

Havens
Hospices

Annual Report and Accounts

2023 - 2024

Every one of us
Making every day count.



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



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About Us

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

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

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

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

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



A Message From our Chief Executive

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

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

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

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

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

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

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

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

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

Thank you for your continued trust and support.

Steve Smith



A Message From our Chair of Trustees

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

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

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

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

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

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

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

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

Elisabeth Mell



Annual Report and Accounts

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

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

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



Highlights From the Past Year



OUR HOSPICE CARE

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



ADULT CARE AT FAIR HAVENS

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



ADULT CARE AT HOME

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



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

Integrated Palliative Care Outcome Scale (IPOS)



VOLUNTEERS

1295 volunteers saving the charity
£1,332,605



WELLBEING TEAM

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



CHILDREN AND YOUNG PEOPLE'S CARE

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

Objectives and Core Charitable Activities

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

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

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

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



Strategic Report

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

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

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

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

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

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

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

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



Beneficiaries of Havens Hospices' Care – Outcomes and Impact

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

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



Fair Havens

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

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

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

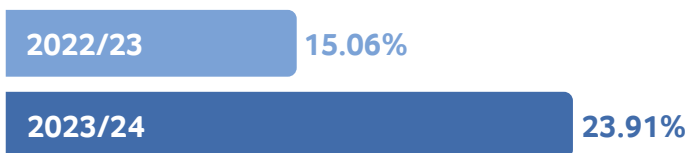


Figure 1. Percentage of Patients With a Non-Cancer Diagnosis

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

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

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

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

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

Martin, who is supported by Fair Havens Hub.



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

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

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

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

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

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



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

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

Little Havens

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

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

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

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

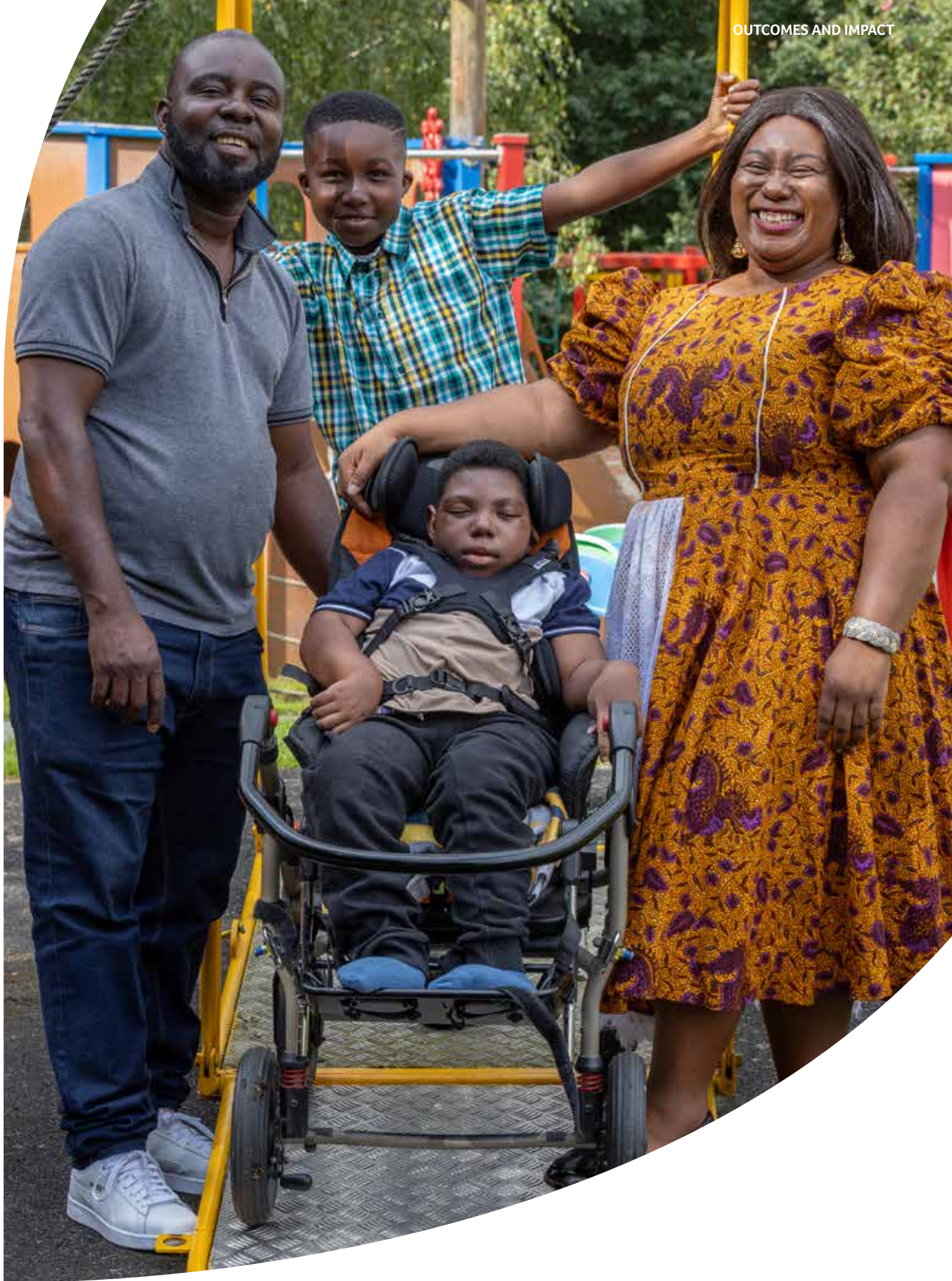
- Expanded our Learning & Development Team by appointing two new Practice Development Facilitators who will provide more in-house training to ensure our nursing care team has the skills to care for and manage the symptoms of children with increasing medical complexity.
- Recruited a Clinical Nurse Specialist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

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

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

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

Charlene, Reuel's mum



Wellbeing

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

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

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



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

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

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

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

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

Counselling patient

Income Generation

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

Fundraising

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

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

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



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

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

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

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

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

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

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

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

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



Credit - Benjamin Haswell

Retail

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

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

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

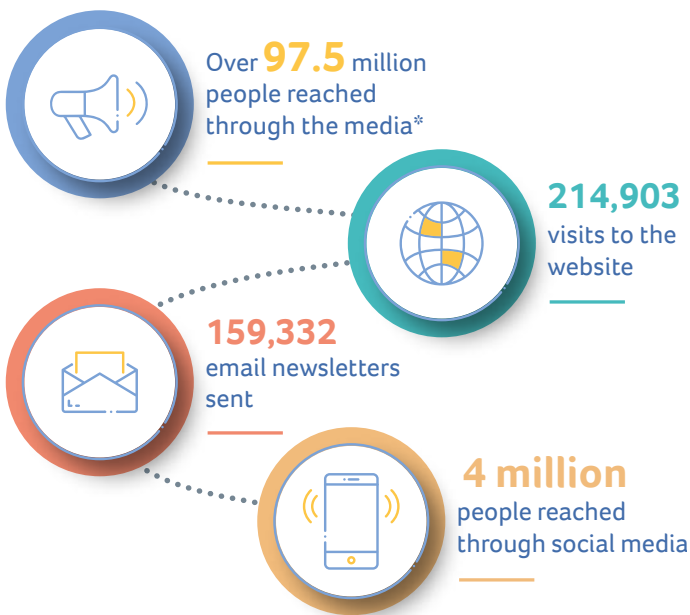
Volunteers remain a vital part of our operation, with our dedicated team of supporters donating approximately 118,000 hours of their time to help run our stores. This equates to a saving of £1.2 million in 2023/24 for the organisation.



Elevating our Influence

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

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



Storytelling

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

Herd In The City

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

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



*Including Herd In The City.

Our People and Culture

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

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

Colleague Wellbeing

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

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

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

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

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

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

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



Agenda for Change

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

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

Recruitment and Retention

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

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

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

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

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

Gender Pay Gap

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

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

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

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

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

Training and Development

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

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

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

Employee Engagement

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

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

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

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



Volunteers

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

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

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

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

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



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

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

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

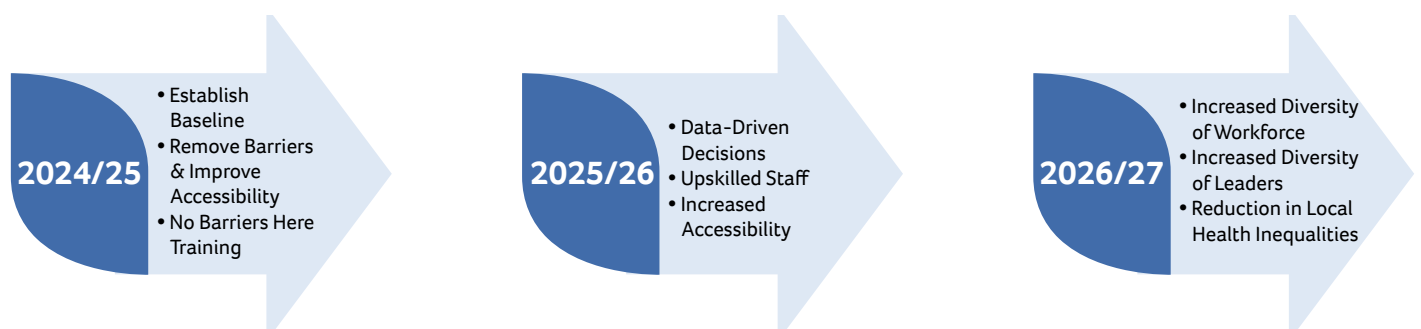


Equity, Diversity and Inclusion (EDI)

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

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

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



Quality and Compliance

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

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

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

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

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

Dignity Boxes

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

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



Streamlined Energy and Carbon Reporting (SECR)

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

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

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

Scope of report

The scope covered under this report includes:

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

Quantification and reporting methodology

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

Energy efficiency actions and targets

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

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

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

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

Future Plans

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

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

Community

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

Choice

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

Challenge

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

Prioritise our People

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

Elevate our Influence

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

Build a Stronger Future

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



Financial Review

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

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

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

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

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

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

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

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

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

Principal Risks and Uncertainties

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

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

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

Investment Powers and Policy

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

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

Ethical Investments Policy

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

Reserves Policy and Going Concern

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

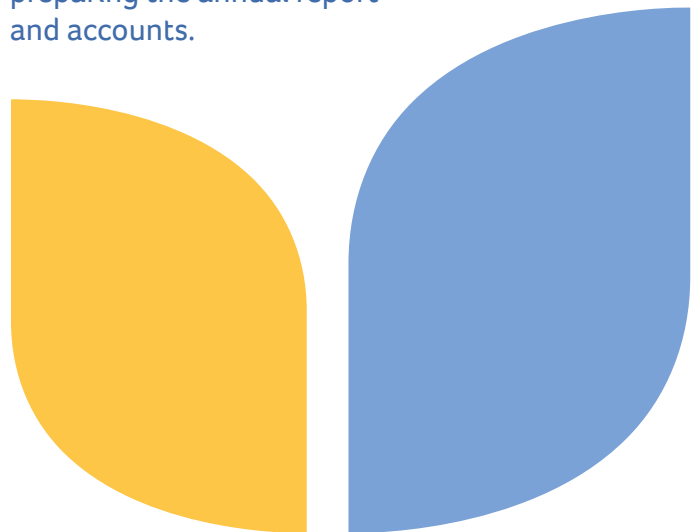
The charity's overall reserves decreased this year by (£953,000) as a result of the net deficit (2023: £800,000 deficit).

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

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

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

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



Consolidated statement of financial activities

(incorporating an income & expenditure account)

			2024			2023	
	Note	Restricted £000's	Unrestricted £000's	Total £000's	Restricted £000's	Unrestricted £000's	Total £000's
INCOME FROM:							
Donations and legacies	2	369	5,345	5,714	128	5,637	5,765
Charitable activities:							
Adult hospice	3	-	647	647	-	807	807
Adult community services		-	2,707	2,707	-	389	389
Children's hospice		529	579	1,108	444	488	932
Children's community services		-	139	139	-	174	174
		529	4,072	4,601	444	1,858	2,302
Raising funds							
Trading activities	4	1,951	3,067	5,018	1,456	3,052	4,508
Other income	5	16	372	388	11	162	173
TOTAL INCOME		2,865	12,856	15,721	2,039	10,709	12,748
EXPENDITURE ON:							
Raising funds							
Fundraising costs	12	-	1,630	1,630	-	1,615	1,615
Trading activities		1,691	1,974	3,665	1,467	1,344	2,811
		1,691	3,604	5,295	1,467	2,959	4,426
Charitable activities:							
Adult hospice		156	4,553	4,709	193	4,222	4,415
Adult community services		-	3,025	3,025	-	1,484	1,484
Children's hospice		540	2,695	3,235	-	2,779	2,779
Children's community services		410	-	410	444	-	444
		1,106	10,273	11,379	637	8,485	9,122
TOTAL EXPENDITURE		2,797	13,877	16,674	2,104	11,444	13,548
Net (expenditure) / income for the year	6	68	(1,021)	(953)	(65)	(735)	(800)
Reconciliation of funds:							
Total funds brought forward	27	76	26,029	26,105	141	26,764	26,905
Total funds carried forward	27	144	25,008	25,152	76	26,029	26,105

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

Balance Sheet

As at 31 March 2024

Company number: 02805007

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

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

Trevor Edwards - Honorary Treasurer

Consolidated statement of cash flows

For the year ended 31
March 2024

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

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

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

Analysis of cash and cash equivalents:

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

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies

(a) Statutory information

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

(b) Basis of preparation and consolidation

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

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

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

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

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

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

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

(c) Public benefit entity

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

(d) Going concern

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

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

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

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

(ii) Incoming resources - charitable activities

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

(f) Donations of goods and services

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

(g) Interest receivable

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

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

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

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

(i) Allocation of support and governance costs

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

(j) Pensions

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

(k) Operating leases

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

(l) Tangible fixed assets and depreciation

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

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

Land held at cost - No depreciation

Investment Property held cost / valuation - No depreciation

Freehold Buildings - over 25 to 100 years as appropriate

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

Motor vehicles - over 4 years

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

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

(m) Investments

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

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

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

(o) Stocks

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

(p) Creditors and provisions

Creditors and provisions are recognised where the charity or its subsidiaries have a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. The charity and its subsidiary undertakings only have financial assets and liabilities of a kind that qualify as basic financial instruments.

(q) Funds

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

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

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

Transfers between funds are carried out in order to:

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

(r) Taxation

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

2. Income from donations and legacies

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

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

3. Income from charitable activities

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

4. Income from trading activities

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

5. Other income

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

6. Net income for the year

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

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

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

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

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

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

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

8. Staff numbers

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

9. Pensions and benefits

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

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

a) Accounting valuation

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

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

b) Full actuarial (funding) valuation

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

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

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

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

10. Related party transactions

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

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

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

11. Taxation

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

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

12. Analysis of expenditure

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

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

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

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

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

13. Tangible fixed assets

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

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

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

14. Fixed Assets Investments

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

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

15. Subsidiary undertakings' summarised results

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

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

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

16. Stocks

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

17. Debtors

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

18. Current investment cash deposits comprise:

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

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

19. Creditors: amounts due within one year

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

20. Deferred income

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

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

21. Provisions for liabilities and charges

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

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

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

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

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

24. Operating lease commitments

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

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

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

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

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

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

25. Capital commitments

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

26. Purpose of restricted and designated funds

a) Purpose of restricted funds:

Donations & legacies

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

Little Havens - NHS England revenue grant

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

Raising funds

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

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

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

27. Movement in funds: year ended 31 March 2024

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

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

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

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

28. Legal status of the charity

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

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

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



Structure, governance and management - Section 172 of Companies Act 2006

Directors and Trustees

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

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

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

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

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

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

Appointment of Trustees

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

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

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

Induction and Training of Trustees

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

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

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

Governance

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

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

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

Related Parties and Relationships With Other Organisations

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

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

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

Remuneration Policy for Key Management Personnel

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

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

Statement of Responsibilities of the Trustees

The Trustees (who are also directors of Havens Hospices for the purposes of company law) are responsible for preparing the report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and, hence, for taking reasonable steps to prevent and detect fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware, and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Auditors

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

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

Elisabeth Mell, Chair of Trustees

Independent auditor's report to the members of Havens Hospices

Opinion

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

In our opinion, the financial statements:

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

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are

relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Havens Hospices ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

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

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

Matters on Which we are Required to Report by Exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or

- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

Capability of the Audit in Detecting Irregularities

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our Report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

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

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

Key Information

Status

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

Company number

02805007

Charity number

1022119

Registered office and operational address

226 Priory Crescent
Southend on Sea
Essex
SS2 6PR

Other trading names

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

Trustees

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

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

Key Management Personnel

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

a. Also a Director of Havens Hospices Trading Company Ltd

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

Principal Bankers

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

Principal Solicitors

BTMK Todmans
Barringtons
Hockley Road
Rayleigh
Essex
SS6 8EH

Auditor

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





Registered Charity Number 1022119

