



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



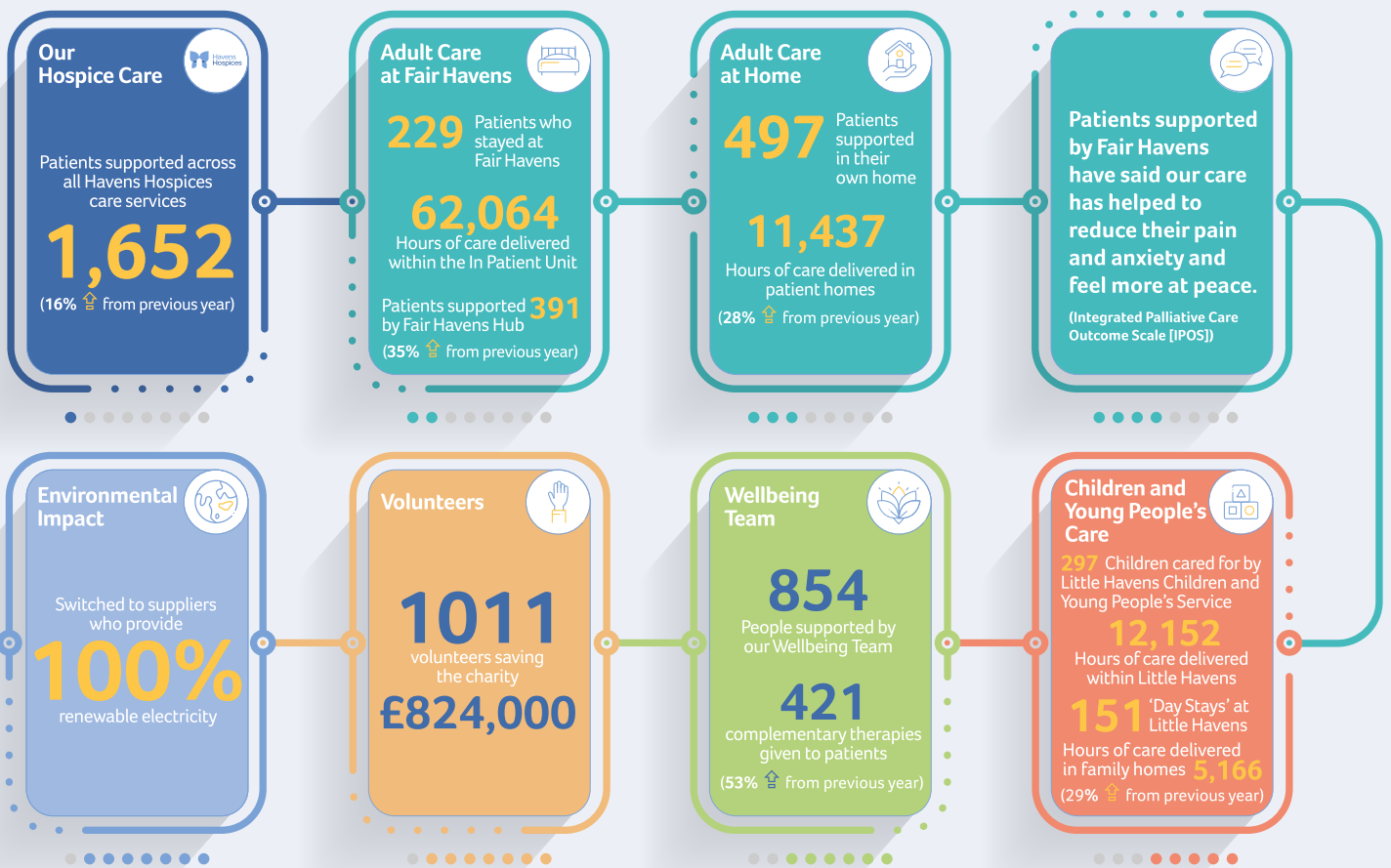
Statement of Trustees' Responsibilities

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.



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.

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.

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.

“ 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.

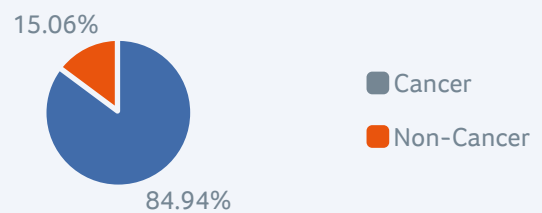
Advanced care planning groups are due to commence following training called 'No Barriers Here' hoping to enable more outreach into communities and focus on reducing barriers for people to access services.



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



“ 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. ”

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.”

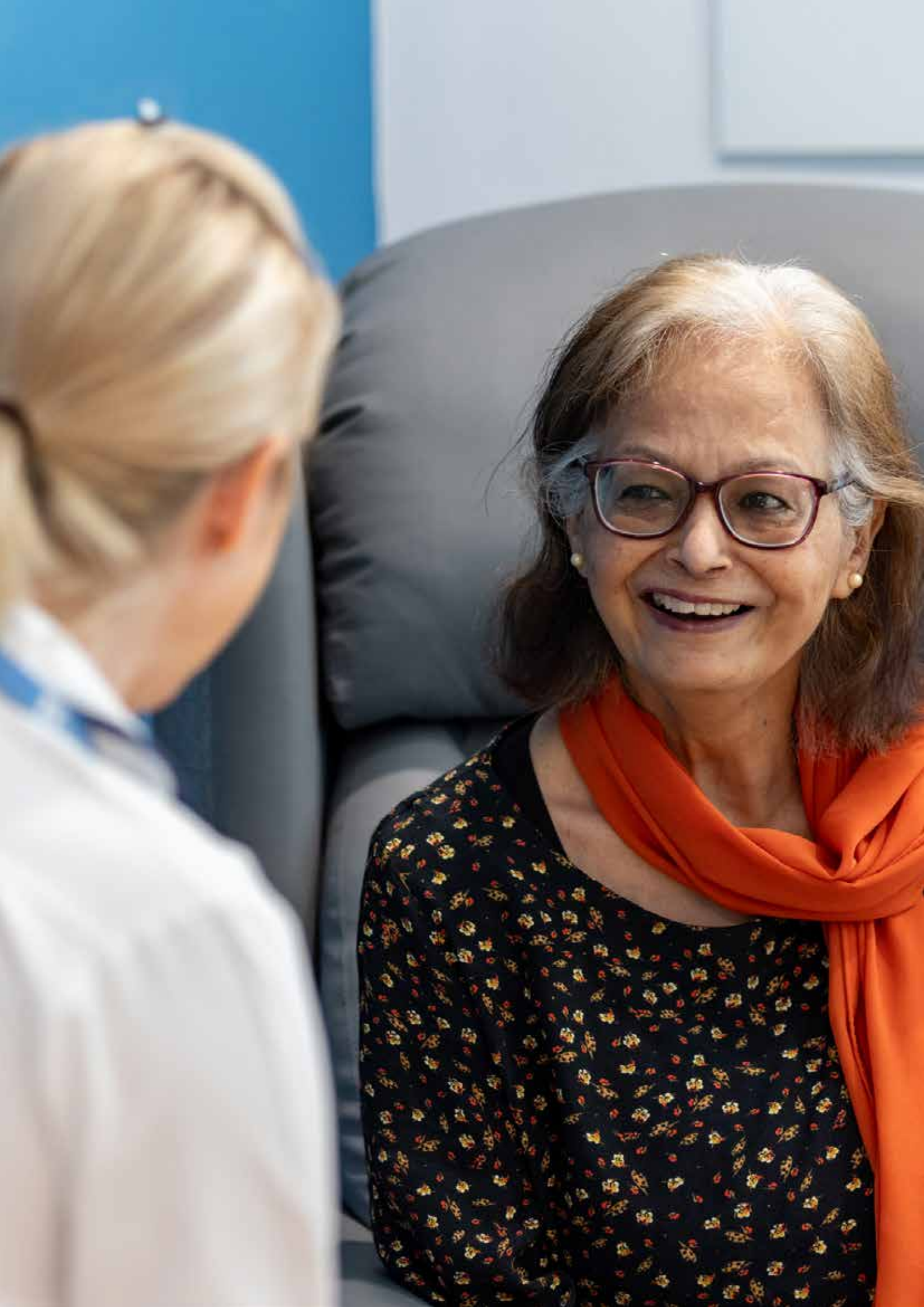
In May 2023, we appointed a dedicated EDI Lead to drive forward this work from previous audits, including the National Centre for Diversity.

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)

	Note	Restricted £000's	Unrestricted £000's	2023 Total £000's	Restricted £000's	Unrestricted £000's	2022 Total £000's
INCOME FROM:							
Donations and legacies	2	128	5,637	5,765	727	4,630	5,357
Charitable activities:	3						
Adult hospice		-	807	807	-	981	981
Adult community services		-	389	389	-	145	145
Children's hospice		444	488	932	482	591	1,073
Children's community services		-	174	174	-	172	172
		444	1,858	2,302	482	1,889	2,371
Raising Funds:							
Trading activities	4	1,456	3,052	4,508	1,450	2,842	4,292
Other income	5	11	162	173	9	160	169
TOTAL INCOME		2,039	10,709	12,748	2,668	9,521	12,189
EXPENDITURE ON:	12						
Raising funds:							
Fundraising Costs		-	1,615	1,615	-	1,236	1,236
Trading Activities		1,467	1,344	2,811	1,054	1,303	2,357
		1,467	2,959	4,426	1,054	2,539	3,593
Charitable activities:							
Adult hospice		193	4,222	4,415	878	2,868	3,746
Adult community services		-	1,484	1,484	-	914	914
Children's hospice		-	2,779	2,779	241	1,802	2,043
Children's community services		444	-	444	460	-	460
		637	8,485	9,122	1,579	5,584	7,163
TOTAL EXPENDITURE		2,104	11,444	13,548	2,633	8,123	10,756
Net (expenditure) / income for the year	6	(65)	(735)	(800)	35	1,398	1,433
Reconciliation of funds:							
Total funds brought forward	28, 29	141	26,764	26,905	106	25,366	25,472
Total funds carried forward	28, 29	76	26,029	26,105	141	26,764	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 subdivided 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





Registered Charity Number 1022119

