

Company Number: 2198233

Registered Charity Number: 299901



# TRUSTEES ANNUAL REPORT

Trustees Annual Report and Financial Statements  
Year Ending 31st March 2022

2022

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## Chairperson's Report

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The Havencare Board of Trustees works to serve and protect the people we support by ensuring that the organisation is run in a safe and financially sustainable way. As Trustees our mandate is to govern the strategic direction of the Charity, maintain the integrity and transparency of our standards of housing, support, employment, and financial reporting, and ensure that we are compliant with applicable laws and regulations.

### **2022 Annual Report from the Chairperson – Havencare Homes and Support Limited**

This year continued to be dominated by the impact of COVID-19, the cost-of-living crisis driven largely by energy costs rising exponentially, and the employment market (recruitment and retention) being challenging beyond anything experienced in recent times. Skills for Care reported a shocking 165,000 vacancies in Social Care in 2022, a 52% increase from the previous year. The challenges with recruitment and retention can only be described as an existential risk to our sector. The impact of high vacancy rates risks the continuity, safety, and quality of care, with the cost of finding agency cover (with no option but to pay rates far more than our funded hourly rates), leaves few options beyond assessing viability and considering closing support services that cannot be sustained.

The workload created by the pandemic has also taken its toll – new policies, absences from isolation, testing, PPE, vaccines, and administration. To date, since the start of recording the impact of COVID-19 in March 2020, 49 people we support and 128 staff have tested positive, there have been over 3000 days of employee absence (isolation). Thankfully, we have seen 0 hospitalisations and 0 deaths as a direct result of the virus. For a second year, Havencare's Trustees join our CEO, Phil Morris, in paying an unreserved tribute to the unrivalled sacrifices made and diligence of our staff, the people we support, and their respective families to help keep people safe and well. We continue to call on the Government to properly fund and deliver Social Care reform, as the system can only be described as broken, and the people in need of support services and outstanding organisations like Havencare are paying a heavy price.

Havencare invested in staff terms, with frontline staff pay increasing by up to 17.6% from rates paid in 2020. Havencare has continued to develop fantastic employee benefits and rewards, including paying significant retention payments, with any additional funding received during the pandemic. We uphold our mantra of "if you treat people like they make a difference, then they will". We are so proud of our incredible workforce and humbled by their commitment to the people in our care.

Havencare closed its most historical residential service which was a home for 9 people: evidencing Havencare living the principles of the right support, right care, and right culture. The service was rated "good" by CQC, and commissioners were happy with its cost-effectiveness; however, the people who called Botchill House Residential Service their home were not able to experience the same individual opportunity, choice, and control in their lives that Havencare promotes across its other services. Therefore, living our values and principles of support, the property was sold, and proceeds were reinvested into new homes suitable for delivering outstanding supported living.

A person we support in Plymouth lost their life in tragic circumstances in 2021. We continue to stand in solidarity and remembrance with his incredible and supportive family, and his staff team who did such an amazing job. Havencare has worked transparently with local authority and health partners to investigate how this situation occurred and to share any possible learning found in hindsight, to help all people stay safe.

We continue to provide Positive Behaviour Support as the right values-based model of delivery, and this includes trauma-informed care. As we have come to expect, there were so many incredible outcomes reported again this year, including people learning new skills, gaining new independence, finding new homes, and enjoying life. Through the tough moments, celebrating the difference people are making helps us to remember "why we are here".

Our strategic focus is on **Specialist Homes** and **Outstanding Support**, whilst being an **Employer of Choice** and **Leader in Learning**. To achieve all this, Havencare will continue, whenever possible, to **invest in our people, places, and practice**.

With careful stewardship, Havencare managed to make a small surplus this year. Next year, we are anticipating a very tough year operationally and financially, as additional funding for COVID-19 dissipates and inflation bites. Havencare's strong foundation and reserves will help us to be balanced and proportionate with our decision-making when riding out this storm. We will continue to act with transparency, quality, and engagement in all that we do.

Thank you to my fellow Trustees, all our staff, the people we support, their friends and families, and to our partners, who together, make Havencare a truly incredible Charity, that we can all be proud to be a part of.

*Stephen Reynolds*

**Stephen Reynolds**  
**Chairperson of the Board of Trustees**

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## Objectives & Activities

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### Objects of the Charity

To benefit the public by the provision of relief to those in need by reason of any form of disability primarily but not exclusively learning, sensory disability or mental illness, this relief being provided by all forms of support to enable them to live the lives they choose and in particular by support in the home, by support in the community and the work place, and by the provision of residential accommodation and in particular but not exclusively those persons living within the South West of England.

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### Purpose

"Supporting people with learning disabilities and autism."

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### Vision

"People with learning disabilities and autism are able to live their lives through opportunity and choice."

.....

### Mission

"Provide homes and support that enables people to realise their potential and direct their own life."

.....

### Values

Our values are simple and clear and will transform culture. They flow through every decision we make and every action we take.

**Transparency** – "trust is built on telling the truth"

**Engagement** – "treat people like they make a difference, and they will"

**Quality** – "don't just do it, do it well"

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## Strategic Aims

Havencare supports autistic people and people with learning disabilities by:



### Providing specialist homes

Havencare Homes are affordable and that meet people's wants and individual needs

### Providing outstanding support

Havencare Support enables people to lead their lives through opportunity and choice

### Being an employer of choice

People choose Havencare for their career

### Being a leader in learning

Havencare trains health and social care workforces, supported people, families, and communities

## Key Performance Indicators 2021-2024

HAVENCARE HOMES AND SUPPORT LIMITED	2018-2021			KPIs 2021-2024					
KPI	Result	Result	Result	Target	Result	Target	Result	Target	Result
	18-19	19-20	20-21	21-22	21-22	22-23	22-23	23-24	23-24
Activity (Turnover) £,000,000	5.1	5.7	6.9	7.8	7.4	8.6		9.4	
Surplus (%)	0.9%	3.5%	5.1%	3.0%	1.6%	3.0%		3.0%	
Average Job Vacancy Rate %	9%	8%	7%	7%	12%	7%		7%	
Staff Retention Rate % (from 2021- after probation)	66%	66%	70%	75%	67%	80%		85%	
Number of people supported (including tenants)	81	91	98	105	105	110		115	
Registered Housing Provider	n/a	n/a	n/a	x	x	Pre-app		Success	
Homes Occupancy	n/a	n/a	n/a	95%	98%	95%		95%	
People who say they are happy with their support and/or homes	n/a	n/a	n/a	95%	83%	95%		95%	
Staff Net Promoter Score (Recommend Havencare as an employer)	27	41	57	60	60	65		70	

## Activities > *from April 2021 to March 2022*

Havencare Homes and Support Limited ["Havencare"] is a registered charity with two separate divisions of work:



Havencare is registered with the Care Quality Commission (CQC) and regulated for Domiciliary Care and Residential Care. Our stated specialisms are:

Learning disabilities; Personal care; Caring for adults under 65yrs; Caring for adults over 65yrs; Mental health conditions; Accommodation for persons who require nursing or personal care, learning disabilities.

During this year, **Havencare directly supported and/or housed 105 people** across the Southwest.

During this year, **Havencare Homes** worked with 45 tenants across 29 properties that are either owned by Havencare, leased, or on Company Let arrangements across 11 landlord/letting agent partners. Havencare directly supports 36 of these 45 tenants and works with other providers who directly support the remaining 9 tenants.

Havencare also worked with local housing benefits offices to provide specialist exempt accommodation for people with additional housing support and management needs.

**Havencare Support** ranges from 24/7 care and support to a few hours of enabling support to achieve specific independence or skill development outcomes.

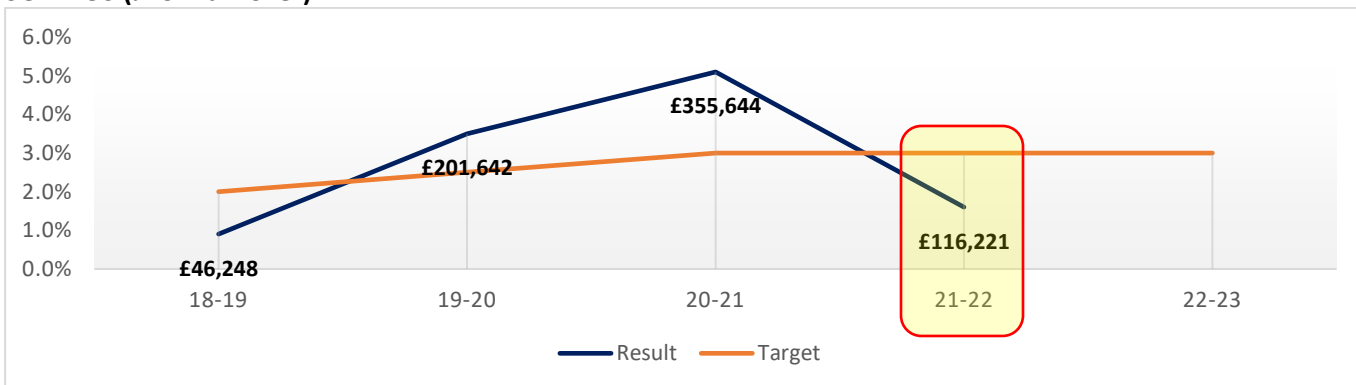
Havencare use various models to best support individuals in their communities. These include small residential homes, supported living in the community (people who rent or own their own homes), extra-care housing (sometimes called supported housing) where shared support is on-site, and enabling support where people are helped for a few hours per week to achieve specific independence outcomes.

Havencare also deliver a supported lifestyles model across 3 services in Cornwall and 1 in Plymouth. This innovative combined approach offers "core background support" from a "support hub" in close reach of people's homes. This approach also utilises assistive technology to maximise independence and reduce restrictions, whilst also providing essential contact support needs such as personal care and keeping people safe. This core background support is then complimented with "personalised outcomes-focused support" where each person is supported one-to-one to achieve their own outcomes.

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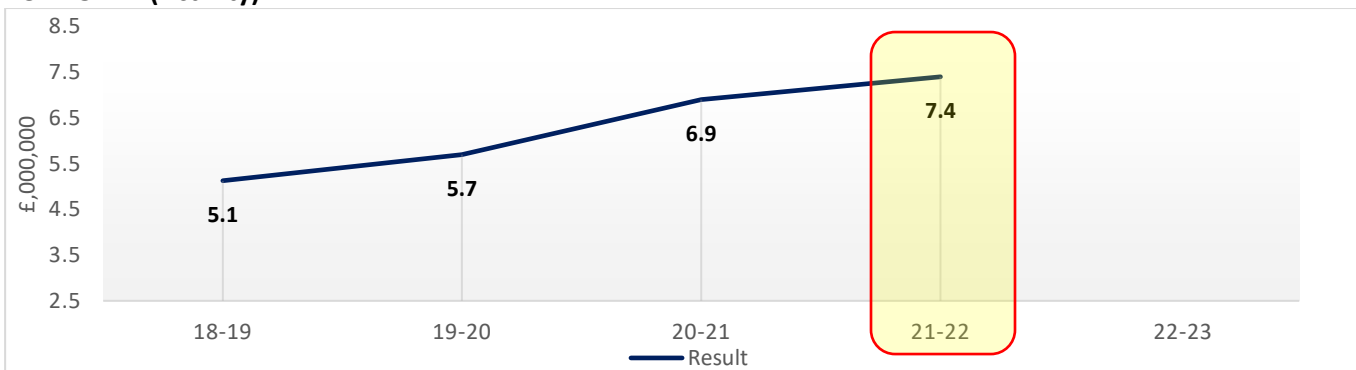
## Achievements & Performance

### SURPLUS (% of Turnover)



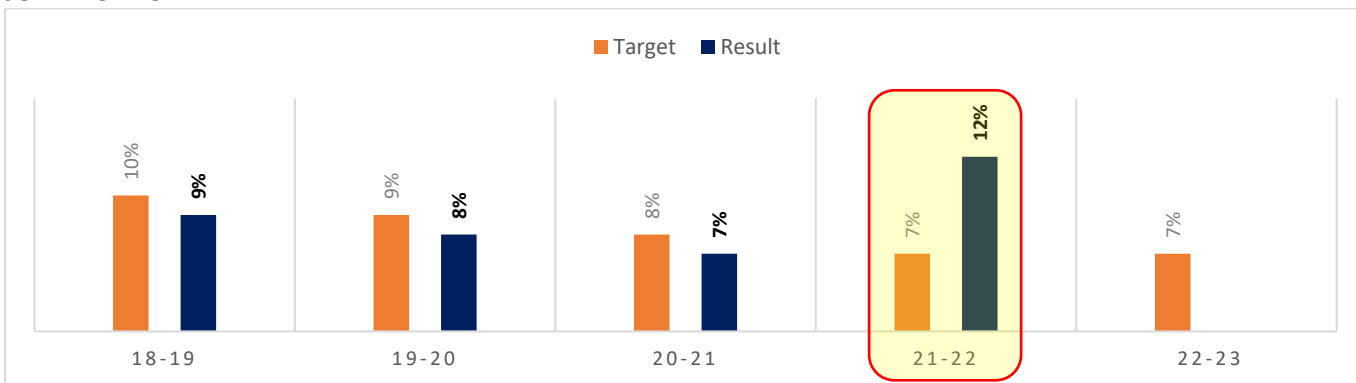
Havencare targets a modest minimum surplus of 3% of turnover to enable investment in people places and practice. In 2021-2022, a 1.6% surplus was achieved under extraordinarily difficult circumstances.

### TURNOVER (Activity)



Havencare continues to grow its activity and income. Havencare is supporting 24 more people across Devon and Cornwall than in 2019.

### JOB VACANCY RATE

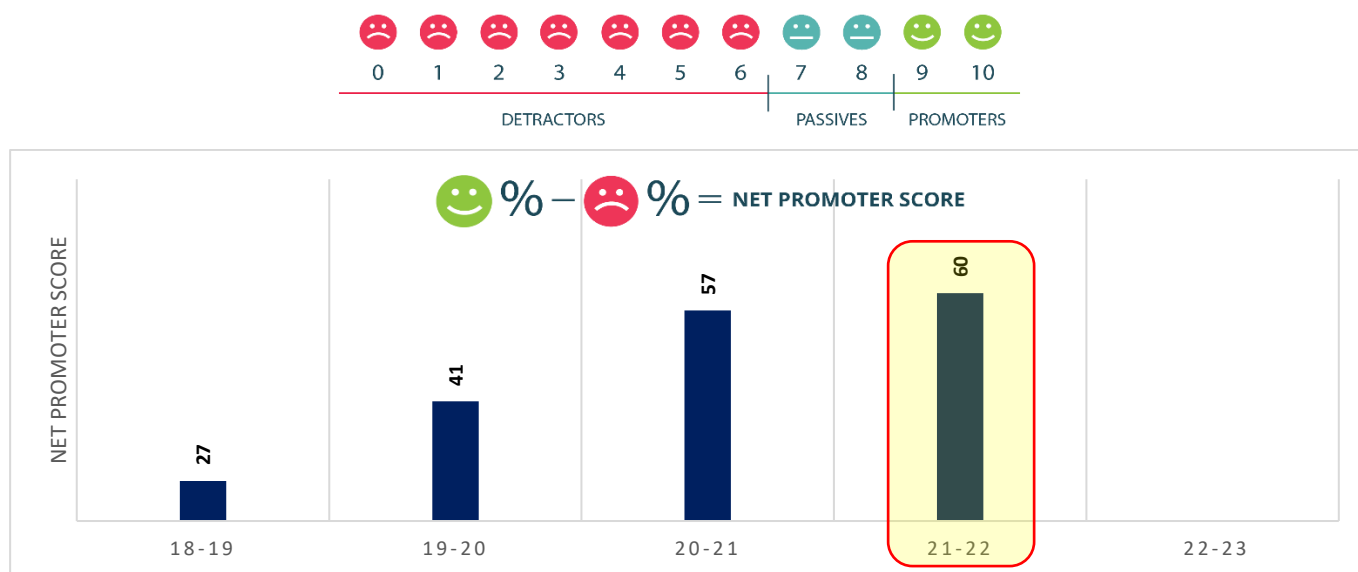


Havencare's Job Vacancy Rate has almost doubled in 12months. This is representative of sector wide challenges with recruitment and retention of frontline roles.

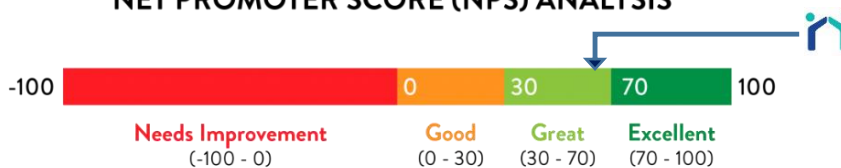


## STAFF ENGAGEMENT: NET PROMOTER SCORE

'On a scale from 0-10, how likely is it that you would recommend Havencare as an employer?'



## NET PROMOTER SCORE (NPS) ANALYSIS



Havencare's NPS has improved year-on-year since 2018. This shows our staff have remained engaged and are still recommending Havencare as an employer during unprecedented times. Some comments included:

"I really enjoy working for Havencare"

"I feel that as Havencare offers great opportunities and support to all employees..."

"I always recommend working for Havencare to any friends and family that are thinking of working in care."

"I'm very happy with the way I am treated at Havencare I feel support where needed and I feel like I am able to express concerns and be heard. ...I am very happy working with the lady I support, I am happy with management and happy with [the people] I work with."

"I feel Havencare is a fantastic company with great communication skills, who thanks and appreciates their staff."

"I feel really lucky to work at [Havencare service], I have no complaints."

"Havencare is a great company who listen to their clients and look after their staff. I wouldn't hesitate to recommend them..."

"I would recommend Havencare as I feel they are proactive in enriching lives for the individuals they support."

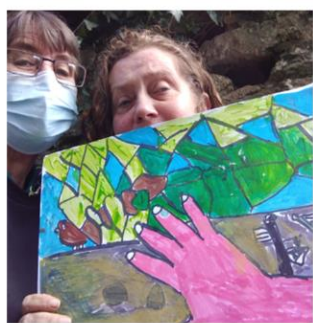
"I love working for Havencare; I believe there are great opportunities to engage and progress in the organisation and make a real difference."

## CURRENT CQC RATINGS

Service	Rating					
	Safe	Effective	Responsive	Well-Led	Caring	OVERALL
Supported Living Plymouth & Devon	Good	Good	Good	Good	★ Outstanding	<u>GOOD</u>
Supported Living Cornwall	Good	Good	Good	Good	Good	<u>GOOD</u>
Deanbrook	Good	Good	Good	Good	Good	<u>GOOD</u>
The Firs	Good	Good	Good	Good	Good	<u>GOOD</u>

CQC has not undertaken any in-person site inspections in the last 2 years. Their "regular desktop reviews" have found no concerns from regulatory notifications submitted. Havencare is looking forward to being inspected to enable evidencing of the outstanding support being provided.

So many incredible outcomes were achieved by the people we support...



Karen was appointed as the new "Artist in Residence" for Cornwall Neighborhood for Change.



Stephen is proud to work as a volunteer at the "Hugs for Henry" Charity Shop in Plymouth.



When times are tough in Penzance, what better way to raise spirits than have a talent show with Charlie and Co.!



Before being supported by Havencare, Gabriel would only eat plain pasta. He has learnt new recipes, tasted new things, and now bakes like a pro!



Kerry volunteers at the local Brownies, and what better place is there to plan a well-earned holiday than in the local pub?!



Mark has been loving going to a street dance group. He loves hip-hop music, and dancing with his crew.

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## Financial Review

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### Investment Policy

The Board of Trustees has a duty to consider various forms of investment for any surplus funds, held from time to time, above the total of the reserves policy.

The Trustees ensure that any surplus funds are invested to:

1. achieve a return so they can further the Charity's aims
2. directly further the Charity's aims with programme related investment

This investment policy is achieved by Trustees sustaining a risk appetite to invest surplus to reserves policy in:

1. People
2. Places
3. Practice

The Trustees will not authorise any investment that conflicts with the Charity's aims or ethos. The Trustees will seek appropriate professional advice prior to making investment decisions.

No investments outside of short-term cash savings were made in this reporting year due to the requirement of building unrestricted reserves to the minimum level outlined in the reserves policy.

### Reserves Policy

The Board of Trustees review the value of reserves retained in the form of investments, assets, cash, and cash equivalents not held for restricted purposes. The Board consider the charity's exposure to major risks in terms of their likely impact on income sources and planned expenditure, in the short to medium term, as well as assessing the best way to manage such risks.

The reserves policy is calculated as follows:

- Total Reserves: Three months of all operating costs
- Cash Reserves: One month of all operating costs

Holding these reserves is essential to the sustainability of Havencare and the ability to be responsive and effective in times of risk and crisis.

Under this formula a minimum Total Reserves of £1.8m is required to be held at 31<sup>st</sup> March 2022. Total reserves were built to £4.66m as at 31<sup>st</sup> March 2022, largely due to revaluation of property transferred on merger with Brook Housing and the sale of Botchill House Residential Home. There is a designated fund for Devon property purchases.

## Financial Results

At year ending 31<sup>st</sup> March 2022, Havencare achieved a surplus of £116,221. This is a remarkable testament to Havencare’s resilience and ability to survive and thrive under the most challenging of circumstances.

## Risk Review

The Trustees have examined the major internal and external risks that the charity face and a risk register is in place. Systems are in place to monitor and control these risks and to mitigate any impact that they may have on the Charity in the future. The business risk register documents the likelihood and potential impact (severity) of any organisational risks. The robust Business Continuity Plan details planned actions in the event of a significant disruption to operational delivery.

The significant risks facing Havencare in 2022, at the time of writing, are:

- the funding position for Social Care
- recruitment and retention of the workforce and associated risks and costs
- the direct impact of COVID-19
- the future (long-term) sustainability of residential service, Deanbrook

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## Plans for Future Periods

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### 2021-2024

Havencare will strive to achieve its strategy to:

- Provide Specialist Homes
- Provide Outstanding Support
- Be an Employer of Choice
- Be a Leader in Learning

To help achieve this, Havencare will cautiously invest surplus to our reserves policy statements in our "3 P's": **People, Places, and Practice.**

In 2021-2022, Havencare has continued to manage emergence from the COVID-19 pandemic and all its lasting consequences. We have focused on attracting, retaining, and engaging our workforce in ever-more challenging circumstances. We closed and sold Botchill House, our largest and oldest residential service and invested in new homes in the community for the people who lived at Botchill. People now have their own home, their own tenancies and have chosen who they live with.

In 2022-2023, we will continue to invest in and develop our "Homes" division separately to our "Support" division. We will assess the viability and benefits of formally becoming a Registered Housing Provider before embarking on the intensive application process.

We will continue to develop quality and invest in systems for efficiency and effectiveness, to continue to improve how we resource our services.

As every challenge in society is exacerbated in social care, we will continue to stand up and shout loud for the benefit of people that we support. We will stand firm, stand together, and focus our energy on moderating the impact of critical risk areas in social care, however we can.



**Phil Morris, CEO**

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## Structure, Governance & Management

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### Governing Document

The charity is a charitable company limited by guarantee, governed by a Memorandum and Articles of Association. The Articles were last updated on 15 Dec 2016 by special resolution. The Charity is also registered with the Charity Commission. Its members are Directors, each of whom agrees to pay an amount of up to £100 in the event of the charity winding up. If assets remain after the company has been wound up, these will be distributed to other charities with similar objectives within the former Plymouth Health Authority.

### Company Name

On 16<sup>th</sup> May 2020 under the Companies Act 2006 Havencare (South West) Limited changed its name to **Havencare Homes and Support Limited**. This change of name was in response to a merger with fellow charity Brook Housing Limited and the Trustees felt the name change clearly reflects the Charity's activities.

### Trustee Recruitment, Appointment and Election

The Constitution provides for a minimum of 3 and a maximum of 10 trustees, of which a third retire annually. Trustees are elected to the Board at the AGM. Potential candidates for the Trustee Board are introduced to the company and inducted by the Chief Executive, which includes visiting services, meeting some managers and staff, and people who are supported. Trustees receive a job description and a copy of the Charity Commission Guide 'The Essential Trustee'.

### Organisation

Overall responsibility for the management of the Charity is vested in the Trustees who, by reason of incorporation of the Charity, are Directors of the Company. The names of the Directors are set out in **page 14**: "Reference and Administrative Details". The Memorandum of Association precludes the Trustees (non-executive Directors) from receiving remuneration or benefits as a result of their being trustees or directors.

Phil Morris as Chief Executive Officer (CEO) and Company Secretary, reports to Steve Reynolds, the Chair of Trustees and the wider Board of Trustees. Angela Martin, Director of Support (Nominated Individual for CQC); Emma Glover, Director of Business and Finance; and Lisa Halliday, Business Partner; are the Executive Leadership Team who report directly to the CEO.

### Related Party

Havencare Homes and Support Limited signed a merger agreement with Brook Housing Limited on the 9<sup>th</sup> April 2020 effective from 1<sup>st</sup> April 2020. From 1<sup>st</sup> April 2021 both previous organisations are accounted for under Havencare Homes and Support Limited's accounts.

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## Reference & Administrative Details

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### Charity Name

**Havencare Homes and Support Limited**  
...also referred to as 'Havencare'

### Charity Number

299901

### Company Number

2198233

### Company Address

Havencare Homes and Support Limited  
10-12 Union Street  
Plymouth  
PL1 2SR

### Trustees

Stephen Reynolds	-	Chair
Kathleen Cuthbert		
Neil Moorman	-	Treasurer
Caroline Cassidy		
Nicholas Holman		

### Executives *(and Leadership Team)*

Philip Morris	-	Chief Executive (& Company Secretary)
Angela Martin	-	Director of Support (CQC Nominated Individual)
Emma Glover	-	Director of Business and Finance
Lisa Halliday	-	Business Partner

## **Auditors**

Lang Bennetts Audit Limited  
The Old Carriage Works  
Moresk Road  
Truro  
TR1 1DG

## **Bankers**

Barclays Bank Plc  
20 Lemon Street  
Truro  
TR1 2NB



# Havencare Homes and Support Limited

## Statement of Trustees' Responsibilities

Year Ended 31 March 2022

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### Statement of Trustees' Responsibilities

Law applicable to Charities in England requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the charity's financial activities during the year and of its financial position at the end of the year. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements that are reasonable and prudent;
- state whether applicable 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 charity will continue its operations.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with applicable Law. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

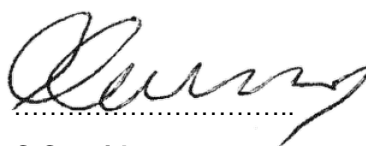
In so far as the officers are aware:

- there is no relevant audit information of which the company's auditor is unaware; and
- the officers have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Board on 27 September 2022 and signed on its behalf by:

  
S J Reynolds

Chairman

  
C Cassidy

Trustee

# **Report of the Independent Auditors to the Trustees of Havencare Homes and Support Limited Year Ended 31 March 2022**

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## **Opinion**

We have audited the financial statements of Havencare Homes and Support Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its result, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

## **Report of the Independent Auditors to the Members of Havencare Homes and Support Limited**

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 charitable company or to cease operations, or have no realistic alternative but to do so.

## **Report of the Independent Auditors to the Members of Havencare Homes and Support Limited**

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### **Our responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and determined that the most significant are those that relate to health and safety, employment matters and laws and regulations specific to the sector in which the charity operates.

We assessed the risks of material misstatement in respect of fraud as follows:

- we made enquiries of the trustees and management of any non-compliance of laws and regulations, potential litigation and claims or any knowledge of actual, suspected or alleged fraud.
- we reviewed the charity's risk register and minutes of trustee meetings.
- we considered the adequacy of insurance cover.
- we reviewed the operation of controls in relation to local authority grants relating to Coronavirus measures.
- we reviewed information in relation to key operating compliance matters including a review of reports from the regulatory body.
- we considered the risk of fraud through management override.

Based on the results of our risk assessment, we designed our audit procedures to identify and to address material misstatements in relation to fraud, as follows:

- we reviewed legal fees to identify any potential non-compliance with laws and regulations.
- we reviewed the minutes of trustee meetings to identify any significant matters arising.
- we reviewed material manual journal entries for evidence of management override or fraud.
- we reviewed the operation of service user bank accounts.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

## **Report of the Independent Auditors to the Members of Havencare Homes and Support Limited**

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### **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. 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 auditors' 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.



Jonathan Mashen  
Senior Statutory Auditor  
For and on behalf of Lang Bennetts Audit Limited  
Statutory Auditors  
The Old Carriage Works  
Moresk Road  
TRURO  
Cornwall  
TR1 1DG

Date: 5 October 2022

# Havencare Homes and Support Limited

## Statement of Financial Activities

(Incorporating Income and Expenditure Account & Statement of Recognised Gains & Losses)

Year Ended 31 March 2022

	Notes	Unrestricted Funds £	Designated funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
<b>Income from:</b>						
Charitable activities	2	7,045,916	-	-	<b>7,045,916</b>	6,713,324
Investments	3	62	-	-	<b>62</b>	449
Other income	4	130,191	-	240,166	<b>370,357</b>	254,815
<b>Total</b>		<b>7,176,169</b>	<b>-</b>	<b>240,166</b>	<b>7,416,335</b>	<b>6,968,588</b>
<b>Expenditure on:</b>						
Charitable activities:						
Direct staff costs		5,518,355	-	273,930	<b>5,792,285</b>	5,215,188
Other direct costs		1,042,058	-	30,471	<b>1,072,529</b>	1,026,888
Support costs		435,300	-	-	<b>435,300</b>	370,868
<b>Total</b>	5	<b>6,995,713</b>	<b>-</b>	<b>304,401</b>	<b>7,300,114</b>	<b>6,612,944</b>
<b>Reconciliation of funds</b>						
<b>Net income for the year</b>		<b>180,456</b>	<b>-</b>	<b>(64,235)</b>	<b>116,221</b>	355,644
Transfers between funds		(121,240)	80,000	41,240	-	-
<b>Net income after transfers</b>		<b>59,216</b>	<b>80,000</b>	<b>(22,995)</b>	<b>116,221</b>	355,644
Surplus on revaluation of property		-	-	-	-	1,723,266
<b>Net income after revaluation surplus</b>		<b>59,216</b>	<b>80,000</b>	<b>(22,995)</b>	<b>116,221</b>	2,078,910
Total funds brought forward		2,552,511	580,000	1,414,370	<b>4,546,881</b>	2,467,971
<b>Total funds carried forward</b>		<b>2,611,727</b>	<b>660,000</b>	<b>1,391,375</b>	<b>4,663,102</b>	4,546,881

# Havencare Homes and Support Limited

## Balance Sheet

Company Number 2198233

At 31 March 2022

	Notes	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	11	3,342,252	3,484,397
<b>Current assets</b>			
Cash at bank and in hand	12	1,289,420	1,200,742
Debtors	13	712,778	542,921
		<b>2,002,198</b>	<b>1,743,663</b>
<b>Creditors</b>			
Amounts falling due within one year	14	631,525	620,456
		<b>1,370,673</b>	<b>1,123,207</b>
<b>Net current assets</b>			
<b>Creditors: Amounts falling due after more than one year</b>	15	<b>49,823</b>	<b>60,723</b>
<b>Net assets</b>		<b>4,663,102</b>	<b>4,546,881</b>
<b>The funds of the charity</b>			
Unrestricted funds		2,611,727	2,552,511
Designated funds		660,000	580,000
Restricted funds		1,391,375	1,414,370
<b>Total charity funds</b>	18	<b>4,663,102</b>	<b>4,546,881</b>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

# Havencare Homes and Support Limited

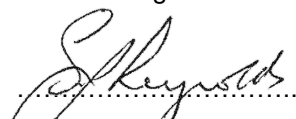
## Balance Sheet

Company Number 2198233

At 31 March 2022

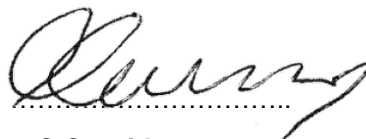
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The financial statements on pages 21 to 34 were approved by the trustees on 27 September 2022.....  
and were signed on its behalf by:



S J Reynolds

Chairman



C Cassidy

Trustee



# Havencare Homes and Support Limited

## Cash Flow Statement

Year Ended 31 March 2022

	Notes	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(89,504)</u>	<u>636,853</u>
<b>Net cash provided by (used in) operating activities</b>		<u>(89,504)</u>	<u>636,853</u>
<b>Cashflows from investing activities</b>			
Purchase of tangible fixed assets		(583,108)	(111,202)
Sale of tangible fixed assets		769,593	445
Interest received		<u>62</u>	<u>449</u>
<b>Net cash provided by (used in) investing activities</b>		<u>186,547</u>	<u>(110,308)</u>
<b>Cashflows from financing activities</b>			
Repayment of bank loan		<u>(8,365)</u>	<u>(7,443)</u>
<b>Net cash provided by (used in) financing activities</b>		<u>(8,365)</u>	<u>(7,443)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>88,678</b>	<b>519,102</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	2	<u><b>1,200,742</b></u>	<u><b>681,640</b></u>
<b>Cash and cash equivalents at the end of the reporting period</b>	2	<u><u><b>1,289,420</b></u></u>	<u><u><b>1,200,742</b></u></u>

# Havencare Homes and Support Limited

## Notes to the Cash Flow Statement

Year ended 31 March 2022

### 1. Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
<b>Net income for the reporting period (as per the statement of financial activities)</b>	<b>116,221</b>	<b>2,078,910</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>68,753</b>	62,394
Revaluation of property	-	(1,723,266)
Profit on sale of fixed assets	<b>(122,152)</b>	-
Loss on sale of fixed asset	<b>9,059</b>	2,982
Interest received	<b>(62)</b>	(449)
Increase in debtors	<b>(169,857)</b>	40,445
Increase in creditors	<b>8,534</b>	175,837
	<hr/>	<hr/>
<b>Net cash provided by (used in) operating activities</b>	<b><u>(89,504)</u></b>	<b><u>636,853</u></b>

### 2. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	<b><u>1,289,420</u></b>	<b><u>1,200,742</u></b>
<b>Total cash and cash equivalents</b>	<b><u>1,289,420</u></b>	<b><u>1,200,742</u></b>

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

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### Accounting policies

#### Basis of preparation

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

#### Income

This represents supplementation, fees receivable and supporting people income. Income is accounted for on an accruals basis.

#### Expenditure

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any non-recoverable VAT.

#### Operating leases

Operating leases are accounted for according to the period to which the payments relate.

#### Governance costs

Governance costs have all been allocated to charitable activities as the amount attributable to governance is insignificant to the charity as a whole.

#### Tangible fixed assets

The cost of tangible fixed assets is their purchase cost, together with any incidental expenses of acquisition.

The charity's policy is to depreciate the cost of an asset less its residual value over the useful economic life of that asset, using the following rates:

Leasehold improvements	50% straight line
Office leasehold improvements	Over the length of the lease, 10 years
Freehold property	2% straight line, after deducting the value of land and the residual value of property
Head office equipment	15% reducing balance
Computers and equipment	25% reducing balance
Motor vehicles	25% reducing balance

#### Funds

The charity has various types of funds for which it is responsible and which require separate disclosure. These are as follows:

**Restricted Funds:** Funds received which the donor earmarks for specific purposes. Such purposes are within the overall aims of the organisation

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

**Unrestricted Funds:** Funds which are expendable at the discretion of the trustees in the furtherance of the objects of the charity.

**Designated funds:** Unrestricted funds set aside by the trustees for specific purposes

### 1. Net income for the year

Net income for the year is after charging:

	2022	2021
	£	£
Depreciation of owned assets	68,753	62,397
Loss on disposal of fixed assets	9,059	3,428
(Surplus) on disposal of property	(122,152)	-
Auditors' remuneration for:		
Audit services	10,500	10,286
Non-audit services		

### 2. Income from charitable activities

	2022	2021
	£	£
Fees receivable	6,690,188	6,429,191
Training	5,000	2,038
Rents	293,212	218,544
Other	57,516	63,551
	7,045,916	6,713,324

### 3. Income from investments

	2022	2021
	£	£
Interest receivable and similar income	62	449

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

### 4. Other income

			2022	2021
	Unrestricted funds	Restricted funds	Total	Total
	£	£	£	£
Sundry income	2,063	-	<b>2,063</b>	24,487
Covid-19 funding	5,976	240,166	<b>246,142</b>	230,328
Surplus on disposal of property	122,152	-	<b>122,152</b>	-
	<b>130,191</b>	<b>240,166</b>	<b>370,357</b>	254,815

### 5. Expenditure

			2022	2021
	Unrestricted funds	Restricted funds	Total	Total
	£	£	£	£
Direct staff costs	5,518,354	273,930	<b>5,792,284</b>	5,215,188
Support staff costs	435,301	-	<b>435,301</b>	370,868
Depreciation and asset disposals	77,812	-	<b>77,812</b>	65,825
Other staffing costs	137,353	18,009	<b>155,362</b>	107,087
Administration costs	57,448	11,711	<b>69,159</b>	55,885
General running costs	114,220	649	<b>114,869</b>	141,355
Professional fees & subscriptions	125,550	-	<b>125,550</b>	136,091
Bad debts	-	-	-	460
Property costs	526,095	102	<b>526,197</b>	518,011
Loan interest	3,580	-	<b>3,580</b>	3,164
	<b>6,995,713</b>	304,401	<b>7,300,114</b>	6,612,944

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

### 6. Staff costs

The aggregate payroll costs were as follows:

	Charitable activities 2022 £	Support costs 2022 £	Total 2022 £	Total 2021 £
Wages and salaries	4,865,633	384,989	5,250,622	4,962,962
Social security	397,313	35,839	433,152	397,190
Pension costs	88,429	14,473	102,902	93,331
	<b>5,351,375</b>	<b>435,301</b>	<b>5,786,676</b>	5,453,483

The charity is prohibited by its constitution from paying any salaries, remuneration or benefits in money or monies worth to its trustees or any dividends, bonus or share of profits to its members. No expenses have been reimbursed to trustees during the year.

There were no employees where emoluments totalled £60,000 or more during the year.

The average number of full and part time employees during the year was as follows:

	2022	2021
Care and support staff	231	241
Administration	15	16
Maintenance	-	-
Total staff	<b>246</b>	257

### 7. Support costs

	2022 £	2021 £
Support staff costs	435,301	397,190
Other administrative expenses	-	-
Total support costs	<b>435,301</b>	397,190

### 8. Taxation

The company is a registered charity. As such it is entitled to certain tax exemptions on income and profits from investments and surpluses on any trading activities carried on in furtherance of the charity's primary objectives provided that these profits and surpluses are applied solely for charitable purposes.

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

### 9. Pension scheme

The charity pays into a defined contribution pension scheme. Amounts are charged to the Statement of Financial Activities as they are incurred.

### 10. Comparatives for the Statement of Financial Activities

	Notes	Unrestricted Funds £	Designated funds £	Restricted Funds £	Total Funds 2021 £
<b>Income from:</b>					
Charitable activities	2	6,713,324	-	-	6,713,324
Investments	3	449	-	-	449
Other income	4	124,839	-	129,976	254,815
<b>Total</b>		<b>6,838,612</b>	<b>-</b>	<b>129,976</b>	<b>6,968,588</b>
<b>Expenditure on:</b>					
Charitable activities:					
Direct staff costs		5,147,353	-	67,835	5,215,188
Other direct costs		963,832	-	63,056	1,026,888
Support costs	6	370,868	-	-	370,868
<b>Total</b>	5	<b>6,482,053</b>	<b>-</b>	<b>130,891</b>	<b>6,612,944</b>
<b>Reconciliation of funds</b>					
<b>Net income for the year</b>		<b>356,559</b>	<b>-</b>	<b>(915)</b>	<b>355,644</b>
Transfers between funds		(320,915)	320,000	915	-
<b>Net income after transfers</b>		<b>35,644</b>	<b>320,000</b>	<b>-</b>	<b>355,644</b>
Surplus on revaluation of property		751,390	-	971,876	1,723,266
<b>Net income after revaluation surplus</b>		<b>787,034</b>	<b>320,000</b>	<b>971,876</b>	<b>2,078,910</b>

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

### 11. Tangible fixed assets

	Property £	Equipment £	Motor Vehicles £	Total £
<b>Cost or valuation</b>				
At 31 March 2021	3,529,889	307,052	63,136	3,900,077
Additions	539,968	43,140		583,108
Revaluation	-			
Disposals	(650,000)	(46,388)	(37,611)	(733,999)
<b>At 31 March 2022</b>	<b>3,419,857</b>	<b>303,804</b>	<b>25,525</b>	<b>3,749,186</b>
<b>Depreciation</b>				
At 31 March 2021	185,439	183,359	46,882	415,680
Charge for year	24,209	40,480	4,064	68,753
Revaluation				
Disposals	(4,160)	(37,656)	(35,683)	(77,499)
<b>At 31 March 2022</b>	<b>205,488</b>	<b>186,183</b>	<b>15,263</b>	<b>406,934</b>
<b>Net book amount</b>				
<b>At 31 March 2022</b>	<b>3,214,369</b>	<b>117,621</b>	<b>10,262</b>	<b>3,342,252</b>
At 31 March 2021	3,344,450	123,693	16,254	3,484,397

Property is included in the accounts at a valuation and was valued by the Trustees on 31 March 2021 using their knowledge of the property market, estate agent valuations and other valuation tools.

The valuation adjustment arising in the previous year was £1,723,266.

If property had not been revalued it would be included in the accounts at an historic cost of £2,013,952 (2021: £2,089,621), accumulated depreciation of £432,645 (2021: £547,679) and a net book value of £1,581,307 (2021: £1,541,942). Until 31 March 2020 the depreciation policy was 2% straight line on cost, which would have given rise to a depreciation charge on the historic cost of £40,279 (2021: £41,792).

### 12. Bank and cash

The charity holds several bank accounts in trust on behalf of service users. These accounts are not included in the financial statements as they are not the charity's assets.



# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

### 13. Debtors

	2022	2021
	£	£
Trade debtors	625,940	468,953
Other debtors	10,387	11,532
Prepayments and accrued income	76,451	62,436
	<b>712,778</b>	<b>542,921</b>

### 14. Creditors - Amounts falling due within one year

	2022	2021
	£	£
Bank loans and overdrafts	11,928	9,393
Trade creditors	66,417	83,250
Other creditors	377,958	370,330
Taxation and social security	143,025	132,640
Accruals and deferred income	32,197	24,843
	<b>631,525</b>	<b>620,456</b>

### 15. Creditors - Amounts falling due after more than one year

	2022	2021
	£	£
Bank loan	49,823	60,723
	<b>49,823</b>	<b>60,723</b>

# Havencare Homes and Support Limited

## Notes to the Financial Statements

### Year Ended 31 March 2022

The bank loan is repayable by instalments as follows:

	2022	2021
	£	£
Within 1 year	11,925	9,393
2-5 years	47,712	37,571
More than 5 years	2,114	23,152
	<b>61,751</b>	<b>70,116</b>

#### 16. Secured debts

	2022	2021
	£	£
Bank loan	<b>61,751</b>	<b>70,116</b>

The bank loan is secured by way of a fixed charge over the property to which it relates.

#### 17. Company status

The company is limited by guarantee with no share capital and is a registered charity. The registered office is in England.

#### 18. Operating lease commitments

The Charity is committed to paying the following annual rentals under non-cancellable operating leases.

	2022		2021	
	Land and buildings	Other	Land and buildings	Other
On leases expiring:	£	£	£	£
Within one year	44,440	1,053	44,440	1,053
Between two and five years	144,550	-	163,990	-
After five years	16,667	-	41,667	-
	<b>205,657</b>	<b>1,053</b>	<b>250,097</b>	<b>1,053</b>

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year ended 31 March 2022

### 19. Movement in funds

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
At 1 April 2021	2,552,511	580,000	1,414,370	<b>4,546,881</b>
Incoming resources	7,176,169	-	240,166	<b>7,416,335</b>
Resources expended	(6,995,713)	-	(304,401)	<b>(7,300,114)</b>
Transfers	(121,240)	80,000	41,240	-
<b>Net increase/(decrease) in funds</b>	<b>59,216</b>	<b>80,000</b>	<b>(22,995)</b>	<b>116,221</b>
<b>At 31 March 2022</b>	<b>2,611,727</b>	<b>660,000</b>	<b>1,391,375</b>	<b>4,663,102</b>
<b>Represented by:</b>				
Fixed assets	1,950,877	-	1,391,375	<b>3,342,252</b>
Debtors	712,778	-	-	<b>712,778</b>
Cash at bank and in hand	629,420	660,000	-	<b>1,289,420</b>
Creditors due within one year	(631,525)	-	-	<b>(631,525)</b>
Creditors due after more than one year	(49,823)	-	-	<b>(49,823)</b>
	<b>2,611,727</b>	<b>660,000</b>	<b>1,391,375</b>	<b>4,663,102</b>

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year Ended 31 March 2022

### Comparatives for movement in funds

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
At 1 April 2020	1,765,477	260,000	442,494	2,467,971
Incoming resources	6,838,612	-	129,976	6,968,588
Resources expended	(6,482,053)	-	(130,891)	(6,612,944)
Transfers	(320,915)	320,000	915	-
Gain on revaluation	751,390	-	971,876	1,723,266
<b>Net increase/(decrease) in funds</b>	<b>787,034</b>	<b>320,000</b>	<b>971,876</b>	<b>2,078,910</b>
<b>At 31 March 2021</b>	<b>2,552,511</b>	<b>580,000</b>	<b>1,414,370</b>	<b>4,546,881</b>

### Represented by:

Fixed assets	2,070,027	-	1,414,370	3,484,397
Debtors	542,921	-	-	542,921
Cash at bank and in hand	620,742	580,000	-	1,200,742
Creditors due within one year	(620,456)	-	-	(620,456)
Creditors due after more than one year	(60,723)	-	-	(60,723)
	<b>2,552,511</b>	<b>580,000</b>	<b>1,414,370</b>	<b>4,546,881</b>

# Havencare Homes and Support Limited

## Notes to the Financial Statements

Year Ended 31 March 2022

### Current year 12 months and prior year 12 months combined movement in funds

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
At 1 April 2020	1,765,477	260,000	442,494	<b>2,467,971</b>
Incoming resources	14,014,781	-	370,142	<b>14,384,923</b>
Resources expended	(13,477,766)	-	(435,292)	<b>(13,913,058)</b>
Transfers	(442,155)	400,000	42,155	-
Gain on revaluation	751,390	-	971,876	<b>1,723,266</b>
<b>Net increase/(decrease) in funds</b>				
<b>At 31 March 2022</b>	<b>2,611,727</b>	<b>660,000</b>	<b>1,391,375</b>	<b>4,663,102</b>

### Purposes of funds

Within designated funds, the trustees have set aside the sum of £660,000 in order to purchase new property.

The restricted fund represents the book value of property that is subject to a legal charge in favour of NHS England, under a capital grant agreement.

### 20. Related party transactions

The remuneration comprising salaries and employer pension contributions paid to Key Management Personnel comprising four (2021: four) individuals in the year was £188,539 (2021: £177,755).