

St Raphael's Hospice
Meeting of the Finance & Resources Committee
To be held at St Raphael's Hospice
At 14:00 on Tuesday 23rd January 2024

Members: Joe Ryan (JR – Chair)
 Alan Cogbill (AC – virtual)
 Ed Cook (EC)
 Paul Holmes (PH)
 Sr Kathleen O'Reilly (KO'R - apologies)

In attendance: Nick Stevens (NS – CEO)
 John Groom (JG – Director of IT & Facilities)
 Alex Rudkin (AR – Director of Quality and Governance - virtual)
 Neena Vadgama (NV – Head of Finance)
 Anna Machin (AM – Governance – virtual)

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 17 th October 2023 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	
4.	14.15-15.15	2023/24 Year-to-date Finance Report including: <ul style="list-style-type: none"> • Management accounts to end of December 2023 – detailed & summary • Balance sheet & cash movements • Update on investments (15-minute section of agenda to update on Sarasin meeting) • Verbal update on 2024/25 timeline for budget development 	Discussion	NS, NV
5.	15.15-15.35	IT & Estates report	Discussion	JG
6.	15.35-15.55	Annual Corporate Governance and Health & Safety Report		AR
7.	15.55-16.00	Any Other Business & Date of next meeting	Discussion	Chair

Dates of future meetings: 2-4pm Tuesday 24th April 2024

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 17th October 2023

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

In attendance: Nick Stevens (CEO – NS)
 John Groom (Director of IT & Estates – JG)
 Siobhan Holmes (Director, haysmcintyre – item 3 – SH)
 Neena Vadgama (Head of Finance – NV)
 Anna Machin (Governance – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
3. 2022/23 annual report and accounts	Make agreed changes to annual report	Nick Stevens	Immediate	17.10.23/01
	Take annual report and accounts to Board for approval	Nick Stevens, Anna Machin	October Board meeting	17.10.23/02
	Raise matters arising from external audit report with Board	Nick Stevens, on behalf of Joe Ryan	October Board meeting	17.10.23/03
4.4. Update on investments	Raise status update on investment performance vs high street accounts with Board	Nick Stevens, on behalf of Joe Ryan	October Board meeting	17.10.23/04

The meeting commenced at 2.05pm

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members and colleagues to the meeting. There were no apologies received. There were no declarations of interest from Committee members.

2. Review of minutes from 11th July 2023 Committee meeting & matters arising

The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings by the Committee, and key themes from July were discussed.

Nick Stevens confirmed that the arrangements for rent at Capitol House had been settled, and that the NHS had recognised the potential that they erred in the calculation of the pension liability mentioned at the previous meeting but this was yet to be finalised. Status updates on CCG income and cashflow would be given later in the meeting.

3. 2022/23 St Raphael's Annual Report & Accounts

3.1. Detailed review of annual report and accounts – Siobhan Holmes (Director, haysmcintyre) was welcomed to the meeting, and Committee members undertook a detailed page-turn on the draft annual report and accounts for the financial year ended 31st March 2023. The following changes to the accounts were agreed:

- Increase the font size of the text setting out the company registration number on the cover page of the accounts (cover page).
- Name the Committees in alphabetical order, with 'Human Resources Committee' prior to 'Income Generation and Communications Committee' (bottom of page 2).
- Ensure that the shortfall of £293k before investment income is also presented as a figure on the Statement of Financial Activities (SoFA), before Net Gains/ Losses on Investments (to align pages 3 and 16).
- Add further reference in the Foreword to the level of contribution from NHS sources not aligning with levels of inflation (page 3).
- Rephrase the term 'widening our engagement' in section 3, to align with text used elsewhere in the report (page 4).
- Give further clarity that the Compassionate Neighbours scheme links volunteers to those in their local community (page 4).
- Update the phrase to read 'Trustees have approved an investment policy' in the section on Investments (page 5).
- Share further information on the hospice's equality, diversity and inclusion (EDI) activities in the section on widening reach in 2023-24 (page 6).
- Add further information on NHS funding not keeping pace with inflation to the Principal Risks section, and note that the Hospice has navigated the changes in the external NHS landscape with the move to Integrated Care Systems (ICS) (page 9).
- Ensure alignment between the Balance Sheet and relevant Notes to the accounts by including the £15k freehold valuation under fixed assets rather than investments and make the required adjustments to the notes and to the statement of cashflows. This would also ensure that all figures can be more easily reconciled to the notes.
- Nick Stevens explained how the Deferred Income figure of £1.983m in Note 14 reconciled to the Creditors figure in Note 13.
- An explanation was given for why the sum detailed as "depreciation charge/amount written off" in the Statement of Cashflows for 2021-22 of £169k comprised 3 figures on the fixed asset note (depreciation, accumulated depreciation written off and asset cost written off).
- Use capital 'T' for the word 'Trustee (throughout the document).

Committee members received assurance on the approach to setting the figure for designated funds, in order to arrive at the total free reserves figure for the charity. In response to Committee questions, the framework for the skills audit, and approach to adhering to the approach to recruitment of Trustees of the Catholic faith, were confirmed by Anna Machin.

3.2. Audit findings report – Siobhan Holmes raised the following points during the presentation on the Audit Findings Report:

- The audit team wish to share their thanks with Nick Stevens and Neena Vadgama, and the wider finance team, for their collaborative working during the audit process –

particularly with the introduction of two new auditing standards meaning that there were new requirements and ways of working this year.

- A clean, and unmodified, audit opinion has been issued for the Hospice as an outcome of the comprehensive audit.
- There are no significant concerns that arose from the audit process to raise with Trustees, and the time spent in the audit planning process ensured that the audit ran smoothly.
- There were no issues raised in relation to deferred income. The audit included an in-depth review of accrued income, and the adjustments made to the accounts drew from SORP 2015 guidance, and that legacies should be recognised in the accounts according to the date on which probate has been granted i.e. when there is evidence of entitlement. The overall impact has been to improve the year-end position for 2022/23 by £356k.
- As in previous years, the auditors have emphasised the reliance on Finance team members, in particular the integral role of Neena Vadgama in holding detailed knowledge of the organisation's finances, with less support from Nick Stevens since taking on the sole CEO role during the year.
- From the audit work undertaken in the Hospice's charity shops, there were no significant control points identified.
- The unadjusted misstatements are noted in page 8 of the post-audit report, with three unadjusted items that were not considered material.
- There were a few control points noted, for example around maintenance of details of suppliers, adding more granular detail to the fixed assets register, which the finance team will incorporate into core activity going forwards.
- The content of the Letter of Representation all relates to standard matters and there have been no additional points to raise.

Siobhan Holmes shared an update on the evolution of audit practices and regulation, in reference to plans for the upcoming year:

- The audit team are using increasingly sophisticated software to undertake checks on journals, this is particularly effective for the fraud and regularity aspects of audit e.g. identifying any late-night postings or round numbers. Further analytics activity will be introduced in future years.
- The Charity Commission now issues a greater range of guidance for charities including information on use of social media, and short guides and quizzes for Trustees.
- Emerging issues that continue to be a focus in respect of reporting in the accounts include EDI and environmental sustainability, and changes to the SORP may encompass a reclassification of charities by turnover (i.e. small/ medium/ large, as opposed to current practice of small charities holding turnover under £1m, and all other charities over this income threshold being classified as large).
- The Commission has also refreshed the questions in the annual return and updated their portal.

The Committee thanked Siobhan Holmes for the presentation and the audit team's work to deliver the external audit to plan, and bring these additional insights. Siobhan Holmes and Committee members reiterated thanks to Neena Vadgama and Nick Stevens for delivery of the annual report and accounts.

The Committee formally recommended the annual report and accounts, and letter of representation, for the financial year ended 31st March 2023 to the Board for approval.

The Committee would also raise the audit findings with the Board in particular considerations around capacity and key man risk within the finance team.

4. Finance Report

4.1. 2023/24 year-to-date report – Neena Vadgama presented key points from the Finance Report:

- The in-year shortfall is currently £1.5m compared to a budgeted shortfall at this point in the year of £1.2m. Broadly mirroring this position, cash in bank is £4.2m, vs a projection of £4.4m.
- Key factors in variance to budget are that investment income is down compared to expectations; there has been some additional spend on direct costs of services due to use of agency nurses, and a small amount of additional spend on support costs linking to IT and audit fees. Due to the change in accounting treatment for legacies, the current confirmed in-year income for 2023/24 for legacies is now lower, due to the aforementioned £356k of legacies being incorporated into the 2022/23 year-end position. NHS income is also lower than budgeted, and the increase for the current year will only be known towards the end of the calendar year.
- Donations are £37k higher than expected, with Lottery income on par but with reduced costs. Retail is performing slightly above budget, with many shops continuing to perform very well, although some such as Wimbledon Park and Raynes Park are a focus for improvement. There has also been some additional spend on staff cover in shops due to sickness absence, and the incoming Head of Communications will have a particular focus on volunteer recruitment which will act as a mitigation.

The Committee received assurance that it would be likely that any rise in NHS contribution would be backdated, which had been the process followed in the prior year.

The Committee requested further information and assurance on the process to be followed to confirm the timing of income recognition for legacies, following the agreed change in accounting treatment this year. Nick Stevens confirmed that the pipeline will be managed using information from a government website which confirms the date of probate, and a report from Smees & Ford is being used to correlate this information.

Using this process, £620k of potential further income for 2023/24 has been identified as being in the pipeline. The Committee were supportive of the current planned recruitment to the Legacy and In Memory role within the Fundraising team, and reiterated the importance of this income stream for the Hospice.

Alan Cogbill shared a headline update from the Fundraising Committee held on the morning of 17th October, noting that for certain income streams such as Appeals (currently at 22% of target) and Trusts (sitting at 29%), there is planned activity whereby it would be typical that a greater proportion of these income lines would come in during the second half of the financial year. However, the Fundraising team is expecting a shortfall vs target, and to reach between £1.1m - £1.15m compared to the target of £1.25m. Five new Fundraising team members have been recruited to date, and they are building momentum in their areas of income generation, but the key relationships take time to develop and grow.

It is not planned to prioritise growth of the Supporter Groups, which subsided primarily due to covid-related restrictions. In reference to discussion at the previous meeting, Nick Stevens confirmed that the current amount of non-primary purpose trading income did not necessitate immediate set-up of a trading subsidiary (£20k vs the threshold of £85k) at this point in time.

However, plans for the Wimbledon Park shop include sale of stock such as wedding dresses, and so this would be kept under consideration for the 2024/25 financial year onwards.

The Committee asked for plans for the negotiations for increasing the amount of NHS funding. Nick Stevens confirmed that a meeting will be set for December, and there has been strong partnership working with leaders of other local Hospices. The request made was to receive a written commitment to move, over a three-year period, from 30% to 50% of direct clinical costs as funding for the charity.

- 4.2. Balance sheet and cash movements** – the Committee noted the balance sheet and forward projections included in meeting papers. Neena Vadgama confirmed that cash in hand for £2m was sufficient to support the Hospice's current operations.
- 4.3. Ratification of Hospice site valuation** – Nick Stevens updated that the £270k 'peppercorn' rent has been calculated with surveyor's report which was delivered in March 2020, prior to the Hospice's transfer from the Daughters of the Cross to become an independent charity. It is expected that the value of rental would now be higher. Due to how this in-kind gift is recorded in the accounts, this does not alter the bottom line, but would change the component figures in the accounts. The index of commercial property shared in meeting papers indicates that the value of the rent could now be towards £300k. On discussion with the auditors, it was agreed that the change that would arise in order to recognise this higher amount was not material, and therefore the proposal is not to adjust the valuation at this point in time. However, this may be revisited more formally next year. The auditors are content with this approach.

The Committee formally ratified this proposal.

- 4.4. Update on investments & market report** - the Committee noted that the value of investments continues to set below the original amount invested, 21 months after making the investment, due to the challenging market conditions experienced within the wider economy. In contrast, Nick Stevens and Neena Vadgama raised that high street banks are offering high interest rates on savings of around 4.76%, meaning that should £1m be invested, £47k could be received. This would also have the benefit of having more free cash available, and different types of deposit accounts could be used with different timeframes for withdrawal.

However, it is also recognised that any potential withdrawal of investment funds at this point in time would crystallise a loss, and that there may be cash facilities available as part of investment manager Sarasin's offer. The initial intention for these investments had also been to take a long-term view. It was agreed that this matter would be raised for initial discussion with the Board at the meeting the following week. In order to support this discussion, Neena Vadgama would prepare a schedule showing funds in the bank and how deposit accounts might be used.

5. IT & Estates update

John Groom shared that there is additional capacity within the IT team through an apprentice and recruitment to a senior role. Embedding the EMIS system, and cyber security practices, is their current priority alongside an upgrade of the phone system. The lease has been signed for the Morden shop, and the new family/ bariatric room is now complete. A further nil cost lease has been given on the Donation Station site and the team are exploring how to use this space, in addition to the Donation Centre. John was asked what his greatest fears were and he explained that cyber-attack was a constant and growing threat. Other hospices are spending a lot more money on addressing the threat. It was noted that a quote for Cyber Insurance was awaited. The Committee congratulated John on the recruit to the new IT roles, and emphasised the importance of work undertaken to address potential cyber risks.

6. Finance and IT & Estates risk register

The Committee noted the revised format, and that cyber security had been included as the highest risk for IT.

John Groom shared detail of mitigating actions, including two-factor authentication, complex password policies, phishing training and testing, mandatory cyber training, firewalls, anti-virus software and back-ups. Further awareness-raising activity, and penetration software, is planned.

In terms of Finance risks, Neena Vadgama noted the main strategic risk on funding below lower than expected, mitigated through development of the fundraising strategy, initiation of the Lottery campaign and growth of the Retail portfolio, as well as discussions on funding for the CCG. The Hospice has sufficient cash funds for upcoming years, but it is vital for progress to be made in this area, including in the face of inflationary pressures. For the risk on financial propriety and regulation, there are a range of policies and procedures in place. Operational risk is supported through mitigating actions and insurance.

7. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The date of the next meeting would be confirmed as part of date-setting for the 2024 Board and Committee cycle.

The meeting ended at 4.15pm.

Approved.....

Date.....

Finance and Resources Report

Key Points

1. Key Points are:

- a. The management accounts for the 9 months to 31st December 2023 shows a shortfall of £(1.8)m before DoC drawdown compared to budget of £(1.7)m.
- b. Cash (including the investment portfolio) at the end of December stood at £3.79m compared to budget of £3.82m.

Finance

2. Management Accounts – Income and Expenditure

The management accounts for the 9 months to 31st December 2023 is attached together with the detailed summary and cash movements/balance sheet summary.

Income from NHS of £1,222k is £64k below budget. There has not been any confirmed increase over the 2022-23 rates.

Other Income is £381k, £35k above budget due to the value of the investment fund increasing since November 2023.

Direct costs of service is £85k above the budget. Agency nurse costs are £50k above the budget at £60k, but this has reduced over the months to under £4k spent in December. Drugs and Other costs are £23k above budget.

Support costs are up by £34k over budget chiefly relating to items charged to revenue which had been budgeted as capital (Hospice refresh and painting + lap tops and printers).

Legacies stand at £713k at the 9 month's point and this is £88k below budget after including a legacy of £330k to be received shortly. Otherwise, we have been receiving many small amounts of £500 to £1000 on a regular basis and there are a few where we are waiting for more information from the solicitors.

Donations for the 9 months to December stood at £834k which is £53k below the budget. This is due to not holding a Summer Appeal as was budgeted. The team have been busy with many events in December such as LUAL Appeal, Santa Dash, Christmas Market and the Lower Morden Lane lights.

The table below shows the donation income categorised by the Fundraising team and arising from Raisers' Edge fundraising database.

9 Months to December	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Appeals	£102,158	£70,723	£82,341	£161,827	£156,510	£142,951	£142,828
Challenge	£108,220	£70,149	£97,396	£27,732	£35,120	£74,146	£113,769
Community	£104,341	£119,840	£142,293	£72,285	£48,451	£102,431	£72,504
Corporate	£69,099	£100,822	£81,455	£81,361	£97,375	£103,741	£77,337
Events	£62,070	£53,426	£65,501	£11,680	£31,736	£31,576	£34,333
In-Mem	£164,275	£150,907	£172,232	£158,241	£102,586	£145,080	£137,519
Other/Gen Giving	£52,426	£79,791	£66,020	£47,680	£22,200	£58,935	£90,792
Regular	£48,695	£42,041	£39,198	£40,958	£41,647	£40,867	£43,225
Trusts	£65,088	£90,186	£119,315	£57,070	£162,058	£94,276	£89,278
Significant One-off	£0	£77,924	£80,000	£148,000	£0	£0	£0
Total Fundraising	£776,372	£855,808	£945,751	£806,835	£697,682	£794,004	£801,585
Runrate excl large one-off	£776,372	£777,884	£865,751	£658,835	£697,682	£794,004	£801,585

Fundraising costs are £117k below plan, with staff costs being £33k above the budget (earlier recruitment and at a slightly higher cost level) and event/activity costs being £130k below budget. This latter includes the cost of Raphaelite/Direct Appeal where costs amounted to c£20k compared to a budget of £60k. Contribution from FR is £281k compared to a plan of £216k and last year's £268k.

Lottery Campaign will restart in early spring (tbc). The delay to recommencing has caused improved results in the current year with income only marginally affected but costs saved; a net improvement of £163k against budget.

Retail income is above budget overall with a number of shops performing very well. Wimbledon Park remains very disappointing.

	Nine Months to December 2023-24				2022/23				
	Actual £	Budget £	Var £	Var %		Var £	Var %		
Banstead	87,558	79,250	8,308	10%	77,806	9,752	13%	Still disappointing	
Carshalton	106,897	95,460	11,437	12%	100,507	6,389	6%	Improved	
Cheam Shop	123,177	104,540	18,637	18%	111,650	11,527	10%	Good improvement over 2022/3 levels	
Donation Centre	133,778	93,760	40,018	43%	91,838	41,941	46%	Change to Furniture sales in new DC	
Morden	47,038	55,230	(8,192)	(15)%		47,038		opened 2m later than plan, performing above expectation	
New Malden	139,258	98,710	40,548	41%	106,180	33,077	31%	Continued high performance of clearance stock	
Online	8,392	30,100	(21,708)	(72)%		3,938	4,455	113%	Good Sales possible via shops
Rags	15,353	31,095	(15,742)	(51)%	20,961	(5,608)	(27)%	lower price and better clearance sales	
Raynes Park	75,070	83,880	(8,810)	(11)%	81,753	(6,683)	(8)%	Shop manager also focussing on Wimbledon Park	
Rosehill	93,340	76,925	16,415	21%	79,424	13,916	18%	Good improvement over 2022/3 levels	
Stonecot Hill	74,531	62,868	11,663	19%	65,075	9,456	15%	Good improvement over 2022/3 levels	
Sutton	114,357	90,925	23,432	26%	90,069	24,288	27%	Continued high performance of clearance stock	
Wimbledon Park	39,147	92,950	(53,803)	(58)%	7,828	31,318	400%	Wedding shop opened in November - aim to turn around	
Wimbledon Village	174,749	172,530	2,219	1%	170,543	4,206	2%	High level performance maintained	
New Shop 2		10,417	(10,417)	(100)%		0		No new shop planned for another 12 months	
	1,232,645	1,178,640	54,005	5%	1,007,572	225,073	22%		
Gift Aid	20,000	67,772	(47,772)	(70)%	40,548	(20,548)	(51)%		
	1,252,645	1,246,411	6,234	1%	1,048,120	204,525	20%		

Although there are some significant improvements on income, the cost base has grown by £93k over budget and this has restricted the overall contribution achieved. Staff costs are £33k above budget, some of which has arisen because lower paid staff received > than the 5% pay increase that was included in the budget. Consumables (packaging, ticketing, display

etc) costs are up £26k. Other operating costs are up by a further £33k. This must be the focus for the coming 12 months +

3. Management Accounts – Balance Sheet

Cash (including the investment fund) stood at £3.79m at the end of December 2023, £35k below budget.

Investment value stood at £2.075m at the end of December which is £40k above the plan. and two treasury deposits have been fixed for short periods. One for £500k has been fixed for 3 months at 4.07% and the other for £250k has been fixed for 6 months at 4.28%.

Net assets stand at £3.7m.

4. Draft Budget 2024-25

The summary draft budget for 2024-25 is shown in the attached accounts (in column headed 2024-25) with a shortfall of £1.7m before the drawdown.

No changes are proposed for the Clinical activity which is performing very well and our aim is to continue this.

Following the cyber attack and with the need to renew our IT infrastructure in August 2024, when warranties end, a higher level of investment is planned. This is a work in progress, but an additional member of staff (contract basis) is planned for at least one year; around £25k of additional license costs for software and services and £100k capital cost for the new systems. These figures are subject to change.

The Retail total includes a full year for Morden and for the new DC approach. For most

	Draft Budget 2024-25	Current Run- rate 2023-24	Variance
Banstead	113,717	116,744	(3,027)
Carshalton	141,135	142,529	(1,394)
Cheam Shop	160,339	164,235	(3,896)
Donation Centre	200,844	200,668	176
Morden	180,000	188,152	(8,152)
New Malden	181,384	185,677	(4,293)
Online	18,000	11,190	6,810
Rags and books	36,341	20,471	15,870
Raynes Park	113,583	100,094	13,489
Rosehill	123,379	124,454	(1,075)
Stonecot Hill	98,769	99,375	(606)
Sutton	148,532	152,476	(3,944)
Wimbledon Park	125,000	52,196	72,804
Wimbledon Village	228,401	232,998	(4,597)
	1,869,424	1,791,258	78,166

shops the current run-rate is actually higher than the draft plan for next year. However, Raynes Park is expected to recover towards its old levels and Wimbledon Park must reach a minimum level of £125k in order to be viable. A decision should be possible mid-year once Weddings have had the opportunity to impact.

The focus should be on bringing the cost base into check, increasing volunteers (leading to reduced demand for bank staff cost) and bringing Gift Aid back to the level of 5% achieved before Covid.

Kate is working with her team to assess the achievable levels of income for the coming three years. This is tabulated below with “Appeals, Regular and Other” all still subject to changes.

	2019-20	2020-21	2021-22	2022-23	Revised 2023-24	2024-25	2025-26	2026-27
Appeals	£82,756	£167,263	£157,462	£155,155	£150,000	£225,000	£250,000	£275,000
Challenge	£115,914	£35,697	£49,034	£77,795	£120,000	£80,000	£90,000	£110,000
Community	£187,687	£99,699	£82,901	£136,022	£100,000	£180,000	£200,000	£220,000
Corporate	£105,393	£109,163	£125,596	£118,385	£100,000	£158,500	£180,200	£205,713
Events	£66,327	£13,120	£33,573	£28,545	£35,000	£40,000	£60,000	£78,000
In-Mem	£212,849	£214,940	£146,013	£221,629	£215,000	£250,000	£275,000	£300,000
Other/Gen Giving	£87,303	£68,476	£59,248	£57,250	£75,000	£90,000	£105,000	£120,000
Regular	£52,785	£55,799	£55,945	£57,568	£55,000	£70,000	£90,000	£100,000
Trusts	£253,904	£161,066	£261,831	£195,527	£200,000	£250,000	£300,000	£350,000
Significant One-off	£80,000	£148,000	£0	£0	£25,000	£50,000	£75,000	£100,000
Total Fundraising	£1,244,917	£1,073,221	£971,602	£1,047,876	£1,075,000	£1,393,500	£1,625,200	£1,858,713

The Lottery figures assume 2 x 3 months of campaign with the Agency costs incurred. These are estimated to take place from March to May and August to October each year for 3 years.

An overall increment to salary levels for 2024-25 is assumed at 5.2% which is what the HR Remuneration Committee has agreed for our non-clinical teams, subject to Board Approval. Salary inflation is assumed at 3% for 2025-26 and then 2%.

Legacies are assumed at £1.3m for 2024-25 rising to £1.5m by 2027. Our experience has been an average of £1.7m over the last six years.

We have assumed that NHS derived income will respond to our call for a 3 year programme to achieve 50% funding of the direct clinical cost-base.

5. Sarasin Investment

A sub-group of this Committee met with Sarasin's team following the decision at the last Board Meeting to place £1m of the investment into a cash account within the Sarasin portfolio at a net interest rate of c5%. By the time of the meeting the value of the fund had risen by around that 5% level in one month which cast doubt on the correctitude of the choice at this time.

Sarasin advice was:

- (a) If the fund is not likely to be called upon inside the next 3+ years, then it is best to leave it and not make the transfer. Values can fluctuate so quickly at any time that moving into and then out of a cash fund is a risk.
- (b) If the fund may be called upon within that time frame, then it is best to take it out and place in a cash fund now.

6. Cash Flow

Following on from the note above, St Raphael's cash level is reducing as costs continue at an increasing rate and income is just beginning to respond. The forecast is for cash levels (including the investment fund) to be c£3.5m by the end of March and this is scheduled to become £2.1m by the end of the 2024-25 financial year. This is dependent upon legacy

income arising and being received as cash and this is uncertain. Salary and other costs are more certain and this renders it very likely that the cash deposit at Sarasin's would be called upon in 2024-25.

7. NHS Contract

As noted above, St Raphaels, together with Royal Trinity and Princess Alice, have written to SWL ICB leads, and met with them, to note that funding of the order of 30% is not sustainable and that we require there to be a commitment to a three-year programme to reach 50% funding. It is worth noting that the Irish Government have agreed to fund their adult hospices at 100% of the direct clinical costs.

I have requested an urgent meeting with the ICB CFO in order to discuss the options that will be available to us and encourage a focussed commitment to this matter as we all prepare for 2024-25 budget year.

Nick Stevens, CEO and Neena Vadgama, Head of Finance

19th January 2024

Management Account December 2023	Year To Date				Full Year									
	Actuals 2023-24	Budget 2023-24	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	Forecast 2023-24	Budget 2023- 24	variance	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,221,787	1,285,538	(63,751)	1,220,893	1,775,471	2,264,729	1,698,401	1,709,252	1,714,050	(4,798)	2,037,136	2,414,478	2,761,322	2,816,548
Other Income	381,595	345,983	35,612	164,587	1,662,681	588,934	350,702	470,663	447,716	22,946	410,674	412,875	415,237	417,719
Service Income	1,603,382	1,631,521	(28,139)	1,385,481	3,438,152	2,853,662	2,049,104	2,179,915	2,161,767	18,149	2,447,809	2,827,354	3,176,559	3,234,267
Direct Cost of Services	(3,598,422)	(3,513,143)	(85,279)	(3,353,523)	(3,713,542)	(3,878,465)	(4,516,639)	(4,770,303)	(4,698,112)	(72,191)	(4,977,840)	(5,060,650)	(5,156,380)	(5,254,023)
Hospice Depreciation	(81,901)	(105,802)	23,901	(71,242)	(155,282)	(95,491)	(95,392)	(110,736)	(140,386)	29,650	(132,046)	(113,158)	(85,486)	(86,327)
Support Costs	(532,100)	(498,495)	(33,605)	(548,110)	(678,829)	(670,239)	(698,011)	(737,158)	(663,265)	(73,893)	(789,556)	(761,601)	(748,618)	(763,548)
Service Costs	(4,212,423)	(4,117,440)	(94,983)	(3,972,874)	(4,547,652)	(4,644,196)	(5,310,041)	(5,618,197)	(5,501,762)	(116,434)	(5,899,442)	(5,935,409)	(5,990,483)	(6,103,899)
Net Service Cost to be funded	(2,609,041)	(2,485,919)	(123,122)	(2,587,393)	(1,109,500)	(1,790,534)	(3,260,937)	(3,438,282)	(3,339,996)	(98,286)	(3,451,632)	(3,108,055)	(2,813,925)	(2,869,631)
	29%	31%		31%	39%	49%	32%	30%	31%		35%	41%	46%	46%
Fundraising Activity														
Legacy Income	712,177	799,913	(87,736)	661,787	2,228,142	1,532,596	1,646,106	1,250,000	1,250,000	1	1,312,500	1,378,125	1,447,031	1,519,383
Donor Income	833,974	886,725	(52,751)	852,487	1,222,685	996,411	1,132,220	1,128,530	1,312,500	(183,970)	1,463,175	1,706,460	1,951,648	2,052,636
Fundraising Costs	(553,570)	(670,537)	116,967	(584,517)	(592,754)	(702,971)	(730,913)	(766,516)	(920,782)	154,266	(951,978)	(979,946)	(999,545)	(1,019,536)
	992,581	1,016,100	(23,520)	929,756	2,858,074	1,826,036	2,047,412	1,612,014	1,641,717	(29,703)	1,823,697	2,104,639	2,399,134	2,552,482
Lottery Income	264,133	278,175	(14,042)	276,021	454,014	422,996	368,285	355,321	401,852	(46,531)	454,581	577,188	690,348	720,427
Lottery Costs	(192,450)	(369,953)	177,503	(127,135)	(188,041)	(195,515)	(169,462)	(276,110)	(518,863)	242,753	(435,465)	(426,805)	(394,244)	(218,539)
	71,683	(91,778)	163,462	148,886	265,973	227,480	198,823	79,210	(117,011)	196,221	19,117	150,382	296,104	501,888
Shop Income	1,252,645	1,246,411	6,234	1,048,120	203,693	1,109,995	1,418,215	1,693,457	1,717,424	(23,967)	1,962,895	2,232,637	2,585,647	2,869,351
Shop Costs	(1,229,862)	(1,130,524)	(99,337)	(882,958)	(913,626)	(1,123,843)	(1,200,945)	(1,649,114)	(1,558,335)	(90,779)	(1,735,612)	(1,900,892)	(2,165,059)	(2,327,408)
	22,783	115,887	(93,104)	165,162	(709,933)	(13,848)	217,270	44,343	159,089	(114,746)	227,283	331,744	420,587	541,943
	2%	9%		16%		-1%	15%	3%	9%		12%	15%	16%	19%
Support Costs	(266,050)	(249,247)	(16,803)	(274,055)	(339,414)	(335,119)	(349,005)	(368,579)	(331,633)	(36,946)	(394,778)	(380,800)	(374,309)	(381,774)
Fundraising Contribution	820,997	790,962	30,036	969,749	2,074,699	1,704,549	2,114,500	1,366,988	1,352,162	14,826	1,675,319	2,205,965	2,741,517	3,214,539
Shortfall before DOC Funding	(1,788,044)	(1,694,957)	(93,087)	(1,617,644)	965,199	(85,985)	(1,146,437)	(2,071,293)	(1,987,834)	(83,460)	(1,776,314)	(902,090)	(72,408)	344,908
DOC Funding	0	749,997	(749,997)	166,666	280,000	666,666	750,000	1,000,000	1,000,000	0	650,000	200,000	53,334	0
Contingency Drawdown							0							
Surplus/(Shortfall) for period	(1,788,044)	(944,960)	(843,084)	(1,450,978)	1,245,199	580,681	(396,437)	(1,071,293)	(987,834)	(83,459)	(1,126,314)	(702,090)	(19,074)	344,908

Management Account December 2023	Year To Date				Full Year									
	Actuals 2023-24	Budget 2023-24	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	Forecast 2023-24	Budget 2023- 24	variance	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,221,787	1,285,538	(63,751)	1,220,893	1,775,471	2,264,729	1,698,401	1,709,252	1,714,050	(4,798)	2,037,136	2,414,478	2,761,322	2,816,548
Other Income	381,595	345,983	35,612	164,587	1,662,681	588,934	350,702	470,663	447,716	22,946	410,674	412,875	415,237	417,719
Service Income	1,603,382	1,631,521	(28,139)	1,385,481	3,438,152	2,853,662	2,049,104	2,179,915	2,161,767	18,149	2,447,809	2,827,354	3,176,559	3,234,267
Direct Cost of Services	(3,598,422)	(3,513,143)	(85,279)	(3,353,523)	(3,713,542)	(3,878,465)	(4,516,639)	(4,770,303)	(4,698,112)	(72,191)	(4,977,840)	(5,060,650)	(5,156,380)	(5,254,023)
Hospice Depreciation	(81,901)	(105,802)	23,901	(71,242)	(155,282)	(95,491)	(95,392)	(110,736)	(140,386)	29,650	(132,046)	(113,158)	(85,486)	(86,327)
Support Costs	(532,100)	(498,495)	(33,605)	(548,110)	(678,829)	(670,239)	(698,011)	(737,158)	(663,265)	(73,893)	(789,556)	(761,601)	(748,618)	(763,548)
Service Costs	(4,212,423)	(4,117,440)	(94,983)	(3,972,874)	(4,547,652)	(4,644,196)	(5,310,041)	(5,618,197)	(5,501,762)	(116,434)	(5,899,442)	(5,935,409)	(5,990,483)	(6,103,899)
Net Service Cost to be funded	(2,609,041)	(2,485,919)	(123,122)	(2,587,393)	(1,109,500)	(1,790,534)	(3,260,937)	(3,438,282)	(3,339,996)	(98,286)	(3,451,632)	(3,108,055)	(2,813,925)	(2,869,631)
	29%	31%		31%	39%	49%	32%	30%	31%		35%	41%	46%	46%
Fundraising Activity														
Legacy Income	712,177	799,913	(87,736)	661,787	2,228,142	1,532,596	1,646,106	1,250,000	1,250,000	1	1,312,500	1,378,125	1,447,031	1,519,383
Donor Income	833,974	886,725	(52,751)	852,487	1,222,685	996,411	1,132,220	1,128,530	1,312,500	(183,970)	1,463,175	1,706,460	1,951,648	2,052,636
Fundraising Costs	(553,570)	(670,537)	116,967	(584,517)	(592,754)	(702,971)	(730,913)	(766,516)	(920,782)	154,266	(951,978)	(979,946)	(999,545)	(1,019,536)
	992,581	1,016,100	(23,520)	929,756	2,858,074	1,826,036	2,047,412	1,612,014	1,641,717	(29,703)	1,823,697	2,104,639	2,399,134	2,552,482
Lottery Income	264,133	278,175	(14,042)	276,021	454,014	422,996	368,285	355,321	401,852	(46,531)	454,581	577,188	690,348	720,427
Lottery Costs	(192,450)	(369,953)	177,503	(127,135)	(188,041)	(195,515)	(169,462)	(276,110)	(518,863)	242,753	(435,465)	(426,805)	(394,244)	(218,539)
	71,683	(91,778)	163,462	148,886	265,973	227,480	198,823	79,210	(117,011)	196,221	19,117	150,382	296,104	501,888
Shop Income	1,252,645	1,246,411	6,234	1,048,120	203,693	1,109,995	1,418,215	1,693,457	1,717,424	(23,967)	1,962,895	2,232,637	2,585,647	2,869,351
Shop Costs	(1,229,862)	(1,130,524)	(99,337)	(882,958)	(913,626)	(1,123,843)	(1,200,945)	(1,649,114)	(1,558,335)	(90,779)	(1,735,612)	(1,900,892)	(2,165,059)	(2,327,408)
	22,783	115,887	(93,104)	165,162	(709,933)	(13,848)	217,270	44,343	159,089	(114,746)	227,283	331,744	420,587	541,943
	2%	9%		16%		-1%	15%	3%	9%		12%	15%	16%	19%
Support Costs	(266,050)	(249,247)	(16,803)	(274,055)	(339,414)	(335,119)	(349,005)	(368,579)	(331,633)	(36,946)	(394,778)	(380,800)	(374,309)	(381,774)
Fundraising Contribution	820,997	790,962	30,036	969,749	2,074,699	1,704,549	2,114,500	1,366,988	1,352,162	14,826	1,675,319	2,205,965	2,741,517	3,214,539
Shortfall before DOC Funding	(1,788,044)	(1,694,957)	(93,087)	(1,617,644)	965,199	(85,985)	(1,146,437)	(2,071,293)	(1,987,834)	(83,460)	(1,776,314)	(902,090)	(72,408)	344,908
DOC Funding	0	749,997	(749,997)	166,666	280,000	666,666	750,000	1,000,000	1,000,000	0	650,000	200,000	53,334	0
Contingency Drawdown							0							
Surplus/(Shortfall) for period	(1,788,044)	(944,960)	(843,084)	(1,450,978)	1,245,199	580,681	(396,437)	(1,071,293)	(987,834)	(83,459)	(1,126,314)	(702,090)	(19,074)	344,908

SRH Detailed Income and Expenditure	Year To Date					Actuals 2021-22	Actuals 2022-23	Forecast 2023-24
	Actual	Budget	Variance	Prior Year	Variance			
31st December 2023								
NHS Grants	1,220,893	1,281,938	<i>(61,045)</i>	1,220,893	<i>(0)</i>	2,256,244	1,693,858	1,707,159
NHS Other Fees	894	3,600	<i>(2,706)</i>	0	<i>894</i>	8,485	4,544	2,094
Hospice Grants	410	0	<i>410</i>	10,874	<i>(10,464)</i>	280,354	10,710	410
Other income	210,109	219,650	<i>(9,541)</i>	225,791	<i>(15,682)</i>	278,368	323,075	279,609
Investment Income	148,833	109,300	<i>39,533</i>	(88,299)	<i>237,132</i>	21,393	(6,512)	160,833
Orangery Income	22,243	17,033	<i>5,209</i>	16,222	<i>6,020</i>	8,819	23,430	29,810
Operating Income	1,603,382	1,631,521	<i>(28,139)</i>	1,385,481	<i>217,901</i>	2,853,662	2,049,104	2,179,915
Staff Costs	(2,961,116)	(2,904,275)	<i>(56,841)</i>	(2,747,027)	<i>(214,089)</i>	(3,139,795)	(3,695,964)	(3,934,697)
Training, Recruitment and subscriptions	(33,810)	(30,982)	<i>(2,828)</i>	(29,524)	<i>(4,285)</i>	(40,142)	(42,277)	(44,400)
Food and Catering	(35,714)	(34,027)	<i>(1,687)</i>	(29,530)	<i>(6,184)</i>	(24,342)	(41,584)	(47,003)
Cleaning and Waste Disposal	(29,973)	(30,299)	<i>326</i>	(26,340)	<i>(3,633)</i>	(31,903)	(35,249)	(40,373)
Travel and Motoring Expenses	(14,646)	(11,152)	<i>(3,495)</i>	(10,063)	<i>(4,584)</i>	(13,190)	(13,800)	(18,267)
Drugs, Dressings and Consumables	(104,940)	(92,016)	<i>(12,924)</i>	(94,648)	<i>(10,292)</i>	(93,361)	(127,947)	(134,247)
Rates and Utilities	(48,931)	(61,757)	<i>12,827</i>	(56,055)	<i>7,124</i>	(78,552)	(78,361)	(69,642)
Repairs and Maintenance	(82,519)	(66,240)	<i>(16,279)</i>	(80,267)	<i>(2,253)</i>	(101,318)	(109,402)	(104,599)
Telephones, Postage, Stationery & IT	(45,863)	(51,709)	<i>5,846</i>	(30,663)	<i>(15,200)</i>	(45,407)	(40,699)	(59,539)
Rent	(202,650)	(202,500)	<i>(150)</i>	(202,650)	<i>0</i>	(270,300)	(270,300)	(270,150)
Events	(1,191)	(1,700)	<i>509</i>	(1,079)	<i>(112)</i>	0	(1,079)	(1,191)
Communications and Marketing	(7,537)	(4,500)	<i>(3,037)</i>	(9,283)	<i>1,745</i>	(7,498)	(11,199)	(9,037)
Other Direct Costs	(38,259)	(28,186)	<i>(10,074)</i>	(46,756)	<i>8,496</i>	(40,154)	(61,055)	(47,385)
Direct Cost of Service	(3,598,422)	(3,513,143)	<i>(85,279)</i>	(3,353,523)	<i>(244,900)</i>	(3,878,465)	(4,516,639)	(4,770,303)
Depreciation	(81,901)	(105,802)	<i>23,901</i>	(71,242)	<i>(10,660)</i>	(95,491)	(95,392)	(110,736)
Direct Service Cost less Direct Income	(2,076,942)	(1,987,424)	<i>(89,517)</i>	(2,039,284)	<i>(37,658)</i>	(1,120,295)	(2,562,927)	(2,701,124)
Staff Costs	(529,819)	(522,483)	<i>(7,336)</i>	(555,886)	<i>26,067</i>	(705,438)	(704,408)	(720,006)
Training, Recruitment and subscriptions	(19,038)	(21,176)	<i>2,138</i>	(21,124)	<i>2,086</i>	(16,060)	(25,747)	(22,483)
Telephones, Postage, Stationery & IT	(96,121)	(86,035)	<i>(10,086)</i>	(91,521)	<i>(4,600)</i>	(104,964)	(119,538)	(124,931)
Professional Services	(61,631)	(54,036)	<i>(7,595)</i>	(56,314)	<i>(5,317)</i>	(78,721)	(70,294)	(123,076)
Insurance	(24,066)	(26,333)	<i>2,267</i>	(23,739)	<i>(327)</i>	(32,024)	(31,371)	(32,316)
Communications & Marketing	(9,358)	(5,297)	<i>(4,061)</i>	(43,685)	<i>34,327</i>	(9,943)	(47,880)	(13,763)
Other Costs	(35,853)	(21,415)	<i>(14,438)</i>	(22,610)	<i>(13,242)</i>	(29,517)	(33,382)	(42,255)
VAT	(22,264)	(10,966)	<i>(11,298)</i>	(7,285)	<i>(14,979)</i>	(28,692)	(14,396)	(26,906)
Support charged to Income Generation	266,050	249,247	<i>16,803</i>	274,055	<i>(8,005)</i>	335,119	349,005	368,579
Indirect Service Costs	(532,100)	(498,495)	<i>(33,605)</i>	(548,110)	<i>16,010</i>	(670,239)	(698,011)	(737,158)
Net Service Cost to be Funded	(2,609,041)	(2,485,919)	<i>(123,122)</i>	(2,587,393)	<i>(21,648)</i>	(1,790,534)	(3,260,937)	(3,438,282)

Income Generation								
Legacies	712,177	799,913	<i>(87,736)</i>	661,787	<i>50,390</i>	1,532,596	1,646,106	1,250,000
Donations	798,284	844,500	<i>(46,216)</i>	811,647	<i>(13,363)</i>	947,496	1,078,619	1,078,814
Gift Aid	35,690	42,225	<i>(6,535)</i>	40,840	<i>(5,150)</i>	48,915	53,601	49,716
Staff Costs	(378,968)	(345,998)	<i>(32,970)</i>	(352,633)	<i>(26,335)</i>	(458,168)	(451,042)	(519,744)
Training, Recruitment and subscriptions	(18,556)	(29,146)	<i>10,590</i>	(8,834)	<i>(9,722)</i>	(12,130)	(21,750)	(28,032)
Rent, Rates and Utilities	(33,697)	(28,711)	<i>(4,986)</i>	(27,344)	<i>(6,353)</i>	(34,715)	(33,585)	(42,100)
Repairs and Maintenance	(4,462)	(7,475)	<i>3,014</i>	(7,147)	<i>2,685</i>	(16,412)	(8,769)	(6,103)
Telephones, Postage, Stationery & IT	(14,583)	(15,653)	<i>1,070</i>	(14,606)	<i>22</i>	(21,613)	(20,067)	(20,960)
Events and Communications	(70,815)	(201,543)	<i>130,728</i>	(129,289)	<i>58,474</i>	(118,654)	(135,604)	(108,834)
Other Costs	(32,490)	(42,011)	<i>9,521</i>	(44,665)	<i>12,175</i>	(41,279)	(60,097)	(40,743)
Net Fundraising Contribution	992,581	1,016,100	<i>(23,520)</i>	929,756	<i>62,824</i>	1,826,036	2,047,412	1,612,014
Lottery Income	264,133	278,175	<i>(14,042)</i>	276,021	<i>(11,888)</i>	422,996	368,285	355,321
Staff Costs	(17,462)	(15,678)	<i>(1,784)</i>	(16,815)	<i>(646)</i>	(43,105)	(22,316)	(23,212)
Agency Staff	(78,585)	(248,659)	<i>170,074</i>	0	<i>(78,585)</i>	0	0	(117,087)
Printing, Postage and Marketing	(2,635)	(6,409)	<i>3,774</i>	(4,386)	<i>1,751</i>	(17,371)	(6,066)	(4,235)
Bank, Management and Other Charges	(35,268)	(38,207)	<i>2,939</i>	(41,934)	<i>6,666</i>	(53,040)	(57,580)	(52,076)
Lottery Prizes	(58,500)	(61,000)	<i>2,500</i>	(64,000)	<i>5,500</i>	(82,000)	(83,500)	(79,500)
Net Lottery Contribution	71,683	(91,778)	<i>163,462</i>	148,886	<i>(77,202)</i>	227,480	198,823	79,210
Shop Income	1,232,645	1,178,640	<i>54,005</i>	1,015,604	<i>217,041</i>	1,046,865	1,369,457	1,633,457
Gift Aid	20,000	67,772	<i>(47,772)</i>	32,468	<i>(12,468)</i>	25,000	48,710	60,000
Rent received	0	0	<i>0</i>	0	<i>0</i>	8,775	0	0
Other Income (COVID grants)	0	0	<i>0</i>	48	<i>(48)</i>	29,355	48	0
Staff Costs	(652,481)	(619,525)	<i>(32,957)</i>	(438,811)	<i>(213,671)</i>	(498,256)	(606,924)	(883,050)
Training, Recruitment and subscriptions	(7,640)	(7,147)	<i>(493)</i>	(8,234)	<i>594</i>	(4,014)	(10,402)	(9,069)
Consumables and Goods for Resale	(54,045)	(27,597)	<i>(26,448)</i>	(26,897)	<i>(27,148)</i>	(36,330)	(35,988)	(63,045)
Cleaning and Waste Disposal	(29,441)	(25,681)	<i>(3,760)</i>	(24,458)	<i>(4,983)</i>	(33,513)	(26,934)	(37,950)
Rent, Rates and Utilities	(318,952)	(311,381)	<i>(7,572)</i>	(248,927)	<i>(70,025)</i>	(313,508)	(346,874)	(437,616)
Repairs and Maintenance	(33,663)	(20,641)	<i>(13,021)</i>	(21,818)	<i>(11,844)</i>	(53,594)	(26,058)	(38,258)
Depreciation	(63,686)	(46,303)	<i>(17,383)</i>	(34,900)	<i>(28,786)</i>	(73,373)	(48,344)	(87,662)
Telephones, Postage, Stationery & IT	(17,792)	(16,948)	<i>(845)</i>	(16,553)	<i>(1,240)</i>	(21,373)	(21,636)	(23,521)
Other Costs	(23,736)	(32,499)	<i>8,763</i>	(13,069)	<i>(10,668)</i>	(14,350)	(18,354)	(31,821)
Bank, credit card and cash collection	(18,536)	(13,727)	<i>(4,808)</i>	(8,980)	<i>(9,556)</i>	(17,454)	(13,390)	(24,264)
Professional Services	(3,329)	(2,250)	<i>(1,079)</i>	(33,810)	<i>30,481</i>	(51,563)	(37,426)	(4,079)
Insurance	(6,559)	(6,826)	<i>267</i>	(6,501)	<i>(58)</i>	(6,514)	(8,614)	(8,778)
Net Shops Contribution	22,783	115,887	<i>(93,104)</i>	165,162	<i>(142,378)</i>	(13,848)	217,270	44,343
Support Costs	(266,050)	(249,247)	<i>(16,803)</i>	(274,055)	<i>8,005</i>	(335,119)	(349,005)	(368,579)
Net Contribution from Income Generating Activities	820,997	790,962	<i>30,036</i>	969,749	<i>(148,751)</i>	1,704,549	2,114,500	1,366,988
Net Shortfall before DoC funding	(1,788,044)	(1,694,957)	<i>(93,087)</i>	(1,617,644)	<i>(170,399)</i>	(85,985)	(1,146,437)	(2,071,293)
Drawdown from DoC grant / other DoC	0	749,997	<i>(749,997)</i>	166,666	<i>(166,666)</i>	666,666	750,000	1,000,000
Shortfall for period	(1,788,044)	(944,960)	<i>(843,084)</i>	(1,450,978)	<i>(337,065)</i>	580,681	(396,437)	(1,071,293)

Finance Risk Control Register

Risk Category	Activity	Top Risk(s)	Initial Likelihood	Initial Severity	Initial Risk Rating	Prevention Controls - reducing likelihood	Mitigation Controls - reducing severity	Final Likelihood	Final Severity	Final Risk Rating	Responsibility?	Last / next review
1	Funding Streams do not grow	<ul style="list-style-type: none"> Long term financial sustainability Financial Losses continue and cash drains 	4	5	20	<ul style="list-style-type: none"> Fundraising strategy in place - team recruited Lottery Campaign commenced in 2023 Retail growth plan progressing Joint Hospice approach to ICB for funding plan to grow over next 3 years 	<ul style="list-style-type: none"> Cash Balance in place to support plan implementation over next 2 years Long term planning includes cost reduction options to secure stability Additional mitigation funding agreed in principle to ensure time to implement alternative measures to secure service 	3	4	12	Head of Fin / CEO	Jan 24 / Apr 24
2	Impact of Inflation	<ul style="list-style-type: none"> Costs rise at faster rate than income Funding gap grows 	4	5	20	<ul style="list-style-type: none"> Energy contracts in place to limit impact of rises Retail rental agreements on multi-year terms 	<ul style="list-style-type: none"> Mitigation funding has been agreed in principle to ensure time to react to unexpected changes to circumstance (eg inflation above 2%) so long as evidence of other improvement is clear Review of cost and affordability of service would need to be initiated to seek mitigation savings Inflation cost growth is main thrust of lobbying to Govt and NHS 	3	4	12	Head of Fin / CEO	Jan 24 / Apr 24
3	Loss of Key Personnel	<ul style="list-style-type: none"> Disruption to service Inability to prepare accounting information Knock on effect to other team members 	3	4	12	<ul style="list-style-type: none"> Assistant level staff can cover one another In House Finance expertise available to offset senior loss, temporarily 	<ul style="list-style-type: none"> Financial records and workings are well organised and could be followed Sage system is well known and temp cover could be arranged 	2	3	6	Head of Fin / CEO	Jan 24 / Apr 24
4	Financial Fraud (significant sums)	<ul style="list-style-type: none"> Financial Loss Reputational Damage 	2	5	10	<ul style="list-style-type: none"> Two signatures required for all transactions Annual budget set as boundary for activity Monthly review of accounts to budget and variances investigated 	<ul style="list-style-type: none"> Review of financial policies and accountability structures to be undertaken 	1	4	4	Head of Fin / CEO	Jan 24 / Apr 24
5	Operational Risk	<ul style="list-style-type: none"> Financial risks arising from operations (lawsuits relating to negligence and employment disputes, Health & Safety, unfair dismissal etc) 	2	4	8	<ul style="list-style-type: none"> Covered by Insurance with Legal Advice to guide difficult decisions Policies and Procedures 	<ul style="list-style-type: none"> Further expert legal advice would be taken as and when needed 	1	3	3	Head of Fin / CEO	Jan 24 / Apr 24

The axis for Likelihood should be from 1. Very Low – 2. Low – 3. Medium – 4. High – 5. Very High
 The axis for Severity should be from 1. Light – 2. Serious – 3. Major – 4. Catastrophic – 5. Multi Catastrophic

Over 13 = red
 8-13 = amber
 7 or under = green

Finance & Resources Update – IT & Estates

25th January 2024

1 IT Department

1. Additional staff have been recruited to fill the roles of two Senior IT Technicians. Chris Morley has joined us as a contractor, initially for a 3-month contract, but this can be extended to 6 months or the possibility of remaining as full-time staff. Ajay Patel will be joining us on 26 February as a permanent member of staff.
2. EMIS Mobile has been successfully rolled out for the community team laptops and iPads for the in-patient unit. The EMIS south-west London sharing agreement has been activated and currently 44 of 48 are currently jointly sharing patient records, but 4 are still being pursued. These are Medical Centres, Surgeries and GP practices.
3. The DatixWeb incident and complaints reporting software has been successfully migrated from the on-premises version to the Cloud version.
4. The WebTitan web-site filtering software has been successfully migrated from the on-premises version to the Cloud version. This was necessary because our on-premises version was designated as end-of-life.
5. The SpamTitan email filtering software has been replaced by the email filtering software supplied by Microsoft as part of the Exchange 365 product. This will save approximately £2,000 per year in licencing charges.
6. It is believed that the recent ransomware attack on the Hospice occurred due to an issue with our NetScaler access software. To prevent a future attack, this software has been moved to a Cloud version (rather than on-prem) where the software will be permanently kept up-to-date by the software provider (Citrix). This change of configuration also has the benefit that our user logon authentication software can be updated as described below.
7. The Safeword user logon authentication software has been replaced by Microsoft Authenticator software, which is free of charge. This change will save approximately £6,000 per year in licencing charges. This change has been implemented for all internal and remote Hospice users, as well as external NHS medical examiners and on-call doctors at Kingston Hospital and Princess Alice Hospice.

2 Facilities Department

1. The fire doors within the IPU department all need to be replaced, either because they are old or because they need to be repaired.
The 13 patient bedroom doors will be replaced with new doors which are auto-closing in the event of a fire alarm. They will also incorporate a small viewing window to improve the ability of IPU staff to monitor patients.
A further 4 fire doors in IPU are either main corridor access doors or doors to other adjacent departments, all of which must be replaced.
2. It is planned to refurbish two kitchen areas within the Hospice main site.
The kitchen in the St Bede's Wellbeing Centre will be refurbished in both the front serving area and the rear kitchen area.
The small kitchen area in the IPU family / reception area will also be refurbished.

3 Incidents / Risks

1. Since the Cyber / Ransomware attack on 23 October 2023, no further incidents have occurred.

IT and Estates Risk Control Register

Risk Category	Activity	Top Risk(s)	Initial Likelihood	Initial Severity	Initial Risk Rating	Prevention Controls - reducing likelihood	Mitigation Controls - reducing severity	Final Likelihood	Final Severity	Final Risk Rating	Responsibility?	Last / next review
IT Systems												
1	Cyber attack	<ul style="list-style-type: none"> • Virus, ransom-ware or other malware attack or software vulnerability. • Malicious software can damage IT system, steal or encrypt data or prevent normal service by sheer volume of extra traffic. • Problem could spread to many servers, computers and/or other devices and take days/weeks to clear. • Denial of Service Attacks could affect internal or external systems. • Reputational damage can result from cyber attack. 	4	5	20	<ul style="list-style-type: none"> • Anti-virus & anti-malware software is used on all servers & computers. These are updated automatically in real-time. Software updates & security patches are applied when needed. • Firewalls control unauthorised entry from Internet. Web filtering software prevents users from accessing unsafe websites. Email filtering blocks most unsafe emails. • Staff are educated to avoid risks from phishing attacks. Simulated attacks are used to ensure that staff comply. Mandatory training now includes cyber security for all staff. • Enforced use of strong passwords and 2-factor authentication. 	<ul style="list-style-type: none"> • Multiple backups of data are maintained on a daily/monthly basis. • Wasabi cloud backup solution of data are maintained on a daily/monthly basis. • Backups are both on-line and off-line to maximise opportunity for data recovery. 	3	4	12	Dir of IT & Est	Jan 24 / Apr 24
2	IT System - LAN / WAN Failure	<ul style="list-style-type: none"> • Switch / Router failure or configuration corruption / deletion • Firewall failure or configuration corruption / deletion 	3	5	15	<ul style="list-style-type: none"> • Firmware and software updated regularly. • Use of strong passwords. • Access limited to essential personnel. 	<ul style="list-style-type: none"> • Spanning tree protects against single device failure by rerouting connections. • High availability firewalls allow one firewall to take over if another fails. • Spare switch ready configured for replacement • Backup copies of all configs kept securely 	2	4	8	Dir of IT & Est	Jan 24 / Apr 24
3	IT System - Server / SAN Failure	<ul style="list-style-type: none"> • Major hardware failure can be caused by a range of events, both accidental and malicious. Depending on which hardware fails, vital services could be disrupted or communications lost. 	3	5	15	<ul style="list-style-type: none"> • For Servers, SANs and NAS, dual components provide redundancy for single item failures. • Global spare SAN disks enable automatic replacement of a failed drive. • Firmware and software updated regularly. • Use of strong passwords. • Access limited to essential personnel. 	<ul style="list-style-type: none"> • Warranty support contracts provide rapid response to replace failed parts. • Regular backups of virtual servers enable rapid recovery in event of failure. 	2	4	8	Dir of IT & Est	Jan 24 / Apr 24
4	Loss of Key Personnel	<ul style="list-style-type: none"> • Some systems may be understood by only one person, who could leave, become ill, have an accident, etc. Some systems could then be difficult to maintain, with extended downtime, or projects could be delayed. 	3	5	15	<ul style="list-style-type: none"> • Recruiting to a higher level second role to help spread the critical systems knowledge 	<ul style="list-style-type: none"> • The IT Department has a Network Administration Guide (NAG) which details all aspects of the configuration of the IT system & also details the support tasks which must be performed by new or contract staff. 	2	4	8	Dir of IT & Est	Jan 24 / Apr 24
5	Theft of data	<ul style="list-style-type: none"> • Theft of data would compromise privacy laws (GDPR) & could affect reputation. 	3	4	12	<ul style="list-style-type: none"> • All system data is protected by strong IT system access security (usernames & passwords) & where needed MFA. Data is only made available to staff on a need-to-know basis. • Data access is regularly reviewed. • Data cannot be taken offsite as all writable media (CD/DVD, USB, etc) are disabled except for IT issued encrypted USB pens. Web filtering prevents access to file transfer services. • Unauthorised access is prevented by using MAC address authentication on all switch ports & VLANs to segregate data areas. • Office 365 emails & other services are encrypted & monitored to prevent unauthorised data transfer. 		1	4	4	Dir of IT & Est	Jan 24 / Apr 24
6	Failure of Outsourced Services	<ul style="list-style-type: none"> • Potential for loss of service from outsourced services (including Citrix, Exchange 365, EMIS, anti-virus, remote access, SelectHR, Sage Cloud). • Service quality and security possibly at risk. • Reputation possibly at risk. 	2	5	10	<ul style="list-style-type: none"> • Contractual agreements with third party suppliers. • Service providers have multiple data centres in different locations for data resilience. • Service providers perform regular backups and regular security updates. • Service providers use strong passwords and some use 2FA. 	<ul style="list-style-type: none"> • Emails are available on mobile devices for some staff. • Internal Citrix system has caching enabled to permit continued use on-site during external failures. • Daily paper print-outs are used to enable continued operation in the event of an EMIS failure. 	2	4	8	Dir of IT & Est	Jan 24 / Apr 24
7	Mains power failure to vital IT equipment.	<ul style="list-style-type: none"> • Powerdown of key equipment would disable electronic communication and central IT services. 	2	5	10		<ul style="list-style-type: none"> • Key equipment supported by UPS batteries. Standby generator starts within minutes. • Generator tested regularly. UPS batteries replaced when needed. 	2	3	6	Dir of IT & Est	Jan 24 / Apr 24
8	Loss of or corrupted backups	<ul style="list-style-type: none"> • Backups of data are essential to protect against loss or damage to live production data storage 	2	5	10	<ul style="list-style-type: none"> • Backups are stored securely in main Server Room & locked IT Store Room, with strictly controlled access. • One backup copy is held off-line to protect against cyber attack. 	<ul style="list-style-type: none"> • Data is protected by multiple levels of backup copies. • Data is backed up weekly, daily or more frequently, as required. • Data retention policy is 3 months in accordance with GDPR. 	2	3	6	Dir of IT & Est	Jan 24 / Apr 24
9	<ul style="list-style-type: none"> • Loss of Internet (leased line) connection • Loss of EES (Capitol House) connection • Loss of NHS HSCN connectoin 	<ul style="list-style-type: none"> • Loss of any of the 3 connection services is likely to be due to third party problems and therefore outside our control. • Loss of the Internet connection would affect access to all web based information and email services. Software services which are hosted on-line would not be accessible. • Loss of the NHS HSCN line would prevent access to the EMIS PID system. • Loss of access to the EES line would prevent Capitol House staff from accessing the main network. 	2	5	10		<ul style="list-style-type: none"> • SLAs with the line providers guarantees fastest possible recovery from loss of service. • Emails are available on mobile devices for some staff. • Internal Citrix system has caching enabled to permit continued use on-site during Internet connection failure. • EMIS users could access EMIS mobile from an alternative internet connection using their login. • Capitol House staff could use computers based in the main site until the problem is resolved. 	2	4	8	Dir of IT & Est	Jan 24 / Apr 24
10	Loss of telephone connection	<ul style="list-style-type: none"> • Loss of VoIP telephone connection would disrupt all normal voice communication, and could be a major problem in an emergency such as a fire. 	3	3	9		<ul style="list-style-type: none"> • Alternative arrangements are already in place to protect against a VoIP system failure & these have been tried & tested. • Two emergency mobile phones are available for incoming & outgoing calls respectively. • Incoming direct-dial numbers can be re-directed during a fault to the incoming mobile phone. These mobiles (& staff mobiles) can be used for fire, ambulance & police emergency calls if required. 	3	2	6	Dir of IT & Est	Jan 24 / Apr 24
ESTATES												Jan 24 / Apr 24

1	Loss of Electrical Power	• Loss of mains power to part or the whole of the Hospice site could cause major disruption for staff & patients.	2	5	10	• In the event of a mains power failure, the Hospice diesel generator will start automatically & "cut-in" within minutes. • During this time, however, all equipment (unless battery powered) will shutdown & need to be rebooted when power returns. • All parts of the Hospice Main Building are supported by the emergency generator, but not 759 building or St. Bedes.	2	3	6	Dir of IT & Est	Jan 24 / Apr 24	
2	Fire	• A fire can occur in any location, being caused by various events. Fires can have a major effect on the use of the location involved.	2	5	10	• Staff trained in recognising and avoiding fire hazards. • Fire equipment maintained and checked on a regular basis. • Electrical items all professionally checked in line with H&S requirements. • H&S audit provides additional indication for risk avoidance. • A fire risk assessment is conducted as needed.	• Each Hospice building has a Fire Control Panel which automatically raises alarm and indicate area of fire. • A trained Fire Warden team has been established. • Fire extinguishers are located near the outer doors of all buildings, the type being appropriate to the location. • Fire drills are undertaken regularly. • 30 minute Fire Doors are installed throughout the site wherever needed.	2	3	6	Dir of IT & Est	Jan 24 / Apr 24
3	Gas leak	• A gas leak obviously constitutes a grave risk of fire or explosion and damage to health.	2	5	10	• All gas powered equipment and gas pipework is regularly tested for correct operation & absence of leaks		1	5	5	Dir of IT & Est	Jan 24 / Apr 24
4	Asbestos in building structures	• Asbestos within building structures has been outlawed for many years. Asbestos fibres present a serious risk to health when air borne.	2	4	8	• An Asbestos Management Plan is in place, which identifies the location of asbestos with the Hospice & charity shop buildings. Any work in one of these areas will require adherence to the management plan.		1	4	4	Dir of IT & Est	Jan 24 / Apr 24
5	Burst Pipe / Flood	• Water damage in any area can cause substantial damage to equipment, furniture, etc. Water near to electrical equipment can constitute a serious risk to staff.	2	4	8	• Regular maintenance and regular checks are undertaken.	• The location of all water pipes in all buildings is logged on appropriate building schematics. The location of all mains water shut off valves is also recorded. • Water main shut off valves are tested regularly to ensure that they operate correctly & have not seized up.	1	3	3	Dir of IT & Est	Jan 24 / Apr 24
6	Security / Break-in	• A security breach / break in can give rise to the theft of equipment, theft of data or risk to health of staff who may be present.	2	3	6	• All buildings have swipe card access control. Cards are only accepted where a staff member has been allowed access to that particular resource. • CCTV is installed in all buildings and charity / retail shops.		1	3	3	Dir of IT & Est	Jan 24 / Apr 24
7	Boiler / Heating System failure	• If the boiler or heating system develops a fault, it can represent a threat to health for both staff & patients during cold weather spells.	2	3	6	• The boiler & general heating system is monitored regularly to ensure correct operation.	• Several portable heating units are in store & available if required. • Ward rooms and several offices have air conditioning units that can provide heat.	1	2	2	Dir of IT & Est	Jan 24 / Apr 24
8	Oxygen Supply failure	• If the oxygen supply from St. Anthony's Hospital failed, no oxygen would be available for patients on-site.	1	4	4	• The oxygen supply pipes are checked regularly.	• Oxygen cylinders are kept on-site at St. Anthony's Hospital and can be brought into use immediately if the need arises.	1	2	2	Dir of IT & Est	Jan 24 / Apr 24

The axis for Likelihood should be from
The axis for Severity should be from

1. Very Low – 2. Low – 3. Medium – 4. High – 5. Very High

1. Light – 2. Serious – 3. Major – 4. Catastrophic – 5. Multi Catastrophic

Over 13 = red
8-13 = amber
7 or under = green

Corporate Governance Report – Additional Information

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Information Governance

- Submission of our compliance against the NHS Digital 'Data Security and Protection Toolkit' was completed and published on 27th June 2023 prior to the 30th June 2023 submission deadline.

Information Security

- This item is covered in report by the Head of IT and Facilities

Policy Management

- A quantitative summary shows distribution and progress for organisational policy review against v1.76 of the Policy Manual Index.

Review Leads	No of Policy Manual Documents	Out of Date (OOD)	%OOD
A Angarita	1	0	0%
A Jackson	1	0	0%
A Machin	5	0	0%
A Rudkin	28	1	4%
B Angel	25	9	36%
C Foster	1	0	0%
E Lunn / R Wallis	3	0	0%
G Tamura-Rose	4	3	75%
G Toubal	2	0	0%
H Agboola	2	0	0%
J Ford	1	0	0%
J Groom	10	0	0%
J Strawson	16	0	0%
J Strawson / G Tamura-Rose	3	0	0%
K Hobson	1	0	0%
M Flint	4	0	0%
N Collins	3	0	0%
N Stevens	17	5	29%
P James	1	0	0%
R Trower	16	3	19%
R Wallis	16	0	0%
R Yin-Poole	2	0	0%
S Cresswell	9	0	0%
S Molyneux	1	1	100%
S-J Woods	2	2	100%
T Christmas	7	0	0%
TOTALS	181	24	13%
		13%	

	Oct -21	Jan-22	Jun-22	Jan-23	Jun-23	Jan-24
Up to date Policy Publication Compliance	88%	90%	92%	86%	87%	87%

- There were 23 policies / standard operating procedures published/ revised between 20/10/2021 and 18/01/2022.
- 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

Health & Safety

- Fire risk assessments remain in place for all buildings and retail premises and were last undertaken by an external Health & Safety/Risk Management professional in 2020 & 2021. Fire risk assessment of new premises at Wimbledon Park (November 2022), Sutton Donation and Distribution Centre (July 2023) and Morden Clearance (November 2023) have been undertaken by our Facilities Manager and lead on fire safety.
- All premises will be subject to a renewed Fire Risk Assessment undertaken by an external Health & Safety/Risk Management professional in the summer of 2024.
- All premises will be subject to a renewed Health & Safety Audit undertaken by an external Health & Safety/Risk Management professional in the summer of 2024.
- The results of the summer 2024 Health & Safety Audit and Fire RA review will be summarised in the next report (subject to their production) and will direct priorities and actions in 2024 and 2025.
- Communications between Commercial/Retail and Facilities remain good and much improved upon from 3 years ago. Regular visits to the retail premises by the Facilities team remain in place.
- Updates are included within the minutes of our Health & Safety Committee. Minutes of the last meeting held in October 2023 are included in papers.
- The Area Sales Managers and the Facilities Manager visit the retail premises with frequency. We will be exploring a more systematic surveillance of health and safety checks in 2024 and associated record keeping.
- General Risk Assessments are in evidence for all departments and premises and are subject to a default 2 year review/update.
- A large project of fire door replacement on the IPU is scheduled for completion by July 2024.

RISK MANAGEMENT

NON-CLINICAL RISK MANAGEMENT DATA

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

Month	Staff		Visitor/ Customer		Volunteer		Contractor		Not App		2023 Total	2022 Total	2021 Total	2020 Total	2019 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc					
Jan 23				2(1)		1(1)					3(2)	6(4)	1	1	4
Feb 23						1(1)				6(3)	7(4)	8(6)	3	6(2)	0
Mar 23		2(2)		3(2)	1(1)	1(1)				1	8(6)	12(10)	1	2	2(2)
Apr 23	1(1)	1		3(2)		1(1)				1	7(4)	2(2)	3(1)	0	4(3)
May 23				8(8)						3(1)	11(9)	7(6)	1	3	5(1)
Jun 23		1(1)		1(1)		1(1)				4	7(3)	8(5)	0	3	2(2)
Jul 23			1(1)	3(3)						4(1)	8(5)	5(4)	3	1	1(1)
Aug 23	1(1)	1		2(2)		1(1)					5(4)	7(5)	1	1	5(2)
Sep 23		3(1)		4(4)	2(1)	1(1)				3(2)	13(9)	8(7)	4	1	1
Oct 23	1	2(1)								2	5(1)	3(2)	5	2	2(2)
Nov 23	1	1		1(1)		1(1)				2(1)	6(3)	5(3)	2(2)	1	3(1)
Dec 23						1(1)					1(1)	8(4)	10(9)	0	6(4)
2023	4(2)	11(5)	1(1)	27(24)	3(2)	9(9)				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)	
2019	13(7)	6(5)	0	3(1)	2(1)	3	0	0	0	4					35(18)

Notes : In Jan-Dec 2023, there has been one non-clinical incident/ accidents that have required RIDDOR report. This concerned a member of staff who fell in the Reception area. Two incidents that concerned customer falls at Wimbledon Park Shop and the New Malden Clearance Store without injury were notified to our insurers for information. All incidents classified as either Minor/No Harm/Low Harm.

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

Accidents	Staff	Visitor	Vol	Contractor	Not App	2023	2022	2021	2020	2019
Manual Handling							0	0	0	3(3)
Impact/Bump							3	2	3(1)	9(3)
Burn/Scald							1(1)	0	1	0
Allergic Reaction							0	5	0	0
Other							0	1	0	0
Cut	2(1)	1(1)	2(2)			5(4)	3(3)	(1)	0	0
Slip/Trip/Fall	2(1)					2(1)	7(6)	5(1)	2	(3)
2023 Total	4(2)	1(1)	2(2)			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)	
2019 Total	12(7)	0	3(2)	0	0					15(9)

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

Incidents (non-injurious)	Staff	Visitors / Customers	Volunteers	Contractor	N/A	2023	2022	2021	2020	2019
Lost Property							6(6)	0	1	(1)
Legionella / Bacteria Reading					2	2	2			
Driving / Car Park	2(1)		3(3)			5(4)	1	2	0	1
Electric shock								0	0	(1)
Environment Issue / Damage					5(4)	5(4)	3(3)	(1)	0	(2)
Equipment	1(1)				1	2(1)	1(1)	0	3	0
Fire Alarm					3(2)	3(2)	1	0	0	1
Fire								0	0	0
Health Problem	1	2(2)	1(1)			4(3)	2(2)	(1)	3	0
Lone Worker Device False	1					1	3(2)			
Information Incident	4		1(1)			5(1)	8(2)	3(1)	2	(2)
Retail Customer Service							2(2)			
Other							7(4)	3(2)	2	2(1)
Power Cut					9	9	3(2)	(2)	1	0
Security / Theft Incident	3(3)	11(10)			5(1)	19(14)	17(17)	3(1)	2	6
Slip/Trip/Fall/Faint		2(2)	1(1)			3(3)	4(2)	1	(1)	(1)
Impact/Bump		1				1	1(1)	2	0	2(1)
Verbal/ Physical Violence / Behaviour		11(10)	4(4)			15(14)	4(4)	(2)	0	1
2023 Total	12(5)	27(24)	10(10)		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)	
2019 Total	8(6)	2	3(1)	0	7(2)					20(9)

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

2023 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	Info Inc	Retail Customer	Fire Alarm	Security / Theft	Driving / Car Park	Other	Equipment	2023	2022	2021	2020	2019
Jan				1(1)					1					1(1)				3(2)	5(3)	0	1	4
Feb	1	2						1(1)					1(1)	1(1)	1(1)			7(4)	5(4)	0	4(2)	0
Mar			1					1(1)			1(1)			5(3)				8(5)	9(8)	0	2	2(2)
April	1				1(1)	2(1)				1				1(1)				6(3)	1(1)	2(1)	0	4(3)
May				1(1)	1(1)	4(4)							2(1)	3(2)				11(9)	6(6)	1	3	5(1)
June			4											2(2)	1(1)			7(3)	6(3)	0	2	2(2)
July			1	1(1)		2(2)	1(1)							2				7(4)	3(2)	1	0	1(1)
Aug						2(2)				1				1(1)				4(3)	6(5)	1	0	5(2)
Sept						4(4)	1(1)	1	1					2(2)	1	1(1)		11(8)	8(7)	3	1	1
Oct			1							1					1(1)		1	4(1)	3(2)	2	1	2(2)
Nov					1	1(1)	1(1)							2(1)				5(3)	5(3)	(1)	1	3(1)
Dec					1(1)													1(1)	8(4)	9(8)	0	6(4)
2023	2	9	3(3)	4(3)	15(14)	5(5)	1	1	5(1)	3(2)	20(14)	4(3)	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(1)		
2020	1		1	(1)	3					2				2		2	3				15(1)	
2019	(1)			(4)		1	(3)	(2)	11((2)		1		6	1	3(2)						35(18)

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

Complaints

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

The number of complaints logged in 2023 is 23; of which, there were 11 that did not have a clinical underpinning.

2023 - Complaints	CPCT / H@H Care	CPCT / H@H Comms	IPU Care	IPU Comms	IPU Care & Comms	Bereavement Comms	Reception Comms	Volunteer Services Comms	Fundraising /Shop Comms	HR	Total	Merton	Sutton	Other	UPHELD in Whole or Part
January						1					1	1			0
February	1	1		1			1				4	1	3		4
March				1					2		3		1		3
April				1					1		2		1		2
May		1									1		1		1
June			1						2		3		1		2
July											0				
August									2		2				2
September				1					2		3		1		3
October											0				
November		1									1	1			1
December		1							2		3		1		2
2023	1	4	1	4	0	1	1	0	11	0	23	3	9	0	20
2022	3	0	2	3	0	0		0	0	0	8	1	7	0	6
2021	4	5	1	1	1	0		1	0	0	13	6	6	0	12
2020	4	1	2	3	1	1		0	1	2	15	6	6	0	14
2019	0	0	3	3	0	1		0	2	2	14				9
2018	2	5	10	4	1	0		0	1	0	27				19

Non-clinical Complaints: June – December 2023

ID	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASS	ACTION TAKEN SUMMARY	UPHELD IN PART OR WHOLE
2023/12	Donor	26/06/2023	<p>Complaint made by donor about the way she was treated by a volunteer at the Carshalton shop, when she entered an area to donate some unused bed linen. Donor felt that the person spoke to her in a rude manner and was not helpful in taking the items from her.</p> <p>Donor felt that the staff at the shop have always been pleasant and courteous, so she was rather taken aback by this person's rudeness and felt that she acted in an arrogant and conceited fashion.</p> <p>She concluded that she will not be making any more donations to the shop.</p>	Commercial Retail - Carshalton Shop Volunteer Comms	<p>ASM discussed complaint with the manager. This was a volunteer who has Bi Polar. Only a few weeks ago the Mental Health team were called out resulting in her medication being reviewed and adjusted. She volunteers about 3 times a week and although she is not back to full health, the roles she carries out play a large part in her recovery but fulfil a useful purpose and contributes to the shops team as a whole. She is struggling with fatigue so when she's tired she sits in the back room for a short break.</p> <p>The area the customer entered was staff only and we suspect that the volunteer was probably not as "soft" as she could have been, probably because she was exhausted.</p> <p>Email sent to complainant by CEO : Thank you very much for taking the time to let us know about your disappointment at how one of our colleagues responded to you when you donated at our Carshalton shop.</p> <p>As you can imagine, we do expect, encourage and train all our team to be respectful and polite at all times and I am sorry to hear that, on this occasion, we have fallen short. We will follow this up internally and aim to learn from your comments.</p> <p>I would also like to thank you for your donations. As a charity, we rely on the goodwill and generosity of our community and I very much hope that, in time, you will reconsider your decision not to support us with your donations and that you will not be disappointed in our service again.</p>	Upheld

ID	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASS	ACTION TAKEN SUMMARY	UPHELD IN PART OR WHOLE
2023/14	Customer	08/06/2023	A gentleman made a complaint via the web that one of our volunteers in the donation centre was doing a dodgy sale to a lady who he thought was related to the volunteer. He commented that she was probably a dealer.	Commercial Retail – Sutton DC Volunteer Service	Investigated by Commercial Director and email in response sent following day appreciating the customer raising the transaction in his mail but reassured him that the customer to whom a large quantity of DVDs was sold is a regular buyer and that such transactions are undertaken in front of house to ensure transparency.	Not upheld
2023/15	Customer	11/08/2023	Customer called the Hospice from Malta after 5pm and message was taken by the reception volunteer, passed on to the IPU NIC who then sent onto the Retail ASMs reflecting her complaint that whilst she is a regular customer at the Carshalton Shop she finds the manager there very negative. She wished to bring this to managerial attention.	Commercial Retail - Carshalton Shop Staff Comms	The ASM contacted the customer and extended apology. Some of the team have hidden disabilities and quirky sense of humour. This is the first complaint of this nature. The customer was happy with the telephone call.	Upheld
2023/16	Member of the public	25/08/2023	Britevox Brand ambassador banged on a door in the early evening whilst ringing the door bell. The complainant said it was so violent and aggressive that she thought it was an emergency.	Commercial - Lottery Canvasser	Email extending apology for experience. First complaint associated with this campaign. Fed back to Britevox, Supporter Care Administrator called the complainant and extended apology. Advised the matter had been escalated internally with Britevox. Address added to Britevox 'Do Not Knock' list.	Upheld

ID	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASS	ACTION TAKEN SUMMARY	UPHELD IN PART OR WHOLE
2023/18	Customer	11/09/2023	<p>A customer of Carshalton Shop contacted Capital house via telephone to register a complaint regarding a refund.</p> <p>The customer had purchased a racket on Saturday 09.09.23 in the Carshalton Shop. The Assistant Manager looked up the item on the internet to support the ladies requirements of what the racket needed to be. She decided it was the correct one and purchased it.</p> <p>The customer returned to the shop on 11.09.23 and requested a refund.</p> <p>The Assistant manager confirmed with the Shop Manager that the item could be refunded and the Manager confirmed to refund it.</p> <p>Whilst the Assistant Manager was organising the refund the customer said " I hope you are not being rude to me".</p> <p>The Assistant Manager informed me that he had said very little to the lady whilst organising her refund.</p> <p>He asked the lady to complete her details on the refund receipt. He noticed that she was flustered and she informed him she didn't have the correct glasses with her. The Assistant Manager pointed where she would need to sign which the lady responded with " I am not putting my address down".</p> <p>The Assistant Manager said that was fine , she continued to walk out and said that she would not visit the shop again.</p>	Commercial Retail - Carshalton Shop Staff Comms	<p>The Area Manager telephoned the customer regarding the incident and the information as reported ties in with the information that the customer gave to the Area Manager.</p> <p>The Area Manager informed the lady that she would discuss the incident with the Carshalton Team and apologised if the customer felt that she was not treated appropriately. No further action was offered, the customer was happy with the apology.</p>	Upheld

ID	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASS	ACTION TAKEN SUMMARY	UPHELD IN PART OR WHOLE
2023/19	Donor	26/09/2023	<p>A Donor went into the Carshalton shop and spoke with the Manager to inform her that she did not like the way that she was spoken to by a male member of staff when she donated some items in the Shop previously. She was asked what was in her donation bags twice. The Donor had replied that there was jewellery and something else but she could not remember what else she had said. She informed the Manager that she felt that when she had said the above he agreed to take the donations.</p> <p>She expressed that she did not like the manner she was spoken to, and if she had thought about it more she would not have donated to us.</p> <p>The Manager apologised if the Donor felt that the above was not in a manner she felt was appropriate and that she would speak with member of staff regarding all the above.</p>	Commercial Retail - Carshalton Shop Staff Comms	<p>The Manager has discussed this with the member of staff and he has explained that he does not recall the incident, and there was a lot of donations on this day.</p> <p>Reviewed by Commercial Director who felt that the team dealt with this in the best possible way. There has been a previous similar complaint about this staff member and we are working with him to make sure this doesn't happen again.</p> <p>He is a young man who has a quirky style and likeable personality. Commercial Director does not think he would intentionally offend or be off hand with anyone. I am sure armed with the feedback he will do all he can to make sure he comes across well to all customers.</p>	Upheld
2023/21	Donor	05/12/2023	<p>A phone call was received by Supporter Care asking for an ASM to call them.</p> <p>ASM rang as complainant requested confirmation of donations she made on 30/11 at Cheam and as a result has received a parking penalty.</p> <p>Unfortunately as she isn't registered for Gift Aid the ASM is unable to provide confirmation or evidence to TFL.</p>	Commercial Retail - Cheam Shop Parking Ticket	<p>ASM Rang the customer however they were unhappy with her response.</p> <p>This is not an uncommon problem for the Cheam shop. A ticket is issued automatically, from the cameras, for anyone who parks in the drop off and loading space outside of the shop for more than 20 minutes. It is therefore irrelevant whether the person donated to us or not the ticket would have been issued for overstaying. Our own van has fallen foul of this regulation.</p> <p>Commercial Director thinks it is quite likely that this complainant will try to take their complaint further as they did not seem to understand why we could not help them.</p>	Not Upheld

ID	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASS	ACTION TAKEN SUMMARY	UPHELD IN PART OR WHOLE
2023/22	Donor	19/12/2023	Complaint made by donor about the way she was treated by a volunteer at the Carshalton shop, when donating a big bag of puzzles and games. The donor explained that she did need to have the bag back. The volunteer's reaction implied that the donor felt like she was being a nuisance. There was no courtesy from the volunteer. The donor returned to the Shop and spoke with the Assistant Manager who made no effort to apologise. She expressed that she can't see her returning to the Shop anytime soon.	Commercial Retail - Carshalton Shop Volunteer Comms	The Volunteer lead contacted the Carshalton Shop to inform them of the complaint regarding the Volunteer. The Manager explained that this was not the case and that the assistant Manager had apologised if she felt she was not greeted properly. E-mail of apology sent by Commercial Director to donor and assurance given that the volunteer and staff will be spoken with and additional training delivered on customer service. Commercial Director highlighted that this is one of a number of complaints received at the Carshalton Shop this year – disproportionate to the other Shops. She has requested that Shop Manager focus on customer service training with staff and Shop volunteers.	Upheld

The author of this paper is Mr A Rudkin BA (Hons), Director of Quality & Improvement/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.

HEALTH AND SAFETY COMMITTEE

Minutes of Meeting held between 1.30-and 3pm

on 11th October 2023

Present:

(AR) Alex Rudkin	Quality and Improvement, Chair/Mins	(SC) Steve Cresswell	Facilities
(GT-R) Dr Gaby Tamura Rose	Consultant in Palliative Medicine	(NS) Nick Stevens	CEO
(RT) Becca Trower	Clinical Director, Psycho- social, Wellbeing, Medical	(JG) John Groom	IT & Estates
(GT) Ginny Toubal	Volunteers	(TC) Tracy Christmas	Community Team
(RY-P) Roisin Yin-Poole	Community Engagement	(BM) Bernard Marley	Board Trustee
(RW) Rebecca Wallis	IPU Sister	(JC) Jonathan Cope	Audit Support

Apologies for Absence:

(PH) Philomena Hutchinson	H&S Link (IPU Nights)	(S-JW) Sara-Jane Woods	Commercial Director
(LR) Linda Ryan	Retail	(MV) Mirjam Veldhuizen	Hospice@Home
(PD-P) Paula Di Palma	Housekeeping	(JS) Jill Smith	H&S Link (Community Team)
(LB) Lisa Bentley	H&S Link (IPU Days)		

Venue: St Bede's & Remote

1. Apologies & Welcome	Action
Apologies as listed above.	
2. COVID-19	Action
COVID is still a factor. RT – There have been a couple of cases on the ward. Staff have worn masks following recommendation of the St Helier IP&C team. There was an IC audit two weeks ago and staff are due to get vaccinations. GT – Five volunteers have contracted COVID. TC joined the meeting by remote link at this point and RW and GT-R entered. TC – There are spikes in COVID cases in the Community. All staff must perform their own doorstep risk assessments when carrying out home visits. No issues with PPE availability.	
3. Minutes of the meeting held on 12th July 2023	Action
Minutes of the meeting held on 12 th July 2023 were accepted.	

4. Matters Arising	Action
Matter arising : a) Retail Shops Operations Manual	S-JW
The Operations Manual is still under review and further changes are required. S-JW, LR and CW have included it on their list of priorities. Once the revised Retail Operations Manual is re-issued there will also be access to electronic copy. The electronic format will facilitate future updates.	S-JW /CW/LR
Matter arising : b) Wellbeing Centre RAs and Operations Policy	
RY-P has recently received a copy to review and her review is in progress.	RY-P
Matter arising : c) Moving and Handling Training	
RW – Sam is in charge of the Community Team’s training. AR to liaise with retail regarding the online training module. GT pointed out that Housekeeping require manual handling training and RW said that Sam is in charge of manual handling on the ward as well as for the Community Team. AR informed the meeting that the online module is available to all teams.	AR

5. Health & Safety Management Update	Action
The Hospice had its Fire Risk Assessments and a Health & Safety Audit completed across all of its retail premises, Capitol House and main site buildings in July 2021. The assessments were undertaken by Hettle Andrews, risk management consultancy. The last six months of 2023 have been a busy period for many members of different teams. The substantial actions of the report have been progressed and the plan remains the same. There will be a site and premises health & safety re-audit and refresh of Fire Risk Assessments undertaken by an external provider on dates that are expected to be scheduled during June/July 2024.	AR/SC/SJW/ASMs
SC has engaged with Russell Cawberry contactor regarding the fire door requirements on the IPU, Tobit and 759. SC has met with Anthony - the specialist and the fire door installer. The quotation will be drafted within the next couple of weeks. The plan is to install the doors during late November at a rate of six doors per week, so that all IPU doors will be installed over a two week period. RW asked whether the fire doors would close automatically in the event of a fire alarm and SC confirmed that they would. JG pointed out that it will be necessary to close the rooms while the doors are installed, hence the expedient route would be to install one door at a time. As each room would have to be closed for two weeks, the works will last a long time. RT asked whether the fire doors will include a blind on the inside and SC confirmed that they will. The installation of the Tobit fire doors will be scheduled. JG – A number of fire doors in 759 need to be looked at. The next set of fire doors will be budgeted for 2024/25.	SC/JG JG/SC
Review of electricity policy – OP12 Electricity policy is underway. GT-R asked about the status of the community door. SC replied that the order for its repair has already been placed. It will be repaired next week.	SC/AR SC
Working at height – This is not encouraged, but it might be that ladders are required to be used in certain retail premises and in the Sutton Donation Centre. Training on the use of WAH equipment and comprehensive risk assessment must be in place before such activity	SC/AR/SJW/ASMs

is undertaken and only by competent personnel. SC has provided training to retail staff. NS informed the meeting that a specific retail staff member in the Morden shop needs to use steps due to her small stature. He has asked SJW to look into sourcing equipment appropriate for her.	SJW
Internal Health and Safety Checklist – use of the internal tool by SC on shop visits is being progressed. We expect to have an archive of internal health & safety audits undertaken in readiness for the next inspection. The depository is in a database and it is evidence of proactivity. <i>(GT-R left the meeting at this point)</i>	SC/AR
Retail Visits – SC is carrying out routine visits to the shops. There is a far higher and more proactive link between the teams and their environments which has been accommodated this year with visits from facilities. GT brought the attention of the meeting to the health and safety risks posed by the cluttered state of the warehouse storage area in Capitol House. It would be difficult to evacuate a PAT tester in the event of a fire and items could fall from the shelves. SC will visit the warehouse and identify any health & safety concerns. Recommended that SJW should review the respective RA to ensure hazards are suitably identified and mitigations set out.	SC SJW

6. Fire Update	Action
SC announced that the fire drill that took place the previous night did not go well, even though the drill for the day staff did go well. The night staff believed a vulnerable patient had set the alarm off and no one went to the fire panel or picked up a radio. Refresher fire training is needed. SC will organise a fire training week. <i>(JG left the meeting at this point)</i> SC had originally scheduled fire training for the end of October, but it is apparent that it is required sooner. RT had set off the fire alarm with no warning. SC and RW met with the night staff the following morning to discuss the drill. BM pointed out that the fact that the drill is being brought up at this meeting as an area for improvement is good evidence that the organisation proactively addresses problems. <i>JG re-entered the meeting.</i> TC asked whether the fire training was for all staff and SC confirmed that it was. RY-P asked whether the training was for all the different sites and SC confirmed that it was. He is working through the shops and then will work through the buildings on the hospice site. <i>RW left the meeting.</i>	SC SC
Call point training is in progress. SC is giving full training to all retail staff.	SC

7. Facilities Update	Action
97 work requests since July 2023's meeting with 19 remaining outstanding; of which 8 involve Retail.	SC
The flooring in the Bariatric room will be replaced by Russell Cawberry, but it will be necessary to wait until the room is vacated. A patient who is a young man is in there because his mother stays during the day. JG reported a broken hoist that will require a room vacated until the contractors return. SC announced that new carpark lighting has been ordered. Lighting will be LED. JG added that, last December, CCTV had been installed outside Capitol House and outside 759 (but to survey the doors and windows, not the car park).	SC

There was an attempted break-in to Capitol House last summer. The police commended the clarity of the images, but fingerprints did not match any on their database. There was also an intruder in 759 that led to no further action.	
AR commended Facilities for responding to work requests in a timely manner, despite the challenges over the summer.	

8. Water Safety	Action
Chlorine dioxide levels were too low earlier this year – they were increased from March onwards. It is necessary to monitor and treat the water in the tank. At the end of September there was a positive legionella reading, but it was only 20 cfu. It would take at least 100 cfu to be a cause for concern. The tap in question had been out of use for three months. It is now subject to regular flushing and the descaling has now been carried out.	
Action that would involve contractor engagement following the Water Risk Assessment remain related to lower risk items in 759 and St Bedes are a work in progress.	SC/JG

9. Infection Control	Action
Sara Mosalam has been appointed as Infection Control lead practitioner and will commence in November 2023, working two days a week.	
The contractual service delivered by the IP&C team ends on 31 October 2023. Maintaining and fostering close ties with the team at ESTH will continue. RT is scheduled to meet with Dr Jim Stevenson who has a long-standing relationship with St Raphael's and we remain grateful for his continued role as chairs of the Infection Control meetings.	RT
GT brought the attention of the meeting to the subject of responsible disposal of personal waste – Housekeeping is currently understaffed, so it is necessary for staff not to leave food waste in their bins overnight. Staff must tie it up and dispose of it in the general waste bins. RT will send an email reminder to staff. There has also been a problem with visitors putting cigarette ends and the remains of McDonalds meals in the mask bins in the hospice reception. GT expressed how Housekeeping staff used to include students and the children of older staff to keep their numbers up and GT will discuss this with Head of HR.	RT GT

10. Risk Assessments/ Risk Register	Action
AR advised the Hospice's Risk Assessment Register is available for all to view. Work remains to provide quantifiable summary alongside further work to review qualitative content.	AR
BM has completed a simple regular risk matrix that categorises likelihood and severity of risks for application across all the EXEC -led risk registers. Existing top-level risk registers will be updated in to the new format and suitable reference included in N:\Policy Manual\OP\OP34 Risk Management Policy.pdf This will be used at the board meeting. AR commended BM for his industry.	Risk register owners / AR
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	All HoDs

Department and email notification sent to AR in order that the register provides an up to date picture.	
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11. Health & Safety Policy	Action
There have been two policy manual update notifications, one in August and one in October. There haven't been and bespoke health and safety policies.	

12. Patient Safety Incident Response Framework	Action
AR informed the meeting of the NHS initiative that care providers signed up to a standard NHS contract should demonstrate compliance with the patient safety incident response framework. If a patient safety incident resulted in harm – the response and learning change must be shown. The Hospice already has a low threshold for reporting and tools in place to report incidents. AR announced that there is a south-west London ICB meeting concerning the topic.	AR

13. Accidents/ Incidents	Action
<p>2023 : Non-clinical incident data (n=69) for January - September 2023 was reviewed noting the minor/ no harm or low harm classification for all incidents. 47 Incidents were from retail. Injurious accidents are lower compared to previous years whilst non-injurious incidents increase particularly in such areas as customer abusive behaviour, goods transport van bumps and incidents of theft. AR suggested that there may be further work to do in supporting staff against aggression from members of the public but there are already measures in place. There is well crafted guidance in avoiding incitement and escalation, but such incidents are disagreeable. AR has discussed with SJW the extent to which St Raphael's support their staff with CCTV and panic alarms and it is clear that comprehensive support is provided. Unfortunately, police engagement is never very responsive with incidents of customer behaviour. Even with current measures, such security incidents have increased in 2023. AR and SJW have discussed the use of bodycams for staff as a possibility. RY-P queried whether managers take part in conflict resolution training. AR advised that that was his understanding. TC suggested that the hospice does not have a visible enough zero tolerance policy and that there is also a need for dynamic risk assessments. RT – there were concerns about a warning notice about a zero-tolerance policy on the ward, but posters that include zero tolerance policies for abusing staff are needed. GT – such posters are in place in the shops. NS – The posters in question are adapted from NHS posters. They are well crafted. BM – in retail environments there are usually visible warnings on display against abusing staff. These should be in place in the shops and in the hospice. Training on undertaking dynamic risk assessments using four or five questions will be explored for delivery by an external in 2024 on the topic of Risk Assessment. Risk assessment training was last delivered in 2022. Dynamic risk assessments will support staff both in retail and the community to quickly assess the risks if a member of public is causing a security incident and also support community staff in assessing new environments when undertaking home visits.</p>	<p>ASMs</p> <p>AR</p>

RISK MANAGEMENT

NON-CLINICAL RISK MANAGEMENT DATA

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

	Staff		Visitor/ Customer		Volunteer		Contractor		Not App		2023 Total	2022 Total	2021 Total	2020 Total	2019 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Ac	Inc	Ac	Inc					
Jan				2(1)		1(1)					3(2)	6(4)	1	1	4
Feb						1(1)				6(3)	7(4)	8(6)	3	6(2)	0
Mar		2(2)		3(2)	1(1)	1(1)				1	8(6)	12(10)	1	2	2(2)
Apr	1(1)	1		3(2)		1(1)				1	7(4)	2(2)	3(1)	0	4(3)
May				8(8)						3(1)	11(9)	7(6)	1	3	5(1)
Jun		1(1)		1(1)		2(2)				4	8(4)	8(5)	0	3	2(2)
Jul			1(1)	3(3)						4(1)	8(5)	5(4)	3	1	1(1)
Aug	1(1)	1		2(2)		1(1)					5(4)	7(5)	1	1	5(2)
Sep		3(1)		4(4)	2(2)	1(1)				3(2)	13(10)	8(7)	4	1	1
Oct												3(2)	5	2	2(2)
Nov												5(3)	2(2)	1	3(1)
Dec												8(4)	10(9)	0	6(4)
202	1(1)	8(4)	1(1)	26(23)	3(3)	8(8)				22(7)	70(48)				
202	10(6)	19(10)	1(1)	24(23)	3(3)	3(3)	0	0	0	19(12)		79(58)			
202	11	9(2)	(1)	0	2(1)	2(1)	0	(1)	0	8(6)			34(12)		
202	6(1)	4	0	2(1)	0	3	0	0	0	6				21(2)	
201	13(7)	6(5)	0	3(1)	2(1)	3	0	0	0	4					35(18)

Notes : In Jan-Sep 2023, there have been zero non-clinical incident/ accidents that have required RIDDOR report. Two incidents that concerned customer falls at Wimbledon Park Shop and the New Malden Clearance Store without injury were notified to our insurers for information. All incidents classified as either Minor/No Harm/Low Harm.

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

Accidents	Staff	Visitor	Vol	Contractor	Not App	2023	2022	2021	2020	2019
Manual Handling							0	0	0	3(3)
Impact/Bump							3	2	3(1)	9(3)
Burn/Scald							1(1)	0	1	0
Allergic Reaction							0	5	0	0
Other							0	1	0	0
Cut	1(1)	1(1)	3(3)			5(5)	3(3)	(1)	0	0
Slip/Trip/Fall	1(1)					1(1)	7(6)	5(1)	2	(3)
2023 Total	2(2)	1(1)	3(3)			6(6)				
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)	
2019 Total	12(7)	0	3(2)	0	0					15(9)

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

Incidents (non-injurious)	Staff	Visitors / Customers	Volunteers	Contractor	N/A	2023	2022	2021	2020	2019
Lost Property							6(6)	0	1	(1)
Legionella /					2	2	2			
Driving / Car Park	1		3(3)			4(3)	1	2	0	1
Electric shock								0	0	(1)
Environment Issue /					4(4)	4(4)	3(3)	(1)	0	(2)
Equipment	1(1)					1(1)	1(1)	0	3	0
Fire Alarm					3(2)	3(2)	1	0	0	1
Fire								0	0	0
Health Problem		2(2)				2(2)	2(2)	(1)	3	0
Lone Worker Device	1					1	3(2)			
Information	3		1(1)			4(1)	8(2)	3(1)	2	(2)
Retail Customer							2(2)			
Other							7(4)	3(2)	2	2(1)
Power Cut					8	8	3(2)	(2)	1	0
Security / Theft	3(3)	10(9)			4(1)	17(13)	17(17)	3(1)	2	6
Slip/Trip/Fall/Faint		2(2)	1(1)			3(3)	4(2)	1	(1)	(1)
Impact/Bump		1				1	1(1)	2	0	2(1)
Verbal/ Physical Violence /		11(10)	3(3)			14(13)	4(4)	(2)	0	1
2023 Total	8(4)	26(23)	8(8)		22(7)	64(42)				
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)	
2019 Total	8(6)	2	3(1)	0	7(2)					20(9)

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

2023 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	Info Inc	Retail Customer Service	Fire Alarm	Security / Theft	Driving / Car Park	Other	Equipment	2023	2022	2021	2020	2019
Jan				1(1)					1					1(1)				3(2)	5(3)	0	1	4
Feb	1	2						1(1)					1(1)	1(1)	1(1)			7(4)	5(4)	0	4(2)	0
Mar			1					1(1)			1(1)			4(3)				7(5)	9(8)	0	2	2(2)
Apr	1				1(1)	2(1)					1			1(1)				6(3)	1(1)	2(1)	0	4(3)
Ma				1(1)	1(1)	4(4)							2(1)	3(2)				11(9)	6(6)	1	3	5(1)
Jun			4											2(2)	2(2)			8(4)	6(3)	0	2	2(2)
July			1	1(1)		2(2)		1(1)						2				7(4)	3(2)	1	0	1(1)
Aug						2(2)				1				1(1)				4(3)	6(5)	1	0	5(2)
Sep						4(4)		1(1)	1	1				2(2)	1		1(1)	11(8)	8(7)	3	1	1
Oct																			3(2)	2	1	2(2)
Nov																			5(3)	(1)	1	3(1)
Dec																			8(4)	9(8)	0	6(4)
202	2	8	3(3)	2(2)	14(13)	4(4)	1	1	4(1)	3(2)	17(13)	4(3)	1(1)	64(42)								
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)	
2019	(1)			(4)		1	(3)	(2)	11(4)		(2)		1	6	1	3(2)						35(18)

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

14. CAS Alerts

No relevant non-medication alerts received between July and September 2023.

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

Highlighted the rise in customer behaviour incidents in the Shops.
Understood that ASMs and Commercial Director support staff members that experience poor customer behaviour and that instances of confrontation should be de-escalated as far as is practicable with staff and volunteers not putting themselves at risk of harm.
CCTV and signage in place regarding zero tolerance of abusive behaviours. Preliminary discussions over body cams, perceptions and their practicalities.

SJW / LR

16. Date of Next Meeting

Proposed Dates for 2024:-
Tuesday 6th February 2024 1.30-3pm
Wednesday 12th June 2024 1.30-3pm
Wednesday 16th October 2024 1.30-3pm

ALL

COMPOSITION LOOK-THROUGH

Portfolio: **St Raphael's Hospice**
Selected date for the Report: **05/01/2024**

CURRENT MARKET VALUE
£2,035,133

ESTIMATED INCOME
£58,045 (2.9%)

12-MONTH PERFORMANCE
8.8%

SELECTED PORTFOLIO

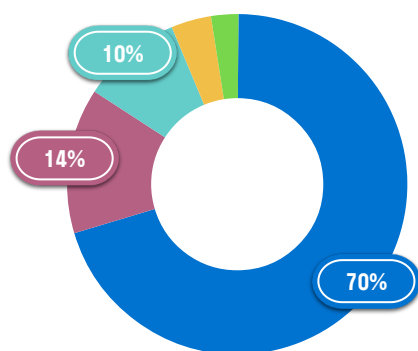
St Raphael's Hospice:
£2,035,133

GROUPED BY

Asset Type

STRATEGIC ASSET ALLOCATION

Off



	VALUE	WEIGHT
● Equities	£1,429,896	70.3%
● Fixed Income	£281,115	13.8%
● Alternative Investments	£193,961	9.5%
● Property	£77,214	3.8%
● Liquid Assets	£52,947	2.6%
All	£2,035,133	100.0%

EQUITIES (56)

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
DIGITALISATION (16)	£512,536	25.2%	-
ALPHABET INC-CL A	£65,436	3.2%	0.0%
AMAZON.COM INC	£61,241	3.0%	0.0%
MICROSOFT CORP	£47,533	2.3%	0.8%
AMERICAN TOWER CORP	£41,160	2.0%	3.0%
ASML HOLDING NV	£34,052	1.7%	0.9%
ACCENTURE PLC-CL A	£32,623	1.6%	1.4%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
MASTERCARD INC - A	£31,706	1.6%	0.5%
TAIWAN SEMICONDUCTOR-SP ADR	£31,503	1.5%	1.5%
RELX PLC	£31,058	1.5%	1.8%
APPLE INC NPV	£28,916	1.4%	0.5%
NVIDIA CORP	£25,876	1.3%	0.0%
BROADCOM INC	£22,881	1.1%	1.8%
META PLATFORMS INC-CLASS A	£20,462	1.0%	0.0%
TENCENT HOLDINGS LTD	£14,452	0.7%	0.8%
TEXAS INSTRUMENTS INC	£12,934	0.6%	3.0%
UNITED PARCEL SERVICE-CL B	£10,703	0.5%	4.1%
AGEING (9)	£253,876	12.5%	-
MEDTRONIC PLC	£42,357	2.1%	3.3%
MERCK & CO. INC.	£38,120	1.9%	2.5%
AMGEN INC	£36,812	1.8%	2.8%
TAKEDA PHARMACEUTICAL CO LTD	£30,082	1.5%	4.3%
AIA GROUP LTD	£28,972	1.4%	2.4%
SIEMENS HEALTHINEERS AG	£21,699	1.1%	1.8%
SONIC HEALTHCARE LTD	£21,051	1.0%	3.3%
PARTNERS GROUP HOLDING AG	£20,443	1.0%	3.2%
ELI LILLY & CO	£14,340	0.7%	0.7%
EVOLVING CONSUMPTION (9)	£226,985	11.2%	-
COLGATE-PALMOLIVE CO	£43,156	2.1%	2.4%
RECKITT BENCKISER GROUP PLC	£31,671	1.6%	3.4%
HOME DEPOT INC	£30,875	1.5%	2.4%
COMPASS GROUP PLC	£29,541	1.5%	1.7%
DS SMITH PLC	£21,466	1.1%	6.0%
WALT DISNEY CO/THE	£21,275	1.0%	0.3%
ESSILORLUXOTTICA	£19,805	1.0%	1.8%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
HDFC BANK LTD-ADR	£19,304	0.9%	0.9%
COSTCO WHOLESALE CORP	£9,893	0.5%	0.6%
AUTOMATION (7)	£161,094	7.9%	-
PROLOGIS INC	£31,835	1.6%	2.7%
DEERE & CO	£28,750	1.4%	1.3%
OTIS WORLDWIDE CORP	£27,556	1.4%	1.5%
THERMO FISHER SCIENTIFIC INC	£21,651	1.1%	0.3%
SGS SA-REG	£17,888	0.9%	4.3%
KEYENCE CORP	£17,612	0.9%	0.5%
SIEMENS AG-REG	£15,802	0.8%	2.7%
SUSTAINED INCOME (7)	£153,192	7.5%	-
EQUINOR ASA	£38,423	1.9%	3.5%
CME GROUP INC	£37,257	1.8%	2.2%
CISCO SYSTEMS INC	£33,018	1.6%	3.1%
JPMORGAN CHASE & CO	£23,654	1.2%	2.4%
ING GROEP NV	£13,591	0.7%	5.6%
LIFE SCIENCE REIT PLC	£5,347	0.3%	3.2%
HOME REIT PLC	£1,902	0.1%	0.0%
CLIMATE CHANGE (5)	£92,862	4.6%	-
AIR LIQUIDE SA	£27,250	1.3%	1.7%
DAIKIN INDUSTRIES LTD	£18,248	0.9%	1.1%
HYDRO ONE LTD	£17,772	0.9%	3.0%
RIO TINTO PLC	£15,163	0.7%	5.7%
TETRA TECH INC	£14,428	0.7%	0.6%
STRATEGIC HOLDINGS (3)	£29,353	1.4%	-
STOREBRAND EM ESG PLUS NON TREATY B UNITS	£29,010	1.4%	0.0%
S&P 500 (PI) USD4450.00 PUT OPTIONS MAR 15 2024 (US)	£421	0.0%	0.0%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
S&P 500 (PI) USD3850.00 PUT OPTIONS MAR 15 2024 (US)	-£78	-0.0%	0.0%
TOTAL EQUITIES	£1,429,896	70.3%	-

FIXED INCOME (126)

GENERAL (126)	£281,115	13.8%	-
UK TSY GILT 4.2500% 07/12/49 GBP	£15,999	0.8%	4.3%
UK TSY GILT 4.7500% 07/12/30 GBP	£12,204	0.6%	4.5%
UK TSY GILT 4.5000% 07/09/34 GBP	£8,821	0.4%	4.3%
UK TSY GILT 4.5000% 07/12/42 GBP	£8,537	0.4%	4.4%
UK TSY GILT 4.2500% 07/12/46 GBP	£8,389	0.4%	4.3%
UK TSY GILT 4.2500% 07/03/36 GBP	£7,089	0.3%	4.1%
UK TSY GILT 4.2500% 07/09/39 GBP	£6,800	0.3%	4.2%
UK TSY GILT 3.2500% 22/01/44 GBP	£5,722	0.3%	3.8%
UK TSY GILT 4.2500% 07/12/40 GBP	£5,479	0.3%	4.3%
NATWEST GROUP 5.1250% 12/05/27 - 2167 PERP GBP	£5,410	0.3%	5.8%
HSBC HOLDINGS 5.8750% 28/09/26 - 2146 PERP GBP	£5,386	0.3%	6.3%
LLOYDS BK GR PLC 8.5000% 27/09/27 - 2168 PERP GBP	£5,324	0.3%	8.5%
UK TSY GILT 4.0000% 22/01/60 GBP	£4,720	0.2%	4.3%
UK TSY GILT 3.5000% 22/07/68 GBP	£4,603	0.2%	4.1%
VERIZON COMM INC 4.7500% 17/02/34 GBP	£3,909	0.2%	4.9%
BARCLAYS PLC 6.3690% 31/01/31 GBP	£3,886	0.2%	6.3%
VERIZON COMM INC 3.1250% 02/11/35 GBP	£3,864	0.2%	3.8%
UK TSY GILT 1.6250% 22/10/71 GBP	£3,826	0.2%	3.4%
HIGH SPEED RAIL 4.3750% 4/28 - 11/38 GBP	£3,776	0.2%	4.8%
CRED AGRICOLE SA 6.3750% 14/06/31 GBP	£3,657	0.2%	6.0%
M&G PLC 3.8750% 20/07/49 GBP	£3,435	0.2%	3.9%
VODAFONE GROUP 5.1250% 02/12/52 GBP	£3,393	0.2%	5.7%
AT&T INC 4.2500% 01/06/43 GBP	£3,197	0.2%	5.2%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
AT&T INC 4.3750% 14/09/29 GBP	£3,196	0.2%	4.5%
BAZALGETTE FIN (GREEN BOND) 2.3750% 29/11/27 GBP	£3,119	0.2%	2.6%
NATL GRID ELECT 1.3750% 16/09/26 GBP	£3,049	0.1%	1.5%
SCOTTISH & SOUTH 8.3750% 20/11/28 GBP	£3,026	0.1%	7.3%
CPUK FINANCE 3.6900% 28/08/28 GBP	£3,013	0.1%	4.0%
CHANNEL LINK ENT 3.0430% 30/06/50 GBP	£3,007	0.1%	3.5%
E.ON INTL FIN BV 5.8750% 30/10/37 GBP	£2,948	0.1%	5.7%
MORGAN STANLEY 5.7890% 18/11/33 GBP	£2,927	0.1%	5.6%
UNITE USAF II 3.9210% 30/06/25 GBP	£2,857	0.1%	4.0%
LLOYDS BK GR PLC 8.5000% 27/03/28 2168 PERP GBP	£2,783	0.1%	8.5%
RABOBANK 4.6250% 23/05/29 GBP	£2,733	0.1%	4.9%
SEVERN TRENT FIN 4.6250% 30/11/34 GBP	£2,710	0.1%	4.9%
GOLDMAN SACHS GP 7.2500% 10/04/28 GBP	£2,540	0.1%	6.7%
AFFORDABLE HSG 2.8930% 11/08/43 GBP	£2,511	0.1%	3.7%
SOUTH E POWER 6.3750% 12/11/31 GBP	£2,269	0.1%	5.8%
UNIV OF MANCHEST 4.2500% 04/07/53 GBP	£2,211	0.1%	4.6%
RAC BOND CO 4.8700% 06/05/26 GBP	£2,200	0.1%	5.0%
BANK OF AMER CRP 7.0000% 31/07/28 GBP	£2,176	0.1%	6.4%
CRED AGRICOLE SA 7.5000% 23/06/26 - 2171 PERP GBP	£2,166	0.1%	7.6%
NAT GRD ELCT SW 5.7500% 23/03/40 GBP	£2,164	0.1%	5.6%
VENA ENERGY CAP 3.1330% 26/02/25 USD	£2,151	0.1%	3.2%
SCOTTISH HYDRO 2.2500% 27/09/35 GBP	£2,147	0.1%	3.0%
ANGLIAN WAT FIN (GREEN BOND) 1.6250% 10/08/25 GBP	£2,095	0.1%	1.7%
ELEC DE FRANCE 5.5000% 17/10/41 GBP	£2,076	0.1%	5.8%
LEGAL & GENL GRP 3.7500% 26/11/29 - 49 GBP	£2,061	0.1%	4.2%
VODAFONE GROUP 3.0000% 12/08/56 GBP	£2,054	0.1%	5.0%
GOLDMAN SACHS GP 7.1250% 07/08/25 GBP	£1,992	0.1%	6.9%
NATWEST MARKETS 6.6250% 22/06/26 GBP	£1,912	0.1%	6.4%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
WODS TRANSMISSION 3.4460% 24/08/34 GBP	£1,894	0.1%	3.7%
AA BOND CO LTD 6.2690% 31/07/25 GBP	£1,881	0.1%	6.3%
NGG FINANCE 5.6250% 18/06/25 - 73 GBP	£1,868	0.1%	5.7%
UNIVERSITY COLLE 1.6250% 04/06/61 GBP	£1,835	0.1%	3.3%
ELEC DE FRANCE 6.1250% 02/06/34 GBP	£1,804	0.1%	5.9%
GREATER GABBARD 4.1370% 29/11/32 GBP	£1,749	0.1%	4.3%
TC DUDGEON 3.1580% 12/11/38 GBP	£1,734	0.1%	3.7%
TESCO PROP FIN 6 5.4111% 13/07/44 GBP	£1,703	0.1%	5.6%
VIRGIN MONEY 4.0000% 25/09/26 GBP	£1,673	0.1%	4.2%
AMERICA MOVIL SA 4.3750% 07/08/41 GBP	£1,631	0.1%	4.9%
ROYAL BK SCOTLAND 6.3750% 07/12/28 GBP	£1,630	0.1%	6.2%
THFC FUNDING 2 6.3500% 08/07/39 GBP	£1,607	0.1%	5.7%
WELLTOWER INC 4.5000% 01/12/34 GBP	£1,557	0.1%	4.9%
AVIVA PLC 4.0000% 03/06/55 GBP	£1,503	0.1%	5.0%
LONDON & QUADRAN 2.0000% 31/03/32 GBP	£1,495	0.1%	2.5%
NORTHERN PWRGRID 3.2500% 01/04/52 GBP	£1,474	0.1%	4.5%
INDIAN RAIL FIN 3.8350% 13/12/27 USD	£1,460	0.1%	4.0%
MOTABILITY OPS 4.8750% 17/01/43 GBP	£1,457	0.1%	5.0%
BNP PARIBAS 3.3750% 23/01/26 GBP	£1,430	0.1%	3.5%
JIGSAW FUNDING 3.3750% 05/05/52 GBP	£1,425	0.1%	4.5%
SEVERN TRENT FIN 6.2500% 07/06/29 GBP	£1,416	0.1%	5.9%
UNITED UTIL W FI 0.8750% 28/10/29 GBP	£1,374	0.1%	1.1%
DWR CYMRU FIN UK 2.3750% 31/03/34 GBP	£1,366	0.1%	3.3%
REALTY INCOME 1.1250% 13/07/27 GBP	£1,300	0.1%	1.3%
AFFORDABLE HSG 3.8000% 20/05/42 GBP	£1,267	0.1%	4.2%
PRS FINANCE PLC 1.7500% 24/11/26 GBP	£1,225	0.1%	1.9%
ELEC DE FRANCE 6.2500% 30/05/28 GBP	£1,156	0.1%	6.0%
PEABODY CAPITAL 2.7500% 02/03/34 GBP	£1,067	0.1%	3.4%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
UPP BOND ISSUER 4.9023% 31/8/13 - 39 GBP	£1,061	0.1%	5.2%
GUINNESS PARTNER 4.0000% 24/10/44 GBP	£1,060	0.1%	4.7%
NIE FINANCE 6.3750% 02/06/26 GBP	£982	0.0%	6.2%
ARQIVA FINANCING 5.3400% 30/06/30 GBP	£977	0.0%	5.4%
WALES & WEST 5.0000% 07/03/28 GBP	£965	0.0%	5.0%
BANK OF IRELAND 7.5940% 06/12/32 GBP	£959	0.0%	7.4%
3I GROUP 3.7500% 05/06/40 GBP	£922	0.0%	4.8%
REALTY INCOME 6.0000% 05/12/39 GBP	£921	0.0%	5.7%
BELONG LIMITED CHARITY 4.5000% 20/06/26 GBP	£893	0.0%	4.7%
REALTY INCOME 1.8750% 14/01/27 GBP	£822	0.0%	2.1%
CHARITIES AID FOUNDATION 3.5000% 08/12/31 GBP	£822	0.0%	3.9%
PLACES FOR PPL 2.8750% 17/08/26 GBP	£820	0.0%	3.0%
LEGAL & GENL GRP 5.5000% 27/06/44 - 64 GBP	£805	0.0%	5.8%
LONDON POWER 5.8750% 15/11/40 GBP	£805	0.0%	5.5%
FIDELITY NATL IN 2.2500% 03/12/29 GBP	£802	0.0%	2.6%
VIRGIN MONEY 5.1250% 11/12/30 GBP	£771	0.0%	5.4%
ROTHESAY LIFE 6.8750% 12/09/28 GBP	£760	0.0%	7.7%
ANGLIAN WAT FIN 6.2930% 30/07/30 GBP	£758	0.0%	5.9%
GREAT ROLLING STOCK 6.8750% 27/07/13-35 GBP	£741	0.0%	6.5%
RIVERSIDE FINANC 3.8750% 05/12/44 GBP	£735	0.0%	4.9%
SCOTTISH PWR UK 6.3750% 31/05/41 GBP	£729	0.0%	5.9%
WELLS FARGO CO 4.8750% 29/11/35 GBP	£690	0.0%	5.3%
GREENKO SOLAR 5.9500% 29/07/26 USD (USV3855GAB69)	£689	0.0%	6.1%
GREENSLEEVES 5.0000% 17/12/30 GBP	£670	0.0%	5.8%
NOTTING HILL GEN 2.0000% 03/06/36 GBP	£662	0.0%	2.8%
WELLCOME TRUST FI 4.6250% 25/07/36 GBP	£635	0.0%	4.6%
UNIV OF LEEDS 3.1250% 19/12/50 GBP (XS1366919535)	£634	0.0%	4.2%
UNITED UTIL WAT 5.6250% 20/12/27 GBP	£600	0.0%	5.5%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
GREENSLEEVES 4.2500% 30/03/26 GBP	£599	0.0%	4.7%
INTERCONTINENTAL 3.7500% 14/08/25 GBP	£598	0.0%	3.9%
ARGENTUM NETH 5.7500% 15/08/50 USD	£587	0.0%	5.8%
HIGHTOWN & PRAETORIAN CHARITY 4.4000% 30/04/25 GBP	£584	0.0%	4.6%
SEGRO PLC 2.8750% 11/10/37 GBP	£574	0.0%	3.7%
ANGLIAN WAT FIN 4.5000% 22/02/26 GBP	£554	0.0%	4.6%
PRU FUNDING ASIA 6.1250% 19/12/31 GBP	£517	0.0%	6.0%
GOLDEN LANE HOUSING CHARITY 3.9000% 23/11/27 GBP	£512	0.0%	4.3%
TFL 3.8750% 23/07/42 GBP	£485	0.0%	4.6%
BARCLAYS BK PLC 6.2780% 15/12/34 USD	£441	0.0%	6.3%
NORTHERN PWRGRID 1.8750% 16/06/62 GBP	£430	0.0%	3.8%
ARQIVA FINANCE 4.8820% 30/6/18 - 32 GBP	£412	0.0%	5.1%
BAZALGETTE FIN 2.7500% 10/03/34 GBP	£386	0.0%	3.4%
UK TSY GILT 1.1250% 22/10/73 GBP	£337	0.0%	2.9%
GREENKO POWER 4.3000% 13/12/28 USD	£255	0.0%	4.7%
NETWRK RAIL INFR 4.7500% 29/11/35 GBP	£232	0.0%	4.6%
GOLDEN LANE HOUSING CHARITY 3.2500% 22/07/31 GBP	£178	0.0%	4.1%
RESEAU FERRE FRA 4.8300% 25/03/60 GBP	£155	0.0%	5.0%
TFL 4.0000% 12/09/33 GBP	£87	0.0%	4.3%
TOTAL FIXED INCOME	£281,115	13.8%	-

ALTERNATIVE INVESTMENTS (16)

GENERAL (16)	£193,961	9.5%	-
INVESCO PHYSICAL GOLD ETC	£65,558	3.2%	0.0%
FULCRUM EQUITY DISP FD-I GBP	£19,038	0.9%	0.0%
BIOPHARMA CREDIT PLC	£13,092	0.6%	7.5%
PIMCO TRENDS MNGD F-INS GBPH	£12,385	0.6%	3.3%
INTERNATIONAL PUBLIC PARTNERSHIP LTD	£10,901	0.5%	5.9%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
CORDIANT DIGITAL INFRASTRUCT	£10,617	0.5%	5.3%
BREVAN HOWARD AB RT G-A GBP	£10,267	0.5%	0.0%
WISDOMTREE CARBON (GBP)	£9,621	0.5%	0.0%
OCTOPUS RENEWABLES INFRASTRU	£8,109	0.4%	6.3%
SEQUOIA ECONOMIC INFRASTRUCT	£7,304	0.4%	8.2%
GRESHAM HOUSE ENERGY STORAGE FUND	£6,147	0.3%	6.8%
RENEWABLES INFRASTRUCTURE GROUP	£5,774	0.3%	6.3%
APAX GLOBAL ALPHA LTD	£5,154	0.3%	7.6%
3I INFRASTRUCTURE PLC	£3,853	0.2%	3.6%
BBGI GLOBAL INFRASTRUCTURE S	£3,581	0.2%	5.6%
US SOLAR FUND PLC	£2,559	0.1%	10.3%
TOTAL ALTERNATIVE INVESTMENTS	£193,961	9.5%	-

PROPERTY (4)

GENERAL (4)	£77,214	3.8%	-
MAYFAIR CAPITAL PROPERTY INCOME TRUST CHARITIES GBP	£28,536	1.4%	6.2%
COIF CHARITIES PROPERTY-INC	£26,339	1.3%	5.4%
THE CHARITIES PROPERTY FUND	£12,391	0.6%	4.8%
AEW UK CORE PLUS PROPERTY FUND	£9,948	0.5%	3.7%
TOTAL PROPERTY	£77,214	3.8%	-

LIQUID ASSETS (7)

GENERAL (7)	£52,947	2.6%	-
Fund FX (Buy GBP)	£243,896	12.0%	0.0%
ICS-STERLING LIQUIDITY FUND - INC	£20,290	1.0%	4.5%
Fund cash (GBP)	£19,182	0.9%	0.0%
Sterling Investment Account	£15,067	0.7%	5.0%

INSTRUMENT	MARKET VALUE (GBP)	WEIGHT (%)	ESTIMATED GROSS YIELD (%)
Fund cash (USD)	£1	0.0%	0.0%
Fund FX (Sell EUR)	-£12,846	-0.6%	0.0%
Fund FX (Sell USD)	-£232,642	-11.4%	0.0%
TOTAL LIQUID ASSETS	£52,947	2.6%	-
TOTAL ST RAPHAEL'S HOSPICE	£2,035,133	100.0%	-

IMPORTANT INFORMATION

Where custody is held by a third-party, this information is produced from information supplied electronically by your custodian. Whilst every effort has been made to ensure accuracy, in the event of a discrepancy, or for taxation or accounting purposes, please rely solely on the statements you receive directly from your custodian.

The value of your investments and the income from them can fall as well as rise, and you may not get back the amount originally invested. Past performance is not a guide to future returns and may not be repeated.