

Havens
Hospices



Annual Report and Accounts

2024-2025

Every one of us
Making every day count.



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

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

Martin

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

About Us

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

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

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

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

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

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



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

Our Vision

Making every day count.

Our Mission

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

Our Values

1 Care and Compassion

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

2 Commitment

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

3 Community

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

4 Courage

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

5 Integrity

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

A Message from Our Interim Chief Executive Officer

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

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

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

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

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

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

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

Thank you for your continued trust and support.

Louise Bryan
Interim Chief Executive Officer
Havens Hospices



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

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



A Message from Our Chair of Trustees

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

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

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

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

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

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

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

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

Elisabeth Mell
Chair of the Board of Trustees
Havens Hospices



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



A Year in Review



A Year of Achievement

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



Driving Change at Little Havens

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



Enhancing Care at Fair Havens

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



85%
increase since
2020/21

Growing Impact Shows Hospice's Vital Role in the Community

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

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

HSJ PARTNERSHIP AWARDS 2025



Celebrating Patient Choice in End of Life Care

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

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

960
patients supported in its first year



Strengthening Governance

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



Elevating our Influence

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



Recognising Excellence Across Our Teams

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

Strategic Report

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

1 Community

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

2 Choice

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

3 Challenge

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

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

**Prioritise
our People.**

**Elevating
our
Influence.**

**Building a
Stronger
Future.**

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

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



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

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

Lucy, Community Team Nurse



Progress on Strategic Improvements

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

1 Community

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

2 Choice

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

3 Challenge

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

4 Prioritise our People

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

5 Elevate our Influence

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

6 Build a Stronger Future

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

Future Plans

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

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

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

We have identified four key strategic priorities:

Protect and maintain our care service delivery.

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

Retain and support our people.

Collaborate for a secure future.

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

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

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



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



Lucy



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

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

Emily, Lucy's mum

Little Havens

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

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

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

Enhancing Support for Young People and Families

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

Transforming Children's Palliative Care Through Innovation and Advocacy

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

*Compared to the previous year.

317

Babies, children and young people accessed Little Havens' services

15,376

Hours of care delivered within the Inpatient Unit

5.7% increase*

5,576

Hours of care delivered at home

27.8% increase*

209

Day stays

21.5% increase*

Leading Collaborative Transition Care Across Essex

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

Aligning Support for Children and Families

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

Inclusive Equipment Boosts Play and Communication

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

Creating Special Memories Through Inclusive Activities

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

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

Improving Hydrotherapy Access and Outcomes

174

Sessions in the hydrotherapy pool
200% increase*

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

Little Havens Play Team Recognised for Dedication

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

Making Safeguarding Language Child-Friendly

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

*Compared to the previous year.



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

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

Emily, Kieran’s mum

Fair Havens

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

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

Patients with a Non-Cancer Diagnosis

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

Measuring Impact

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

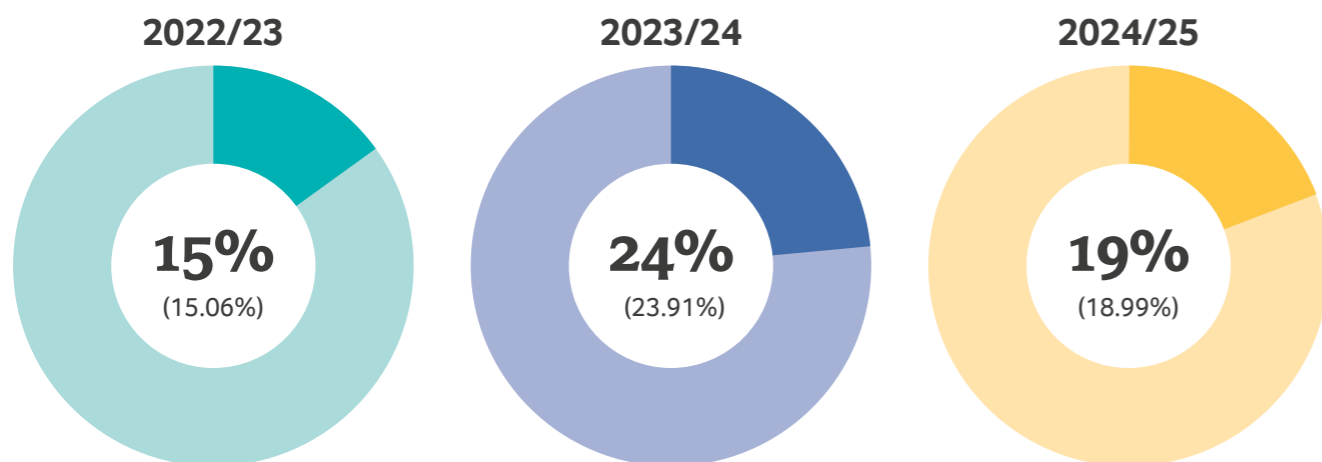


Figure 1. Percentage of Patients with a Non-Cancer Diagnosis.

Inpatient Unit

187

People cared for
18% decrease*

65,424

Total hours of care delivered
2.9% increase*

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

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

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

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

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

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



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

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

Lucy, Bex's best friend

Compared to the previous year

Fair Havens Community Team

1,137

People cared for
63.1% increase*

13,864

Total hours of care delivered
13.1% increase*

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

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

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

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

*Compared to the previous year.

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

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

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

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

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

Fair Havens Hub & Wellbeing

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

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

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

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

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

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

Fair Havens Hub

495

People supported
5.8% increase*

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

The range of therapies and support services on offer includes:

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

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

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

Expanding Therapeutic Support Through New Group Initiatives

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

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

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

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

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

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

*Compared to the previous year.

Wellbeing

974

People supported
10.6% increase*

212

Complementary therapies given
63.5% decrease*

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

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

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

Innovative Therapies

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

Celebrating Expression Through Art

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



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

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

Sharon

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

Improving Wellbeing

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

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



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

Oliver



*Compared to the previous year.

Embedding a Culture of Safeguarding Across the Charity

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

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

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

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

New Counselling Service Launched

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

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

Support for Carers

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



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

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

Nicola

Income Generation

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

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

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

Fundraising

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

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

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

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

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

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

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

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

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

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

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

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



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

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



Dexter, who completed the Lego Walk fundraiser.



Alice

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

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

Denise and Bernard, Alice's parents

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

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

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

Trading

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

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

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

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

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

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

Our People & Culture

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

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

Employee Wellbeing

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

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

Agenda for Change

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

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

Recruitment and Retention

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

The People Team led improvements in recruitment and onboarding by:

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

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

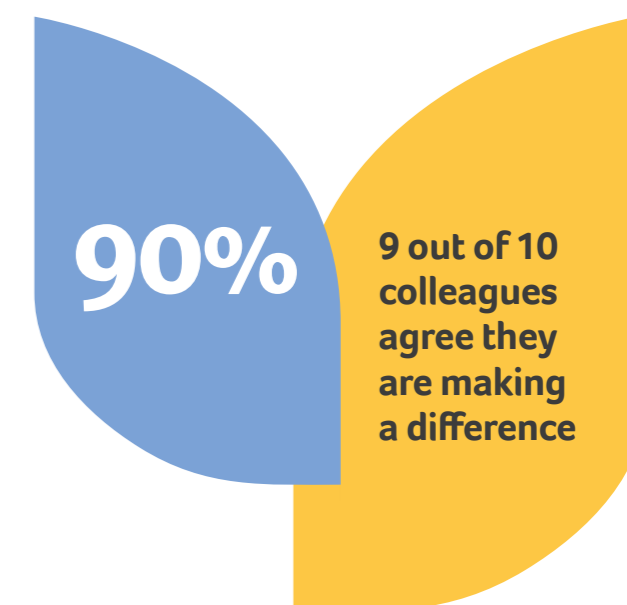
Our retention strategy prioritises personal and professional growth, flexible working, wellbeing initiatives, and ongoing investment in learning, development, and inclusion. These efforts continue to enhance employee satisfaction and foster long-term commitment.

Employee Engagement

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

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

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



Volunteers

1,471

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

158,226

Total number of hours 'given'

£1,810,105

Savings generated through volunteer contributions†

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

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

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

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

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

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

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



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

Joanne, Fair Havens Gardening Volunteer

Equity, Diversity & Inclusion

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

Our Progress

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

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

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

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

Gender Pay Gap

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

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

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



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

Havens Hospices proudly joined the celebrations at Southend Pride.

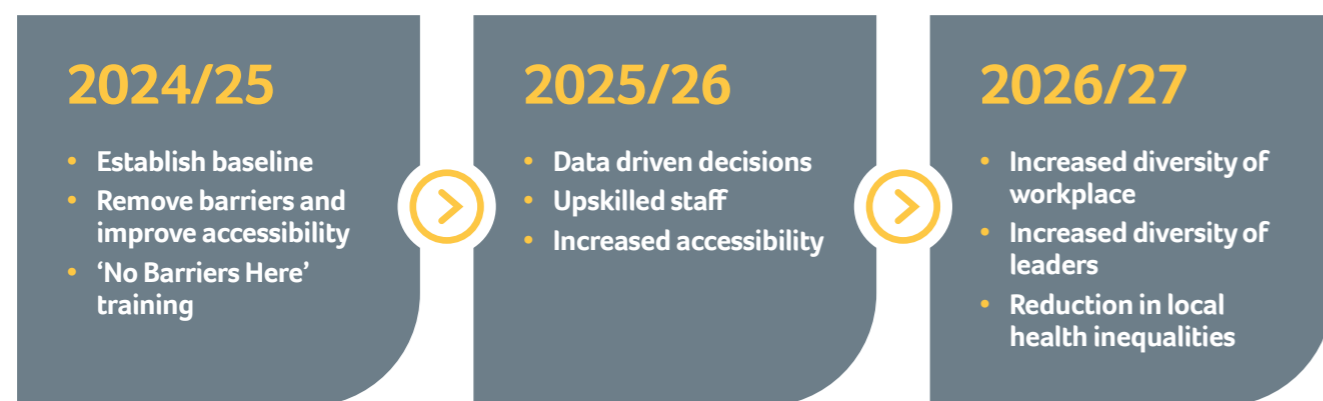


Figure 2. Havens Hospices EDI Strategy

Quality, Learning & Development

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

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

Quality

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

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

Patient Safety

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

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

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

Strengthening Governance

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

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

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

Care Team Members at Fair Havens



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

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

Data and Systems

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

Learning & Development

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

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

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

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

Structure, Governance & Management

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

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

Directors and Trustees

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

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

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

Impact on the community and the environment - refer to 'Outcomes and Impact' on pages 23- 38.

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

Appointment of Trustees

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

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

Induction and Training of Trustees

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

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

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

Governance

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

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

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

Streamlined Energy & Carbon Reporting (SECR)

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

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

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

Scope of Report

The scope covered under this report includes:

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

Quantification and Reporting Methodology

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

Energy Efficiency Actions and Targets

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

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

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

Policy for Employment of Disabled People

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

These policies set out our commitment to:

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

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

Related Parties and Relationships With Other Organisations

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

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

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

Remuneration Policy for Key Management

Personnel

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

Relationships with Stakeholders

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

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

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

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

As a charity serving the local community, we

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

Statement of Responsibilities of the Trustees

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

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

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

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

The Trustees are responsible for keeping adequate

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

In so far as the Trustees are aware:

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

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

Auditors

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

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



Elisabeth Mell, Chair of Trustees

Financial Review

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

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

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

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

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

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

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

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

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

Principal Risks and Uncertainties

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

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

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

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

Gross Income £20.6 million



Fundraising
£7.2 million



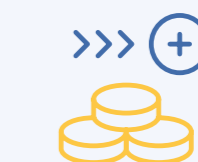
Statutory funding*
£7.5 million



Charity shops
£4.3 million



Lottery
£1.2 million



Investments
£300k



Food services
£100k

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

Investment Powers and Policy

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

Ethical Investments Policy

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

Reserves Policy and Going Concern

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

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

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

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

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

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

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

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

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

Balance Sheet

For the year ended 31 March 2025

Company number: 02805007

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

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



Trevor Edwards, Honorary Treasurer

Consolidated Statement of Cash Flows

For the year ended 31 March 2025

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

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

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

Notes to the Financial Statements

For the year ended 31 March 2025

1. Accounting Policies

(a) Statutory information

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

(b) Basis of preparation and consolidation

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

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

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

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

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

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

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

(c) Public benefit entity

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

(d) Going concern

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

(e) Incoming resources

(i) Donations and legacies

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

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

(ii) Charitable activities

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

(f) Donations of goods and services

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

(g) Interest receivable

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

(h) Expenditure and irrecoverable VAT

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

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

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

(i) Allocation of support and governance costs

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

(j) Pensions

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

(k) Operating leases

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

(l) Tangible fixed assets and depreciation

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

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

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

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

(m) Investments

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

(n) Investment Properties

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

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

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

(p) Stocks

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

(q) Creditors and provisions

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

(r) Funds

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

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

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

Transfers between funds are carried out in order to:

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

(s) Taxation

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

2. Income from donations and legacies

2024 restated

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

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

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

3. Income from charitable activities

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

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

4. Income from trading activities

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

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

5. Other income

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

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

6. Net income for the year

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

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

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

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

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

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

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

8. Staff numbers

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

9. Pensions and benefits

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

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

(a) Accounting valuation

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

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

(b) Full actuarial (funding) valuation

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

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

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

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

10. Related party transactions

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

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

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

11. Taxation

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

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

12. Analysis of expenditure

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

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

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

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

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

13. Tangible fixed assets

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

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

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

13. Tangible fixed assets (continued)

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

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

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

14. Fixed assets investments

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

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

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

15. Subsidiary undertakings' summarised results

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

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

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

16. Stocks

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

17. Debtors

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

18. Asset held for sale

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

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

19. Current investment cash deposits comprise:

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

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

20. Creditors: amounts due within one year

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

21. Deferred income

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

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

22. Provisions for liabilities and charges

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

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

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

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

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

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

25. Operating lease commitments

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

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

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

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

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

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

26. Capital commitments

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

27. Purpose of restricted and designated funds

(a) Purpose of restricted funds:

Donations and legacies

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

Little Havens - NHS England revenue grant

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

Raising funds

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

Other restricted funds

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

(b) Purpose of designated funds:

Fixed assets reserve

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

28. Movement in funds: year ended 31 March 2025

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

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

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

29. Impact of prior year adjustment

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

30. Legal status of the charity

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

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

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

Independent auditor's report to the members of Havens Hospices

Opinion

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

In our opinion, the financial statements:

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

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

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

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

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

Other Information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

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

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

Matters on Which we are Required to Report by Exception

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

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

Capability of the Audit in Detecting Irregularities

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

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

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

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

Use of our Report

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

Sayer Vincent LLP

Farrah Kitabi (Senior Statutory Auditor)

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

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

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

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

Maxine, Robyn's mum



Company and Charity Details

Status

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

Company Number

02805007

Charity Number

1022119

Registered Office and Operational Address

226 Priory Crescent, Southend-on-Sea,
Essex SS2 6PR

Other Trading Names

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

Principal Bankers

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

Principal Solicitors

BTMK Todmans
Barringtons
Hockley Road
Rayleigh
Essex
SS6 8EH

Auditor

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

Trustees

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

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

Key Management Personnel

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

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

*Also a Director of Havens Hospices Trading Company Ltd.

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

01702 220 350
info@havenshospices.org.uk
www.havenshospices.org.uk



Registered Charity Number 1022119

