

St Raphael's Hospice
Meeting of the Finance & Resources Committee
To be held at St Raphael's Hospice
At 14:00 on Tuesday 6th May 2025

Members: Alan Cogbill (AC – Chair)
Steve Chambers (SC)
Ed Cook (EC)
Paul Holmes (PH)
Sr Kathleen O'Reilly (KO'R)

In attendance: Nick Stevens (NS – Joint CEO)
Rebecca Trower (RT – Joint CEO)
Neena Vadgama (NV – Head of Finance)
John Groom (JG – Director of IT & Facilities)
Anna Machin (AM – Governance – AM)

Item	Time	Description	Purpose	Lead
1.	14.00-14.05	Welcomes, apologies for absence and declarations of interest	Discussion	Chair
2.	14.05-14.15	Review of minutes from 11 th March 2025 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	
4.	14.15-15.25	Finance Report including: <ul style="list-style-type: none"> • 2024/25 latest estimate on final financial position • 2025/26 initial update and budget finalisation • Hospice UK funding – spending plans • Lottery plans 	Discussion	NS, RT, NV, JG
5.	15.25-15.35	External auditor on-boarding	Discussion	NS, NV
6.	15.35 – 15.45	Non-Clinical Governance & Estates	Discussion	JG
7.	15.45 – 15.50	Committee Terms of Reference	Recommend to Board	Chair
8.	15.50 – 15.55	Timeline for circulation: <ul style="list-style-type: none"> • Financial Delegated Authorities • Money laundering policy – supporting processes 	Discussion; ready to recommend to Board	Chair
9.	15.55-16.00	Any Other Business & Date of next meeting	Discussion	Chair

Date of next meeting: Tuesday 15th July, 2-4pm

Actions log

Agenda item	Action	Responsible	Timeline	Ref.	Update
4.6. Lottery proposal	Take forward transition of Lottery, subject to receiving and sharing final assurances	Nick Stevens	Spring 2025	21.01.25/01	
5. External audit retender	Take forward set-up of audit meetings	Nick Stevens	Spring 2025	21.01.25/02	Complete
	Report to Committee then Board on proposed appointment	Nick Stevens	Spring/ summer 2025	21.01.25/03	Complete
4. 2025/26 budget	Take budget forward to Board for approval	Nick Stevens, Becca Trower	March meeting	11.03.25/01	Complete
6. External audit tender	Invite Crowe and Mazars to tender meetings	Nick Stevens	Immediate	11.03.25/02	Complete
7. Money laundering policy	Share further detail on supporting processes	Nick Stevens	May meeting	11.03.25/03	In progress – in meeting paper

St Raphael's Hospice
Minutes of a Meeting of the Finance & Resources Committee
Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX
At 14:00 on Tuesday 11th March 2025

Members: Alan Cogbill (AC – Trustee)
Ed Cook (EC – Co-opted Committee member and Board Advisor)
Paul Holmes (PH – Trustee – virtual)
Sr Kathleen O'Reilly (KO'R – Trustee)

In attendance: Nick Stevens (Joint CEO – NS)
Rebecca Trower (Joint CEO – RT – items 1-4 - virtual)
John Groom (Director of IT & Estates – JG)
Neena Vadgama (Head of Finance – NV – apologies)
Anna Machin (Governance – AM - virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. 2025/26 budget	Take budget forward to Board for approval	Nick Stevens, Becca Trower	March meeting	11.03.25/01
6. External audit tender	Invite Crowe and Mazars to tender meetings	Nick Stevens	Immediate	11.03.25/02
7. Money laundering policy	Share further detail on supporting processes	Nick Stevens	May meeting	11.03.25/03

The meeting commenced at 14.05pm

1. Welcome, apologies for absence and declarations of interest

Alan Cogbill took the Chair and welcomed Committee members and colleagues to the meeting. Apologies were received and accepted from Neena Vadgama. There were no declarations of interest from Committee members in relation to items on the agenda.

2. Review of minutes from 11th March 2025 Committee meeting & matters arising

The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings by the Committee, and the actions log was noted.

3. 2024/25 forecast

Nick Stevens shared the headline year-to-date update to the end of February 2025 as shown in the RAG report (ahead of year-end to the end of March), confirming that donations have already exceeded the budgeted level, currently sitting at c. £1.8m. This is well above prior years, and includes a one-off £250k in memory donation received in February that was prompted by attendance at a major donors event. A further £70k of Gift Aid is due in March. There has been a larger quantum of donations received in the second half of the financial year – there is usually an uptick in Q3 and Q4 but this is a much larger step-change. , but there has been a bigger step-change recently. Collectively, this shows the hard work of the fundraising team, value of proactive events and stewardship, and also greater press coverage.

Coupled with lower expenditure on fundraising activity, the net contribution from fundraising is anticipated to be £1.1m vs a budget of £536k. Lottery income is below budget, as the campaign started later than planned, but the net contribution is on target as costs are below budget – showing that cost control has improved across the board.

There is £4.1m in the bank as at the end of February (including the investment balance) – the projections included in the report include a £350k draw-down from the Daughters of the Cross (DoC), but the additional £1m shown in cash is due to financial performance being much better than budget. The Committee was invited on whether or not to initiate the draw-down from the Balance Sheet into the Profit and Loss, given the positive outlook for year-end. If this amount is not drawn down this year, it could be delayed to a later year when there may be greater risks emerging that are not yet known. The decision would need to be made as part of the year-end close process, to then be discussed with the auditors. The Committee's recommendation to the Board was that should the Hospice reach a break-even position or a small deficit, there should be no draw down and the funds should be safeguarded for future years.

4. 2025/26 detailed budget; use of Hospice UK funding

4.1. Budget review – Nick Stevens highlighted the key risks around staff cost inflation (including NI increases), and maintaining morale and capacity after restructure – but also reflected that due to the changes made through the restructure, the Hospice is on a more sustainable footing overall and a small surplus is projected by 2027/28.

The Committee undertook a detailed review of budget lines, and asked whether NHS funding towards core clinical costs is contractually assured. Nick Stevens confirmed that the ICB Chair, CFO and lead Director with responsibility for Hospice services had shared in a recent meeting that there would be at least a 2.15% rise, but a slightly higher rise is likely to be forthcoming. The budget models an increase of 2.15%. The increase does not offset in any way the rise in NI costs. The budget also includes an assumption of £36k being received for continuing care beds, and £66k funding towards weekend cover. The budget also includes the one-off government funding towards technology and capital costs, which will show as received on the Profit and Loss statement as income in full, and only through depreciation as an expense – the asset being on the balance sheet.

The DoC gift in kind for use of the Hospice site is reflected (as notional rent) in the budget, and there will be work done to increase lettings within St Bede's as part of income generation activity. The budget assumes opening of new shop sites by Retail, which must be in the right sites with sufficient footfall and local interest.

Direct clinical costs sit at £4.66m with costs associated with the restructure taken in 2024/25. For 2025/26, there will be a 3% clinical staff pay rise, and no rise for non-clinical colleagues, as agreed with Remuneration Committee. Projected expenditure has been decreased since the January meeting cycle with a line-by-line budget review, taking into account feedback from the Board and Committee, but is £57k more than the August 2024 projection for 2025/26, due primarily to higher NI costs, increase in utilities contract costs and a 0.6 FTE volunteer support role. Other costs have been stripped back.

Support services costs are also increased vs the August 2024 projection, with £120k in higher costs driven by a new cross-Hospice database role (which is proven to drive efficiencies and save on staff time/ cost), NI and £20k in additional marketing spend to maintain visibility of the Hospice during the year. The IT consultant spend (£12k) has been kept within the budget as the team needs capacity, but the second senior IT role is no longer included based on feedback from the Board around controlling costs.

The write-off for Wimbledon Park lease is included in 2024/25 projection (a 2.5-year time period) and put into General costs rather than Retail; the write-off will be in the current financial year unless the lease is assigned before accounts are approved.

It is assumed that c. £1.4m is received in legacies (vs £1.6-1.7m in legacies on average over the last five years). Looking at the fundraising income target, this is set at £1.6m (vs £1.9m expected in the current year). It is felt that this is achievable, based on current momentum and the strength of the team, and with new events and engagement opportunities planned alongside proven success in trust applications. Certain budget lines are already on track based on current known income (e.g. individual giving), or in this current financial year have achieved higher than the target amount, whilst others will require a climb in income. The Appeals target is lower given that in 2024/25 there was nation-wide focus on Hospices, and activity such as door drops linked to the restructure. Gift Aid donations will also be higher on an annual basis, now that the audit has ensured the Hospice's approach to collection is comprehensive.

The Committee shared reflections on the proposed budget presented, receiving further information on the balance of steady/ confirmed income, vs income that can be harder to predict such as In Memory giving through events. The quality of stewardship will be the factor that decides the level of unprompted gifts, and it was also noted that the Marketing and Communications team have now built strong media relationships to support continued visibility. With one-off income received in 2024/25 stripped out, the Committee agreed that an increase of £100k in Donations income was achievable.

Looking next at Retail, most shops are performing at a decent level of income and Nick Stevens shared detail behind the assumptions, including the closure of Wimbledon Park and opening of a new shop. The costs in 2024/25 were reduced significantly compared to the prior year and so a comparable level of income and expenditure is budgeted for 2025/26 other than including some additional bank staff hours. Whilst the rag market has fallen significantly, clearance sales on-site in St Bede's are being used to clear items and have proven popular.

The Committee were content to recommend the 2025/26 budget to the Board.

- 4.2. Use of Hospice UK funding** - Nick Stevens shared key points from the Grant Agreement, as circulated to the Committee within the paper pack. The grant is split across financial years, with 25% received during 2024/25 (£130k) that must be spent and counted as a fixed asset by 31 March 2025, and 75% in 2025/26 (£390k). The framing of grant use by sector bodies has been broad (for example, that some could be used towards developing the fundraising database), whereas the detail in the Agreement focuses on the spend facilitating the best end of life care for patients through changes to patient-centric IT systems and the physical environment. Clarity is therefore being sought on the exact parameters for use of this funding. The Committee were supportive of the planned use of the 2024/25 funding, with this caveat in mind that further advice is to be received.

Looking ahead to 2025/26, consideration is being given to building a new remembrance garden and indoor storage space which could be used by Retail, Fundraising, Hospice Services and Facilities – this would give benefit to patients and potentially reduce spend of c. £60k on renting this space externally. Relevant advice would be sought on whether planning permission would be needed/ agreement from the Landlord. The timings would be tight to identify a contractor and spend the funds by 31 March 2026. There would also be c. £100k of works that could be done within the Hospice site, if this plan did not prove viable. Certain capital projects are already funded by trust funders.

5. Update on actions arising from cyber incident

John Groom updated on the move of files to the cloud, replacement of firewalls, alongside changes to hardware and operating systems. This has been achieved with a small team within a year's timeframe, and a key benefit is that external suppliers are now responsible for patching and managing potential systems vulnerabilities – supported by the work done by the IT team. The Committee received more information in response to questions around the approach to systems back-ups and password management.

The Hospice is therefore in a stronger position to be protected against cyber-attacks. IT colleagues in neighbouring Hospices also meet regularly and have offered mutual support in the event of responding to any future attacks.

6. External audit tender

The Committee noted the tender documents in the paper pack, with two tender interviews to be held on the morning of 19th March. Committee members shared reflections on the strength of the different proposals, with Crowe and Forvis Mazars considered the strongest pitch documents. Based on initial meetings with the audit teams, Nick Stevens shared that Crowe was very perceptive and integrated IT into the audit, Mazars would bring strong sector knowledge and are the most local, and MKS were less strong and focused most on the audit process rather than demonstrating prior research on St Raphael's. All firms confirmed that they would spend time on-site as part of the audits. It was agreed that Crowe and Mazars would be invited to the tender meetings to be held on 19th March.

7. Money laundering policy

Nick Stevens shared more information on awareness-raising plans around this topic alongside processes that are planned to enact the policy – the Policy was approved in principle for sharing externally, subject to further detail being shared on these processes prior to approving the Policy.

8. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The date of the next meeting was confirmed as 6th May at 2pm.

The meeting ended at 3.55pm.

Approved.....

Date.....

Finance & Resources Update – IT & Estates

06 May 2025

1 IT Department

1. The migration of all data from the on-prem Fileserver to the new SharePoint / Teams Cloud based environment has now been completed. The migration occurred with little or no issues.
2. Several of our oldest PCs and laptops are in the process of being replaced by newly purchased PCs and laptops. 35 PCs and 18 laptops have been purchased for this project as part of the government funding.
3. A new VoIP phone system is being trialled. This Microsoft Teams based system is to replace the aging Cisco system which has been in use since 2014. The migration to the new system is expected to be completed in the next few months.
4. Our RMM (Remote Monitoring and Management) software has been replaced by a new “NinjaOne” system. Previously we used the Datto system.
5. The procurement and installation of a new AV system for St Bede’s Room B has now been completed. This new system includes a Teams Room Booking system, two new 98 inch TV screens, an integrated hearing loop, ceiling microphones which focus on the main audio source and two new cameras. This has been provided as part of the government funding.

2 Facilities / Catering Department

1. A project to build a new building within the main Hospice site is currently being considered. This would enable the staff at Capitol House to move back to the main site and would therefore enable the rental of the Capitol House building to be terminated. The costings for this project are currently being evaluated.
2. The wall at the front of the Hospice site has been repaired to remove cracks and renew pointing.

3 Incidents / Risks

1. An incident occurred whereby a package was delivered to the Hospice main reception and, when opened, was found to contain white powder. Emergency services were called and although the package was found to be harmless, police are currently investigating the matter further.

Finance and Resources Report

Key Points

1. Key Points are:

- a. The draft management accounts for the 12 months to 31st March 2025 shows a surplus of £232k compared to budget shortfall of £(1,090)k before DoC drawdown, an improvement of £1.3m.
- b. Cash (including the investment portfolio) at the end of August stood at £3.8m compared to budget of £2.6m.
- c. Budget Projection for 2025-26 shows a shortfall of £330k before DoC allocation.

Finance

2. Management Accounts – Income and Expenditure

The draft management accounts for the 12 months to 31st March 2025 is attached together with the cash movements/balance sheet summary and detailed summary.

Income from NHS of £1,962k is £176k above budget. This includes £98k of continuing care payments (offsetting higher salary cost on IPU), a £30k one-off grant and the increased regular contract.

Other Income of £1,668k is £254k above budget – both figures include the £1m grant from DoC. The investment value dropped £85k in March after global volatility.

Direct costs of service was £184k below the budget and £64k below last year. Current year cost savings were implemented sooner than in the plan.

Support costs are roughly in line with budget except for a £100k provision against the future rental costs of Wimbledon Park shop. We hope that this will soon be assigned and therefore we will not incur these costs.

Legacies increased in Q4 with a single large legacy amounting to c£500k and two further legacies amount to £250k between them. This has lifted the total to meet the budget at £1.3m.

Donation Income has been at an historic high following the summer news concerning our financial needs and with some very strong work from the FR team. It include Gift Aid or almost £200k of which around £130k has been due to the new and rigorous work undertaken by our new Database and Analysis manager and the Supporter Care team. We also received an exceptional £250k one-off donation. It is notable that the first half total was £584k and that a further £1.35m arose in the second half.

The table below shows the donation income categorised by the Fundraising team and arising from Raisers' Edge fundraising database as at the end of March 2025 and *includes* the adjustments for accruals made by finance.

12 Months to March	2020-21	2021-22	2022-23	2023-24	2024-25	Budget 2024-25	Variance	Budget 2024-25
Appeals	£167,263	£157,462	£155,155	£148,120	£233,461	£225,000	£8,461	£200,000
Challenge	£35,697	£49,034	£77,795	£117,344	£85,285	£100,000	£-14,715	£115,000
Community	£99,699	£82,901	£136,022	£122,697	£126,973	£160,000	£-33,027	£135,300
Corporate	£109,163	£125,596	£118,385	£110,739	£141,953	£125,000	£16,953	£160,000
Events	£13,120	£33,573	£28,545	£44,595	£45,689	£40,000	£5,689	£70,000
In-Mem	£214,940	£146,013	£221,629	£189,517	£302,687	£225,000	£77,687	£305,000
Other/Gen Giving	£113,157	£35,141	£87,993	£98,617	£176,860	£75,000	£101,860	£70,000
Regular	£55,799	£55,945	£57,568	£60,500	£91,602	£75,000	£16,602	£126,160
Trusts	£161,066	£261,831	£195,527	£202,088	£229,797	£200,000	£29,797	£280,000
Major Donors	£148,000	£0	£0	£14,080	£302,262	£25,000	£277,262	£72,000
Gift Aid	£104,783	£48,915	£53,601	£60,383	£198,590	£62,500	£136,090	£90,542
Total Fundraising	£1,222,685	£996,411	£1,132,220	£1,168,678	£1,935,160	£1,312,500	£622,660	£1,624,002
Staff Costs	£403,540	£458,168	£451,042	£525,495	£565,177	£588,643	£-23,466	£519,299
Other Costs	£189,213	£244,803	£279,871	£207,044	£152,418	£238,631	£-86,213	£301,269
Total FR Costs	£592,754	£702,971	£730,913	£732,539	£717,595	£827,274	£-109,679	£820,568
Contribution	£629,931	£293,440	£401,307	£436,139	£1,217,565	£485,226	£732,339	£803,434

Fundraising costs remained over £100k below budget at £718k (budget £827k) to yield an overall contribution of £1.2m!

The **lottery** plays has reached 8,500 at the end of March which is 2,000 above the low point in the year and follows the recruitment of that number by the BriteVox team. Overall income fell behind plan as the bumper draw did not taken place (c£20k) and the new players were recruited later than planned. Lottery costs were also behind plan by a similar quantum and the overall contribution remained at the planned level.

Draft Retail at 31st March 2025	Income	Staff Costs	Property Costs	Other Direct Costs	Contribution before HQ	Allocation of HQ costs	Surplus / (Shortfall)	
Banstead	£126,420	£(51,568)	£(36,873)	£(8,110)	£29,870	£(20,668)	£9,202	7%
Carshalton	£144,458	£(44,117)	£(24,347)	£(8,290)	£67,705	£(20,505)	£47,199	33%
Cheam	£165,554	£(58,371)	£(34,931)	£(8,745)	£63,507	£(24,805)	£38,702	23%
Ebay Sales	£9,755	£(1,499)	£0	£(32)	£8,223	£(1,046)	£7,177	74%
Morden	£214,822	£(73,992)	£(39,487)	£(7,292)	£94,051	£(31,108)	£62,944	29%
New Malden	£175,227	£(54,280)	£(39,863)	£(8,963)	£72,121	£(25,800)	£46,321	26%
Raynes Park	£96,588	£(42,077)	£(29,155)	£(7,772)	£17,584	£(16,277)	£1,308	1%
Rosehill	£152,541	£(47,512)	£(21,806)	£(8,523)	£74,700	£(21,355)	£53,344	35%
SDC	£246,847	£(114,713)	£(64,907)	£(21,204)	£46,023	£(41,497)	£4,526	2%
Stonecot Hill	£98,795	£(39,366)	£(21,282)	£(9,091)	£29,056	£(15,622)	£13,433	14%
Sutton	£164,515	£(55,659)	£(43,163)	£(8,517)	£57,175	£(25,200)	£31,976	19%
Wimbledon	£265,543	£(60,422)	£(57,165)	£(11,594)	£136,362	£(36,589)	£99,773	38%
Wimbledon Park	£38,902	£(30,126)	£(49,428)	£(7,354)	£(48,006)	£(11,662)	£(59,668)	-153%
Total Shops	£1,899,966	£(673,701)	£(462,407)	£(115,487)	£648,372	£(292,135)	£356,237	19%
Retail Office HQ	£82,454	£(213,754)	£(125,559)	£(35,276)	£(292,135)	£292,135	£0	
Total	£1,982,420	£(887,455)	£(587,966)	£(150,763)	£356,237	£0	£356,237	18%
Budget	£1,962,895	£(957,516)	£(613,934)	£(198,173)	£193,273	£0	£193,273	10%
Variance to Budget	£19,525	£70,061	£25,967	£47,410	£162,964	£0	£162,964	
%	1%	7%	4%	24%	84%		84%	

Retail income has met the budget (up 1%) despite including an unsuccessful Wimbledon Park which was £85k below budget. All the other shops combined to be £100k above target.

Costs remained well below the plan and the previous year which resulted in a 10-fold increase in contribution, achieving £360k (2023-24 £35k). An 18% return would have been 21% without WP and on target for future periods.

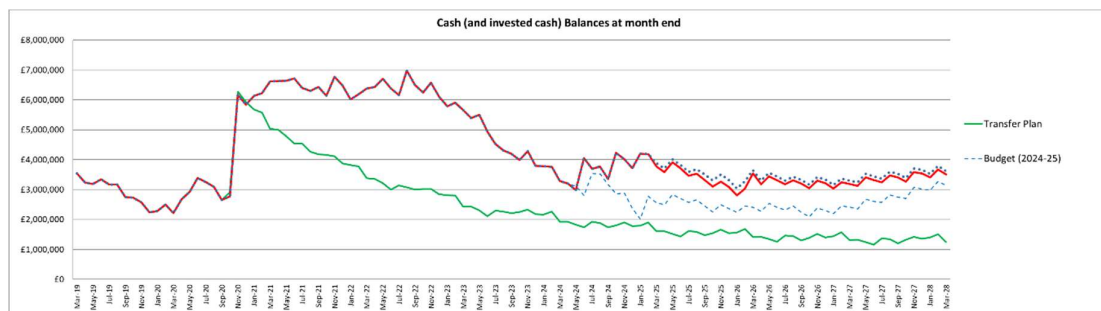
The WP shop has come close to being assigned twice but both suitors dropped out. We remain expectant that it will be assigned. The remaining cost of rent (£100k) has been written off in these management accounts within support costs.

3. Management Accounts – Balance Sheet

Overall cash (including the investment fund) stood at £3.8m compared to the budget of £2.6m. The chief reason is the overall improved Income and Expenditure position compared with budget (£1.3m better than budget).

Net assets stood at £4.5m at the end of March compared to the budget of £3.7m. This is due to the results (£1.3m improved) offset by not drawing down the budgeted £500k from the DoC fund which remains as a £1.4m deferred income creditor.

4. Cash Flow



The graph reflects future aspirational income generation included for 2025-26 and beyond and this may not be realised in practice.

The red line shows the actual to date and then the new budget beyond (with a small improvement showing through as the blue dotted line almost imperceptibly different (the forecast now includes new information on the starting point at March 31st).

The blue dash line shows last year budget. Our improved results have yielded a margin over the budget which is eroded over time due to the additional Employers’ NIC costs being included as well as other changes.

The original green line was the level we were aiming to achieve when we became independent.

5. 2025-26 Budget

Following on from the Board approval of the budget, the figures have been adjusted, as agreed, to reflect the revised plan for the Lottery. The overall position is £795 different from the approved level.

It is too early for April figures (which will be delayed as a result of year-end work). However, Fundraising Income is registered as £175k as we draw April to a close against a budget of £108k and prior year equivalent of £100k. This includes a number of larger gifts amounting to £75k from 6 or 7 individual donors. This is almost the full year budget for major donors, an encouraging start to the new year.

Audit

Neena and I met with the new Audit partner and senior manager to begin the process of preparation for the 2024-25 audit. They will do a 2-3 day interim audit with a systems walk-through and expect a 7-10 day on site presence in July.

Crowe are in touch with HaysMac regarding handover matters.

Work has begun on the audit schedules and a first draft of the statutory format accounts will soon be prepared.

6. Proposal to develop the lottery in-house

The team met to agree the principle of engaging an in-house Lottery team and seeking a volunteer team to grow the Lottery, alongside the nurturing of the existing players. At the end of March there were 8,500 plays

7. NHS Contract

The four local hospices are continuing to work together to press our local ICB for additional support. At this time we have not had any notification of the quantum or timing of the 2025-26 uplift.

Nick Stevens, FD and Joint CEO

29th April 2025

HEALTH AND SAFETY COMMITTEE

Minutes of Meeting held between 1.30 pm-and 3.00 pm

on 5th February 2025

Present:

(NS) Nick Stevens	CEO	(BM) Bernard Marley	Board Trustee
(JC) Jonathan Cope	Audit support & Mins	(AR) Alex Rudkin	Quality and Governance, Chair
(SJW) Sara Jane Harris	Commercial Director	(SM) Sara Mosalam	Infection Control Lead
(PM) Peter Morris	Facilities	(MF) Maura Flint	Practice Education
(FQ) Francis Quinon	Clinical Lead, IPU	(NC) Naomi Collins	Consultant in Palliative Medicine

Apologies for Absence:

(RT) Becca Trower	Clinical Director, Psycho-social, Wellbeing, Medical	(GT) Ginny Toubal	Volunteers
(PH) Philomena Hutchinson	H&S Link (IPU Nights)	(JG) John Groom	IT & Estates
(PD-P) Paula Di Palma	Housekeeping	(GT-R) Dr Gaby Tamura-Rose	Consultant in Palliative Medicine
(KLG) Kerrie Le Gray	H&S Link IPU	(TC) Tracy Christmas	Community Team

Venue: St Bede's

1. Apologies & Welcome	Action
Apologies as listed above. FQ was welcomed to the meeting. He will be attending regularly from now on to represent the IPU.	
2. Minutes of the meeting held on 11th October 2023	Action
MF pointed out that on page two in section 7, the HCA referred to should be Carley Lightfoot. NS requested that on page three, the last part of section 9 be given more clarity. JC will rewrite the paragraph in question to make it clearer that the meeting that SJW attended raised legionella testing in shops. Otherwise these were accepted as an accurate record.	JC
3. Matters Arising	Action
Matter arising : a) Retail Shops Operations Manual	
SJW informed the meeting that there are copies of the Operations Manual in all the shops and online. Due to restructure, there are still parts which need rewriting. SJW informed the meeting that the Operations Manual is a living document and will be subject to continuous changes. Using an electronic format as a primary reference source will facilitate future updates but it was noted that the hard copy manual remains the practical preference of the retail	SJH

team. SJW has reviewed the manual and concluded that it requires updating and that she will schedule to update it in a couple of months. It was agreed to remove the Retail Shops Operations Manual from the agenda of the Health and Safety Committee.	
Matter arising : b) Moving and Handling Training	
Hettle Andrews have provided industrial online training for non-clinical staff whose roles involve frequent manual handling. SJW says that priority will be given to van drivers and those who move heavy loads. SJW will run a report on who has not completed the training and follow up with them.	SJH
Matter arising : c) Back Gate Security	
PM informed the meeting that there is still an issue with the back gate being left unlocked. The nurses sometimes leave the gate unlocked after receiving an ambulance, the housekeeping staff sometimes leave it unlocked after receiving deliveries, and facilities sometimes leave it unlocked after carrying tools through it. When the gate is left unlocked, it can be blown open by strong wind. AR suggested that signage should be put up to emphasise the importance of locking the gate and PM agreed and said that he would arrange for signage to be put up. NC suggested that the gate be fitted with a self-locking mechanism and PM pointed out that that would be too expensive. AR recommended the use of signage and that a reminder email be sent out to all staff. SM mentioned that she had sent more than four reminder emails but had received no response. PM will send a reminder email to all staff.	PM PM
Matter arising : d) Deputy H&S Committee Chair	
It was noted that PM is the Deputy Chair of the H&S Committee and will lead the meeting in AR's absence.	

4. Health & Safety Management Update	Action
The Fire RA template used by Hettle at their last assessment has been usefully adopted and has been employed to service the assessments for the new premises taken on since 2021. The assessments were updated during late summer 2024. AR and PM are working through the actions from the 2024 re-assessments.	PM
In 2024, the replacement of doors on the IPU was prioritised and completed. The IPU's old doors have been replaced with fire doors that have viewing panels. PM informed the meeting that there is still work to be done replacing the fire doors in the hospice outside the IPU and with replacing the fire doors in 759 as well. This will be factored into the 2025/6 budget. The fire doors to patient rooms have been replaced, but the doors for accessing the IPU, the Chapel and Rose Cottage all need replacing. PM has arranged for a contractor to come and give him a quote for the new doors.	PM
The Internal H&S checklist was undertaken in retail sites in February 2024 and results were encouraging. SJW told the meeting that retail staff are collecting data for a 2025 audit. The H&S checklist will be carried out on the main site during the first half of 2025.	SJH
Retail Visits – Facilities continue routine visits to the shops. These are highly beneficial. Facilities set a goal of each shop receiving a visit every two weeks. PM reported that it is going very smoothly, and Facilities aim to get all necessary work done between visits. Facilities usually telephone each shop two days before the scheduled visit so as to pre-empt any problems.	PM

SJW reported a 100% success rate by PM. AR commended PM for his seamless approach since taking over from Steve.	
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5. Fire Update	Action
PM will organise refresher fire training and will ascertain which staff members are new and which staff members require refresher training.	PM
PM will liaise with FQ as to when would be best to carry out another fire drill	PM/FQ
PM will organise the Fire Training ftf refresh in Retail.	PM
Fire Alarm call point test records in Retail will be part of shop manager's training. A necessary part of it is evidential test recording, with the inclusion of signature, time and location of device tested.	SJH

7. Moving & Handling (new standing item)	Action
MF informed the meeting that Carley Lightfoot (IPU HCA), Helen Agboola and herself will be delivering training which will start in March. The training focuses on using equipment to move patients in the community and in the Hospice. Carrying out training in the use of the ceiling hoist in room 15 can be challenging if the room is in use.	

8. Facilities Update	Action
There have been 226 work requests to Facilities since the last meeting (61 were in retail) and only 21 are incomplete in the hospice and only 8 in retail. Some of the outstanding requests are contractor related.	PM

9. Water Safety	Action
AR brought the attention of the meeting to the topic of water safety. In Summer 2024 there had been an occurrence of legionella. PM reported that tests on 15 th January 2025 gave an all-clear reading for legionella. PM advised that there is a rigorous flushing program in place where Facilities carry out flushing every two weeks which keeps disinfecting chemicals flowing through the system. This is on top of the flushing that Housekeeping routinely carry out and Facilities complement. Whenever there has been a legionella reading, it's always been at a low concentration, and there have been no recent outbreaks. The limescale build-up from the hard water in this area is a potential breeding ground for legionella.	PM
Chlorine dioxide levels are tested regularly.	
AR informed the meeting that plumbing works in 759 and St Bede's have been completed. There are very few Water Risk Assessment related works that still require completion. PM told the meeting that in St Bedes and 759, two water heaters have been replaced, the expansion vessel refitted and conversion to mains supply (759) so removes the need for the water storage tank in 759.. The pipework in 759 was also sorted out so that there are no more awkwardly crisscrossing pipes. AR thanked PM for his engagement with the contractor.	

10. Infection Control	Action
<p>AR thanked SM for the completion of her annual Infection Control report. Regarding Infection Control related incidents, SM reminded the meeting that we still have the ongoing issue with the back gate being left unlocked. There has also been an instance of an HCA experiencing irritation from the hand wash soap which caused her to wash her hands less frequently. SM has spoken to FQ about changing the hand wash soap used in the hospice.</p>	SM/FQ

11. Risk Assessments/ Risk Register	Action
<p>The Hospice's H&S Risk Assessment Register is available for all to view.</p>	
<p>RAs are a responsibility of departmental heads to maintain and update as change or incident dictates. As a minimum, work place RAs should show evidence of review every two years. Any and all updates to risk assessments should be saved within the respective folder structure at N:\Health & Safety\Risk Assessments\Risk Assessments by Department and email notification sent to AR in order that the register provides an up to date picture.</p>	All HoDs
<p>General RAs facilitate the recording of hazards and control measures in place across a number of set criteria then can be added to if required or complemented by bespoke RAs that are task related. General RA criteria include:- COVID 19 Fire Employer's Liability Information security Accidents/Incidents Slips/Trips/Falls Manual Handling Electrical Equipment DSE Emergencies/ Loss of electricity / heating Theft/robbery/burglary Violence and Threatening Behaviour Exposure to hazardous substance Inadequate instruction / information on safe working practices Working at height Persons at additional risk Worker well being Lone working Hot weather Receipt and sorting of goods</p> <p>All departments are advised that their General Risk Assessment should show evidence of review within the previous 2 year period. AR commended BM for his work in 2023 with amending the top level risk register format. The format is now comprehensive. BM added that the goal was to make the tool standard and intuitive for when staff review existing procedures and have the Risk Assessment open at the same time. AR informed the meeting that routine reminders are given to HoDs about updating Risk</p>	All HoDs

Assessments. The Risk Register shows the update status of different Risk Assessments and AR can see where the gaps are.

12. Health & Safety Policy	Action
<p>H&S related policies reviewed / revised since the last meeting include:-</p> <p>CLIN08 Infection Control Policy N:\Policy Manual\CLIN\CLIN08 Infection Control Policy.pdf v6.2 issued 16/09/2024 (addition of section 25 re international travellers)</p> <p>CLIN52 Managing COVID-19 N:\Policy Manual\CLIN\CLIN52 Managing COVID-19.pdf v40 issued 16/10/2024 (amendment at 4.2 re UKHSA contact details)</p> <p>OP15 Fire Policy N:\Policy Manual\OP\OP15 Fire Policy.pdf v3.8 issued 19/12/2024 (date only)</p> <p>OP15a Appendices to OP15 Fire Policy N:\Policy Manual\OP\OP15a Appendices to OP15 Fire Policy.pdf v3.9 issued 19/12/2024 (date only)</p> <p>OP17 Lone Worker Policy N:\Policy Manual\OP\OP17 Lone Worker Policy.pdf v5.0 issued 19/11/2024 (minor updates throughout; 5.0 Responsibilities updated re operating the lone worker device; 6.6 re CPCT aim to provide virtual visits post 3pm; references to H@H removed; 7.3 Shop retail staff section revised; 7.4 Charity shop theft section revised; 9.16 pooled devices if not returned to base should be turned off when not on duty. The lone worker devices are not for personal use outside working hours)</p> <p>OP34 Risk Management Policy N:\Policy Manual\OP\OP34 Risk Management Policy.pdf v7.1 issued 17/12/2024 (minor updates throughout)</p> <p>OP34a Risk Assessment Guidelines N:\Policy Manual\OP\OP34a Risk Assessment Guidelines.pdf v2.1 issued 17/12/2024 (minor updates throughout)</p> <p>OP34b How To Complete a Risk Assessment Guidelines N:\Policy Manual\OP\OP34b How To Complete a Risk Assessment Guidelines.pdf v2.1 issued 17/12/2024 (minor updates throughout)</p> <p>OP34c Risk Assessment Procedure for Information Assets N:\Policy Manual\OP\OP34c Risk Assessment Procedure for Information Assets.pdf v2.1 issued 17/12/2024 (minor updates throughout)</p> <p>OP01 Incident & Near Miss Reporting Policy N:\Policy Manual\OP\OP01 Incident & Near Miss Reporting Policy.pdf v5.0 issued 31/01/2025 (takes into account PSIRF requirements and enhances expected investigative process that supports learning)</p> <p>OP15a Appendices to OP15 Fire Policy N:\Policy Manual\OP\OP15a Appendices to OP15 Fire Policy.pdf v4.0 issued 28-01-2025 (Appendix D amended to remove reference to staying put if egress is blocked)</p> <p>OP16 Health & Safety Policy N:\Policy Manual\OP\OP16 Health & Safety Policy.pdf v2.1 issued 30/01/2025 (minor updates)</p> <p>OP34 Risk Management Policy N:\Policy Manual\OP\OP34 Risk Management Policy.pdf v7.2 issued 31-01-2025 (expansion of section 6 to include reference to governance committee risk registers covering Finance & Resources/Income Generation & Communications, Human Resources and Clinical Quality & Governance)</p>	

13. Patient Safety Incident Response Framework (PSIRF)	Action
<p>This is an NHS initiative that applies to every provider that has a standard contract with the NHS. As a provider the hospice must take a pragmatic and measured approach. The substantive point associated with PSIRF is that the hospice builds upon its culture for report and learning utilising the tools as set out in the Patient Safety Incident Response Plan that effectively draw out the learning opportunity associated with an incident.</p>	

14. Accidents/ Incidents	Action
<p>Oct-Dec 2024 : Accidents/Incidents are low or no harm. BM asked if the report will be shared with the Finance/Facilities Committee at trustee level because it is so commendable. AR explained that an update report is provided to the F&R Committee alongside minutes of the H&S Committee. NC pointed out that the year written in the month column of the tables should be 2024, not 2023.</p> <p style="text-align: center;"><u>Summary of non-clinical incidents and accidents between October and December 2024</u></p> <p>There were 10 incidents and no accidents reported between October and December 2024; 7 of the incidents were reported by Retail and 3 by the main site.</p> <p>5 of the 7 retail incidents concerned either theft or verbal abuse.</p> <p>All incidents resulted in no actual harm although incidents of abuse do have impact upon staff and volunteers that often require additional support delivered by the retail management team.</p> <p>Outcomes from incidents in this period include:-</p> <ol style="list-style-type: none"> 1. Banning of individuals from entering SRH premises 2. Reminders to staff and volunteers about use of personal lockers and closure of stock room doors. 3. Request to staff and volunteers not to bring large amounts of cash/valuables to work/volunteering 4. Reminder regarding wearing of the lone worker device when on the shop floor alone. 5. Individual time given to a volunteer in explaining the plans for the Orangery's operation in order to alleviate mis-understanding in communications. 6. Review and revision to Wellbeing operational policy and reminder of expectation of procedure to follow should an attendee be taken ill that includes calling for an ambulance if that be required post first aid delivery. 7. Review of the waste storage arrangement at SDC and recommendation to install motion sensor lighting and signage to 	

discourage vagrant undesirable activities around the waste storage area.

8. Reminder regarding safe operational practice regarding shoplifters.
9. Review of the chair provision in TCC and replacement.

2024 Overview

There have been a reduction in the overall number of reported accidents and incidents in 2024 (57 in 2024 c.f. 81 in 2023, 79 in 2022). This is accounted for by the reduction in site reported incidents (16 in 2024 c.f. 30 in 2023 and 21 in 2022) and reduction in retail reported incidents over the past three years when reporting has been considered more robust – 41 in 2024, 51 in 2023 and 58 in 2022.

The number of accidents that resulted in injury (in all cases these were low harm injuries) have increased in 2024 to 11, 8 of which involved retail (c.f. 7 in 2023, of which 5 involved retail and 14 in 2022, of which 10 involved retail).

Incidents of power cut elevated reported numbers in 2023 as did incidents of abuse. There were also reports of information incidents in past years that have not since repeated in 2024.

There have been no required reports to RIDDOR in 2024.

There is widespread comprehension in the value of reporting throughout the Hospice and its Shops and other premises. Staff and volunteers both understand and accept their crucial role in supporting the Hospice's reporting culture. By so doing, the health and safety of staff, patients, volunteers, visitors, contractors is respected and assurance in our systems and processes is maintained.

RISK MANAGEMENT

NON-CLINICAL RISK MANAGEMENT DATA

Distribution of Accidents (Injurious) and Incidents (Non-injurious)

Month	Staff		Visitor/ Customer		Volunteer		Contractor		Not App		2024 Total	2023 Total	2022 Total	2021 Total	2020 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc					
Jan 23	3(3)	4(2)		3(3)						5(2)	15(10)	3(2)	6(4)	1	1
Feb 23				2(2)	4(4)	1(1)				2(1)	9(8)	7(4)	8(6)	3	6(2)
Mar		1(1)			1						2(1)	8(6)	12(10)	1	2
Apr 23	1	4(3)		1(1)		1(1)					7(5)	7(4)	2(2)	3(1)	0
May									1(1)	1(1)	11(9)	7(6)		1	3
Jun 23		1		1(1)	2(1)						4(2)	7(3)	8(5)	0	3
Jul 23		1(1)		2(2)		1(1)			1	5(4)	8(5)	5(4)	3	1	
Aug 23		1(1)								1(1)	5(4)	7(5)	1	1	
Sep 23				2(2)					1	3(2)	13(9)	8(7)	4	1	
Oct 23		1(1)		3(2)					1(1)	5(4)	5(1)	3(2)	5	2	
Nov						1				1	6(3)	5(3)	2(2)	1	
Dec 23		1		2(2)		1(1)				4(3)	1(1)	8(4)	10(9)	0	
2024	4(3)	15(9)		16(15)	7(5)	5(4)				11(5)	57(41)				
2023	4(2)	11(5)	1(1)	27(24)	3(2)	9(9)	0	0	0	26(8)		81(51)			
2022	10(6)	19(10)	1(1)	24(23)	3(3)	3(3)	0	0	0	19(12)		79(58)			
2021	11	9(2)	(1)	0	2(1)	2(1)	0	(1)	0	8(6)				34(12)	
2020	6(1)	4	0	2(1)	0	3	0	0	0	6					21(2)

Notes : In 2024, there have been no non-clinical incident/ accidents that have required RIDDOR report. All incidents classified as either Minor/No Harm/Low Harm.

Breakdown of Accidents (injurious) & Incident (non-injurious)

Accidents	Staff	Visitor	Vol	Contractor	Not App	2024	2023	2022	2021	2020
Manual Handling							0	0	0	0
Impact/Bump							0	3	2	3(1)
Burn/Scald			1			1	0	1(1)	0	1
Allergic Reaction							0	0	5	0
Other							0	0	1	0
Cut	2(2)		3(3)			5(5)	5(4)	3(3)	(1)	0
Slip/Trip/Fall	2(1)		3(2)			5(3)	2(1)	7(6)	5(1)	2
2024 Total	4(3)		7(5)			11(8)				
2023 Total	4(2)	1(1)	2(2)	0	0		7(5)			
2022 Total	10(6)	1(1)	3(3)	0	0			14(10)		
2021 Total	11	0	3(2)	0	0				14(2)	
2020 Total	6(1)	0	0	0	0					6(1)

[Figures in brackets show the Fundraising/Retail reported incidents]

Incidents (non-injurious)	Staff	Visitors / Customers	Volunteers	Contractor	N/A	2024	2023	2022	2021	2020
Lost Property							0	6(6)	0	1
Legionella /					2	2	2	2		
Driving / Car Park	1					1	5(4)	1	2	0
Environment Issue					3(3)	3(3)	5(4)	3(3)	(1)	0
Equipment					1(1)	1(1)	2(1)	1(1)	0	3
Fire Alarm					4(2)	4(2)	3(2)	1	0	0
Fire							0	0	0	0
Health Problem	1	1				2	4(3)	2(2)	(1)	3
Lone Worker							1	3(2)		
Information							5(1)	8(2)	3(1)	2
Retail Customer							0	2(2)		
Other	1	1(1)				2(1)	0	7(4)	3(2)	2
Power Cut					2(1)	2(1)	9	3(2)	(2)	1
Security / Theft	1(1)	10(9)	2(2)		2(1)	15(13)	19(14)	17(17)	3(1)	2
Slip/Trip/Fall/Faint	2	1(1)	1(1)			4(2)	3(3)	4(2)	1	(1)
Impact/Bump			2(2)			2(2)	1	1(1)	2	0
Policy non-	1(1)					1(1)				
Unplanned Shop	1(1)					1(1)				
Verbal/ Physical Violence /	3(3)	3(3)				6(6)	15(14)	4(4)	(2)	0
2024 Total	11(6)	16(14)	5(5)		14(8)	46(33)				
2023 Total	12(5)	27(24)	10(10)	0	25(7)		74(46)			
2022 Total	19(10)	26(25)	2(2)	0	18(11)			65(48)		
2021 Total	9(2)	0	2(1)	(1)	8(6)				20(10)	
2020 Total	4	2(1)	3	0	6					15(1)

[Figures in brackets show the Fundraising/Retail reported incidents]

2024 Breakdown of Incidents by month

Type	Lost Property	Legionella / Bacteria	Power cut	Fall/Faint	Health problem	Verbal/ Physical Violence / Behaviour	Man. Hand. Enviro Issue / Damage	Impact Bump	Lone Worker Device False Alarm	Info Inc	Unplanned Shop Shut	Policy non-compliance	Retail Customer Service	Fire Alarm	Security / Theft	Driving / Car Park	Other	Equipment	2024	2023	2022	2021	2020
Jan	1	1(1)	1(1)	1										2(1)	5(3)			1(1)	12(7)	3(2)	5(3)	0	1
Feb							1(1)	1(1)						1	2(2)				5(4)	7(4)	5(4)	0	4(1)
Mar					1(1)														1(1)	8(5)	9(8)	0	2
Apr					2(2)		1(1)								2(2)	1			6(5)	6(3)	1(1)	2(1)	0
Ma							1(1)												1(1)	11(9)	6(6)	1	3
Jun				1													1(1)		2(1)	7(3)	6(3)	0	2
July	1										1(1)				3(3)				5(4)	7(4)	3(2)	1	0
Aug											1(1)								1(1)	4(3)	6(5)	1	0
Sep		1	1(1)	1(1)	1(1)														3(2)	11(8)	8(7)	3	1
Oct				1	1(1)	1(1)								1(1)	1(1)				5(4)	4(1)	3(2)	2	1
Nov				1	1(1)										2(2)		1		1	5(3)	5(3)	(1)	1
Dec				1	1(1)										2(2)				4(3)	1(1)	8(4)	9(8)	0
2024	2	2(1)	4(2)	2	6(6)	3(3)	2(2)			1(1)	1(1)			4(2)	15(13)	1	2(1)	1(1)	46(33)				
2023	2	9	3(3)	4	15(1)	5(5)	1	1	5(1)					3(2)	20(14)	4		2(1)		74(46)			
2022	(6)	1	3(2)	4(2)	(2)	(4)	(3)	(1)	(3)	8(2)		(2)		1	(17)	1	7(4)	(1)			65(48)		
2021			(2)	1	(1)	(2)	(1)	2		3(1)					3(1)	2	3(2)					20(10)	
2020	1		1	(1)	3					2					2		2	3					15(1)

[Figures in brackets show the Fundraising/Retail reported incidents]

15. CAS Alerts

Nothing new to report.

16. Safety Representatives/ Managers/ Any Other Business**Action**

BM is pleased with the good reporting and would like to see an electronic copy of the internal Health and Safety Checklist in order to comment on it. NC pointed out that the date of the next meeting on the agenda should read Wednesday 11th June instead of Wednesday 12th June.

AR

17. Date of Next Meeting

Wednesday 11th June 2025

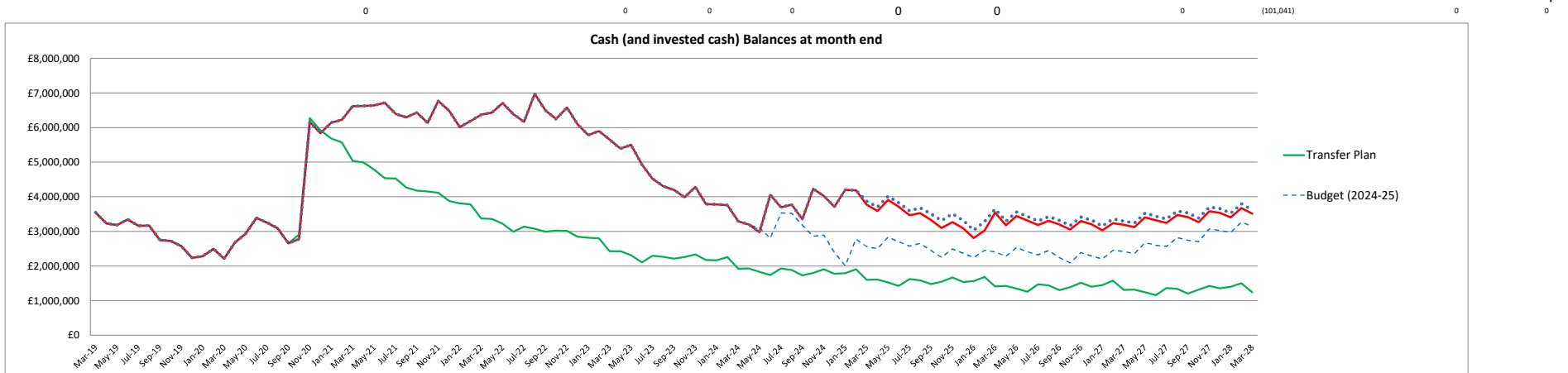
ALL

Draft Budget 2025-26	Year To Date				Full Year									
	Actuals 2024-25	Budget 2024-25	variance	YTD Prior Year	Actuals 2022-23	Actuals 2023-24	F'cast 2024-25	Budget 2024-25	variance	F'cast 2025-26	Budget 2025-26	variance to prior year	2026-27	2027-28
Income from NHS	1,962,110	1,786,331	175,778	1,697,202	1,698,401	1,697,202	1,962,110	1,786,331	175,778	1,975,040	1,975,040	0	2,013,221	2,052,165
Other Income	1,668,386	1,413,819	254,567	623,775	350,702	623,775	1,668,386	1,413,819	254,567	849,164	849,164	0	463,926	476,953
Service Income	3,630,496	3,200,150	430,346	2,320,977	2,049,104	2,320,977	3,630,496	3,200,150	430,346	2,824,204	2,824,204	0	2,477,146	2,529,118
Direct Cost of Services	(4,844,039)	(5,028,049)	184,010	(4,907,359)	(4,516,639)	(4,907,359)	(4,844,039)	(5,028,049)	184,010	(4,664,231)	(4,660,241)	(3,990)	(4,759,673)	(4,856,153)
Hospice Depreciation	(111,501)	(120,509)	9,007	(109,815)	(95,392)	(109,815)	(111,501)	(120,509)	9,007	(134,525)	(134,525)	0	(91,812)	(89,962)
Support Costs	(919,648)	(851,399)	(68,249)	(792,519)	(698,011)	(792,519)	(919,648)	(851,399)	(68,249)	(792,072)	(790,567)	(1,505)	(800,775)	(784,544)
Service Costs	(5,875,188)	(5,999,957)	124,769	(5,809,692)	(5,310,041)	(5,809,692)	(5,875,188)	(5,999,957)	124,769	(5,590,828)	(5,585,333)	(5,495)	(5,652,260)	(5,730,660)
Net Service Cost to be funded	(2,244,692)	(2,799,807)	555,115	(3,488,716)	(3,260,937)	(3,488,716)	(2,244,692)	(2,799,807)	555,115	(2,766,624)	(2,761,129)	(5,495)	(3,175,114)	(3,201,542)
	33%	30%		29%	32%	29%	33%	30%		35%	35%	0	36%	36%
Fundraising Activity														
Legacy Income	1,306,739	1,312,500	(5,761)	1,591,533	1,646,106	1,591,533	1,306,739	1,312,500	(5,761)	1,378,125	1,378,125	0	1,447,031	1,519,383
Donor Income	1,935,160	1,402,275	532,885	1,168,678	1,132,220	1,168,678	1,935,160	1,402,275	532,885	1,624,002	1,624,002	0	1,962,072	2,063,913
Fundraising Costs	(717,595)	(827,274)	109,679	(732,467)	(730,913)	(732,467)	(717,595)	(827,274)	109,679	(821,858)	(820,567)	(1,290)	(806,024)	(822,145)
	2,524,304	1,887,501	636,803	2,027,743	2,047,412	2,027,743	2,524,304	1,887,501	636,803	2,180,270	2,181,560	(1,290)	2,603,079	2,761,151
Lottery Income	386,257	448,680	(62,423)	354,369	368,285	354,369	386,257	448,680	(62,423)	466,642	466,642	0	501,263	556,573
Lottery Costs	(330,365)	(394,029)	63,664	(229,846)	(169,462)	(229,846)	(330,365)	(394,029)	63,664	(233,320)	(233,267)	(53)	(256,629)	(266,630)
	55,892	54,652	1,241	124,523	198,823	124,523	55,892	54,652	1,241	233,322	233,375	(53)	244,634	289,943
Shop Income	1,982,420	1,962,895	19,525	1,726,714	1,418,215	1,726,714	1,982,420	1,962,895	19,525	2,093,611	2,093,611	0	2,431,444	2,793,609
Shop Costs	(1,626,183)	(1,769,622)	143,439	(1,691,877)	(1,200,945)	(1,691,877)	(1,626,183)	(1,769,622)	143,439	(1,685,211)	(1,683,443)	(1,768)	(1,909,461)	(2,073,328)
	356,237	193,273	162,964	34,837	217,270	34,837	356,237	193,273	162,964	408,401	410,168	(1,768)	521,983	720,281
	18%	10%		2%	15%	2%	18%	10%		20%	20%	(1,768)	21%	26%
Support Costs	(459,824)	(425,699)	(34,124)	(396,259)	(349,005)	(396,259)	(459,824)	(425,699)	(34,124)	(396,036)	(395,283)	(752)	(400,387)	(392,272)
Fundraising Contribution	2,476,608	1,709,726	766,882	1,790,845	2,114,500	1,790,845	2,476,608	1,709,726	766,882	2,425,956	2,429,820	(3,864)	2,969,308	3,379,103
Shortfall before DOC Funding	231,916	(1,090,081)	1,321,997	(1,697,871)	(1,146,437)	(1,697,871)	231,916	(1,090,081)	1,321,997	(340,668)	(331,309)	(9,358)	(205,805)	177,561
DOC Funding	0	500,000	(500,000)	500,000	750,000	500,000	0	500,000	(500,000)	600,000	600,000	0	500,000	200,000
Contingency Drawdown					0									
Surplus/(Shortfall) for period	231,916	(590,081)	821,997	(1,197,871)	(396,437)	(1,197,871)	231,916	(590,081)	821,997	259,332	268,691	(9,358)	294,195	377,561

(9,009,155) (9,416,581)

Draft Budget 2025-26	Year To Date				Full Year									
	Actuals 2024-25	Budget 2024-25	variance	YTD Prior Year	Actuals 2022-23	2023-24	F'cast 2024-25	Budget 2024-25	variance	F'cast 2025-26	Budget 2025-26	variance	2026-27	2027-28
Net Movement in Funds														
Surplus/(Loss) from Operations	231,916	(590,081)	821,997	(1,197,871)	(396,437)	(1,197,871)	231,916	(590,081)	821,997	259,332	268,691	(9,358)	294,195	377,561
Depreciation	197,370	221,293	(23,923)	199,165	144,992	199,165	197,370	221,293	(23,923)	225,608	224,028	1,580	181,576	163,579
Decrease/(Increase) in Debtors	239,327	398,260	(158,933)	(653,890)	573,324	(653,890)	239,327	398,260	(158,933)	351,498	263,987	87,512	(2,403)	128,577
(Decrease)/Increase in Creditors	(23,204)	(571,048)	547,843	(392,610)	(769,428)	(392,610)	(23,204)	(571,048)	547,843	(553,930)	(471,688)	(82,242)	(719,441)	(202,994)
Net cash (expended)/ generated by operations	645,409	(541,575)	1,186,984	(2,045,206)	(447,549)	(2,045,206)	645,409	(541,575)	1,186,984	282,509	285,017	(2,509)	(246,074)	466,724
Purchase of Fixed Assets	(162,037)	(193,357)	31,320	(312,460)	(277,357)	(312,460)	(162,037)	(193,357)	31,320	(515,000)	(515,000)	0	(105,000)	(145,000)
Increase / (Decrease) in Cash	483,372	(734,932)	1,218,304	(2,357,666)	(724,906)	(2,357,666)	483,372	(734,932)	1,218,304	(232,491)	(229,983)	(2,509)	(351,074)	321,724

Draft Budget 2025-26	Year To Date				Full Year									
	Actuals 2024-25	Budget 2024-25	variance	YTD Prior Year	Actuals 2022-23	Actuals 2023-24	F'cast 2024-25	Budget 2024-25	variance	F'cast 2025-26	Budget 2025-26	variance	2026-27	2027-28
Balance Sheet														
Fixed Assets	934,767	942,163	(7,397)	970,099	856,804	970,099	934,767	942,163	(7,397)	1,224,158	1,187,747	36,411	1,147,583	1,129,003
Debtors	1,819,776	1,594,516	225,260	2,059,103	1,405,213	2,059,103	1,819,776	1,594,516	225,260	1,468,278	1,253,321	214,956	1,470,681	1,342,104
Cash at Bank and Investment Fund	3,773,955	2,555,651	1,218,304	3,290,583	5,648,250	3,290,583	3,773,955	2,555,651	1,218,304	3,541,463	3,645,013	(103,550)	3,190,390	3,512,113
Creditors	(2,019,151)	(1,406,798)	(612,353)	(2,042,355)	(2,434,965)	(2,042,355)	(2,019,151)	(1,406,798)	(612,353)	(1,465,221)	(1,485,313)	20,092	(745,780)	(542,787)
Net Assets	4,509,346	3,685,531	823,815	4,277,430	5,475,301	4,277,430	4,509,346	3,685,531	823,815	4,768,678	4,600,769	167,910	5,062,873	5,440,434



Corporate Governance Report – Additional Information

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Information Governance

- Submission of our compliance against the NHS Digital ‘Data Security and Protection (DS&P) Toolkit’ was completed and published on 24th June 2024 just prior to the 30th June annual deadline.
- The DS&P toolkit has undergone minimal revision in 2024/25 and we have undertaken re-assessment with overview at our IS&G committee in March 2025 in readiness for the end of June annual submission deadline.

Information Security

- This item is covered in report by the Head of IT and Facilities.
- Coverage of most recent IG business is captured in the minutes of the IG&S Committee last held on 5th March 2025.
- The next meeting is scheduled for 04 June 2025.

Policy Management

	Jan-22	Jun-22	Jan-23	Jun-23	Jan-24	Jul-24	Jan-25	May-25
Up to date Policy Publication	90%	92%	86%	87%	87%	90%	87%	86%

- There were 40 policies / standard operating procedures published/ revised between 19/01/2022 and 05/07/2022.
- There were 49 policies / standard operating procedures published/ revised between 06/07/2022 and 10/01/2023.
- There were 47 policies / standard operating procedures published/ revised between 11/01/2023 and 06/07/2023.
- There were 57 policies / standard operating procedures published/ revised between 07/07/2023 and 18/01/2024
- There were 55 policies / standard operating procedures published/ revised between 19/01/2024 and 11/07/2024
- There were 30 policies / standard operating procedures published/ revised between 12/07/2024 and 15/01/2025
- There were 24 policies / standard operating procedures published/ revised between 16/01/2025 and 01/05/2025

- A quantitative summary shows distribution and progress for organisational policy review against v1.84 of the Policy Manual Index.

Review Leads	No of Policy Manual	Out of Date (OOD)	%OOD
A Angarita	1	0	0%
A Jackson	1	0	0%
A Machin	5	1	20%
A Rudkin	29	0	0%
C Foster	1	0	0%
D Bromboszcz	1	0	0%
E Lunn	2	0	0%
F Quinon	16	2	13%
Dr G Tamura-Rose	10	0	0%
G Toubal	2	0	0%
H Agboola	1	0	0%
J Ford	2	0	0%
J Groom	11	1	9%
K Hobson	2	0	0%
M Flint	4	1	25%
N Page	25	1	4%
Dr N Collins / Dr G Tamura-Rose	16	4	25%
Dr N Collins	4	0	0%
N Stevens	18	12	67%
P James	1	0	0%
P Morris	10	1	10%
R Trower	19	3	16%
S Mosalam	3	0	0%
S-J Woods / K Billingham-Wilson	1	1	100%
T Christmas	10	0	0%
TOTALS	195	27	14%
		14%	

Health & Safety

- Fire risk assessments remain in place for all buildings and retail premises and were last renewed by our Facilities Manager and lead on fire safety in August 2024.
- Engaging an external Health & Safety/Risk Management professional to undertake a Health & Safety Audit for the main site and renewal of the fire risk assessments across all premises remains a consideration for the summer of 2026/2027 subject to budget.
- Regular visits to the retail premises by the Facilities team remain in place and communications are good.
- Updates are included within the minutes of our Health & Safety Committee. Minutes of the last meeting held in February 2025 are included in papers.
- A health and safety audit checklist was introduced in 2024 for the retail premises. The re-audit is underway and is expected to be complete by the summer 2025.
- General Risk Assessments are in evidence for all departments and premises and are subject to a default 2 year review/update.

- Further fire door replacement works are incorporated into budgetary plans for 2025/26.
- Pete has commenced the H&S checklist audit on the main site that will highlight any gaps against our expectations and provide useful archive of proactive assessment. The audit will be compartmentalised and will be undertaken across distinct areas of the site.

RISK MANAGEMENT

NON-CLINICAL RISK MANAGEMENT DATA

Distribution of Accidents (Injurious) and Incidents (Non-injurious)

Month	Staff		Visitor/ Customer		Volunteer		Contractor		Not App		2025 Total	2024 Total	2023 Total	2022 Total	2021 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc					
Jan			1								1	15(10)	3(2)	6(4)	1
Feb		1		2(2)						1	4(2)	9(8)	7(4)	8(6)	3
Mar				1		1(1)					2(1)	2(1)	8(6)	12(10)	1
Apr		4(3)		3(3)							7(6)	7(5)	7(4)	2(2)	3(1)
May												1(1)	11(9)	7(6)	1
Jun												4(2)	7(3)	8(5)	0
Jul												5(4)	8(5)	5(4)	3
Aug												1(1)	5(4)	7(5)	1
Sep												3(2)	13(9)	8(7)	4
Oct												5(4)	5(1)	3(2)	5
Nov												1	6(3)	5(3)	2(2)
Dec												4(3)	1(1)	8(4)	10(9)
2025		5(3)	1	6(5)		1(1)				1	14(9)				
2024	4(3)	15(9)	0	16(15)	7(5)	5(4)	0	0	0	11(5)		57(41)			
2023	4(2)	11(5)	1(1)	27(24)	3(2)	9(9)	0	0	0	26(8)			81(51)		
2022	10(6)	19(10)	1(1)	24(23)	3(3)	3(3)	0	0	0	19(12)				79(58)	
2021	11	9(2)	(1)	0	2(1)	2(1)	0	(1)	0	8(6)					34(12)

Notes : In 2025, there have been no non-clinical incident/ accidents that have required RIDDOR report. All incidents classified as either Minor/No Harm/Low Harm.

Breakdown of Accidents (injurious) & Incident (non-injurious)

Accidents	Staff	Visitor	Vol	Contractor	Not App	2025	2024	2023	2022	2021
Manual Handling							0	0	0	0
Impact/Bump							0	0	3	2
Burn/Scald							1	0	1(1)	0
Allergic Reaction							0	0	0	5
Other							0	0	0	1
Cut							5(5)	5(4)	3(3)	(1)
Slip/Trip/Fall		1				1	5(3)	2(1)	7(6)	5(1)
2025 Total		1				1				
2024 Total	4(3)	0	7(5)	0	0		11(8)			
2023 Total	4(2)	1(1)	2(2)	0	0			7(5)		
2022 Total	10(6)	1(1)	3(3)	0	0				14(10)	
2021 Total	11	0	3(2)	0	0					14(2)

[Figures in brackets show the Fundraising/Retail reported incidents]

Incidents (non-injurious)	Staff	Visitors / Customers	Vols	Contractor	N/A	2025	2024	2023	2022	2021
Lost Property							0	0	6(6)	0
Legionella / Bacteria Reading							2	2	2	0
Driving / Car Park							1	5(4)	1	2
Environment Issue / Damage					(1)	1(1)	3(3)	5(4)	3(3)	(1)
Equipment							1(1)	2(1)	1(1)	0
Fire Alarm	1				(1)	2(1)	4(2)	3(2)	1	0
Fire							0	0	0	0
Health Problem							2	4(3)	2(2)	(1)
Lone Worker Device False Alarm							0	1	3(2)	0
Information Incident							0	5(1)	8(2)	3(1)
Major Incident – Suspicious Package					1	1				
Retail Customer Service Incident							0	0	2(2)	0
Other			(1)			1(1)	2(1)	0	7(4)	3(2)
Power Cut							2(1)	9	3(2)	(2)
Security / Theft Incident		5(5)			1	6(5)	15(13)	19(14)	17(17)	3(1)
Slip/Trip/Fall/Faint		1				1	4(2)	3(3)	4(2)	1
Impact/Bump	(1)					1(1)	2(2)	1	1(1)	2
Policy non-compliance							1(1)	0	0	0
Unplanned Shop Closure							1(1)	0	0	0
Verbal/ Physical Violence /							6(6)	15(14)	4(4)	(2)
2025 Total	2(1)	6(5)	1(1)		4(2)	13(9)				
2024 Total	11(6)	16(14)	5(5)	0	14(8)		46(33)			
2023 Total	12(5)	27(24)	10(1)	0	25(7)			74(46)		
2022 Total	19(1)	26(25)	2(2)	0	18(11)				65(48)	
2021 Total	9(2)	0	2(1)	(1)	8(6)					20(10)

[Figures in brackets show the Fundraising/Retail reported incidents]

2024 Breakdown of Incidents by month

Type	Lost Property	Legionella / Bacteria	Power cut	Fall/Faint	Health problem	Verbal/ Physical Violence / Behaviour	Man Hand	Enviro Issue / Damage	Impact Bump	Lone Worker Device False Alarm	Info Inc	Major Incident – Suspicious Package	Unplanned Shop Shut	Policy non-compliance	Retail Customer Service	Fire Alarm	Security / Theft	Driving / Car Park	Other	Equipment	2025	2024	2023	2022	2021	
Jan				1																	1	12(7)	3(2)	5(3)	0	
Feb																1	3(2)					4(2)	5(4)	7(4)	5(4)	0
Mar																			(1)			1(1)	1(1)	8(5)	9(8)	0
April								(1)	(1)		1					(1)	3(3)				7(6)	6(5)	6(3)	1(1)	2(1)	
May																							1(1)	11(9)	6(6)	1
June																							2(1)	7(3)	6(3)	0
July																							5(4)	7(4)	3(2)	1
Aug																							1(1)	4(3)	6(5)	1
Sept																							3(2)	11(8)	8(7)	3
Oct																							5(4)	4(1)	3(2)	2
Nov																							1	5(3)	5(3)	(1)
Dec																							4(3)	1(1)	8(4)	9(8)
2025				1				(1)	(1)		1					2(1)	6(5)			(1)		13(9)				
2024		2	2(1)	4(2)	2	6(6)		3(3)	2(2)				1(1)	1(1)		4(2)	15(13)	1	2(1)	1(1)		46(33)				
2023		2	9	3(3)	4	15(1)		5	1	1	5					3(2)	20(14)	4					74(46)			
2022	(6)	1	3(2)	4(2)	(2)	(4)		(3)	(1)	(3)	8(2)				(2)	1	(17)	1	7(4)	(1)				65(48)		
2021			(2)	1	(1)	(2)		(1)	2		3(1)						3(1)	2	3(2)						20(10)	

[Figures in brackets show the Fundraising/Retail reported incidents]

Major Incident : Suspicious Package : 16th April 2025

Around 11:00am, a small package containing an unknown powder was delivered to reception from royal mail. The package was passed to clinical admin and was opened. A small amount of powder came out which she then cleaned up with wipes. The package was taken to the IPU Admin office and to fundraising and then to the Joint CEO/CD office. Using gloves CD inspected the parcel and powder. Director of IT and Estates arrived in CD office and after a quick discussion the emergency services were called. Within minutes police arrived and restricted access to the offices. Other emergency services arrived as we waited for a specialist team to arrive to site. During this time we stopped staff and visitors from using the main reception area and informed all staff, patients and visitors to wear masks. After testing, the powder was confirmed to be flour and the police are investigating further. Incident highlighted flaws in major incident response/omission of bomb threat/suspicious package procedure/safe procedure for opening post. Incident debrief meeting convened on 23 April. Task & Finish group led by Joint CEO established to agree easy to read process/agree procedure(s)/identify roles and responsibilities/design desk top training.

Complaints

The annual review meeting for complaints held by the Executive is scheduled for June 2025.

All clinical complaints are reviewed at the CQ&G Sub-committee.

The number of complaints logged in 2025 is 6; of which, 2 relate to retail or lottery.

2025 - Complaints	CPCT / H@H Care	CPCT / H@H Comms	CPCT Care & Comms	IPU Discharge	IPU Care	IPU Comms	IPU Care & Comms	OPD Comms	Counselling Comms	Bereavement Comms	Bereavement Comms & Lottery	Reception Comms	Volunteer Services	Fundraising /Shop Comms	HR	Total	Merton	Sutton	Other	UPHELD in Whole or Part
January			1						1							2	1	1		1
February											1					1		1		1
March													1			1	1			1
April	1													1		2	1			0
May																0				
June																0				
July																0				
August																0				
September																0				
October																0				
November																0				
December																0				
2025	1	0	1	0	0	0	0	0	1	0	1	0	1	1	0	6	2	2	0	3
2024		1											1	15		17	0	1	0	16
2023	1	4			1	4				1		1		10		22	3	9	0	20
2022	3				2	3										8	1	7	0	6
2021	4	5			1	1	1						1			13	6	6	0	12

Non-clinical Complaints: January - April 2025

ID	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASS	ACTION TAKEN SUMMARY	UPHELD IN PART OR WHOLE
2025/05	Customer	06/04/2025	Customer complained that she had been asked to leave the Carshalton shop by the sole staff member so that she could close the Shop and take her lunch break. She was annoyed and didn't feel that it reflected good customer service given she could have waited until the Shop was empty.	Retail - management	CD investigated and emailed apology advising that regretfully the Sunday assistant was on her own and did follow Hospice policy to close the Shop in order to take a proper lunch break. Compounded by the knowledge that the team member has a medical condition that requires her eating at specific times. Team member advised that the shop had been busy all morning and she took her break when it was at its least busiest knowing that it always get busier between 1 and 3pm. Having sufficient volunteer cover would remove the need to close the Shop but unfortunately this is not the case currently.	Not Upheld
2025/03	Relative	13/02/2025	That no apology had been forthcoming to the patient's son having corrected entry to go in the Book of Remembrance for his mother (DoD May 2022) and that her direct debit had still been taken for the Hospice lottery since her death. Refund requested.	Bereavement Communications and Lottery Administration	Refund provided. Letter of apology from Commercial Director 13/02/2025 acknowledged the errors in the Remembrance Book draft and communication errors relating to lottery monies.	Upheld

The author of this paper is Mr A Rudkin BA (Hons), Director of Quality & Governance/Information Security Officer/H&S, CAAD Committee Chair/Data Protection Lead/member of Exec Team, HoDS, CHoDs, H&S, CAAD, IG&S, D&TC, IP&C/attendee at Board , CQ&G + F&R.

St Raphael's Hospice RAG Report		February 2025		<i>Figures in Italics are estimates</i>									
Description	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Cumulative Donations incl GAID	Budget	£110,822	£225,666	£335,116	£438,577	£519,598	£602,556	£737,873	£870,110	£1,069,349	£1,152,170	£1,292,911	£1,402,275
	Actual	£123,976	£222,129	£273,714	£336,236	£443,229	£584,873	£760,231	£982,679	£1,219,141	£1,437,138	£1,790,000	£1,935,160
Cumulative FR Costs	Budget	£70,781	£136,026	£207,873	£275,348	£340,853	£405,579	£489,070	£562,907	£638,557	£702,595	£761,302	£827,274
	Actual	£68,296	£122,906	£178,418	£231,491	£285,641	£339,928	£399,273	£456,502	£554,835	£601,110	£649,159	£717,595
Cumulative FR Contribution	Budget	£40,041	£89,640	£127,243	£163,229	£178,745	£196,978	£248,803	£307,202	£430,792	£449,575	£531,609	£575,001
	Actual	£55,680	£99,223	£95,296	£104,745	£157,588	£244,945	£360,958	£526,177	£664,306	£836,027	£1,140,841	£1,217,565
Cumulative Legacies	Budget	£422	£16,465	£62,604	£237,124	£350,396	£449,132	£554,132	£637,082	£720,032	£817,646	£984,596	£1,312,500
	Actual	£1,206	£20,579	£93,059	£127,152	£162,552	£170,242	£317,451	£328,982	£416,239	£475,102	£1,040,000	£1,306,739
Cumulative Lottery Income	Budget	£27,564	£62,091	£89,771	£119,111	£174,480	£209,731	£255,867	£292,750	£329,573	£375,490	£412,127	£448,680
	Actual	£27,295	£66,013	£96,150	£122,793	£155,764	£183,164	£210,098	£246,271	£278,461	£317,311	£350,111	£386,257
Cumulative Lottery Contribution	Budget	£14,640	£35,607	£41,914	£-3,318	£-38,505	£-76,594	£-61,940	£-39,850	£-18,303	£10,784	£33,535	£54,652
	Actual	£15,659	£40,478	£58,945	£73,969	£89,180	£67,378	£62,649	£45,648	£32,649	£32,343	£34,000	£55,892
Cumulative Retail Income	Budget	£158,998	£323,309	£482,307	£646,826	£811,345	£970,544	£1,142,956	£1,309,793	£1,482,205	£1,647,789	£1,797,311	£1,962,895
	Actual	£177,275	£350,948	£512,172	£680,556	£835,634	£989,366	£1,161,050	£1,335,657	£1,499,223	£1,658,400	£1,803,000	£1,982,420
Cumulative Retail Costs	Budget	£143,990	£291,782	£442,542	£590,924	£737,515	£883,378	£1,028,480	£1,182,362	£1,326,132	£1,469,264	£1,617,822	£1,769,622
	Actual	£136,537	£269,905	£401,983	£539,048	£668,569	£798,096	£943,200	£1,072,523	£1,207,927	£1,346,148	£1,486,627	£1,626,183
Cumulative Retail Contribution	Budget	£15,008	£31,527	£39,765	£55,902	£73,830	£87,166	£114,476	£127,431	£156,073	£178,525	£179,488	£193,273
	Actual	£40,738	£81,043	£110,189	£141,508	£167,064	£191,270	£217,850	£263,134	£291,296	£312,252	£316,373	£356,237
Cumulative Clinical Costs	Budget	£429,161	£849,233	£1,269,990	£1,699,138	£2,243,306	£2,659,429	£3,078,824	£3,496,929	£3,913,978	£4,285,910	£4,656,206	£5,028,049
	Actual	£438,528	£849,165	£1,246,149	£1,677,392	£2,215,211	£2,633,179	£3,023,854	£3,387,064	£3,761,282	£4,132,381	£4,486,035	£4,844,039
Cumulative Support Costs	Budget	£107,575	£217,985	£325,478	£434,672	£540,642	£646,361	£750,235	£885,667	£990,090	£1,089,187	£1,182,133	£1,277,098
	Actual	£113,591	£202,454	£318,330	£434,199	£531,856	£645,951	£740,750	£868,964	£971,406	£1,105,416	£1,199,289	£1,379,472
Bank/Investment Balance	Budget	£3,180,878	£3,113,105	£3,796,553	£3,524,863	£3,523,803	£3,176,664	£2,857,691	£2,892,133	£2,382,801	£2,007,745	£2,773,146	£2,555,651
	Actual	£3,203,583	£2,979,876	£4,057,192	£3,696,669	£3,773,239	£3,349,059	£4,229,808	£4,023,492	£3,715,294	£4,200,455	£4,100,000	£3,773,955
Legacy Debtor	Budget	£1,185,852	£1,201,895	£1,148,034	£1,202,554	£1,195,825	£1,174,562	£1,159,562	£1,142,512	£1,225,462	£1,323,075	£740,025	£1,067,930
	Actual	£1,173,085	£1,148,262	£1,111,542	£1,175,004	£1,141,804	£1,096,804	£454,456	£440,149	£405,675	£345,512	£881,026	£1,053,834
Charity Monthly Shortfall/Surplus (excl DoC drawdown)	Budget	£(299,743)	£(260,131)	£737,096	£(188,628)	£(373,533)	£(263,503)	£(157,581)	£(208,065)	£(99,632)	£(124,589)	£(22,910)	£171,138
	Actual	£(324,564)	£(149,066)	£863,083	£(288,777)	£(292,679)	£(243,863)	£(47,369)	£62,673	£(60,502)	£(15,927)	£612,099	£116,810
Charity Cumulative Shortfall/Surplus (excl DoC)	Budget	£(299,743)	£(559,874)	£177,222	£(11,406)	£(384,939)	£(648,442)	£(806,023)	£(1,014,088)	£(1,113,720)	£(1,238,309)	£(1,261,219)	£(590,081)
	Actual	£(324,564)	£(473,630)	£389,453	£100,676	£(192,003)	£(435,867)	£(483,235)	£(420,562)	£(481,065)	£(496,992)	£115,107	£231,916
Lottery Plays	Target	6,891	6,905	6,920	7,335	8,074	8,813	9,227	9,221	9,206	9,183	9,159	9,138
	Actual	6,732	6,676	6,618	6,591	6,530	6,900	7,200	7,600	7,842	8,124	8,200	8,530

Retail at 31 March 2025	Banstead	Carshalton	Cheam	Ebay Sales	Morden	New Malden	Raynes Park	Rosehill	SDC	Stonecot Hill	Sutton	Wimbledon	Wimbledon Park	Total Shops	Retail Office HQ	Actual YTD Total	Budget	Variance	%
SHO-160 Sales	£126,420	£144,458	£165,554	£9,755	£214,822	£175,227	£96,588	£152,541	£243,946	£98,795	£164,515	£265,543	£38,902	£1,897,065	£(2,164)	£1,894,901	£1,869,424	£25,477	1%
SHO-195 Other Income	£0	£0	£0	£0	£0	£0	£0	£0	£2,901	£0	£0	£0	£0	£2,901	£0	£2,901	£0	£2,901	
SHO-150 Gift Aid	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£84,618	£84,618	£93,471	£(8,853)	-9%
Income	£126,420	£144,458	£165,554	£9,755	£214,822	£175,227	£96,588	£152,541	£246,847	£98,795	£164,515	£265,543	£38,902	£1,899,966	£82,454	£1,982,420	£1,962,895	£19,525	1%
SHO-200 Salary	£47,125	£40,317	£53,343	£1,461	£67,618	£49,605	£38,453	£43,420	£104,832	£35,975	£50,865	£55,217	£27,521	£615,751	£189,076	£804,826	£874,235	£69,409	8%
SHO-201 Er's NIC	£3,473	£2,971	£3,931	£0	£4,983	£3,655	£2,834	£3,200	£7,725	£2,651	£3,748	£4,069	£2,030	£45,268	£18,414	£63,683	£63,460	£(223)	0%
SHO-202 Pension	£969	£829	£1,097	£38	£1,391	£1,020	£791	£893	£2,156	£740	£1,046	£1,136	£575	£12,682	£6,264	£18,946	£19,821	£875	4%
Staff Costs	£51,568	£44,117	£58,371	£1,499	£73,992	£54,280	£42,077	£47,512	£114,713	£39,366	£55,659	£60,422	£30,126	£673,701	£213,754	£887,455	£957,516	£70,061	7%
SHO-400 Rent	£31,221	£21,273	£30,324	£0	£27,500	£31,000	£25,000	£17,631	£50,000	£17,077	£35,000	£50,000	£40,500	£376,526	£31,754	£408,280	£413,333	£5,054	1%
SHO-401 Rates	£605	£367	£543	£0	£439	£686	£389	£362	£4,965	£281	£782	£1,515	£2,595	£13,529	£3,407	£16,936	£15,512	£(1,424)	-9%
SHO-410 Utilities	£2,095	£2,048	£2,142	£0	£4,298	£6,686	£3,316	£2,736	£4,246	£2,570	£3,188	£4,419	£2,762	£40,507	£3,238	£43,745	£55,342	£(11,598)	21%
SHO-420 Repairs and Maintenance	£2,688	£395	£1,659	£0	£6,621	£1,187	£186	£776	£4,998	£1,092	£2,844	£968	£3,308	£26,722	£583	£27,306	£24,000	£(3,306)	-14%
SHO-430 Hire of Equipment	£240	£240	£240	£0	£388	£240	£240	£240	£240	£240	£240	£240	£240	£3,028	£1,616	£4,644	£3,600	£(1,044)	-29%
SHO-450 Depreciation	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£84,886	£84,886	£98,546	£(13,660)	14%
SHO-460 Small items not capitalise	£23	£23	£23	£0	£240	£64	£23	£61	£458	£23	£1,109	£23	£23	£2,095	£75	£2,170	£3,600	£1,430	40%
Property Costs	£36,873	£24,347	£34,931	£0	£39,487	£39,863	£29,155	£21,806	£64,907	£21,282	£43,163	£57,165	£49,428	£462,407	£125,559	£587,966	£613,934	£25,967	4%
SHO-220 Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£636	£636	£0	£(636)	
SHO-230 Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,088	£1,088	£1,000	£(88)	-9%
SHO-240 Subscriptions	£297	£297	£297	£0	£305	£206	£297	£297	£1,292	£297	£206	£297	£993	£5,080	£775	£5,856	£5,697	£(159)	-3%
SHO-300 Food and Catering	£102	£98	£75	£0	£749	£259	£52	£9	£784	£119	£9	£172	£8	£2,436	£272	£2,709	£3,054	£345	11%
SHO-310 Consumables	£1,727	£1,494	£1,923	£32	£2,738	£2,329	£1,581	£1,943	£3,526	£1,504	£2,015	£2,266	£1,331	£24,409	£531	£24,940	£42,000	£17,060	41%
SHO-320 Cleaning	£144	£126	£198	£0	£126	£216	£198	£180	£360	£144	£162	£162	£90	£2,106	£257	£2,363	£2,230	£(133)	-6%
SHO-330 Waste Disposal	£1,275	£1,334	£1,711	£0	£922	£725	£1,408	£1,873	£4,586	£1,115	£1,212	£1,377	£1,038	£18,575	£7,628	£26,203	£29,055	£2,852	10%
SHO-340 Travel Expenses	£62	£0	£0	£0	£0	£15	£0	£0	£0	£0	£0	£0	£0	£77	£429	£505	£2,726	£2,221	81%
SHO-350 Motoring Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£6,001	£6,001	£7,064	£(1,062)	15%
SHO-500 Telephones	£708	£698	£698	£0	£386	£549	£685	£688	£1,638	£686	£709	£918	£847	£9,211	£3,014	£12,224	£10,800	£(1,424)	-13%
SHO-530 Stationery	£36	£36	£36	£0	£36	£36	£36	£36	£36	£36	£36	£36	£31	£427	£177	£605	£2,400	£1,795	75%
SHO-550 Computer Costs	£1,023	£1,023	£1,023	£0	£973	£1,023	£1,023	£1,023	£1,023	£1,022	£1,022	£1,022	£1,022	£12,220	£1,851	£14,071	£12,000	£(2,071)	-17%
SHO-560 Communications and Mark	£59	£59	£59	£0	£59	£59	£59	£59	£2,656	£59	£59	£59	£274	£3,520	£3,087	£6,607	£24,000	£17,393	72%
SHO-575 Miscellaneous Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£93	£93	£1,200	£1,107	92%
SHO-600 Bank and Credit Card Char	£1,613	£1,820	£2,161	£0	£2,911	£2,516	£1,357	£1,799	£2,559	£1,114	£2,151	£3,878	£622	£24,503	£2,932	£27,435	£18,597	£(8,838)	-48%
SHO-610 Cash collection	£172	£187	£175	£0	£0	£309	£101	£277	£309	£141	£595	£161	£19	£2,446	£1,071	£3,517	£5,100	£1,583	31%
SHO-630 Goods for resale	£634	£390	£390	£0	£340	£340	£588	£340	£1,350	£340	£340	£390	£340	£5,780	£0	£5,780	£18,500	£12,720	69%
SHO-640 Professional Services	£0	£48	£0	£0	£(3,736)	£0	£0	£0	£699	£1,822	£0	£0	£0	£(1,167)	£4,417	£3,251	£3,150	£(101)	-3%
SHO-650 Insurance	£259	£681	£0	£0	£1,484	£380	£389	£0	£385	£691	£0	£857	£738	£5,864	£1,017	£6,881	£9,600	£2,719	28%
Other Direct Costs	£8,110	£8,290	£8,745	£32	£7,292	£8,963	£7,772	£8,523	£21,204	£9,091	£8,517	£11,594	£7,354	£115,487	£35,276	£150,763	£198,173	£47,410	24%
Contribution before HQ	£29,870	£67,705	£63,507	£8,223	£94,051	£72,121	£17,584	£74,700	£46,023	£29,056	£57,175	£136,362	£(48,006)	£648,372	£(292,135)	£356,237	£193,273	£162,964	84%
Allocation of HQ costs	£(20,668)	£(20,505)	£(24,805)	£(1,046)	£(31,108)	£(25,800)	£(16,277)	£(21,355)	£(41,497)	£(15,622)	£(25,200)	£(36,589)	£(11,662)	£(292,135)	£292,135	£0	£0	£0	
	£9,202	£47,199	£38,702	£7,177	£62,944	£46,321	£1,308	£53,344	£4,526	£13,433	£31,976	£99,773	£(59,668)	£356,237	£0	£356,237	£193,273	£162,964	84%

SRH Detailed Income and Expenditure							
31-Mar-25	Actual 2023-24	Actual 2024-25	Budget 2024-25	Variance	Forecast 2025-26	Budget 2025-26	Variance
NHS Contract	1,666,926	1,863,619	1,772,935	90,684	1,939,040	1,939,040	0
NHS Other Fees	30,277	98,491	13,397	85,094	36,000	36,000	0
Hospice Grants	135	1,176,697	1,000,000	176,697	396,240	396,240	0
Other income	338,859	344,585	331,134	13,452	346,170	346,170	0
Investment Income	255,142	115,144	51,564	63,580	74,035	74,035	0
Orangery Income	29,639	31,959	31,121	838	32,720	32,720	0
Operating Income	2,320,977	3,630,496	3,200,150	430,346	2,824,204	2,824,204	0
Staff Costs	(4,007,084)	(4,027,359)	(4,153,242)	125,883	(3,804,580)	(3,800,590)	(3,990)
Training, Recruitment and subscriptions	(45,643)	(29,550)	(33,825)	4,276	(32,467)	(32,467)	0
Food and Catering	(47,200)	(35,388)	(47,966)	12,577	(32,124)	(32,124)	0
Cleaning and Waste Disposal	(41,532)	(29,209)	(41,856)	12,647	(31,683)	(31,683)	0
Travel and Motoring Expenses	(19,002)	(12,599)	(17,904)	5,304	(14,176)	(14,176)	0
Drugs, Dressings and Consumables	(142,879)	(127,076)	(143,325)	16,249	(135,209)	(135,209)	0
Rates and Utilities	(67,951)	(96,629)	(82,344)	(14,285)	(105,575)	(105,575)	0
Repairs and Maintenance	(110,967)	(88,655)	(87,818)	(837)	(88,813)	(88,813)	0
Telephones, Postage, Stationery & IT	(59,862)	(57,098)	(64,563)	7,464	(63,803)	(63,803)	0
Rent	(315,225)	(315,375)	(315,900)	525	(324,605)	(324,605)	0
Other Direct Costs	(50,013)	(25,101)	(39,307)	14,206	(31,196)	(31,196)	0
Direct Cost of Service	(4,907,359)	(4,844,039)	(5,028,049)	184,010	(4,664,231)	(4,660,241)	(3,990)
Depreciation	(109,815)	(111,501)	(120,509)	9,007	(134,525)	(134,525)	0
Direct Service Cost less Direct Income	(2,696,197)	(1,325,044)	(1,948,408)	623,364	(1,974,552)	(1,970,562)	(3,990)
Staff Costs	(757,923)	(815,361)	(859,349)	43,988	(760,561)	(758,304)	(2,257)
Training, Recruitment and subscriptions	(23,536)	(15,996)	(13,329)	(2,666)	(19,116)	(19,116)	0
Telephones, Postage, Stationery & IT	(127,218)	(160,481)	(186,015)	25,534	(172,866)	(172,866)	0
Professional Services	(162,551)	(89,487)	(59,349)	(30,138)	(62,211)	(62,211)	0
Other Costs	(45,838)	(178,328)	(90,773)	(87,556)	(81,743)	(81,743)	0
VAT	(28,158)	(33,081)	(12,783)	(20,298)	(16,263)	(16,263)	0
Support charged to Income Generation	396,259	459,824	425,699	34,124	396,036	395,283	752
Indirect Service Costs	(792,519)	(919,648)	(851,399)	(68,249)	(792,072)	(790,567)	(1,505)
Net Service Cost to be Funded	(3,488,716)	(2,244,692)	(2,799,807)	555,115	(2,766,624)	(2,761,129)	(5,495)

SRH Detailed Income and Expenditure							
31-Mar-25	Actual 2023-24	Actual 2024-25	Budget 2024-25	Variance	Forecast 2025-26	Budget 2025-26	Variance
Income Generation							
Legacies	1,591,533	1,306,739	1,312,500	(5,761)	1,378,125	1,378,125	0
Donations (old code)	1,268	410	1,335,500	(1,335,090)	0	0	(410)
Donations	1,108,295	1,736,570	1,335,500	401,070	1,533,460	1,533,460	0
Gift Aid	60,383	198,590	66,775	131,815	90,542	90,542	0
Staff Costs	(525,495)	(565,177)	(588,643)	23,466	(520,589)	(519,299)	(1,290)
Training, Recruitment and subscriptions	(22,351)	(28,883)	(5,400)	(23,483)	(12,600)	(12,600)	0
Rent, Rates and Utilities	(42,401)	0	0	0	0	0	0
Repairs and Maintenance	(4,970)	(1,783)	(4,635)	2,852	(574)	(574)	0
Telephones, Postage, Stationery & IT	(20,393)	(22,515)	(25,331)	2,817	(30,600)	(30,600)	0
Events and Communications	(77,444)	(66,582)	(171,879)	105,297	(219,700)	(219,700)	0
Other Costs	(39,413)	(32,655)	(31,386)	(1,269)	(37,795)	(37,795)	0
Net Fundraising Contribution	2,027,743	2,524,304	1,887,501	636,803	2,180,270	2,181,560	(1,290)
Lottery Income	354,369	386,257	448,680	(62,423)	466,642	466,642	0
Staff Costs	(23,378)	(24,830)	(23,603)	(1,226)	(24,881)	(24,828)	(53)
Agency Staff	(78,084)	(174,031)	(208,622)	34,592	(60,840)	(60,840)	0
Printing, Postage and Marketing	(2,947)	(2,925)	(9,550)	6,625	(7,000)	(7,000)	0
Bank, Management and Other Charges	(47,437)	(50,579)	(70,253)	19,674	(60,595)	(60,595)	0
Lottery Prizes	(78,000)	(78,000)	(82,000)	4,000	(80,004)	(80,004)	0
Net Lottery Contribution	124,523	55,892	54,652	1,241	233,322	233,375	(53)
Shop Income	1,667,013	1,894,901	1,869,424	25,477	1,993,915	1,993,915	0
Gift Aid	59,702	84,618	93,471	(8,853)	99,696	99,696	0
Other Income	0	2,901	0	2,901	0	0	0
Total Shop Income	1,726,714	1,982,420	1,962,895	19,525	2,093,611	2,093,611	0
Staff Costs	(890,129)	(887,455)	(957,516)	70,061	(927,401)	(925,633)	(1,768)
Training, Recruitment and subs	(10,268)	(7,580)	(6,697)	(883)	(8,277)	(8,277)	0
Consumables and Goods for Resale	(63,367)	(30,720)	(60,500)	29,780	(39,330)	(39,330)	0
Cleaning and Waste Disposal	(43,320)	(28,565)	(31,285)	2,720	(29,342)	(29,342)	0
Rent, Rates and Utilities	(454,872)	(468,960)	(484,188)	15,228	(457,192)	(457,192)	0
Repairs and Maintenance	(48,810)	(34,120)	(31,200)	(2,920)	(26,700)	(26,700)	0
Depreciation	(88,095)	(84,886)	(98,546)	13,660	(89,503)	(89,503)	0
Telephones, Postage, Stationery & IT	(25,162)	(26,900)	(25,200)	(1,700)	(30,067)	(30,067)	0
Other Costs	(27,827)	(15,915)	(38,043)	22,129	(33,000)	(33,000)	0
Bank, credit card and cash collection	(24,534)	(30,952)	(23,697)	(7,255)	(33,600)	(33,600)	0
Total Non-Staff Costs	(801,748)	(738,729)	(812,106)	73,378	(757,810)	(757,810)	0
Net Shops Contribution	34,837	356,237	193,273	162,964	408,401	410,168	(1,768)
Support Costs	(396,259)	(459,824)	(425,699)	(34,124)	(396,036)	(395,283)	(752)
Net Contribution from Income Generating Activities	1,790,845	2,476,608	1,709,726	766,882	2,425,956	2,429,820	(3,864)
Net Shortfall before DoC funding	(1,697,871)	231,916	(1,090,081)	1,321,997	(340,668)	(331,309)	(9,358)
Drawdown from DoC grant / other DoC	500,000	0	500,000	(500,000)	600,000	600,000	0
Shortfall for period	(1,197,871)	231,916	(590,081)	821,997	259,332	268,691	(9,358)

Terms of Reference for Finance & Resources Committee

St Raphael's Hospice

Scope of Committee remit

1. The Board of St Raphael's Hospice is responsible for the strategic direction of the charity, and Board members hold collective legal liability for oversight of the charity, alongside upholding the organisation's vision and values. The Board are supported in their strategic oversight of the charity's management of finance and resources by the Finance & Resources Committee.
2. The Committee takes responsibility for overseeing financial management, facilities management, health & safety, information technology, corporate governance and data protection activities in support of the Hospice's financial sustainability. Committee members will contribute expertise, human resource capacity, and their professional perspectives to the development and successful operation of the St Raphael's Hospice financial and operational activities.
3. The charity's Scheme of Delegation outlines the key decision-making structure within the charity, including delegation from the Board to the Committee.
4. The Committee reports directly to the Board of St Raphael's Hospice.

Committee membership and composition

5. In line with the Articles of Association, the number of Committee members shall not be less than two, of whom at least one must be a Trustee of St Raphael's Hospice. It will be general practice for Committees to consist of at least three individuals, of whom two will be Trustees.
6. Additional suitable Committee members may be co-opted who, in the opinion of the Board and Committee, will bring additional relevant skills and expertise. Co-opted Committee members do not hold the same legal duties as the charity's Trustees, but are expected to uphold high standards of governance and adhere to the policies and procedures applicable to Board members.
7. Committee members must be over 16 years in age, and must not be disqualified under the provisions of clause 5.6 of the Articles of Association and disqualification criteria set by the Charities Commission of England and Wales.
8. Appointments to the Finance & Resources Committee are made by the Trustees, for a period of three years. Following this first term, a Committee member may be appointed for up to two further terms of three years. This arrangement mirrors the term lengths for the St Raphael's Hospice Board of Trustees.
9. Committee members will receive no remuneration in relation to their role, and will adhere to the charity's expectations and procedures with regards to conflicts of interest and connected persons.
10. The Trustees will appoint a Chair of the Finance & Resources Committee, who shall be a Trustee.

Role and responsibilities of the Committee

11. Subject to the provisions in the charity's Articles of Association, the members of the Finance & Resources Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:

Financial

- To review the long-term strategic financial plans of the Hospice and undertaking detailed review of the annual, and multi-year, financial plan and budget (including cashflow and reserves), to make recommendations thereon to the Board of Trustees.
- To receive reports on progress against key financial objectives in the Hospice's annual Management Plan.
- Regularly review performance against plan and budget.
- Receive updates on funding from Integrated Care Board (ICB).
- Take responsibility on behalf of the Board for overseeing all financial aspects of charity operations, so as to ensure short and long-term viability.
- Approve, within limits agreed by the Board through the Financial Delegated Authorities, expenditure of a significant nature on new initiatives.
- Approve any significant changes in accounting policies or practices.
- Establish, maintain and retain appropriate financial reporting and records.
- Ensure trading activities are in line with charitable status.
- Identify priorities for additional expenditure or for savings, in parallel to the Income Generation & Communications Committee focus on profitability of fundraising and retail operations.
- Review the plans and requirements for Capital Expenditure and consider the fixed asset register from time to time, including receiving updates on planned use of any capital-related grants/ recommending plans to the Board for approval.
- Review longer-term forecasts of income and expenditure and approve the form of presentation of financial information.

Investment

- In the event that the Hospice intends to invest funds - to agree and review the charity's statement of investment principles.
- To agree and review the charity's investment policy, including the charity's stance on ethical investments.
- To agree and review the charity's attitude to financial risk and the charity's asset allocation strategy.
- To review the performance of the charity's investments.
- To review the performance of the charity's investment managers and to meet them formally at least once a year (led by the Committee Chair).

Pensions

- To monitor and review the charity's pension schemes.
- To recommend to the Board of Trustees appropriate actions following any scheme valuations.
- To consider if there are any notifiable events under the Pensions Act 2004.

Audit framework

- To recommend to the Board of Trustees a framework of effective audit coverage, having reviewed the external audit processes.
- To advise the Board of Trustees on the minimum and optimum level of external audit arrangements, and any internal audit reviews commissioned to provide assurance on internal controls.
- To monitor external audit reviews and to advise the Board of Trustees accordingly.

External audit

- To determine the frequency of tendering for external auditing services.
- To consider tenders for the external auditing services and recommend to the Board of Trustees which firm should carry out the annual external audit of the charity's statutory accounts.
- Attending (by representative, usually the Chair, or as a body) the audit planning meetings and audit clearance meetings with the audit Partner and having the option to hold such meetings (or part of them) without the presence of executive staff.
- To scrutinise and advise the Board on the contents of the draft audit report and of any management letter that the auditors may wish to present to the Board, including going concern commentary, and to formulate for Board use any written representations that may be needed by the auditors in connection with the charity's statutory accounts or any other financial statements.
- To discuss with the external auditors any problems or reservations arising from the draft external audit report and draft management letter, reporting relevant issues back to the Board, and advising the Board accordingly.
- To review the performance of the charity's auditors and advise the Board on any changes that ought to be made to their terms of engagement.
- To obtain any necessary external professional advice to enable the Finance & Resources Committee to carry out its responsibilities more effectively.

Resources

- To receive reports on the Health & Safety and Premises management activities delivered by the Hospice team.
- To receive reports on strategic Information Technology and Information Security projects.
- To receive assurance on the compliance of data protection activities including cyber and key systems.
- Reviewing and/or ratifying the Hospice's corporate policies for the areas covered by the Committee.

Risk and assurance

- Assisting the Board identify the Hospice's major risks in relation to finance and resources, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.
- To investigate on behalf of the Board any financial or administrative matter which may put the charity at risk.

- To examine reports on special investigations and to advise the Board of Trustees accordingly.
 - To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
 - To ensure there is coordination and good working relationships between external audit and any other review bodies that have been set up.
 - To encourage a culture within the charity whereby each individual feels that he or she had a part to play in guarding the probity of the charity, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Chair of the Finance & Resources Committee.
12. The Board may delegate additional powers to the Committee and these are to be documented. For example, the Board may delegate to the Committee powers to authorise changes in personnel named in the Hospice's bank mandates.
13. The exercise of delegated powers is to be recorded in the minutes of the meetings and, thereby, reported to the Board.

Access

14. Individual Committee members or managers may raise concerns with the Committee Chair at any time.

Committee Meetings

15. The Committee will meet at least four times a year, and will generally meet six times each year. The Committee Chair may call additional meetings if necessary.
16. In line with the St Raphael's Hospice Articles of Association, the quorum for Committee meetings will be two Committee members, of whom one must be a Trustee.
17. Meetings may be held in person, or by suitable electronic means such as video conference.
18. Meetings of the Committee will normally be attended by the Joint CEOs and Finance Manager. Other members of the Finance and Resources teams may be invited to attend or present, in particular the Directors of IT & Estates, and Quality & Governance.
19. Committee members may ask any attendees who are not members to withdraw to facilitate open discussion of particular matters.
20. Any votes will be undertaken in accordance with the provisions in the St Raphael's Hospice Articles of Association.

Reporting

21. Minutes will be taken of each meeting of the Committee, by the Secretary to the Committee or another individual agreed with the Committee, and circulated to Committee members
22. Minutes of Committee meetings will be made available to the Board.
23. Minutes will be stored for at least 10 years.

Renewal

24. The Terms of Reference will be updated every three years.

Date of last approval: April 20254. Date of next renewal: April 20265.