love even during your darkest time, and because of that, her last moments weren't filled with trauma or pain. Everything the Care Team did just reinforced to us that Bella mattered.



Christine, Bella's mum.

Bella was supported by Little Havens for 15 years and cared for at the hospice for the end of her life in August 2021.



WELLBEING

Wellbeing

A project to merge therapeutic services within Wellbeing was introduced at Havens Hospices. The four-tier model has reduced pressure on counselling support and shortened the wait time for those needing counselling.

Patients and families now only tell their stories once through our holistic assessment and referral process. This earlier intervention is improving end-of-life experience and bereavement outcomes for those supported by our hospice services.

We have seen an increase in post-bereavement contacts and referrals for earlier professional intervention. The demand for bereavement support has increased with a notable increase in community enquiries.

The increased need for intervention post-bereavement is reflective of the impact of the pandemic which has exacerbated an individual's experiences of grief, mental health issues and feelings of isolation. The Wellbeing Team saw a 9% increase in the number of people it supported, compared to the previous year.

Bereavement Information Packs were tested and trialled within Fair Havens In-Patient Unit to support families once a loved one had died. These will now be rolled out across our community and children's services to ensure a consistent approach to support grieving families.

“Speaking with children about death, dying and bereavement can be very hard, but my advice is to always be honest.”

“Children really do know what is happening and avoiding the 'elephant in the room' can be damaging in the long-term. They deserve to be spoken to, listened to and have the chance to say goodbye to their loved ones.”

Jane, Children and Young People's Service Lead at Havens Hospices



HAVENS HUB AND COMPASSIONATE COMMUNITIES

Garry with Occupational
Therapist Mary-Ann

Havens Hub

The Hub (outpatient services at Fair Havens) focuses on maintaining independence and enhancing the quality of a patient's life whilst they are living with illness.

In spring 2021, it reintroduced face-to-face clinics and activities for patients who had undergone a holistic assessment, meaning the sessions were tailored to their needs and desired outcomes. We've seen a 21% increase in patients being supported by the Hub, and many patients requiring psychological support as a result of the pandemic, a trend we predict will continue.

One of the new additions is a Motor Neurone Disease (MND) Clinic, building support and relationships to help encourage advanced care planning, which has been accessed and welcomed by healthcare professionals too.

Ten members of staff have been trained to provide the HOPE (Help in Overcoming Problems Effectively) programme. This is a cognitive-based therapy programme which concentrates on building participants' existing strengths and resilience to help them cope emotionally, psychologically and practically.

Therapy Through Nature is a programme that has grown in popularity. Connecting with nature, the sessions are improving wellbeing and quality of life for patients whilst restoring skills, personal identity and a sense of purpose through therapeutic gardening activities.

66 Fair Havens is definitely part of my care plan as my illness progresses. I've already discussed end of life and I'm confident that Fair Havens would meet my needs and I would feel very comfortable here.

"I wasn't frightened at all about coming to the hospice. I understood that Fair Havens was as much about wellbeing as the end of life.

"You never know when you're going to need the help of a hospice like Fair Havens. Hopefully you won't, but the important thing is to support its work because otherwise there'll be lots of people in the community who will not have a positive end of life experience. 99

Garry, an original member of Therapy Through Nature was supported by Fair Havens Hub and died at the hospice in April 2022.

Compassionate Communities

A pilot project kickstarted our Compassionate Communities scheme, working with St Vincent's Centre in Southend to train and empower them to support local people, often vulnerable, who have been diagnosed with a serious illness or have experienced bereavement.

A Counsellor and Social Worker from the Havens Hospices' Wellbeing Team spent time at St Vincent's to understand the challenges they face in supporting their clients. These sessions included the Wellness Homeless Women's Group and

helping at the Night Soup Kitchen, both run by St Vincent's.

A tailored training programme was then delivered to the volunteers at St Vincent's so they feel more confident in supporting service users who have been diagnosed with a serious illness.



Re:loved

by Havens Hospices

**INCOME
GENERATION –
FUNDRAISING
AND RETAIL**

Income Generation – Fundraising and Retail

Havens Hospices is a local charity, and most voluntary income comes from local people and organisations.

For much of 2021/2022 many of our traditional events were still impacted by the restrictions in place because of the Covid-19 pandemic. However, many virtual fundraising activities, such as Virtual Quiz Nights, were delivered before a return to more traditional face-to-face activities later in the year. In the summer of 2021 we were able to deliver a Covid-delayed major public art trail in Southend-on-Sea, Hares About Town, which attracted 174,000 visitors. This ultimately generated £447,000 for Havens Hospices, predominantly through the auctioning of 30 large hare sculptures.

Every week around 19,000 chances were played through the Havens Hospices Lottery and circa 980 supporters gave a regular monthly gift to the charity. Local and London-based companies supported the work of the charity through direct giving, employee fundraising or through partnerships with the umbrella bodies for hospice care, Together for Short Lives and Hospice UK.

In the year we received an extremely generous £1 million donation from a local business in support of our ongoing work through the pandemic. Gifts received through wills and legacies remain a core area of income for the charity, although we feel behind our projections in 2021/22 after experiencing a slower than expected rate of notifications.

Finally, our 23 charity shops continued to receive a good level of donations but were also impacted by periods of closure through the pandemic. Since fully reopening sales have been strong, particularly in our newly rebranded Leigh-on-Sea Re:Loved shop, and our e-commerce operation has flourished.

Havens Hospices fundraise in accordance with guidance from the Fundraising Regulator, which is the independent regulator of charitable fundraising, established to strengthen the system of charity regulation and restore public trust in fundraising. Havens Hospices is committed to ensuring all its fundraising is clear, honest and open; fair and reasonable; accountable and responsible; respectful and abides by all the codes of fundraising practice.

Havens Hospices does not accept donations from donors where we know, or have good reason to believe, that the person lacks capacity to make the decision to donate or is in vulnerable circumstances which may mean they cannot make an informed decision to donate.

The work we deliver as Havens Hospices means that potentially vulnerable donors are most likely to be patients themselves or recently bereaved relatives. Clear processes are in place for communicating with these audiences and appropriate clinical input is sought to ensure these are appropriate processes, timely and safe for such donors.

Furthermore, we are now capturing and recording date of birth on donor records in order to both ensure donors are of age for lottery or regular gifts but equally that older donors are treated sensitively and with any vulnerability they have.

The Fundraising Team receives regular updates from the Fundraising Regulator, operates within the guidelines of the Code of Practice and fundraising-specific policies are written in line with the code of practice. Fundraising activity is governed by a newly formed Fundraising and Marketing Committee, a subcommittee of the Board of Trustees, who consider the validity, value and ethics of the charities fundraising methods,

providing assurance for our operation in line with the Fundraising Regulator's code of practice and other relevant guidance and legislation.

Havens Hospices also complies with all relevant legislation including General Data Protection Regulations and Privacy and Electronic Communications Regulations. All Havens Hospices' supporters receive opportunities in their communications to choose what information they may like to receive and when.

During this year, Havens Hospices has not engaged with any third-party commercial participators, however a policy is being developed to ensure this is managed effectively should it arise in the future. The organisation does work with professional fundraising companies to acquire new donors for the lottery. Regular compliance checks are made on the agency and this is reviewed by the Director of Income Generation and Chief Executive on a regular basis. The professional fundraising company that Havens Hospices currently uses is appropriately registered and follows the Fundraising Regulator Code of Conduct.

The charity has a clear complaints policy and updated fundraising policies to guide the acceptance of donations and appropriate due diligence checks where appropriate. These are checked and monitored via the charity's governance committees. The charity received eight complaints between April 2021 and March 2022 relating to fundraising activity. All were investigated in line with our Complaints policy and are resolved and closed. None were significant or reportable to any regulatory body. We have had no incidents or complaints reported through the Fundraising Preference Service, Fundraising Regulator, Gambling Commission or the Information Commissioners Office.



Did you know...

The specialist Care Team at Havens Hospices supports patients and their family throughout illness, death and bereavement, within the hospices or their home.

Do not climb on



OUR PEOPLE AND CULTURE

Jamie, Hospice at Home
Team Leader

Our People and Culture

Following the appointment of a new Head of People and Organisational Development, the People Team has been restructured to ensure effective and professional HR, Volunteer and Learning support. This is available to our diverse mix of colleagues across the organisation.

Fundamental principles have now been introduced:

- Attract and retain talented people
- Create a supportive and inclusive culture
- Create a culture of continual learning and development
- Create a framework for everyone to bring their 'best self' to work

The commitment to match Agenda for Change pay structures for patient-facing staff was made, with the extensive process of this continuing into 2022.

66 Families often say thank you to me, but they don't need to thank me because caring for someone at the end of their life is an honour. I feel humbled working with my colleagues and the patients that I see every day. I wouldn't want to be anywhere else or doing anything else in my nursing career.



Jamie, Hospice at Home Team Leader

Employee Engagement

We have expanded the frequency and mechanism of engaging with employees and volunteers. As our workforce is diverse in the location, shift pattern and nature of its day-to-day tasks, we know that 'one size' of colleague engagement does not fit all.

Our 'Staff Forum' takes place on a regular basis, now supplemented by a 'Social Committee.' Both of these feed into the Leadership Team, with actions taken and communicated back as appropriate.

We have a range of newsletters for various audiences – 'The NiB' for all colleagues across Havens Hospices, The Trading Post for our retail arm and Care & Quality Matters covering issues and updates for our hospice services. All newsletters are shared with all colleagues, ensuring everyone has the opportunity to

learn about the impact their role has on others.

The Leadership Team also sends out a monthly email with an update on organisation-wide issues and topics.

We use a mixture of email, Microsoft Teams, face-to-face briefings and designed materials to communicate information and encourage engagement.

For the first time, colleagues and external stakeholders were asked to engage with the production of the charity's five-year strategy, with suggestions and feedback added to the proposal for Trustees and taken into consideration during the creation of department Business Plans.

Volunteers

Of the whole organisation's 860 volunteers, 603 work in its 24 charity shops, with a typical shop having two members of paid staff and, depending on size, an average pool of 25 volunteers. Volunteers also support paid staff within our hospices including all areas such as care, catering, housekeeping, gardening, fundraising and administration support.

Our Board of Trustees pays tribute to their continued invaluable contribution, carrying out essential tasks to enable the organisation to function in an effective and professional way. The number of volunteers disclosed here includes the trustees, some of whom are also directors of the charity's subsidiary companies (see page 47).

The charity estimates that, in the year to March 2022, its volunteers gave some 166,000 hours of time (based on a minimum commitment of four hours per week), which - using the valuation method advised by the National Council for Voluntary Organisations (based on minimum wage per hour) - contributed an economic saving to the charity of around £1,523,880.

Equality, Diversity and Inclusion

We want all of Havens Hospices to think inclusively and to be inclusive. As an organisation, we are committed to providing an environment that values diversity and promotes equality and inclusion.

We strive to do this through our Equality, Diversity and Inclusion programmes for staff and patients, in partnership with the National Centre for Diversity. We are also a recognised Mindful Employer and Disability Confident Employer.

It's our aim to provide a supportive environment in which to work and volunteer where we will treat each other with dignity and respect. Reasonable adjustments and support are provided for disabled employees to ensure they are not unfairly restricted by disability, or by perceptions of it.

A project to ensure inclusive spiritual care was implemented across the organisation, resulting in an increase in spiritual care support. This project was displayed as a poster at the Hospice UK Conference.





Quality and Compliance

Our dedicated team ensure the highest standards are being met with the delivery, training and impact reporting of our care teams across Havens Hospices.

Quality Improvement Projects (QIP) was an initiative introduced to empower colleagues across the organisation (care and non-care) to make changes, no matter what the size, to enhance our working practices. Eight projects were implemented last year, ranging from a collaborative Motor Neurone Disease Clinic to a bespoke dispensing box for syringe drivers.

Havens Hospices attended the Hospice UK Conference in November 2021, showcasing five posters and one presentation, with attendance from representatives from each of our care services.

Stakeholder Engagement

Havens Hospices has a continual engagement with its beneficiaries. A 'Patient Feedback Project' was implemented by the Quality and Compliance Team to gather qualitative comments from all corners of our care services, both during an episode of care or at the end through feedback cards with a digitalised option to send comments via the website.

This is promoted around the hospice buildings (including patient bedrooms at Fair Havens), within the bereavement packs and emailed to the Little Havens families following a respite stay or activity visit.

For the first time, we undertook a stakeholder-wide engagement approach to create our five-year strategy – requesting feedback, suggestions and contributions from our healthcare partners, supporters, suppliers and the wider community. This was sought through 1-1 networking, PR, email and social marketing.



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Little Havens Children's Hospice Stay 'n' Play Group



Background

Little Havens Children's Hospice Stay 'n' Play Group is a service for children and young people (CYP) who are receiving palliative care. The service provides a safe and supportive environment for CYP to play and socialise with other children and young people who are also receiving palliative care. The service is run by a dedicated team of staff who are trained in palliative care and play therapy.

Aims

- To provide a safe and supportive environment for CYP to play and socialise with other children and young people who are also receiving palliative care.
- To provide a dedicated team of staff who are trained in palliative care and play therapy.

Objectives

- To provide a safe and supportive environment for CYP to play and socialise with other children and young people who are also receiving palliative care.
- To provide a dedicated team of staff who are trained in palliative care and play therapy.

Outcomes

- To provide a safe and supportive environment for CYP to play and socialise with other children and young people who are also receiving palliative care.
- To provide a dedicated team of staff who are trained in palliative care and play therapy.

Havens Hospices

Every one of us making every difference

Follow us on social media

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NHS
The Leeds Teaching Hospitals NHS Trust

1. Background

- Around 1.3 million people live with a long-term condition
- Palliative care services are essential for people with long-term conditions
- Emerging evidence of the benefits of palliative care for people with long-term conditions
- Clinicians

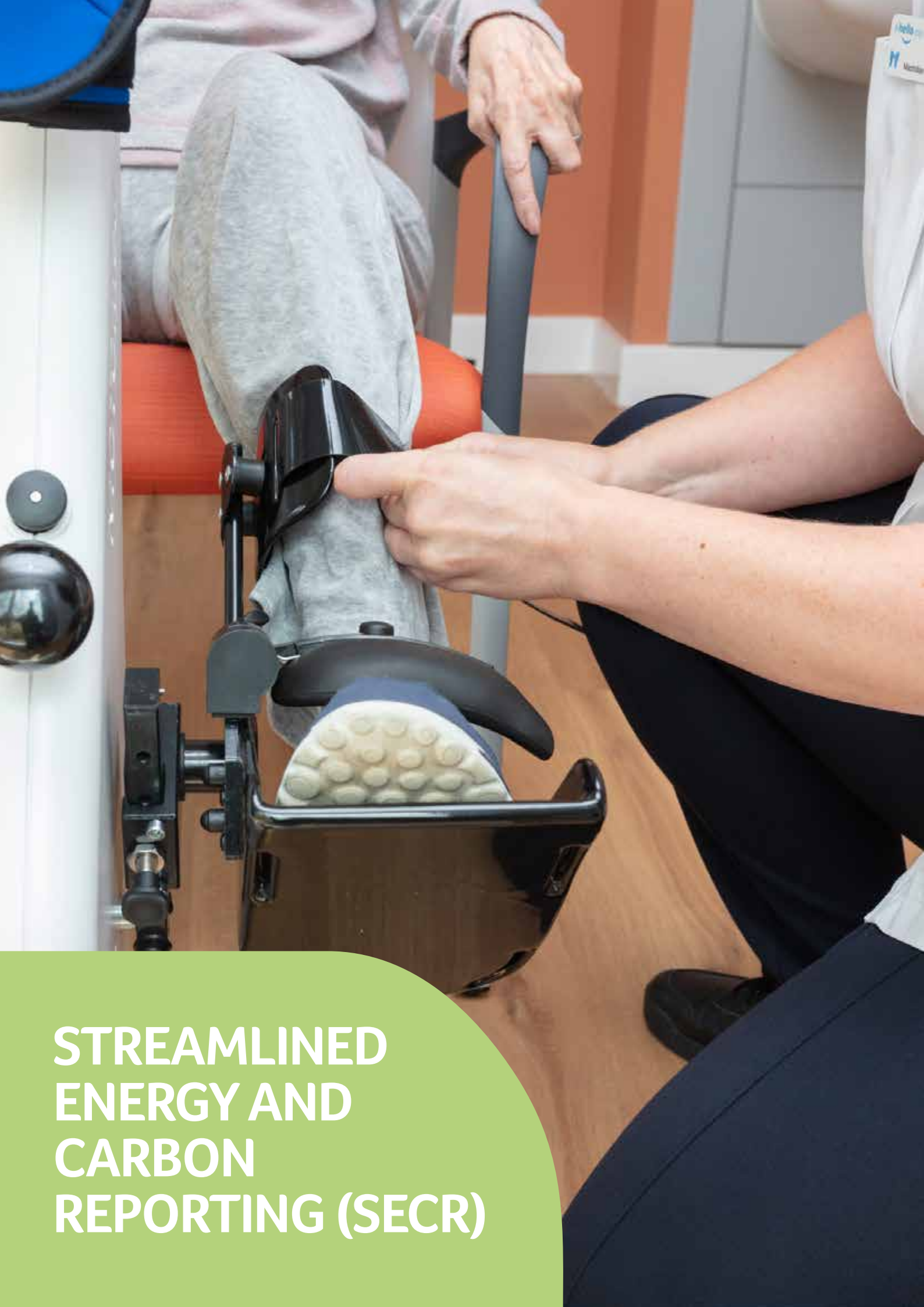
2. Aim

To evaluate the impact of the Leeds Teaching Hospitals NHS Trust's palliative care service on the quality of life of people with long-term conditions

4. Findings

- Access to palliative care services
- Removal of barriers to access
- Provision of services

Havens Hospices Team at Hospice UK Conference 2021



**STREAMLINED
ENERGY AND
CARBON
REPORTING (SECR)**

Streamlined Energy and Carbon Reporting (SECR)

The Havens Hospices Climate Change Strategy will capture our commitment to reducing our emissions of global warming gases and provide a framework for managing the changes needed across the entire organisation. Every action will deliver results for our community, the environment and the planet. Our ambition is to achieve net zero carbon emissions by 2030. The charity has a dedicated group of colleagues who come together regularly, to discuss ways we can make energy savings under the Climate Change Strategy.

Under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, Havens Hospices is mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions. As a minimum Havens Hospices is required to report those GHG emissions relating to natural gas, electricity and transport fuel, as well as an intensity ratio under the Streamlined Energy & Carbon Reporting (SECR) Regulations.

The period covered under the report for the purposes of the Streamlined Energy & Carbon Reporting Regulations is the last Havens Hospices financial year, 1 April 2021 to 31 March 2022.

Scope of report

The scope covered under this report includes:

- Permanent premises-related energy use – natural gas consumption (scope 1), UK electricity (scope 2) and energy-related transmission & distribution (scope 3).
- Transport – Fuel purchased for rented vehicles by Havens Hospices (Scope 1) and private staff and volunteer mileage (Scope 3).

Quantification and reporting methodology

Havens Hospices has complied with ESOS Phase 2 and has established internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Havens Hospices has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the 2019 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

Energy efficiency actions and targets

Havens Hospices has continued to invest in LED lighting whenever practical. An extensive roll-out of LED lighting has taken place at Little Havens, including office locations and the replacement of the legacy Sodium lighting in the visitor's car park.

The electricity supply at both Fair Havens and Little Havens has been moved to 100% renewable sources from October 2021 and January 2022 respectively. The charity is planning to move its gas supply at Fair Havens to 100% renewable from August-22.

Element	2021/2022 (tCO ₂ e)	2021/2022 (tCO ₂ e)
Gas consumption – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 1)	148.26	49.434
Owned Transport – for vehicles rented by Havens Hospices for work purposes (SCOPE 1)	63.29	87.421
UK Electricity – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 2)	130.94	301.210
TOTAL (tCO ₂ e) SCOPE 1 & 2	342.49	438.066



FUTURE PLANS

Future Plans

Creating a longer-term plan for care at Havens Hospices has been a blend of optimism and caution, trepidation and excitement.

We know that demand for hospice care is increasing as our population is ageing and living for longer with complex health and social needs. The restrictions of the pandemic highlighted the fear and isolation that comes with illness, death and bereavement. We know that good, holistic hospice care can reverse this.

However, we're faced with significant challenges to provide this. As a charity relying almost entirely on donations, income may be the most obvious. The recruitment of healthcare staff is an issue facing the entire sector. Resilience needs to be woven into the fabric of the organisation to ensure we are prepared to face any future health crises.

Our strategy was created collaboratively; built on external research and reports, using data collated from our progress so far, projections from our local healthcare partners and the engagement and expertise of our workforce.

Ambition

To support everyone facing complex or incurable illnesses to live well and die well by providing access to quality compassionate care when they need it most

Strategic Objectives

To embed hospice care in all corners of our local **community**

To give true **choice** to patients over how, when and where they are cared for

To **challenge** the narrative of hospice care and champion palliative and supportive care

Priorities

Prioritise our People

Elevating our Influence

Building a Stronger Future

Outcomes

Department strategy - every strategy must contribute to the priorities

Business plans - the high level activities that will achieve the department strategy

Department plans - detailed operational plans with team targets to work towards



Under these headings, we're planning to:

- Expand our Hospice at Home services through recruitment and collaboration
- Increase therapeutic services and activities, including Palliative Consultant-led clinics
- Reach more people with different palliative conditions by widening our referral routes
- Empower local groups and charities supporting underrepresented communities experiencing barriers to hospice care through Compassionate Communities schemes
- Be present at more local events and within the education sector to support difficult conversations about death, dying and bereavement
- Remove barriers so people can make a direct and easier referral to our hospice services
- Create stronger transitional pathways in and out of care services for all ages
- Challenge any system that isn't putting the patient first, including our own
- Talk openly and honestly about the difficult subjects surrounding death
- Build relationships within Primary Care and Integrated Care Systems to ensure end-of-life care remains a strategic priority

The Havens Hospices Five Year Strategy can be read in full [on our website](#)



Financial review

2021-2022

The trustees are pleased to present the financial results for the year which show a net surplus of £1,433k (2021: £2,763k).

Total gross income for the year was £12,189k, 5.5% below the £12,907k received in the previous year. Of this, total, income from donations and legacies, net of the associated costs of generating this income, totalled £4,121k (2021: £5,933k).

Trading activities generated £1,934k of net income, 213% above the £908k produced in 2021. This was as a direct result of the end of the COVID restrictions. The Charity's 23 shops reopened in April 21. The weekly hospice lottery continued, however challenge style fundraising events continue to be impacted following COVID.

The Charity received a "one off" donation of £1,000,000 in the year from a Corporate Donor. The Charity also received numerous donations from both new and existing donors, many of whom gave frequently significant amounts.

The Trustees would like to thank the many friends and supporters of Havens Hospices for their donations and bequests. They would also like to thank the thousands of volunteers who give their time so generously.

Income derived from charitable activities was generated from statutory sources, which in 2022 totalled £2,371k (2021: £2,391k).

Total expenditure on charitable activities for the year was £7,163k (2021: £6,988).

The charity did not generate any realised gains on its investment portfolios, these have all been liquidated (2021: £nil). There were no unrealised losses in the period (2021: £nil).

The charity's cash position increased over the year with £2,699k of cash being held at 31 March 2022 (2021: £1,701k), in addition to £6,055k of cash investments (2021: £6,048k). The reasons for the £998k increase in total cash and cash equivalents are detailed in the Statement of Cash flows on page 38.

Principal risks and uncertainties

Although the Charity and its subsidiaries have various risks surrounding their operations, going into 2022/23 the main risk for the Charity is still the significant decreased levels of fundraising income following Covid-19. During the coming year the Charity will form a property company to hold legacy assets as rental properties to enhance our balance sheet, invest our income and provide an additional income stream.

We are innovative in our approach to raising income and are investing into our local communities to raise awareness and support for our work. We recruit Young Ambassadors to represent us in their communities. and increase the use of social media to generate more interest from potential volunteers.

FINANCIAL REVIEW & STATEMENTS

The trustees take seriously their responsibility to ensure that actual and potential risks to the organisation, its clients and visitors are identified, and that all necessary and appropriate steps are taken to manage them. To achieve this, the trustees have delegated to their sub-committees and to staff at all levels of the organisation responsibility for managing risk in their respective areas. Each board committee maintains a high-level risk register, which collectively provide the basis for the trustees' overarching risk register. Staff and volunteers throughout the organisation receive specific training on risk awareness, assessment and management. For managing day to day risks, the organisation also operates a computerised risk management database system.

The charity also undertakes business continuity planning as part of its risk management strategy. There are three key risks for Havens Hospices over the next 12 months. All three risks are separate but interlinked.

The first risk is workforce shortage. This is a national risk that was identified in 2019 by the NHS Long Term Plan and has now been exacerbated by the coronavirus pandemic. In May 2022, the NMC reported a 13% increase in leavers from the healthcare profession since 2021.

Havens Hospices mitigation to prevent loss of hospice healthcare professionals was to improve the employment experience and match NHS pay scales. This has reduced the risk and delivered improvements, but workforce shortage is still a national concern.

The second risk is the combination of the rising cost of salaries caused by matching NHS pay scales and the cost of living crisis. To mitigate this we are now developing new commercial opportunities to increase our income.

The third risk is the reduction in fundraised income. This has arisen due to a combination of the residual effects of the pandemic and the continuing impact of the cost of living crisis. Our trading company continues to flourish through its retail offer, but traditional events and activities are not getting the participation we expect.

Mitigation for this risk is underway through investigations into alternative commercial activities with the intention of diversifying our income. These risks are monitored at board level by Trustees.

Investment powers and policy

The trustees' policy for management of cash is to hold funds deemed surplus to immediate operational requirements in a range of interest-bearing term deposit accounts with differing maturity dates, spread across high-quality UK banks or building societies to mitigate risk.

At 31 March 2022, a total of £6,055k (2021: £6,048k) was held in bank or building society deposits due to mature in more than three months but less than two years, which are classified in these accounts as current asset investments, and £2,699k held in deposits of three months' notice or less, including instant access accounts (2021: £1,701k), which are classified in these accounts as cash in hand and at bank.

Ethical investment policy

This policy states that Trustees will not invest directly in a company if it carries out activities which are directly contrary to the charity's purposes and, therefore, against its interests and those of its beneficiaries. Our current plans are to spend surplus funds within 2-5 years on expanded patient services, and therefore all funds are invested in cash deposits.

Reserves policy and going concern

Reserves are required, if necessary, to bridge any gap between spending on the charity's services and the income it receives from all sources, to invest in services and future income generation, and to fund future initiatives. The trustees recognise the need to hold adequate reserves as part of their overall risk management strategy.

The charity's overall reserves increased this year by £1,433k as a result of the net surplus (2021: £2,763k).

All Restricted and designated funds are excluded from the trustees' computation of the organisation's free reserves. Free reserves at March 2022 were, therefore, £9,420k, an increase of £1,718k on the previous year (2021: £7,702k).

Free reserves at 31 March 2022 represent more than eight months' expenditure. Our current reserves policy requires 3 months expenditure. In the event that the free reserves are expected to fall below £3,000,000 in the short term, the income and expenditure will be reviewed and cost savings implemented to reach the five-year plan to March 2027.

The current economic uncertainty is having a negative impact on expected future income. The Charity currently reviews, periodically, income and expenditure for the current year ending March 2022 and forecast through to March 2027. Having reviewed the post COVID and strategic risks facing the charity, the budget and business plan for the periods 2022 to 2023 and the overall cash levels held, the trustees consider that sufficient reserves are held at 31 March 2022 to manage those risks successfully.

The trustees therefore consider that there is a reasonable expectation that the charity and its subsidiary companies have adequate resources to continue in operational existence for the foreseeable future.

Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Consolidated statement of financial activities

(incorporating an income & expenditure account)

			2022			2021
	Note	Restricted £000's	Unrestricted £000's	Total £000's	Restricted £000's	Total £000's
INCOME FROM:						
Donations and legacies	2	727	4,630	5,357	2,289	7,005
Charitable activities:	3					
Adult hospice		-	981	981	-	980
Adult community services		-	145	145	-	228
Children's hospice		482	591	1,073	408	866
Children's community services		-	172	172	59	317
		482	1,889	2,371	467	2,391
Raising Funds:						
Trading activities	4	1,450	2,842	4,292	798	2,992
Other activities	5	9	160	169	10	519
TOTAL INCOME		2,668	9,521	12,189	3,564	12,907
EXPENDITURE ON:	12					
Raising funds:						
Fundraising Costs		-	1,236	1,236	81	1,072
Trading Activities		1,054	1,303	2,357	991	2,084
Charitable activities:						
Adult hospice		878	2,868	3,746	2,089	3,311
Adult community services		-	914	914	-	1,049
Children's hospice		241	1,802	2,043	-	1,954
Children's community services		460	-	460	674	674
		1,579	5,584	7,163	2,763	6,988
TOTAL EXPENDITURE		2,633	8,123	10,756	3,835	10,144
Net (expenditure) / income for the year	6	35	1,398	1,433	(271)	2,763
Net movement in funds		35	1,398	1,433	(271)	2,763
Reconciliation of funds:						
Total funds brought forward	28, 29	106	25,366	25,472	377	22,709
Total funds carried forward	28, 29	141	26,764	26,905	106	25,472

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Notes 28 and 29 to the financial statements.

Balance Sheet

As at 31 March 2022

Company number: 02805007

	Note	The Group		The Charity	
		£000's	£000's	£000's	£000's
		2022	2021	2022	2021
Fixed Assets					
Tangible assets	13	17,344	17,664	17,290	17,596
Investments in subsidiary undertakings	14	-	-	75	75
		17,344	17,664	17,365	17,671
Current Assets					
Stocks	16	7	23	-	-
Debtors	17	1,586	1,223	1,420	1,073
Current investment cash deposits	18	6,055	6,048	6,055	6,048
Cash at bank and in hand		2,699	1,701	2,672	1,701
		10,347	8,995	10,147	8,822
Liabilities					
Creditors: amounts falling due within one year	19	(786)	(1,175)	(1,176)	(1,828)
Net current assets		9,561	7,820	8,791	6,994
Total assets less current liabilities		26,905	25,484	26,336	24,665
Provisions for liabilities and charges	21	-	(12)	-	-
Net assets	22, 23, 28 & 29	26,905	25,472	26,336	24,665
Funds					
Restricted funds		141	106	141	106
Unrestricted funds:					
Designated funds:					
Fixed assets reserve		17,344	17,644	17,290	17,596
Total designated funds		17,344	17,664	17,290	17,596
General funds		9,420	7,702	8,905	6,963
Total unrestricted funds		26,764	25,366	26,195	24,559
TOTAL FUNDS	28, 29	26,905	25,472	26,336	24,665

Approved by the trustees on 28 October 2022 and signed on their behalf by

Terry Harding - Treasurer

Consolidated statement of cash flows

Company number: 02805007

For the year ended 31
March 2022

	2022		2021	
	£000's	£000's	£000's	£000's
Cash flows from operating activities:				
Net cash provided by operating activities		1145		3,358
Cash flows from investing activities:				
Dividends, interest and rents from investments	25		47	
Proceeds from sale of fixed assets	88		-	
Purchase of fixed assets	(260)		(240)	
Proceeds from withdrawal of cash investment deposits			1,226	
Purchase of cash investment deposits	-		(4,500)	
Proceeds from sale of non-cash investments	-		1,000	
Net cash provided by investing activities		(147)		(2,467)
Change in cash and cash equivalents in the year		998		891
Cash and cash equivalents at the beginning of the year		1,701		810
Cash and cash equivalents at the end of the year		2,699		1,701

Reconciliation of net income to net cash flow from operating activities:

	2022 £000's	2021 £000's
Net income reported for the year	1,289	2,763
Depreciation charges	621	647
Dividends, interest and rents from investments	(25)	(47)
Profit /(Loss) on sale of fixed assets	7	8
Decrease in stocks	17	36
(Increase)/ Decrease in debtors	(363)	441
Decrease in creditors	(389)	(483)
(Increase) / Decrease in provisions	(12)	(7)
Net cash provided by operating activities	1,145	3,358

Analysis of cash and cash equivalents:

	At 1 April 2021 £000's	Net Cash Flows £000's	At 31 March 2022 £000's
Cash in hand and at bank (total cash and cash equivalents)	1,701	998	2,699

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies

(a) Statutory information

Havens Hospices is a company limited by guarantee and is incorporated in the UK. The registered and operational office address is 226 Priory Crescent, Southend on Sea, Essex, SS2 6PR.

(b) Basis of preparation and consolidation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice, which is applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applying in the UK and Republic of Ireland (FRS 102 - the Charities SORP FRS 102), with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and with the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or Note.

These financial statements consolidate the results of the charitable company and its wholly owned active subsidiaries held at the balance sheet date of 31 March 2022:

- Havens Hospice Trading Company Limited (registered company no. 2582455)
- Havens Development Company Limited (registered company no. 6245406)

Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements.

Balances between the companies are disclosed in the Notes to the charitable company's balance sheet. Intragroup transactions and balances are disclosed in Note 10.

A separate Statement of Financial Activities for the charity itself is not presented because the charitable company has taken advantage of exemptions afforded by section 408 of the Companies Act 2006.

The trustees also do not consider that there are any areas of uncertainty affecting accounting estimations at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Key judgments that the charitable company has made which have a significant effect on the accounts include determining the value of legacy income to accrue at the end of the financial year, in accordance with the charity's policy for income recognition.

(c) Public benefit entity

The charitable company meets the definitions of a public benefit entity under FRS 102.

(d) Going concern

Havens Hospices reported free reserves at 31 March 2022 of £9,420,000. At the end of July 2022 we have reported deficit of (£996,074) against a deficit budget of (£431,312), resulting in a negative variance of (£564,761) against budget and cash of £8,727,000 (year end) the trustees consider that there are no material uncertainties about Havens Hospices ability to continue as a going concern. Further details are included in the trustees' report

(e) (i) Incoming resources – donations and legacies

Income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received, the income is not deferred and the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Legacy income is recognised at the earlier receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts (see Note 2).

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the group 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.

Coronavirus job retention scheme income and other coronavirus support income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

(ii) Incoming resources – charitable activities

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the group 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.

(f) Donations of goods and services

Donated goods are recognised as income when the economic benefit from their use can be measured reliably. Items donated for sale via charity shops, or for use as raffle prizes or by auction at fundraising events, are recognised as income when sold or when income is generated from them rather than on receipt. The principal 'donated goods' recognised in these financial statements is the provision of free drugs and medical supplies by local pharmacies or NHS hospitals. The value included in the accounts is the amount the charity would have paid to obtain supplies of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. The charity receives no donated services other than time generously given by its volunteers, for which no value is included in the financial statements in accordance with the Charities SORP.

(g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably.

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal 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. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the expenditure incurred in inducing third parties to make voluntary contributions to the charity, as well as the cost of activities whose primary purpose is fundraising. This includes costs of trading activities which relate to expenditure on raising funds by means of charity shops, weekly draws and challenge style.
- Expenditure on charitable activities includes all costs of delivering hospice care services, undertaken to further the purposes of the charity, together with the associated direct support costs.

Irrecoverable VAT is charged as a cost against the activities for which the underlying expenditure was incurred. Since 1 April 2015, irrecoverable VAT has been minimised as a result of the introduction of Section 33 VAT relief for palliative care charities, under which the charity is able to recover VAT relating to its core care services and on some fundraising costs, in addition to a proportion of the VAT incurred on corporate overheads.

(i) Allocation of support and governance costs

Resources expended are allocated to the appropriate activities under the headings identified in (h) above, with spend on charitable activities being sub-divided between the four main areas of the charitable company's care services as defined on pages 6-9. The cost of overall direction and administration of the charity, comprising the salary and overhead costs of the executives, finance and human resources functions, is apportioned to the charitable activities, activities for raising funds and trading activities as set out in the analysis of expenditure note (Note 12). The apportionment is based on an estimation of the relative use of these central overhead resources by the respective activities. Costs incurred in the governance of the charity and its trading company, which result primarily from constitutional and statutory requirements, are apportioned to key activities on a similar basis.

(j) Pensions

A number of the group's employees contribute to either defined contribution or Group Personal Pension Schemes in which the employers participate, or to the NHS pension scheme. Further details are set out in Note 9. The group's contributions to these schemes are charged to the Statement of Financial Activities when they fall due.

(k) Operating leases

Annual rentals, net of all aggregated lease inducements where applicable, are charged to the profit and loss account on a straight-line basis over the whole term of the lease.

(l) Tangible fixed assets and depreciation

Items of equipment or other assets of an enduring nature are capitalised where the purchase price, individually or as part of a single project, exceeds £5,000.

Depreciation charges commence when an asset is brought into use, and are spread evenly at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation is applied to all fixed assets except freehold land, and is calculated at the following rates:

Land is held at cost - No depreciation

Freehold Buildings - over 25 to 100 years as appropriate

Fixtures and fittings, furniture, equipment and shop-fit costs - over 7 years or over useful life if shorter

Motor vehicles - over 4 years

Computer hardware and software - over 3 years or over useful life if longer

Assets are reviewed for impairment if circumstances indicate that their carrying value may exceed their net realisable value and value in use.

(m) Investments

Investments in subsidiary undertakings are stated at cost in the charity's accounts, and are eliminated as a consolidation adjustment in the group financial statements.

(n) Cash investments, and cash at bank and in hand

Cash deposits are classified as fixed asset investments, whereas deposits held for more than three months but less than one year, and which are not part of the day to day cash balances of the charitable company or its subsidiaries, are classified as current asset investments. Cash at bank and in hand includes cash in current accounts or with deposits maturing in three months or less from the date of acquisition.

(o) Stocks

Stocks of donated items for resale in the charity shops are not valued, as the trustees consider that it is impractical to apply a value to these items and that the costs of attempting to do so would outweigh any benefits. Consequently, the stock value carried in the group's balance sheet relates entirely to bought-in goods not yet sold by Havens Hospices Trading Company. These stocks are valued at the lower of cost and net realisable value, with cost value based on purchase prices - including any invoiced delivery or packaging cost - on a first in, first out basis. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for costs of sale. Provision is made where necessary for obsolete, slow moving or defective stocks.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity or its subsidiaries have 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity and its subsidiary undertakings only have financial assets and liabilities of a kind that qualify as basic financial instruments.

(q) Funds

Restricted funds are those where the purpose for use has been restricted by the givers. Expenditure which meets the relevant criteria is charged to the appropriate restricted funds.

Designated funds are unrestricted funds set aside by the trustees for specific purposes.

Unrestricted funds are monies which can be used for any of the charitable company's operations at the trustees' discretion.

Transfers between funds are carried out in order to:

- i) designate funds reflect the carrying value of fixed assets.
- ii) release designate funds for other specified purposes, New Adult Hospice. This project is now complete.
- iii) recognise that restrictions placed on capital grants have been satisfied by their expenditure, or
- iv) cover any deficiency in restricted funds.

(r) Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes. Available taxable profits arising in subsidiary companies which are not charities sharing Havens Hospices' objects are donated to the parent charity under gift aid.

2. Income from donations and legacies

	Other restricted £000's	Unrestricted £000's	2022 Total £000's
Donations and voluntary income	291	3,509	3,800
Legacies	-	1,121	1,121
COVID funding received from Hospice UK	436	-	436
	727	4,630	5,357
	Other restricted £000's	Unrestricted £000's	2021 Total £000's
Donations and voluntary income	462	2,989	3,451
Income from Coronavirus Job Retention Scheme	-	518	518
Legacies	-	1,209	1,209
COVID funding received from Hospice UK	1,827	-	1,827
	2,289	4,716	7,005

Legacy income includes accruals for bequests where the charity has been notified of its entitlement, probate has been granted, and estate accounts or other documents evidencing the estate value have been provided to enable the charity to measure the value of its entitlement reliably. The charity has reviewed the legacy entitlements notified to it and has accrued £1,570 (2021: £201,570.00) in line with this criteria. A total of £363,499 (2021: £870,206) of legacy pipeline which does not meet the new estimation criteria is, however, treated by the charity as a contingent asset at March 2022.

3. Income from charitable activities

	Restricted £000's	Unrestricted £000's	2022 Total £000's
CCGs	-	1,889	1,889
NHS England revenue funding	482	-	482
	482	1,889	2,371
	restricted £000's	Unrestricted £000's	2021 Total £000's
CCGs	-	1,924	1,924
NHS England revenue funding	467	-	467
	467	1,924	2,391

4. Income from trading activities

	Restricted £000's	Unrestricted £000's	2022 Total £000's
Charity shops	1,450	1,605	3,054
Weekly draw subscriptions	-	996	996
Challenge fundraising events	-	241	241
	1,450	2,842	4,291
	restricted £000's	Unrestricted £000's	2021 Total £000's
Charity shops	798	1,149	1,947
Weekly draw subscriptions	-	1,001	1,001
Challenge fundraising events	-	44	44
	798	2,194	2,992

5. Other Income

	Other restricted £000's	Unrestricted £000's	2022 Total £000's
Training & Staff Meals	-	127	127
Investments	9	3	12
Disposal Proceeds - Fixed Assets	-	5	5
Insurance Proceeds	-	25	25
	9	160	169
	restricted £000's	Unrestricted £000's	2021 Total £000's
Training & Staff Meals	-	32	32
Investments	10	37	47
Disposal Proceeds - Fixed Assets	-	(8)	(8)
Insurance Proceeds	-	448	448
	10	509	519

6. Net income for the year

This is stated after charging/(crediting)	2022 £000's	2021 £000's
Depreciation	621	648
Auditor's remuneration: Audit	23	21
Tax	3	5
Operating lease rentals payable	481	471
Loss/ (profit) on disposal of fixed assets	3	8

7. Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

	2022 £000's	2021 £000's
Staff costs incurred during the year were as follows:		
Salaries and wages	6,038	5,805
National insurance	512	491
Employer's contributions to pension schemes (see Note 9)	508	534
Redundancy and termination costs	-	225
Payroll related costs	7,058	7,055
Other staff costs	462	334
	7,520	7,389

No trustees received pay or other benefits from the charity in either year, and no trustees received payment for professional or other services supplied to the charity in either year. No trustees claimed expenses for attending to charity business in either year. The value of expenses waived by trustees was not material in either year. The charity paid £708 of premiums in the year for trustee indemnity insurance (2021: £708).

The following number of employees received total remuneration during the year, excluding employer's pension and National Insurance contributions, in the stated value bands:

	2022 No.	2021 No.
£60,001 - £69,999	1	2
£70,001 - £79,999	1	-
£80,000 - £89,999	1	1

The total employee benefits, including National Insurance and pension contributions, of the key management personnel in the 2022 accounting year were £486,707 (2021: £472,324).

8. Staff numbers

	Headcount		Full time equivalent	
	2022 No.	2021 No.	2022 No.	2021 No.
Adult hospice	92	76	68	64
Adult community services	27	32	20	25
Children's hospice	48	36	33	28
Children's community services	10	17	7	12
Activities for raising income	26	27	20	22
Trading activities	61	60	48	47
Support and governance activities	25	21	21	20
	289	269	217	218

9. Pensions and benefits

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded, defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2021, updated to 31 March 2022 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The 2016 funding valuation also tested the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. There was initially a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

HMT published valuation directions dated 7 October 2021 (see Amending Directions 2021) that set out the technical detail of how the costs of remedy are included in the 2016 valuation process. Following these directions, the scheme actuary has completed the cost control element of the 2016 valuation for the NHS Pension Scheme, which concludes no changes to benefits or member contributions are required. The 2016 valuation reports can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pension-scheme-accounts-and-valuation-reports>.

The combined contributions payable by the group into all pension schemes for the year amounted to £507,551 (2021: £534,000). Contributions of £37,597 (2021: £58,000)

were outstanding at the year end and are included in creditors.

In addition, the group contributes to an employee life assurance scheme, for which the contributions payable were £14,264 (2021: £13,470)

10. Related party transactions

Other than the related party transactions between group companies noted below and the transactions disclosed in Note 7 (payments to employee pension schemes and employment benefits paid to key management personnel and to their related parties), there were no other related party transactions requiring disclosure (2021: £nil).

All of the disclosed transactions with related parties were made within the normal course of business, including any restrictions applied to donations which were restricted to purposes which were already part of the charity's approved business plan.

During the year, donations were received from trustees totalling £2,726 (2021: £7,793) and from key management personnel of £141 (2021: £665).

11. Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes.

Available taxable profits in the subsidiary are donated to the parent charity under gift aid. As a result of this, or due to taxable losses incurred, there were no profits chargeable to corporation tax in any subsidiary company in the 2022 or 2021 tax years.

12. Analysis of expenditure

	Direct costs £000's	Support costs £000's	2022 Total £000's	Direct costs £000's	Support costs £000's	2021 Total £000's
Costs of raising funds						
Fundraising marketing	1,120	116	1,236	947	125	1,072
Trading activities	2,277	80	2,357	1,987	97	2,084
	3,397	196	3,593	2,934	222	3,156
Charitable activities:						
Adult hospice	3,333	413	3,746	2,912	399	3,311
Adult community services	819	95	914	910	139	1,049
Children's hospice	1,827	216	2,043	1,724	230	1,954
Children's community services	412	48	460	644	30	674
	6,391	772	7,163	6,190	798	6,988
TOTAL EXPENDITURE	9,788	968	10,756	9,124	1,020	10,144

Included in the costs above are governance costs of £93,729 (2021: £99,294).

Governance Costs are an allocation of the Leadership Team costs to oversee the operations of the Charity.

Analysis of support costs	2022 Total £000's	2021 Total £000's
Executive	230	303
Finance	289	296
Human Resources and volunteer services	441	416
	960	1,015

Of total expenditure, £8,123,000 was unrestricted (2021: £6,309,000), and £2,633,000 restricted (2021: £3,835,000).

Support costs cover central service functions which have been allocated to the main activities of the charity on a basis deemed consistent with the use of those resources. In accordance with the requirements of Charities SORP FRS 102, governance costs are also apportioned across the organisation's principal activities on a similar basis. The £6,512 of governance costs attributed to the trading subsidiary, Havens Hospices Trading Ltd, are its own (2021: £6,512).

13. Tangible fixed assets

For the group:	Freehold land	Property	Assets under construction	Furnishings, fittings, computers & equipment	Motor vehicles	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Cost						
At 1 April 2021	2,046	15,581	52	2,019	35	19,733
Additions in year	-	-	-	258	-	258
Transfer	-	-	-	-	-	-
Disposals	-	-	-	(20)	(19)	(39)
At 31 March 2022	2,046	15,581	52	2,257	16	19,952
Depreciation						
At 1 April 2021	-	988	-	996	35	2,019
Charge for the year	-	290	-	331	-	621
Disposals	-	-	-	(13)	(19)	(32)
At 31 March 2022	-	1,278	-	1,314	16	2,608
Net Book Value						
At 31 March 2022	2,046	14,303	52	943	-	17,344
At 31 March 2021	2,046	14,593	52	1,023	-	17,714

For the charity:	Freehold land	Property	Assets under construction	Furnishings, fittings, computers & equipment	Motor vehicles	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Cost						
At 1 April 2021	2,046	15,581	52	1,486	35	19,200
Additions in year	-	-	-	251	-	251
Transfer	-	-	-	-	-	-
Disposals	-	-	-	(4)	(19)	(23)
At 31 March 2022	2,046	15,581	52	1,733	16	19,428
Depreciation						
At 1 April 2021	-	988	-	581	35	1,604
Charge for the year	-	290	-	263	-	553
Disposals	-	-	-	-	(19)	(19)
At 31 March 2022	-	1,278	-	844	16	2,138
Net Book Value						
At 31 March 2022	2,046	14,303	52	889	-	17,290
At 31 March 2021	2,046	14,593	52	905	-	17,596

All of the above assets are used for charitable purposes, or for trading purposes the objective of which is to generate profits to fund the core work of the charity.

14. Fixed Assets Investments

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Cost of investment in subsidiary undertakings incorporated in the UK	-	-	75	75

The investments in subsidiary companies represent 100% of the issued share capital of:

Havens Hospice Trading Company Limited: £75,100

Havens Development Company Limited: £1

15. Subsidiary undertakings' summarised results

At the balance sheet date, the charity had two wholly owned and active subsidiary companies registered in England, Havens Hospices Trading Company (HHT) and Havens Development Company (HDCL). HHT's principal purpose is to generate income for the benefit of the hospices from the sale primarily of donated goods. Its financial results are consolidated line by line in the Statement of Financial Activities. HDCL was established to undertake the project of building the new Fair Havens adult hospice facility. All work incurred by HDCL in the planning, design and work-in-progress for constructing the new hospice is invoiced to the charity in full periodically, and capitalised in the charity's accounts. HDCL was dormant during the financial year. Available taxable profits from either subsidiary are distributed to the parent charity (see Note 11), and transactions between the parties are disclosed in Note 10.

Summary results for the group:	HHT £000's 2022	HHT £000's 2021	HDCL £000's 2022	HDCL £000's 2021
Gross turnover	1,631	1,001	-	-
Gift aided sales transferred to charity	771	236	-	-
Intercompany management charges	36	30	-	-
Net turnover	2,438	1,267	-	-
Cost of sales	(13)	(39)	-	-
Gross Profit	2,425	1,228	-	-
Other operating income	165	1,278	-	-
Administrative expenses	(2,147)	(1,841)	-	-
Profit for the financial year	443	665	-	-
Distribution of profits	(718)	(257)	-	-
Retained profit / (loss) for the financial year	(275)	408	-	-
The aggregate of the assets, liabilities and funds was:				
Assets	714	984	-	235
Liabilities	(57)	(52)	-	(235)
Funds	657	932	-	-

The Charity income for the year is £9,060k (2021 £10,416k)

The Charity net surplus for the year is £416k (2021 £2,116)

16. Stocks

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Bought in goods for resale by trading company	7	23	-	-

17. Debtors

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Trade debtors	633	319	613	319
Other debtors	432	85	389	66
VAT recoverable	77	75	77	75
Legacies receivable	2	202	2	202
Prepaid expenses	442	542	339	411
	1,586	1,223	1,420	1,073

18. Current investment cash deposits comprise:

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Bank and building society deposits	6,055	6,048	6,055	6,048
	6,055	6,048	6,055	6,048

Short term deposits and investments are held to provide a return on short term cash. These are held in pooled funds or deposits of varying maturity dates of more than 3 but less than 24 months.

19. Creditors: amounts due within one year

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Trade creditors	58	49	58	31
Taxation and social security creditors	129	107	129	107
Pension creditors	38	34	38	34
Accrued expenses	375	674	317	417
Amounts due to subsidiaries	-	-	448	928
Deferred income (see Note 20)	186	311	186	311
	786	1,175	1,176	1,828

20. Deferred income

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Balance at the beginning of the year	311	287	311	287
Amount released to income in the year	(2,237)	(1,958)	(2,237)	(1,958)
Amount deferred in the year	2112	1,982	2,112	1,982
Balance at the end of the year	186	311	186	311

Deferred income comprises monies raised in respect of future fundraising activities which take place or fall due in the following accounting year. The income primarily relates to events such as the London Marathon and receipts in advance for future weekly draws (hospice lottery).

21. Provisions for liabilities and charges

	The Group		The Charity	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Balance at the beginning of the year	12	5	-	-
Released, utilised or transferred during the year	(12)	-	-	-
Provisions created during the year	-	7	-	-
Balance at the end of the year	-	12	-	-

22. Analysis of group net assets between funds: as at 31 March 2022

	Restricted funds £000's	Designated funds £000's	General funds £000's	Total funds £000's
Tangible fixed asset	-	17,344	-	17,344
Cash investments	-	-	6,055	6,055
Cash in hand and at bank	141	-	2,558	2,699
Other net current assets	-	-	807	807
Net assets at end of year	106	17,344	9,420	26,905

23. Analysis of group net assets between funds comparisons: as at 31 March 2021

	Restricted funds £000's	Designated funds £000's	General funds £000's	Total funds £000's
Tangible fixed asset	-	17,664	-	17,664
Cash investments	-	-	6,048	6,048
Cash in hand and at bank	106	-	1,595	1,701
Other net current assets	-	-	59	59
Net assets at end of year	106	17,664	7,702	25,472

24. Operating lease commitments

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

	Land and property		Motor vehicles, printers and photocopiers	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Total minimum leases payments falling due:				
In the year following the balance sheet date	359	415	19	20
In years two to five	496	690	20	11
Net assets at end of year	855	1,105	39	31

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

	Land and property		Motor vehicles, printers and photocopiers	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Total minimum leases payments falling due:				
In the year following the balance sheet date	359	415	8	12
In years two to five	496	690	15	3
Net assets at end of year	855	1,105	23	15

25. Operating lease commitments (continued)

The commitments relating to land and property result from rental of shop premises which are subject to non-cancellable operating leases held in the name of the charity. These are licensed by the charity to Havens Hospices Trading Ltd, which occupies the premises for the purpose of operating charity shops.

The minimum lease payments computed for the purpose of this Note have been calculated to the earliest of the lease expiry date or next tenant's break clause date. FRS 102 requires that operating lease incentives such as rent free periods or contributions to fitting out costs should be spread over the full lease period.

26. Capital commitments

There are no capital commitments at the year end (2021: Nil).

27. Purpose of restricted and designated funds

a) Purpose of restricted funds:

Fair Havens - other / Little Havens - other

These represent funds restricted to use within the existing adult or children's hospice respectively. As the day to day operating costs of the hospices generally exceed the value of these restricted gifts, the balance at each year end normally represents just those funds which are restricted to specific purposes within the adult or children's hospice which have not been spent at 31 March 2022.

Little Havens - Martha McGilda trust

This gift from a trust was initially restricted to maritime-related activities, but this was subsequently widened, with the consent of the donor, to apply to all children's activities.

Little Havens - NHS England revenue grant

This represents funding received annually from NHS England's transitional grant which replaced the

former Section 64 grant for children's hospices, pending finalisation and implementation of a proposed new palliative care currency and associated tariff. The income is restricted and can not be used to finance fundraising activities. The grant is spent out each year on the specified purpose of providing hospice services to children in the Essex community, and the level of grant has been agreed in advance by NHS England to remain at the present value until 31 March 2023..

b) Purpose of designated funds:

Fixed assets reserve

Designated funds consist primarily of the fixed assets reserve, which is updated at each year end to reflect movements in asset values by transferring the appropriate increases or reductions from general reserves or, where appropriate, from the appropriate restricted funds.

28. Movement in funds: year ended 31 March 2022

	At the start of the year £000's	Income resources and gains £000's	Expenditure resources and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Other	282	727	(878)	-	131
	282	727	(878)	-	131
<i>Little Havens children's hospice</i>					
Martha McGilda trust	5	-	-	-	5
NHS England revenue grant	-	482	(482)	-	-
Other	(186)	1,459	(1,273)	-	-
	(181)	1,941	(1,755)	-	5
<i>Other restricted funds</i>	5	-		-	5
Total restricted funds	106	2,668	(2,633)	-	141
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	17,664	-	(320)	-	17,344
New adult hospice appeal reserve	-	-	-	-	-
Total designated funds	17,664	-	(320)	-	17,344
General funds	7,702	9,521	(7,803)	-	9,420
Total unrestricted funds	25,366	9,521	(8,123)	-	26,764
TOTAL FUNDS	25,472	12,189	(10,756)	-	26,905

29. Movement in funds comparisons: year ended 31 March 2021

	At the start of the year £000's	Income resources and gains £000's	Expenditure resources and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Other	282	261	(261)	-	282
	282	261	(261)	-	282
<i>Little Havens children's hospice</i>					
Martha McGilda trust	6	-	(1)	-	5
NHS England revenue grant	-	-	-	-	-
Other	84	1,476	(1,746)	-	(186)
	90	1,476	(1,747)	-	(181)
<i>Other restricted funds</i>	5	1,827	(1,827)	-	5
	5	1,827	(1,827)	-	5
TOTAL RESTRICTED FUNDS	377	3,564	(3,835)	-	106
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	18,087	-	(423)	-	17,664
Total designated funds	18,087	-	(423)	-	17,664
General funds	4,245	9,343	(5,886)	-	7,702
Total unrestricted funds	4,245	9,343	(5,886)	-	25,366
TOTAL FUNDS	22,709	12,907	(10,144)	-	25,472

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The 109 members of the charitable company at 31 March 2022 (2021: 109) include the trustees, as named on page 63.

The liability of each member in the event of winding up is limited to £1.

Structure, governance and management - Section 172 of Companies Act 2006

Directors and trustees

Havens Hospices (HH) is registered both at Companies House (as a company limited by guarantee) and with the Charity Commission, and trades as “Havens Hospices”, “Fair Havens”, “Little Havens”, “The Heath Centre” and “Leaves of Life”.

Acting in accordance with Section 172 of the Companies Act 2006 (‘Duty to promote the success of a company’) Havens Hospices Trustees consider that they have complied with their duties in regard to Section 172 of the Companies Act 2006 by promoting the Charity’s success in achieving its charitable purpose: offering the best possible palliative and supportive care, Havens Hospices’ company directors are also the trustees of Havens Hospices, and in line with the charity’s governing document, they are referred to as “the trustees” in this document. Collectively, they constitute the organisation’s governing body.

Long-term consequences of decisions -refer to Principal risks and uncertainties on page 33.

Interest of employees – refer to Employee involvement on page 23.

Impact on the community and the environment refer to Services Provided on pages 11-17.

Acting fairly between members - The Trustees act in good faith to promote the success of the Charity to achieve its charitable objectives. Refer to Objectives and Core Charitable Activities on page 9.

Appointment of trustees

Under the Articles of Association, as amended in September 2019, trustees are elected at the AGM for a term of office of four years.

The trustees have procedures, overseen by the charity’s governance sub-committee, for the recruitment, induction, training and support of newly appointed trustees. The trustees determine the range and mix of skills, attributes and diverse experience they believe are required to enable the Board as a whole to fulfil its responsibilities and analyse their existing skills and experience regularly in order to identify those areas they will be looking for particularly when seeking to attract new trustees.

Induction and training of Trustees

Newly appointed Trustees are inducted into the organisation through a programme of formalised training, strategic and policy information sharing and face-to-face meetings both at Trustee and Leadership Team levels.

Trustees are encouraged to visit and meet clinical and professional services staff throughout the hospices, to visit the organisation’s charity shops, and to attend external training as well as the relevant sessions of the organisation’s induction programmes. The Chair also considers the governance committees on which newly appointed Trustees might be willing and able to serve and how best to utilise their skills and experience for the mutual benefit of both parties.

During the first six months of the appointment of a new Trustee, the Chair, other Trustees and the Chief

STRUCTURE, GOVERNANCE AND MANAGEMENT

Executive meet with them regularly to ensure they have received a thorough grounding in the work they will be asked to carry out. Additional and ongoing training is provided when needed along with a development programme.

Governance

The trustees usually meet quarterly, with additional meetings being scheduled to consider strategy, budgets and any exceptional or urgent items of business. To ensure good governance, the trustees have appointed sub-committees to act as governance committees. All of the committees are chaired by trustees. The Leadership Team also meets as an executive committee, which reports through the Chief Executive to the trustees.

The trustees exercise a system of delegated responsibility. Other than their governance role and specified reserved matters such as the setting of strategy, approval of policies and of the charity's Vision and Mission, day to day management of the organisation is delegated to the Chief Executive and Leadership Team through an approved scheme of delegation.

During the period covered by this report, the Trustees continued to review and apply the recommended practice guidance in the Charity Commission Governance Code for larger charities, including amendments made to the Code in 2020. We are committed to implement the new guidance on equality, diversity and inclusion and have taken steps to ensure that we are able to apply the guidance in full in the coming year.

Related parties and relationships with other organisations

At 31 March 2022 the charity had two wholly owned subsidiaries:

Havens Hospices Trading Company Limited – operation of charity shops for the charity

Havens Development Company Limited – design and build new Fair Havens (now dormant)

All trustees give their time voluntarily and receive no benefit from the charity. No trustees claimed any

expenses. All trustees were required to complete and sign an annual declaration of interests and of any relevant gifts and hospitality received during the year.

Remuneration policy for key management personnel

The trustees have identified the Leadership Team as the key management personnel of the charity. The Chief Executive's pay is determined by the Governance Committee. The remuneration of other Leadership Team members is determined by the Chief Executive in consultation with the Governance Committee. In line with the remuneration policy for all staff, decisions about leadership pay are informed by market testing of salaries and are subject to affordability.

Statement of responsibilities of the trustees

The trustees (who are also directors of Havens Hospices for the purposes of company law) are responsible for preparing the report of the trustees 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 which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group 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
- 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, and

- 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 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 charitable company and the group 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 auditors are 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 auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the 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

Sayer Vincent LLP were re-appointed as the group and charity's auditors during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report which includes the Strategic Report on page 9, has been approved by the trustees on 28th October 2022 and signed on their behalf by:

Elisabeth Mell, Chair of Trustee

Independent auditor's report to the members of Havens Hospices

Opinion

We have audited the financial statements of Havens Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- select suitable accounting policies and then apply them consistently Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice

- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent 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 Havens Hospices'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.

INDEPENDENT AUDITOR'S REPORT

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group 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 group 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 group 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 group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 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 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 statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 the 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 section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and fundraising and finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements

or that had a fundamental effect on the operations of the group from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business

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.

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

15 December 2022

Date for and on behalf of Sayer Vincent LLP, Statutory Auditor, Invicta House,
108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 March 1993 in the UK and registered as a charity in England & Wales on 2 June 1993

Company number

02805007

Charity number

1022119

Registered office and operational address

226 Priory Crescent
Southend on Sea
Essex
SS2 6PR

Other trading names

Fair Havens, Little Havens, The Heath Centre,
and Leaves of Life

Trustees

The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Mr R DeCristofano (Resigned November 21)
Mr T Harding FCA - Honorary Treasurer
Mr R Player (Resigned November 21)
Mrs M Roberts-Smith
Mrs E Mell - Chair
Dr P Duell (a.)
Wendy Matthews OBE (Appointed November 21)
Rebecca Rawl (Appointed November 21)
Iain Wilton (Appointed November 21.
Resigned February 22)
Tom Sweeney (Co-opted November 2021)
Rakesh Krishnan (Co-Opted November 2021)

Key management

Mr S Smith BA(Hons) - Chief Executive Officer (b.)

Personnel

Ms E Miller RN BSc (Hons) - Director of Care
MSc Healthcare Leadership (Merit) (Resigned
September 2022)
Mr T Abbot BSc - Director of Income Generation (a.)

- a. Also a Director of Havens Hospices Trading Company Ltd
- b. Also a Director of Havens Development Company Ltd

Principal Bankers

National Westminster Bank
South Essex Commercial Office
3rd Floor, Phoenix Place
Christopher Martin Road
Basildon
Essex
SS14 3GQ

Principal Solicitors

BTMK Todmans
Barringtons
Hockley Road
Rayleigh
Essex
SS6 8EH

Auditor

Sayer Vincent
Chartered Accountants and Statutory Auditor LLP
Invicta House
108-114 Golden Lane
London
EC1Y 0TL



Registered Charity Number 1022119



Accounts

Havens Hospices

Report & Financial Statements

31 March 2021

Havens Hospices

Reference and administrative details

For the year ended 31 March 2021

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Havens Hospices

Reference and administrative details

For the year ended 31 March 2021

Principal bankers	National Westminster Bank plc South Essex Commercial Office 3rd Floor Phoenix Place Christopher Martin Road Basildon Essex SS14 3GQ
Principal solicitors	BTMK Todmans Barringtons Hockley Road Rayleigh Essex SS6 8EH
Auditors	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane London EC1Y 0TL

VISION STATEMENT

Making Every Day Count

MISSION STATEMENT

“Our Mission is to offer the best possible palliative and supportive care, free from fear and barriers, where the patient and those important to them are always put first.”

OUR VALUES

- *Care & Compassion*
- *Commitment*
- *Integrity*
- *Community*
- *Courage*

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

The trustees present their report and the audited financial statements for the year ended 31 March 2021.

The financial statements comply with the current statutory requirements, the charity's Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with financial reporting standard *FRS 102*. The reference and administrative information set out on pages 2 and 3 forms part of this report.

Objectives and core charitable activities

Purposes and aims

The trustees regularly review the aims, objectives and activities of the charity. As set out in the charity's governing documents, the object of the organisation is to provide care and support to people of all ages who have a chronic, life limiting or terminal condition, and to support their families, relatives and loved ones. In pursuing this object, the trustees may also carry out such charitable purposes as, in their absolute discretion, they determine to be appropriate.

The organisation fulfils its objects by means of the services it provides through Fair Havens and Little Havens hospices, across a range of in-patient and community based services. Fair Havens provides care to the local adult populations in Southend and Castle Point and Rochford. Little Havens provides care and support to children and their families across the county of Essex. The J's provides care and support to young adults throughout Essex. Further details of the care delivered by the charity are set out in pages 5 to 7 of this report.

The trustees' Vision and Mission Statements are set out on page 3. The Vision and Mission Statements were amended and adopted by the Trustees in September 2019.

This report looks at what the charity has achieved and the outcomes of its work during the year under review, looking in particular at the success of each key activity and the benefits that the charity has brought to those groups of people that the hospice exists to serve. This review also helps the trustees to ensure that the charity's aims, objectives and activities remain focused on its core purposes.

The trustees have referred to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives, and in planning the hospices' future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set, and to meeting the core charitable object enshrined in the organisation's governing documents.

As a result of their review, the trustees are confident that the activities carried out by the charity in the year under review have been undertaken for the public benefit of all persons served by the hospices, in delivering a wide range of services to those in need.

Use of volunteers

Of the whole organisation's 930 volunteers, 553 work in its 23 charity shops and trading warehouse, with a typical shop having two members of paid staff and, depending on size, an average pool of some 25 volunteers. Volunteers also support paid staff in all areas of the organisation, including care areas, reception, kitchens, gardens, fundraising, administration and finance. Sadly during the pandemic most of our volunteers were unable to work due to COVID restrictions and shop closures. We estimate that during the year the actual number of volunteers who were able to assist during the pandemic was 194. The trustees pay tribute to their invaluable contribution, carrying out essential tasks to enable the organisation to function in an effective and professional way. The number of volunteers disclosed here includes the trustees, some of whom are also directors of the charity's subsidiary companies (see page 2).

The charity estimates that, in the year to March 2021, its volunteers gave some 39,896 hours of time, which - using the valuation method advised by the National Council for Voluntary Organisations - contributed an economic saving to the charity of around £553,756.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

Strategic report

Strategy

With the onset of the Coronavirus pandemic in February 2020, we revisited our objectives to ensure we were focusing on three key areas; our income, patients, and staff. This shift in the strategic approach was decided as a short-term measure to respond to the societal and economic challenges presented by the pandemic. A review will begin in October 2021 with the aim of establishing a new, forward-looking three year strategy. Our current strategy is to:

- Work with our supporters to secure the future of Havens Hospices in Southend, Castle Point and Rochford, and throughout Essex
- Remodel our services for our patients and their families in light of the impact of coronavirus on their lives and choices
- Ensure Havens Hospices staff and volunteers are supported to achieve our aims with training, development, and suitable wellbeing opportunities

Havens Hospices Trading Company Ltd operate 23 Charity shops to sell donated goods. This includes online sales for high value items. The Trading Company is a core part of our organisation, raising funds through the sale of donated goods.

Trustees have met regularly to review progress against these objectives, and we have developed a dashboard of information to improve the reporting of performance through our governance structures.

Services provided

Every year, hospices across the UK provide expert care and support to around 225,000 people, as well as their friends and families. It is estimated that 49,000 children in the UK are also living with conditions that are life-limiting or life-threatening.

Havens Hospices provides palliative nursing and supportive care to adults and children living with complex or incurable conditions. Our adult hospice, Fair Havens, covers Southend, Castle Point and Rochford, whilst Little Havens and The J's are caring for children and young adults from across Essex.

Our specialist Care Teams can support them and their families living throughout illness, death and bereavement, in the comfort of their own home and through our hospice services. We focus on their quality of life, caring for individual physical, emotional, psychological and spiritual needs.

Havens Hospices is a registered charity – not part of the NHS – and receives limited government funding. Our hospice care can only exist because of the support and generosity of the community. Together, we are 'Making every day count'.

Havens Hospices always wants to provide the best possible experience for the individual and those important to them. The services delivered across all of the organisation's areas of care are based on:

- **Holistic assessment of need**
This assessment looks at the person "as a whole" – not only their medical condition but emotional, spiritual, psychological, family and social needs, all of which can be addressed by different teams across the organisation.
- **Personalised care**
This is achieved by listening to the patients (adults, young adults or children) and their families in order to identify what is important to them. This may include how their personal care is undertaken, what the environment of their bedroom is like, their dietary requirements and end of life wishes, and their aims and aspirations.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

- ***Making every day count***

Building positive memories is at the heart of “Making every day count”. This is done in various ways depending on the wishes of the patients and their families. Family members and others important to the patient are supported and comforted throughout this process.

- ***Advance care planning***

This is based on open and honest discussions with individual patients about their conditions. Advance care plans are drawn up to enable them and their families to make decisions about the choices they face, and how and where they would like their future care delivered. This is further supported by frequent education programs to ensure staff continue to be competent and confident in their role.

Achievements and performance (2020/21) and plans for 2021/22

The organisation's business plan for the year aimed to further the hospices' core charitable objectives and the trustees' adopted strategic objectives set out on page 5 of this report. The corporate business plan for 2020/21 was revised following the onset of the pandemic to recognise the need to refocus our services on what was achievable. In particular, we refocused our children's and young people's services on home-based care and significantly reduced our adult day hospice services. Our adult end-of-life services responded to the wishes of patients and their families by increasing home-based services and correspondingly reducing in-patient services. At the same time, we remodelled our services to reduce our cost-base and to enable a phased return of services based on patient need.

As we emerge from the pandemic, our business plan for 2021/22 envisages a gradual return of services including adult day hospice (Hub) services and an expanded range of children's and young people's services, maximising our use of the Little Havens facilities to meet the needs of patients and their families. We also aim to secure funding to increase the reach of our well-being services and to complete our succession planning for medical staffing at Fair Havens.

Our staff are our greatest asset and we are committed to supporting and developing them so they can continue to provide excellent outcomes for our patients and their families. The Trustees want to pay tribute to those staff who showed great commitment and flexibility in carrying out existing and revised roles during the pandemic, and to those who left us as we made some difficult decisions in remodelling our services.

Beneficiaries of the charity's services: outcomes and impact

Adult in-patient

- Havens Hospices continues to develop the Outcome Assessment and Complexity Collaborative Project (OACC) and training and support for the nursing staff is improving patient outcomes. Work has been underway to embed the Integrated Palliative Outcome Scale (IPOS) framework of assessment and we are now able to report quality metrics and IPOS outcomes for our patients in the IPU and in the Community.
- The number of patients receiving in-patient care varies from year to year depending on the complexity of patient needs and length of stay. Patients with increasingly complex conditions typically require more support from a multi-disciplinary team over a longer stay than less complex or more stable service users, both in the adult and children's hospices. Increasing the number of physiotherapy sessions within the adult in-patient unit has helped support this multi-disciplined approach in assisting with addressing these complex conditions, and to support patients in having their symptoms controlled and returning home following respite stays.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

Quotes from patients/families:

- “The Fair Havens Care Team have a great, upbeat attitude which has meant everything. I was scared to come into the hospice. Now I'm sad to leave. I always said I wanted to die at home. This stay has changed my mind. The entire time I've spent at Fair Havens, I've felt comfortable, secure and had the attention to my care that I needed.”
- “We now have an extra layer of support with Fair Havens being on board, and I can rest assured that I will achieve my goals for my life and for my end of life – be that at home, or in the hospice.”

Hospice at Home

- Hospice at Home has continued to work collaboratively with the CCG Continuing Health Care Team over the year providing the Managed Care Service to patients and families.
- We have developed this service for Southend residents this year, supported by Southend Borough Council.

Quotes from patients/families:

- “Thank you for the care and compassion you showed Jean in the final days of her life. We will always be extremely grateful.”
- “She was nervous of having people into the house but when the girls came in, they put her at ease and cared for her husband. She couldn't speak highly enough of them, so they were so caring and always maintained dignity.”

Children's in-patient and community services

- At Little Havens, the continued parent and carer forums have allowed the hospice to open up dialogue between the care staff and those using the service, so that their feedback can contribute to key decisions.
- Feedback revealed that the preparation required to bring a child to the hospice can be significant, so does not suit everyone. There has since been an increase in its planned day stays and activities, and a range of bookable activities such as use of the garden, pool or sensory room have been made available.
- The children's hospice at home team have supported several families whose wish it was for their child to die at home. The team provide care pre and post bereavement to the whole family.
- The range of activities offered in the building and in the community has increased – both face to face and virtual activities, with really positive feedback.
- Services have been re-modelled using evidence-based referral criteria and holistic assessments of patient needs.

Quotes from patients/families:

- “Little Havens understand my son's needs, they're enthusiastic to helping us get the best out of his life, and everything is tailored to allow us to do that.”
- “Everything we could possibly need is here, plus that added touch of magic which makes Little Havens what it is.”

Education, training and development

- Joint partnership education programs are designed and presented both in house and externally encouraging the sharing of best practice whilst enabling practitioners to be confident and competent in their delivery of safe and effective care.
- Revalidation for Registered Nurses is also supported by the Learning and Development department.
- Corporate Induction for new staff offers great insight to the work of the organisation, clinically and non-clinically.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

Financial review

The trustees are pleased to present the financial results for the year which show a net surplus of £2,763k (2020: £4,212k).

Total gross income for the year was £12,907k, 12.5% below the £14,751k received in the previous year. Of this, total, income from donations and legacies, net of the associated costs of generating this income, totalled £5,933k (2020: £5,984k).

Trading activities generated £908k of net income, 54% below the £1,678k produced in 2020. This was as a direct result of COVID. The Charity's 23 shops were closed during the lockdown periods. The weekly hospice lottery continued, however challenge style fundraising events were also impacted due to COVID.

The Charity received a "one off" donation of £1,000,000 in the year from a Corporate Donor. The Charity also received numerous donations from both new and existing donors, many of whom gave frequently significant amounts.

The Trustees would like to thank the many friends and supporters of Havens Hospices for their donations and bequests. They would also like to thank the thousands of volunteers who give their time so generously. Income derived from charitable activities was generated from statutory sources, which in 2020 totalled £2,391k (2020: £1,971k).

Total expenditure on charitable activities for the year was £6,988k (2020: £6,596k).

The charity did not generate any realised gains on its investment portfolios, these have all been liquidated (2020: £nil). There were no unrealised losses in the period (2020: £nil).

The charity's cash position increased over the year with £1,701k of cash being held at 31 March 2021 (2020: £810k), in addition to £6,048k of cash investments (2020: £3,752k). The reasons for the £3,187k increase in total cash and cash equivalents are detailed in the Statement of Cash flows on page 20.

Principal risks and uncertainties

Although the Charity and its subsidiaries have various risks surrounding their operations, going into 2021/22 the main risk for the Charity is still the significant decreased levels of fundraising income following COVID-19. The fundraising landscape has changed and we are developing our Fundraising strategy to adjust to this.

We are innovative in our approach to raising income and are investing into our local communities to raise awareness and support for our work. Following the easing of restrictions we will resume recruitment of Young Ambassadors to represent us in their communities. and increase the use of social media to generate more interest from potential volunteers.

We are finalising our discussions with our local CCGs to develop a succession planning process to ensure that our excellent medical cover continues in the future.

The trustees take seriously their responsibility to ensure that actual and potential risks to the organisation, its clients and visitors are identified, and that all necessary and appropriate steps are taken to manage them. To achieve this, the trustees have delegated to their sub-committees and to staff at all levels of the organisation responsibility for managing risk in their respective areas. Each of the committees – Care, Finance and Fundraising, and Governance maintains a high-level risk register, which collectively provide the basis for the trustees' overarching risk register. Staff and volunteers throughout the organisation receive specific training on risk awareness, assessment and management. For managing day to day risks, the organisation also operates a computerised risk management database system.

The charity also undertakes business continuity planning as part of its risk management strategy.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

Investment powers and policy

The trustees' policy for management of cash is to hold funds deemed surplus to immediate operational requirements in a range of interest-bearing term deposit accounts with differing maturity dates, spread across high-quality UK banks or building societies to mitigate risk.

At 31 March 2021, a total of £6,048k (2020: £3,752k) was held in bank or building society deposits due to mature in more than three months but less than two years, which are classified in these accounts as current asset investments, and £1,701k held in deposits of three months' notice or less, including instant access accounts (2020: £810k), which are classified in these accounts as cash in hand and at bank.

Ethical investment policy

This policy states that Trustees will not invest directly in a company if it carries out activities which are directly contrary to the charity's purposes and, therefore, against its interests and those of its beneficiaries. Our current plans are to spend surplus funds within 2-5 years on expanded patient services, and therefore all funds are invested in cash deposits.

Reserves policy and going concern

Reserves are required, if necessary, to bridge any gap between spending on the charity's services and the income it receives from all sources, to invest in services and future income generation, and to fund future initiatives. The trustees recognise the need to hold adequate reserves as part of their overall risk management strategy.

The charity's overall reserves increased this year by £2,763k as a result of the net surplus (2020: £4,212). Of this, £nil related to funds donated during the year that are restricted to *new Fair Havens* (2020: £2,643k). All designated funds are excluded from the trustees' computation of the organisation's free reserves. Free reserves at March 2021 were, therefore, £7,702k, an increase of £3,457k on the previous year (2020: £4,245k).

Free reserves at 31 March 2021 represent more than seven months' expenditure. Our current reserves policy requires 3 months expenditure. In the event that the free reserves fall below £3,000,000, the income and expenditure will be reviewed and cost savings implemented to reach the four-year plan to March 2025.

COVID will continue to have an impact on expected future income. The Charity currently reviews, periodically, income and expenditure for the current year ending March 2022 and forecast through to March 2025. Having reviewed the post COVID and strategic risks facing the charity, the budget and business plan for the periods 2021 to 2022 and the overall cash levels held, the trustees consider that sufficient reserves are held at 31 March 2021 to manage those risks successfully.

The trustees therefore consider that there is a reasonable expectation that the charity and its subsidiary companies have adequate resources to continue in operational existence for the foreseeable future.

Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Streamlined Energy and Carbon Reporting (SECR)

Under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, Havens Hospices is mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions. As a minimum Havens Hospices is required to report those GHG emissions relating to natural gas, electricity and transport fuel, as well as an intensity ratio under the Streamlined Energy & Carbon Reporting (SECR) Regulations.

The period covered under the report for the purposes of the Streamlined Energy & Carbon Reporting Regulations is the last Havens Hospices financial year, 1 April 2020 to 31 March 2021.

Havens Hospices will be using the data collated for this year's report as the base year for future reporting. As and when Havens Hospices is able to improve on the collection of data relating to GHG emissions, the base year will be amended to include new data.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

Scope of report

The scope covered under this report includes:

- Permanent premises related energy use – natural gas consumption (scope 1), UK electricity (scope 2) and energy related transmission & distribution (scope 3).
- Transport – Fuel purchased for rented vehicles by Havens Hospices (Scope 1) and private staff and volunteer mileage (Scope 3).

Quantification and reporting methodology

Havens Hospices has complied with ESOS Phase 2 and has established internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Havens Hospices has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the 2019 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

Energy efficiency actions and targets

Havens Hospices is committed to identifying opportunities for energy savings across the business. Havens Hospices is reviewing and begun to implement the continued replacement of life-expired light fittings with new LED systems.

Havens Hospices has made use of digital meeting tools in the response to the Coronavirus pandemic. As our working patterns evolve over the next reporting period, we will continue to use digital meeting tools to reduce employee travel with the expectation that this will also reduce energy use within our premises. Havens Hospices is pleased to report that directly purchased electricity for all Havens Hospices premises now comes from renewable energy sources.

Element	2020-2021 (tCO2e)
Gas consumption – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 1)	49.434
Owned Transport – for vehicles rented by ORGANISATION NAME for work purposes (SCOPE 1)	87.421
UK Electricity – at premises where ORGANISATION NAME holds control over metering and invoicing (SCOPE 2)	301.210
TOTAL (tCO2e) SCOPE 1 & 2	438.066

Element	2019-2020 (tCO2e)
Gas consumption – at premises where Havens Hospices holds control over metering and invoicing (SCOPE 1)	149.70
Owned Transport – for vehicles rented by ORGANISATION NAME for work purposes (SCOPE 1)	45.50
UK Electricity – at premises where ORGANISATION NAME holds control over metering and invoicing (SCOPE 2)	198.60
TOTAL (tCO2e) SCOPE 1 & 2	393.80

Looking forward to 2021-22

The Trustees have gone through a significant period of change where they have reviewed responsibilities, committee structures, established and completed activities within the Governance Code action plan, and are now in the process of recruiting new Trustees as part of a succession planning exercise. In 2021/22 Trustees will be working with the leadership team on the development and execution of a new long-term strategy.

We are now working with our stakeholders to review our care services for both adult and children and young people and will develop our service offer in response to these consultations. We have strengthened relationships with our healthcare partners, joining clinical networks to ensure palliative and end of life care is on the agenda at a local and regional level.

We have embarked upon an organisational development plan to improve our workplace culture, and this will continue throughout 2021/22. Our aim is to enable staff to engage with the organisation and improve our support

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

systems for staff with a focus on their wellbeing and recovery from the effects of the pandemic. Longer term, we hope to develop a positive staff culture that is felt at the first point of contact with the organisation.

Fundraising remains a concern, and we hope that the removal of restrictions on 19th July 2021 will enable some traditional methods of fundraising to return. In parallel, we have increased our digital fundraising methods and employed a new Director of Income Generation and Head of Trading.

Our membership base is expected to remain static throughout the period and we are keen to involve our members in the strategy development process.

Structure, governance and management- Section 172 of Companies Act 2006

Directors and trustees

Havens Hospices (HH) is registered both at Companies House (as a company limited by guarantee) and with the Charity Commission, and trades as *"Havens Hospices"*, *"Fair Havens"*, *"Little Havens"*, *"The J's"*, *"The Heath Centre"* and *"Leaves of Life"*.

Acting in accordance with Section 172 of the Companies Act 2006 ('Duty to promote the success of a company') Havens Hospices Trustees consider that they have complied with their duties in regard to Section 172 of the Companies Act 2006 by promoting the Charity's success in achieving its charitable purpose: offering the best possible palliative and supportive care, Havens Hospices' company directors are also the trustees of Havens Hospices, and in line with the charity's governing document, they are referred to as "the trustees" in this document. Collectively, they constitute the organisation's governing body.

Long-term consequences of decisions -refer to Principal risks and uncertainties on page 9.

Interest of employees – refer to Employee involvement on page 14 / 15.

Impact on the community and the environment refer to Services Provided on pages 5-7.

Acting fairly between members - The Trustees act in good faith to promote the success of the Charity to achieve its charitable objectives. Refer to Objectives and Core Charitable Activities on page 4.

Appointment of trustees

Under the Articles of Association, as amended in September 2019, trustees are elected at the AGM for a term of office of four years.

The trustees have procedures, overseen by the charity's governance sub-committee, for the recruitment, induction, training and support of newly appointed trustees. The trustees determine the range and mix of skills, attributes and diverse experience they believe are required to enable the Board as a whole to fulfil its responsibilities and analyse their existing skills and experience regularly in order to identify those areas they will be looking for particularly when seeking to attract new trustees.

Induction and training of trustees

Newly appointed trustees are given a copy of the organisation's governing document and are provided with further information during the recruitment process to ensure that they are fully introduced to the organisation.

Trustees are also encouraged to visit and meet care and support staff throughout the hospices, to visit at least one of the organisation's charity shops, and to attend an external "introduction to trusteeship" training course as well as the relevant sessions of the organisation's corporate induction programme. The chair also considers the governance committees on which newly appointed trustees might be willing and able to serve and how best to use their skills.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

During the first six months of the appointment of a new trustee, the Chair, other Trustees and the Chief Executive meet with them regularly to ensure they have received a thorough grounding in the work they will be asked to carry out. Additional and ongoing training is provided when required or requested, and trustees participate in an appraisal process and regularly review their agreed objectives.

Governance

The trustees usually meet quarterly, with additional meetings being scheduled to consider strategy, budgets and any exceptional or urgent items of business. To ensure good governance, the trustees have appointed sub-committees to act as governance committees. All of the committees are chaired by trustees. The Leadership Team also meets as an executive committee, which reports through the chief executive to the trustees.

The trustees exercise a system of delegated responsibility. Other than their governance role and specified reserved matters such as the setting of strategy, approval of policies and of the charity's Vision and Mission, day to day management of the organisation is delegated to the Chief Executive and Leadership Team through an approved scheme of delegation.

During the period covered by this report, the Trustees continued to review and apply the recommended practice guidance in the Charity Commission Governance Code for larger charities, including amendments made to the Code in 2020. We are committed to implement the new guidance on equality, diversity and inclusion and have taken steps to ensure that we are able to apply the guidance in full in the coming year.

Related parties and relationships with other organisations

At 31 March 2021 the charity had two wholly owned subsidiaries:

Havens Hospices Trading Company Limited – operation of charity shops for the charity

Havens Development Company Limited – design and build new Fair Havens (now dormant)

All trustees give their time voluntarily and receive no benefit from the charity. No trustees claimed any expenses. All trustees were required to complete and sign an annual declaration of interests and of any relevant gifts and hospitality received during the year.

Remuneration policy for key management personnel

The trustees have identified the Leadership Team as the key management personnel of the charity. The Chief Executive's pay is determined by the Governance Committee. The remuneration of other Leadership Team members is determined by the Chief Executive in consultation with the Governance Committee. In line with the remuneration policy for all staff, decisions about leadership pay are informed by market testing of salaries and are subject to affordability.

Employee Involvement and Employing People with Disabilities

The charity is committed to a policy of recruitment and promotion on the basis of aptitude and ability without discrimination of any kind. Particular attention is given to the training of, and provision of flexible working hours for, disabled employees to ensure that their career development is not unfairly restricted by their disability, or by perceptions of it.

Employee involvement

We are committed to transparency in our work and to include employees in our decision. We communicate with employees through day to day line management, internal publications including our monthly NIB and by email.

During the year an Equality, Diversity and Inclusion steering group was established, facilitated by our Spiritual Team Lead; membership of the group was widely publicised and was not by appointment. The National Centre for Diversity (NCFD) were employed to undertake a survey across the organisation to benchmark our commitment to the principles of Equality, Diversity, and Equality. Havens Hospices are now in the NCFD's top 100 most inclusive workplaces.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

A great deal of time is spent on internal communication with staff; the Trustees are aware that in an organisation as diverse as Havens Hospices it is vital that all staff are aware the range of services the organisation provides. It was decided, following on the pandemic, to increase communication with all staff, including those on furlough about what was happening in each department, and highlighting wellbeing resources.

As part of this the Leadership Team sends out regular updates on items discussed at their team meeting to keep staff in the loop on all items under discussion.

Fundraising

The Fundraising Regulator, established in January 2016, is the independent regulator of charitable fundraising, established to strengthen the system of charity regulation and restore public trust in fundraising. Havens Hospices is committed to ensuring all its fundraising is clear, honest and open; fair and reasonable; accountable and responsible; respectful and abides by all the codes of fundraising practice. The fundraising team receives annual training to ensure they are aware of existing and new codes, and how to put these into practice. All fundraising activity is reviewed annually by the Governance Committee, a subcommittee of the Board of Trustees who consider the validity, value and ethics of proposed fundraising methods under the CC20 guidance from the Charity Commission.

Havens Hospices is a local charity, and most voluntary income comes from local people and organisations. In 2020/2021 many of our traditional events were impacted by the restrictions in place because of the Covid-19 pandemic, however many thousands of people across Essex continued to support Havens Hospices through virtual events such as Quiz Nights and virtual runs or organised their own event in aid of the charity, others made cash donations through the website, over the phone or at collections points. Over 18,500 people played the Hospice's Weekly Draw or supported the charity through regular gifts, our 23 charity shops continued to receive a good level of donations, but were also impacted by periods of closure through the pandemic. Local and London based companies supported the work of the charity through direct giving, through partnerships with the umbrella bodies for hospice care, Together for Short Lives (TfSL) and Hospice UK.

Havens Hospices also complies with all relevant legislation including General Data Protection Regulations and Privacy and Electronic Communications Regulations. All Havens Hospices' supporters receive opportunities on their communications to choose what information they may like to receive and when. Additionally, a "friendly check" is encouraged in all donor communications, in person and on the phone, to ensure supporters are happy with the way the charity is communicating with them.

The charity has implemented a "supporter promise" which states that:

- the charity will never sell donors' details to any third parties
- donors and supporters can choose the information they receive from the charity
- donors and supporters can choose how they are contacted; Havens Hospices undertakes never to contact them if they ask the charity not to

The charity has a clear complaints policy and an organisational fundraising policy to guide acceptance of donations. These are checked and monitored via the charity's governance committees.

The charity received 1 complaint between April 2020 and March 2021 relating to fundraising activity. This was investigated in line with our Complaints policy; and has been resolved and is now closed.

Statement of responsibilities of the trustees

The trustees (who are also directors of Havens Hospices for the purposes of company law) are responsible for preparing the report of the trustees 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 which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

Havens Hospices

Report of the trustees

For the year ended 31 March 2021

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*
- 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, and
- 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 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 charitable company and the group 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 auditors are 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 auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the 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

Sayer Vincent LLP were re-appointed as the group and charity's auditors during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 24 September 2021 and signed on their behalf by

Elisabeth Mell - Chair

Independent auditor's report

to the members of

Havens Hospices

Opinion

We have audited the financial statements of Havens Hospices (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent 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 Havens Hospices' 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, including the strategic report, other than the group 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 group 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 group 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

Independent auditor's report

to the members of

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rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 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 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 statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 the 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 section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Independent auditor's report

to the members of

Havens Hospices

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and fundraising and finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Independent auditor's report

to the members of

Havens Hospices

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

19 November 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Havens Hospices

Consolidated statement of financial activities (incorporating an income & expenditure account)

For the year ended 31 March 2021

		2021			2020		
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£000's	£000's	£000's	£000's	£000's	£000's
Income from:							
Donations and legacies	2	2,289	4,716	7,005	2,918	4,626	7,544
Charitable activities:	3						
Adult hospice		-	980	980	-	762	762
Adult community services		-	228	228	58	648	706
Children's hospice		408	458	866	396	107	503
Children's community services		59	258	317	-	-	-
		<u>467</u>	<u>1,924</u>	<u>2,391</u>	<u>454</u>	<u>1,517</u>	<u>1,971</u>
Raising Funds							
Trading activities	4	798	2,194	2,992	1,011	3,050	4,061
Other Income	5	10	509	519	28	1,147	1,175
Total income		<u>3,564</u>	<u>9,343</u>	<u>12,907</u>	<u>4,411</u>	<u>10,340</u>	<u>14,751</u>
Expenditure on:	12						
Raising funds							
Fundraising costs		81	991	1,072	130	1,430	1,560
Trading activities		991	1,093	2,084	1,008	1,375	2,383
Charitable activities:							
Adult hospice		2,089	1,222	3,311	148	2,541	2,689
Adult community services		-	1,049	1,049	-	1,588	1,588
Children's hospice		-	1,954	1,954	280	1,837	2,117
Children's community services		674	-	674	202	-	202
		<u>2,763</u>	<u>4,225</u>	<u>6,988</u>	<u>630</u>	<u>5,966</u>	<u>6,596</u>
Total expenditure		<u>3,835</u>	<u>6,309</u>	<u>10,144</u>	<u>1,768</u>	<u>8,771</u>	<u>10,539</u>
Net (expenditure) / income for the year	6	<u>(271)</u>	<u>3,034</u>	<u>2,763</u>	<u>2,643</u>	<u>1,569</u>	<u>4,212</u>
Transfers between funds	28, 29	-	-	-	(4,883)	4,883	-
Net movement in funds		<u>(271)</u>	<u>3,034</u>	<u>2,763</u>	<u>(2,240)</u>	<u>6,452</u>	<u>4,212</u>
Reconciliation of funds:							
Total funds brought forward	28, 29	377	22,332	22,709	2,617	15,880	18,497
Total funds carried forward	28, 29	<u>106</u>	<u>25,366</u>	<u>25,472</u>	<u>377</u>	<u>22,332</u>	<u>22,709</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Notes 28 and 29 to the financial statements.

Havens Hospices

Balance sheets

Company number: 02805007

As at 31 March 2021

	Note	The group		The charity	
		2021 £000's	2020 £000's	2021 £000's	2020 £000's
Fixed assets					
Tangible assets	13	17,664	18,087	17,596	17,957
Investments in subsidiary undertakings	14	-	-	75	75
		17,664	18,087	17,671	18,032
Current assets					
Stocks	16	23	59	-	-
Debtors	17	1,223	1,673	1,073	1,304
Current investment cash deposits	18	6,048	3,752	6,048	3,752
Cash at bank and in hand		1,701	810	1,701	806
		8,995	6,294	8,822	5,862
Liabilities					
Creditors: amounts falling due within one year	19	(1,175)	(1,667)	(901)	(1,582)
Net current assets		7,820	4,627	7,921	4,280
Total assets less current liabilities		25,484	22,714	25,592	22,312
Provisions for liabilities and charges	21	(12)	(5)	-	-
Net assets	22, 23, 28, & 29	25,472	22,709	25,592	22,312
Funds					
Restricted funds		106	377	106	377
Unrestricted funds:					
Designated funds:					
Fixed assets reserve		17,664	18,087	17,596	17,957
New adult hospice appeal reserve					
Total designated funds		17,664	18,087	17,596	17,957
General funds		7,702	4,245	7,890	3,978
Total unrestricted funds		25,366	22,332	25,486	21,935
Total funds	28, 29	25,472	22,709	25,592	22,312

Approved by the trustees on 24 September 2021 and signed on their behalf by

Terry Harding - Treasurer

Havens Hospices

Consolidated statement of cash flows

For the year ended 31 March 2021

	2021		2020	
	£000's	£000's	£000's	£000's
Cash flows from operating activities:				
Net cash provided by operating activities		3,358		2,942
Cash flows from investing activities:				
Dividends, interest and rents from investments	47		78	
Proceeds from sale of fixed assets	-		1,684	
Purchase of fixed assets	(240)		(8,748)	
Proceeds from withdrawal of cash investment deposits	1,226		490	
Purchase of cash investment deposits	(4,500)		-	
Proceeds from sale of non-cash investments	1,000		-	
Net cash provided by investing activities		(2,467)		(6,496)
Change in cash and cash equivalents in the year		891		(3,554)
Cash and cash equivalents at the beginning of the year		810		4,364
Cash and cash equivalents at the end of the year		1,701		810

Reconciliation of net income to net cash flow from operating activities:

	2021	2020
	£000's	£000's
Net income reported for the year	2,763	4,211
Depreciation charges	647	207
Dividends, interest and rents from investments	(47)	(67)
Investment management fees	-	-
Profit /(Loss) on sale of fixed assets	8	(1,016)
Decrease in stocks	36	45
(Increase)/ Decrease in debtors	441	(80)
Decrease in creditors	(483)	(367)
(Increase) / Decrease in provisions	(7)	9
Net cash provided by / (used in) operating activities	3,358	2,942

Analysis of cash and cash equivalents:

	At 1	Net	At 31
	April	cash	March
	2020	flows	2021
	£000's	£000's	£000's
Cash in hand and at bank (total cash and cash equivalents)	810	891	1,701

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies

(a) Statutory information

Havens Hospices is a company limited by guarantee and is incorporated in the UK. The registered and operational office address is 226 Priory Crescent, Southend on Sea, Essex, SS2 6PR.

(b) Basis of preparation and consolidation

The financial statements have been prepared in accordance with *Accounting and Reporting by Charities: Statement of Recommended Practice*, which is applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applying in the UK and Republic of Ireland (*FRS 102 - the Charities SORP FRS 102*), with the Financial Reporting Standard applicable in the UK and Republic of Ireland (*FRS 102*), and with the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or Note.

These financial statements consolidate the results of the charitable company and its wholly owned active subsidiaries held at the balance sheet date of 31 March 2020:

- Havens Hospice Trading Company Limited (registered company no. 2582455)
- Havens Development Company Limited (registered company no. 6245406)

The J's Hospice (registered company no. 04825988) was dormant in the year and has not been consolidated.

Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the Notes to the charitable company's balance sheet. Intragroup transactions and balances are disclosed in Note 10.

A separate Statement of Financial Activities for the charity itself is not presented because the charitable company has taken advantage of exemptions afforded by section 408 of the Companies Act 2006.

The trustees also do not consider that there are any areas of uncertainty affecting accounting estimations at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Key judgments that the charitable company has made which have a significant effect on the accounts include determining the value of legacy income to accrue at the end of the financial year, in accordance with the charity's policy for income recognition.

(c) Public benefit entity

The charitable company meets the definitions of a public benefit entity under *FRS 102*.

(d) Going concern

Havens Hospices reported free reserves at 31 March 2021 of £7,702,000. At the end of June 2022 we have reported deficit of £77,436 against a deficit budget of (£544,861), resulting in a positive variance of £467,425 against budget and cash of £7,749,000 (year end) the trustees consider that there are no material uncertainties about Havens Hospices ability to continue as a going concern. Further details are included in the trustees' report.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

(e) (i) Incoming resources - donations and legacies

Income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received, the income is not deferred and the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts (see Note 2).

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the group 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. On March 11 2020 the Havens Hospice Trading became eligible for £460,000 of retail hospitality & leisure grants in respect of shops with a rateable value up to £51,000. The income was received in 2020/21 and relates to the period from 1 April onwards. The trustees have opted to recognise the grants in the financial year to 31 March 2021 based on an entitlement date of 1 April 2020 as per the guidance issued by the Department for Business, Energy and Industrial Strategy and as that is the period to which the income relates.

Coronavirus job retention scheme income and other coronavirus support income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

(ii) Incoming resources - charitable activities

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the group 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.

(iii) Incoming resources - trading activities

On March 11 2020 the Havens Hospice Trading became eligible for £460,000 of retail hospitality & leisure grants in respect of shops with a rateable value up to £51,000. The income was received in 2020/21 and relates to the period from 1 April onwards. The trustees have opted to recognise the grants in the financial year to 31 March 2021 based on an entitlement date of 1 April 2020 as per the guidance issued by the Department for Business, Energy and Industrial Strategy and as that is the period to which the income relates.

(f) Donations of goods and services

Donated goods are recognised as income when the economic benefit from their use can be measured reliably. Items donated for sale via charity shops, or for use as raffle prizes or by auction at fundraising events, are recognised as income when sold or when income is generated from them rather than on receipt. The principal 'donated goods' recognised in these financial statements is the provision of free drugs and medical supplies by local pharmacies or NHS hospitals. The value included in the accounts is the amount the charity would have paid to obtain supplies of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. The charity receives no donated services other than time generously given by its volunteers, for which no value is included in the financial statements in accordance with the *Charities SORP*.

(g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal 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. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the expenditure incurred in inducing third parties to make voluntary contributions to the charity, as well as the cost of activities whose primary purpose is fundraising. This includes costs of trading activities which relate to expenditure on raising funds by means of charity shops, weekly draws and challenge style.
- Expenditure on charitable activities includes all costs of delivering hospice care services, undertaken to further the purposes of the charity, together with the associated direct support costs.

Irrecoverable VAT is charged as a cost against the activities for which the underlying expenditure was incurred. Since 1 April 2015, irrecoverable VAT has been minimised as a result of the introduction of Section 33 VAT relief for palliative care charities, under which the charity is able to recover VAT relating to its core care services and on some fundraising costs, in addition to a proportion of the VAT incurred on corporate overheads.

(i) Allocation of support and governance costs

Resources expended are allocated to the appropriate activities under the headings identified in (h) above, with spend on charitable activities being sub-divided between the four main areas of the charitable company's care services as defined on page 7. The cost of overall direction and administration of the charity, comprising the salary and overhead costs of the executives, finance and human resources functions, is apportioned to the charitable activities, activities for raising funds and trading activities as set out in the analysis of expenditure note (Note 12). The apportionment is based on an estimation of the relative use of these central overhead resources by the respective activities. Costs incurred in the governance of the charity and its trading company, which result primarily from constitutional and statutory requirements, are apportioned to key activities on a similar basis.

(j) Pensions

A number of the group's employees contribute to either defined contribution or Group Personal Pension Schemes in which the employers participate, or to the NHS pension scheme. Further details are set out in Note 9. The group's contributions to these schemes are charged to the Statement of Financial Activities when they fall due.

(k) Operating leases

Annual rentals, net of all aggregated lease inducements where applicable, are charged to the profit and loss account on a straight-line basis over the whole term of the lease.

(l) Tangible fixed assets and depreciation

Items of equipment or other assets of an enduring nature are capitalised where the purchase price, individually or as part of a single project, exceeds £5,000.

Depreciation charges commence when an asset is brought into use, and are spread evenly at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation is applied to all fixed assets except freehold land, and is calculated at the following rates:

Land is held at cost	- No depreciation
Freehold Buildings	- over 25 to 100 years as appropriate
Fixtures and fittings, furniture, equipment and shop-fit costs	- over 7 years or over useful life if shorter
Motor vehicles	- over 4 years
Computer hardware and software	- over 3 years or over useful life if longer

Assets are reviewed for impairment if circumstances indicate that their carrying value may exceed their net realisable value and value in use.

(m) Investments

Investments in subsidiary undertakings are stated at cost in the charity's accounts, and are eliminated as a consolidation adjustment in the group financial statements.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

(n) Cash investments, and cash at bank and in hand

Cash deposits are classified as fixed asset investments, whereas deposits held for more than three months but less than one year, and which are not part of the day to day cash balances of the charitable company or its subsidiaries, are classified as current asset investments. Cash at bank and in hand includes cash in current accounts or with deposits maturing in three months or less from the date of acquisition.

(o) Stocks

Stocks of donated items for resale in the charity shops are not valued, as the trustees consider that it is impractical to apply a value to these items and that the costs of attempting to do so would outweigh any benefits. Consequently, the stock value carried in the group's balance sheet relates entirely to bought-in goods not yet sold by Havens Hospices Trading Company. These stocks are valued at the lower of cost and net realisable value, with cost value based on purchase prices - including any invoiced delivery or packaging cost - on a first in, first out basis. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for costs of sale. Provision is made where necessary for obsolete, slow moving or defective stocks.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity or its subsidiaries have 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity and its subsidiary undertakings only have financial assets and liabilities of a kind that qualify as basic financial instruments.

(q) Funds

Restricted funds are those where the purpose for use has been restricted by the givers. Expenditure which meets the relevant criteria is charged to the appropriate restricted funds.

Designated funds are unrestricted funds set aside by the trustees for specific purposes.

Unrestricted funds are monies which can be used for any of the charitable company's operations at the trustees' discretion.

Transfers between funds are carried out in order to:

- i) designate funds reflect the carrying value of fixed assets.
- ii) to release designate funds for other specified purposes, New Adult Hospice. This project is now complete.
- iii) recognise that restrictions placed on capital grants have been satisfied by their expenditure, or
- iv) cover any deficiency in restricted funds.

(r) Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes. Available taxable profits arising in subsidiary companies which are not charities sharing Havens Hospices' objects are donated to the parent charity under gift aid.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

2. Income from donations and legacies	Capital restricted £000's	Other restricted £000's	Unrestricted £000's	2021 Total £000's
Donations and voluntary income	-	462	2,989	3,451
Income from Coronavirus Job Retention Scheme	-	-	518	518
Legacies	-	-	1,209	1,209
COVID funding received from Hospice UK	-	1,827	-	1,827
	-	2,289	4,716	7,005
	Capital restricted £000's	Other restricted £000's	Unrestricted £000's	2020 Total £000's
Donations and voluntary income	2,591	327	2,150	5,068
Legacies	-	-	2,476	2,476
	2,591	327	4,626	7,544

Legacy income includes accruals for bequests where the charity has been notified of its entitlement, probate has been granted, and estate accounts or other documents evidencing the estate value have been provided to enable the charity to measure the value of its entitlement reliably. The charity has reviewed the legacy entitlements notified to it and has accrued £201,570.00 (2020: £815,000) in line with this criteria. A total of £870,206 (2020: £609,000) of legacy pipeline which does not meet the new estimation criteria is, however, treated by the charity as a contingent asset at March 2021.

3. Income from charitable activities	Restricted £000's	Unrestricted £000's	2021 Total £000's
CCGs	-	1,924	1,924
NHS England revenue funding	467	-	467
Total income from charitable activities	467	1,924	2,391
	Restricted £000's	Unrestricted £000's	2020 Total £000's
CCGs	-	1,410	1,410
NHS England revenue funding	454	108	562
Total income from charitable activities	454	1,518	1,972
4. Income from trading activities	Restricted £000's	Unrestricted £000's	2021 Total £000's
Charity shops	798	1,149	1,947
Weekly draw subscriptions	-	1,001	1,001
Challenge fundraising events	-	44	44
	798	2,194	2,992

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

4. Income from trading activities (cont'd)	Restricted £000's	Unrestricted £000's	2020 Total £000's
Charity shops	1,011	1,672	2,683
Weekly draw subscriptions	-	1,091	1,091
Challenge fundraising events	-	287	287
	1,011	3,050	4,061

5. Other Income	Capital restricted £000's	Other restricted £000's	Unrestricted £000's	2021 Total £000's
Training & Staff Meals	-	-	32	32
Investments	-	10	37	47
Disposal Proceeds - Fixed Assets	-	-	(8)	(8)
Insurance Proceeds	-	-	448	448
	-	10	509	519

	Capital restricted £000's	Other restricted £000's	Unrestricted £000's	2020 Total £000's
Training & Staff Meals	-	-	27	27
Investments	-	28	39	67
Disposal Proceeds - Fixed Assets	-	-	1,067	1,067
Insurance Proceeds	-	-	14	14
	-	28	1,147	1,175

6. Net income for the year	2021 £000's	2020 £000's
This is stated after charging/(crediting)		
Depreciation	648	207
Auditors' remuneration: Audit	21	21
Tax	5	1
Operating lease rentals payable	471	505
Loss/ (profit) on disposal of fixed assets	8	(1,017)

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

7. Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

Staff costs incurred during the year were as follows:

	2021 £000's	2020 £000's
Salaries and wages	5,805	5,713
National insurance	491	464
Employer's contributions to pension schemes (see Note 9)	534	524
Redundancy and termination costs	225	-
Payroll related costs	7,055	6,701
Other staff costs	334	291
	7,389	6,992

No trustees received pay or other benefits from the charity in either year, and no trustees received payment for professional or other services supplied to the charity in either year. No trustees claimed expenses for attending to charity business in either year. The value of expenses waived by trustees was not material in either year. The charity paid £708 of premiums in the year for trustee indemnity insurance (2020: £708).

The following number of employees received total remuneration during the year, excluding employer's pension and National Insurance contributions, in the stated value bands:

	2021 No.	2020 No.
£60,001 - £69,999	2	2
£80,000 - £89,999	1	1

The total employee benefits, including National Insurance and pension contributions, of the key management personnel in the 2021 accounting year were £472,324 (2020: £375,744).

8. Staff numbers

The average number of employees was:

	Headcount		Full time equivalent	
	2021 No.	2020 No.	2021 No.	2020 No.
Adult hospice	76	75	64	64
Adult community services	32	49	26	39
Children's hospice	36	58	28	45
Children's community services	17	-	13	-
Activities for raising income	27	37	22	29
Trading activities	60	58	47	46
Support and governance activities	21	21	20	20
	269	298	218	243

Staff are now employed by the Charity for children's community hospice services, this now also includes the J's services (moved from Adult services). The J's now treats patients from 0 - 25 years, where previously they treated patients from 19 - 40 years in the community.

9. Pensions and benefits

Group companies contribute to a group personal pension scheme operated by Scottish Widow the assets of which are held separately from those of the group in independently administered funds. Employee members of the Scottish Widows scheme have an option to commit to taking a salary sacrifice that is equivalent to the amount of their chosen personal contribution.

The charity also operates an NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employees, general practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable each body to identify its share of the underlying scheme assets and liabilities. Therefore the scheme is accounted for as if it were a defined contribution scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. In January 2019, the Government announced a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

The Government subsequently announced in July 2020 that the pause had been lifted, and so the cost control element of the 2016 valuations could be completed. The Government has set out that the costs of remedy of the discrimination will be included in this process. HMT valuation directions will set out the technical detail of how the costs of remedy will be included in the valuation process. The Government has also confirmed that the Government Actuary is reviewing the cost control mechanism (as was originally announced in 2018). The review will assess whether the cost control mechanism is working in line with original government objectives and reported to Government in April 2021. The findings of this review will not impact the 2016 valuations, with the aim for any changes to the cost cap mechanism to be made in time for the completion of the 2020 actuarial valuations.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

b) Full actuarial (funding) valuation (continued)

The combined contributions payable by the group into all pension schemes for the year amounted to £534,000 (2020: £524,000). Contributions of £58,000 (2020: £63,000) were outstanding at the year end and are included in creditors.

In addition, the group contributes to an employee life assurance scheme, for which the contributions payable were £13,470 (2020: £14,863).

10. Related party transactions

Other than the related party transactions between group companies noted below and the transactions disclosed in Note 7 (payments to employee pension schemes and employment benefits paid to key management personnel and to their related parties), there were no other related party transactions requiring disclosure (2020: £nil).

All of the disclosed transactions with related parties were made within the normal course of business, including any restrictions applied to donations which were restricted to purposes which were already part of the charity's approved business plan.

During the year, donations were received from trustees totalling £7,793 (2020: 2,596) and from key management personnel of £665 (2020: £495).

The charity also paid its subsidiary company Havens Development (HDCL) £Nil during the year (2020: £7,870,378) for the value of work undertaken by HDCL in the design and build of the planned new adult hospice, and the charity charged HDCL £Nil (2020: £nil) in management fees. HDCL donated its taxable profit of £Nil (2020: £nil) to Havens Hospices. The balance outstanding between these two companies at 31 March 2021 was £234,662 (2020: £449,423) due from the parent charity or from group companies to HDCL.

11. Taxation

The charitable company is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes.

Available taxable profits in the subsidiaries are donated to the parent charity under gift aid. As a result of this, or due to taxable losses incurred, there were no profits chargeable to corporation tax in any subsidiary company in the 2021 or 2020 tax years.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

12. Analysis of expenditure

	Direct costs £000's	Support costs £000's	2021 Total £000's	Direct costs £000's	Support costs £000's	2020 Total £000's
Costs of raising funds						
Fundraising marketing	946	125	1,071	1,417	143	1,560
Trading activities	1,990	97	2,087	2,263	120	2,383
	2,936	222	3,158	3,680	263	3,943
Charitable activities:						
Adult hospice	2,951	399	3,350	2,386	304	2,690
Adult community services	910	139	1,049	1,441	147	1,588
Children's hospice	1,816	230	2,046	1,900	216	2,116
Children's community services	644	30	674	202	-	202
	6,321	798	7,119	5,929	667	6,596
Total expenditure	9,257	1,020	10,277	9,609	930	10,539

Included in the costs above are governance costs of £99,294 (2020: £62,000).

Analysis of support costs	2021 Total £000's	2020 Total £000's
Executive	303	329
Finance	296	255
Human Resources and volunteer services	416	346
	1,015	930

Of total expenditure, £6,697,000 was unrestricted (2020: £8,771,000), and £3,446,000 restricted (2020: £1,768,000).

Support costs cover central service functions which have been allocated to the main activities of the charity on a basis deemed consistent with the use of those resources. In accordance with the requirements of *Charities SORP FRS 102*, governance costs are also apportioned across the organisation's principal activities on a similar basis. The £6,512 of governance costs attributed to the trading subsidiary, Havens Hospices Trading Ltd, are its own (2020: £7,000).

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

13. Tangible fixed assets

For the group:

	Freehold land & property £000's	Assets under construction £000's	Furnishings, fittings, computers & equipment £000's	Motor vehicles £000's	Total £000's
Cost					
At 1 April 2020	17,627	-	1,822	66	19,515
Additions in year	-	-	240	-	240
Transfer	-	-	-	-	-
Disposals	-	-	(43)	(31)	(74)
At 31 March 2021	17,627	-	2,019	35	19,681
Depreciation					
At 1 April 2020	698	-	664	66	1,428
Charge for the year	290	-	358	-	648
Disposals	-	-	(26)	(31)	(57)
At 31 March 2021	988	-	996	35	2,019
Net Book Value					
At 31 March 2021	16,639	-	1,023	-	17,662
At 31 March 2020	16,929	-	1,158	-	18,087

For the charity:

	Freehold land & property £000's	Assets under construction £000's	Furnishings, fittings, computers & equipment £000's	Motor vehicles £000's	Total £000's
Cost					
At 1 April 2020	17,627	52	1,303	50	19,032
Additions in year	-	-	206	-	206
Transfer	-	-	-	-	-
Disposals	-	-	(23)	(15)	(38)
At 31 March 2021	17,627	52	1,486	35	19,200
Depreciation					
At 1 April 2020	698	-	327	50	1,075
Charge for the year	290	-	270	-	560
Disposals	-	-	(16)	(15)	(31)
At 31 March 2021	988	-	581	35	1,604
Net Book Value					
At 31 March 2021	16,639	52	905	-	17,596
At 31 March 2020	16,929	52	976	-	17,957

All of the above assets are used for charitable purposes, or for trading purposes the objective of which is to generate profits to fund the core work of the charity.

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

14. Fixed Assets Investments

	The group		The charity	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Cost of investment in subsidiary undertakings incorporated in the UK	-	-	75	75

The investments in subsidiary companies represent 100% of the issued share capital of:

Havens Hospice Trading Company Limited: £75,100

Havens Development Company Limited: £1

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

15. Subsidiary undertakings' summarised results

At the balance sheet date, the charity had two wholly owned and active subsidiary companies registered in England, Havens Hospices Trading Company (HHT) and Havens Development Company (HDCL). HHT's principal purpose is to generate income for the benefit of the hospices from the sale primarily of donated goods. Its financial results are consolidated line by line in the Statement of Financial Activities. HDCL was established to undertake the project of building the *new Fair Havens* adult hospice facility. All work incurred by HDCL in the planning, design and work-in-progress for constructing the new hospice is invoiced to the charity in full periodically, and capitalised in the charity's accounts. HDCL was dormant during the financial year. Available taxable profits from either subsidiary are distributed to the parent charity (see Note 11), and transactions between the parties are disclosed in Note 10.

Summary results for the group:

	HHT £000's	HHT £000's	HDCL £000's	HDCL £000's
	2021	2020	2021	2020
Gross turnover	1,001	2,909	-	7,870
Gift aided sales transferred to charity	236	(709)	-	-
Intercompany management charges	30	71	-	-
WIP transferred to charity	-	-	-	(7,870)
Net turnover	1,267	2,271	-	-
Cost of sales	(39)	(58)	-	-
Gross profit	1,228	2,213	-	-
Other operating income	1,278	24	-	-
Administrative expenses	(1,841)	(2,049)	-	-
Profit for the financial year	665	188	-	-
Distribution of profits	(257)	(304)	-	-
Retained profit for the financial year	408	(116)	-	-
The aggregate of the assets, liabilities and funds was:				
Assets	984	583	235	701
Liabilities	(52)	(59)	(235)	(701)
Funds	932	524	-	-

16. Stocks

	The group 2021 £000's	2020 £000's	The charity 2021 £000's	2020 £000's
Bought in goods for resale by trading company	24	59	-	-

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

17. Debtors

	The group		The charity	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Legacies receivable	202	815	202	816
Prepaid expenses	542	307	411	213
Other debtors	86	36	66	12
VAT recoverable	75	407	75	155
Trade debtors	319	108	319	108
	1,224	1,673	1,073	1,304

18. Current investment cash deposits comprise:

	The group		The charity	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Bank and building society deposits	6,048	2,752	6,048	2,752
Royal London Asset Management Cash Plus Fund	-	1,000	-	1,000
	6,048	3,752	6,048	3,752

Short term deposits and investments are held to provide a return on short term cash. These are held in pooled funds or deposits of varying maturity dates of more than 3 but less than 24 months.

19. Creditors: amounts due within one year

	The group		The charity	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Deferred income (see Note 21)	311	287	311	287
Accrued expenses	674	503	417	211
Taxation and social security creditors	107	128	107	128
Trade creditors	49	687	31	226
Pension creditors	34	62	34	63
Amounts due to subsidiaries	-	-	670	667
	1,175	1,667	1,570	1,582

20. Deferred income

	The group		The charity	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Balance at the beginning of the year	287	311	287	311
Amount released to income in the year	(1,958)	(285)	(1,958)	(285)
Amount deferred in the year	1,982	261	1,982	261
Balance at the end of the year	311	287	311	287

Deferred income comprises monies raised in respect of future fundraising activities which take place or fall due in the following accounting year. The income primarily relates to events such as the London Marathon and receipts in advance for future weekly draws (hospice lottery).

Havens Hospices

Notes to the financial statements

For the year ended 31 March 2021

21. Provisions for liabilities and charges

	The group		The charity	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Balance at the beginning of the year	5	14	-	-
Released, utilised or transferred during the year	7	(9)	-	-
Provisions created during the year	-	-	-	-
Balance at the end of the year	12	5	-	-

This provision has been maintained to cover potential dilapidations on the shops run by the trading company.

22. Analysis of group net assets between funds: as at 31 March 2021

	Restricted funds	Designated funds	General funds	Total funds
	£000's	£000's	£000's	£000's
Tangible fixed assets	-	17,664	-	17,664
Cash investments	-	-	6,048	6,048
Cash in hand and at bank	106	-	1,595	1,701
Other net current assets	-	-	59	59
Net assets at end of year	106	17,664	7,702	25,472

23. Analysis of group net assets between funds comparisons: as at 31 March 2020

	Restricted funds	Designated funds	General funds	Total funds
	£000's	£000's	£000's	£000's
Tangible fixed assets	-	18,087	-	18,087
Cash investments	-	-	3,752	3,752
Cash in hand and at bank	377	-	433	810
Other net current assets	-	-	60	60
Net assets at end of year	377	18,087	4,245	22,709

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24. Operating lease commitments

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

	Land and property		Motor vehicles, printers and photocopiers	
	2021 £000's	2020 £000's	2021 £000's	2020 £000's
Total minimum leases payments falling due:				
In the year following the balance sheet date	415	415	20	16
In years two to five	690	643	11	16
	<u>1,105</u>	<u>1,058</u>	<u>31</u>	<u>32</u>

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

	Land and property		Motor vehicles, printers and photocopiers	
	2021 £000's	2020 £000's	2021 £000's	2020 £000's
Total minimum leases payments falling due:				
In the year following the balance sheet date	415	415	12	12
In years two to five	690	643	3	16
	<u>1,105</u>	<u>1,058</u>	<u>15</u>	<u>28</u>

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25. Operating lease commitments (continued)

The commitments relating to land and property result from rental of shop premises which are subject to non-cancellable operating leases held in the name of the charity. These are licensed by the charity to Havens Hospices Trading Ltd, which occupies the premises for the purpose of operating charity shops.

The minimum lease payments computed for the purpose of this Note have been calculated to the earliest of the lease expiry date or next tenant's break clause date. *FRS 102* requires that operating lease incentives such as rent free periods or contributions to fitting out costs should be spread over the full lease period.

The charity and its subsidiary company Havens Hospices Trading Ltd have taken advantage of the exemption granted by *FRS 102* for existing leases at the transition date (ie: the transition from previous Generally Accepted Accounting Principles - UK GAAP) of 1 April 2014, to continue to recognise lease incentives on the former basis. The requirements of *FRS 102* in respect of operating lease incentives are being followed for all such leases acquired after 31 March 2015.

26. Capital commitments

There are no capital commitments at the year end (2020: £nil).

27. Purpose of restricted and designated funds

a) Purpose of restricted funds:

New Fair Havens (NFH) - capital appeal

The capital appeal fund represents voluntary income received towards the costs of the project to build a new adult hospice to replace the existing Fair Havens building.

Some gifts and grants to the capital appeal can be spent on any aspects of the design, development and construction of the new building, whilst others are restricted to more specific aspects of the project such as for a gymnasium and related equipment.

Fair Havens - other / Little Havens - other

These represent funds restricted to use within the existing adult or children's hospice respectively. As the day to day operating costs of the hospices generally exceed the value of these restricted gifts, the balance at each year end normally represents just those funds which are restricted to specific purposes within the adult or children's hospice which have not been spent at 31 March 2021.

Little Havens - Martha McGilda trust

This gift from a trust was initially restricted to maritime-related activities, but this was subsequently widened, with the consent of the donor, to apply to all children's activities.

Little Havens - NHS England revenue grant

This represents funding received annually from NHS England's transitional grant which replaced the former Section 64 grant for children's hospices, pending finalisation and implementation of a proposed new palliative care currency and associated tariff. The income is restricted and can not be used to finance fundraising activities. The grant is spent out each year on the specified purpose of providing hospice services to children in the Essex community, and the level of grant has been agreed in advance by NHS England to remain at the present value until 31 March 2021.

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For the year ended 31 March 2021

b) Purpose of designated funds:

Fixed assets reserve

Designated funds consist primarily of the fixed assets reserve, which is updated at each year end to reflect movements in asset values by transferring the appropriate increases or reductions from general reserves or, where appropriate, from the appropriate restricted funds.

This fund includes £12,412,000 for the construction of the new adult hospice (2020 £12,412,000). This project is now complete.

28. Movement in funds: year ended 31 March 2021

	At the start of the year £000's	Incoming resources and gains £000's	Outgoing resources and losses £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Other	282	261	(261)	-	282
	<u>282</u>	<u>261</u>	<u>(261)</u>	<u>-</u>	<u>282</u>
<i>Little Havens children's hospice</i>					
Martha McGilda trust	6	-	(1)	-	5
NHS England revenue grant	-	-	-	-	-
Other	84	1,476	(1,746)	-	(186)
	<u>90</u>	<u>1,476</u>	<u>(1,747)</u>	<u>-</u>	<u>(181)</u>
<i>Other restricted funds</i>	5	1,827	(1,827)	-	5
Total restricted funds	<u>377</u>	<u>3,564</u>	<u>(3,835)</u>	<u>-</u>	<u>106</u>
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	18,087	-	(423)	-	17,664
New adult hospice appeal reserve	-	-	-	-	-
Total designated funds	<u>18,087</u>	<u>-</u>	<u>(423)</u>	<u>-</u>	<u>17,664</u>
 General funds	 4,245	 9,343	 (5,886)	 -	 7,702
Total unrestricted funds	<u>4,245</u>	<u>9,343</u>	<u>(6,309)</u>	<u>-</u>	<u>25,366</u>
Total funds	<u>22,709</u>	<u>12,907</u>	<u>(10,144)</u>	<u>-</u>	<u>25,472</u>

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29. Movement in funds comparisons: year ended 31 March 2020

	At the start of the year £000's	Incoming resources and gains £000's	Outgoing resources £000's	Transfers £000's	At the end of the year £000's
Restricted funds:					
<i>Fair Havens adult hospice</i>					
Capital appeal - new Fair Havens	2,376	2,610	(103)	(4,883)	-
Other	146	284	(148)	-	282
	<u>2,522</u>	<u>2,894</u>	<u>(251)</u>	<u>(4,883)</u>	<u>282</u>
<i>Little Havens children's hospice</i>					
Martha McGilda trust	19	-	(13)	-	6
NHS England revenue grant	-	396	(396)	-	-
Other	71	1,121	(1,108)	-	84
	<u>90</u>	<u>1,517</u>	<u>(1,517)</u>	<u>-</u>	<u>90</u>
<i>Other restricted funds</i>	5	-	-	-	5
	<u>5</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5</u>
Total restricted funds	<u>2,617</u>	<u>4,411</u>	<u>(1,768)</u>	<u>(4,883)</u>	<u>377</u>
Unrestricted funds:					
Designated funds:					
Fixed assets reserve	10,242	-	-	7,845	18,087
New adult hospice appeal reserve	2,000	-	-	(2,000)	-
Total designated funds	<u>12,242</u>	<u>-</u>	<u>-</u>	<u>5,845</u>	<u>18,087</u>
General funds	3,638	10,340	(8,771)	(962)	4,245
Total unrestricted funds	<u>3,638</u>	<u>10,340</u>	<u>(8,771)</u>	<u>(962)</u>	<u>22,332</u>
Total funds	<u>18,497</u>	<u>14,751</u>	<u>(10,539)</u>	<u>-</u>	<u>22,709</u>

30. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

The 109 members of the charitable company at 31 March 2021 (2020: 116) include the trustees, as named on page 2.

The liability of each member in the event of winding up is limited to £1.