

**SAINT RAPHAEL'S HOSPICE
Finance Committee Action List**

Reference	Lead	Description	Target Date for Completion	Comments	Date Completed
26.04.22/01	Anna Machin	Invite Alex Rudkin to next Finance & Resources Committee	For July meeting	Complete	
26.04.22/02	Nick Stevens	Circulate information on financial projections vs. five-year plans	4 th May Board meeting	Complete	
26.04.22/03	Nick Stevens	Share information on 'other income' with Committee	Immediate	Complete	
26.04.22/05	Nick Stevens, Anna Machin	Schedule annual meeting with Sarasin	August 2022 & October Committee meeting	Complete	
18.01.22-06	Alex Rudkin	Include further contextual information on H&S incidents	Next report – summer 2022	Complete	
26.04.22/04	Nick Stevens, Kelly Channer	Add information on volunteer numbers to KPI report	For July meeting	Complete	
26.04.22/06	Nick Stevens	Include information on approach to ESG in annual accounts	For July meeting	Draft financial statements in papers	
26.04.22/07	John Groom, Norman McWhinney	Organise letter of thanks from Chair of Trustees to firm delivering Men's Den	Upon completion of project		

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 26th April 2022

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

In attendance: Gail Linehan (Joint CEO – GL)
Nick Stevens (Joint CEO – NS)
John Groom (Director of IT & Estates – JG)
Neena Vadgama (Finance Manager – NV)
Anna Machin (Clerk – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
3. Actions list	Invite Alex Rudkin to next Finance Committee	Anna Machin	For July meeting	26.04.22/01
	Circulate information on financial projections vs. five-year plans	Nick Stevens	4 th May Board meeting	26.04.22/02
4. 2021/22 year end finance report	Share information on 'other income' with Committee	Nick Stevens	Immediate	26.04.22/03
	Add information on volunteer numbers to KPI report	Nick Stevens, Kelly Channer	For July meeting	26.04.22/04
	Schedule annual meeting with Sarasin	Nick Stevens, Anna Machin	August 2022 & October Committee meeting	26.04.22/05
	Include information on approach to ESG in annual accounts	Nick Stevens	For July meeting	26.04.22/06
5. IT & Estates update	Organise letter of thanks from Chair of Trustees to firm delivering Men's Den	John Groom, Norman McWhinney	Upon completion of project	26.04.22/07

The meeting commenced at 2pm

1. Welcome, apologies for absence and declarations of interest

Committee members were welcomed to the meeting and apologies were received and accepted from Neena Vadgama.

2. Review of minutes from 18th January 2022 Committee meeting

The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings.

3. Actions List and update on matters arising

The Committee reviewed the actions arising from the previous meeting:

- Include Investment Income in Finance Report graphs – Nick Stevens confirmed that the information was included in the graph within the cash position, as the investments are liquid and can be drawn down if required.
- Include further contextual information on H&S incidents – this would be included in the next report and Alex Rudkin would be invited to the July meeting.

The Committee discussed key themes from the previous meeting. Some Shops are planning to open on Sundays, if and when sufficient staffing levels allow. Nick Stevens would circulate information on financial performance vs initial five-year financial plans, which can also be included in the Board meeting papers.

4. 2021/22 Year End Finance Report

4.1. Year end management accounts to 31st March, balance sheet and cash movements –

Nick Stevens presented key points from the report:

- The full year-end management accounts show a surplus of £200k after DoC drawdown (and a shortfall of £(467)k before). Greater than expected income from the Clinical Commissioning Group (CCG), towards Covid-19 and areas such as weekend cover, has been fundamental to this change in position. Restricted income has been tracked carefully, in order to ensure strong stewardship of donor funds.
- The headline expenditure for 2021/22 is comparable in terms of the year-end position vs budget however the individual components of spend did vary during the year.
- Legacies during the year were £1.25m vs a budget of £1m and this may increase slightly as part of finalising the accounts. In Memory donations reduced as fewer patients and families were able to visit patients on-site.
- Donations income was significantly affected by the pandemic, even more so than in 2020/21, primarily due to the pandemic inhibiting the number of events that can be held in person. There are more activities being planned now which will feed through into 2022/23.
- Retail continued to perform well overall to the end of the financial year, but with Raynes Park and Stonecot underperforming. Looking into 2022/23, the Donation Centre will need to move during the year and some provision is included in the budget.
- £666k was drawn down during 2021/22 from Daughters of the Cross (DoC) meaning that a total of £946k of the £3.6m grant has been spent. This means that £2.654m is remaining for future years, with £1m budgeted to be spent in 2022/23. This has been released into the accounts from the balance sheet into the P&L as donor income in the statutory accounts.
- Capital expenditure was lower than projected, primarily due to opening only one and not two new shops during 2021/22, and delay in purchase of some items such as the Lottery van.

- Investment income has fluctuated due to market factors and the snapshot in the year-end accounts will be an increase of £17k.

Nick Stevens would share the factors for the difference in 'other income' vs budget compared to the accounts.

The Committee asked about the basis on which projections are made for the charity shops in the budget. Nick Stevens confirmed that it is based on current performance during 2021/22. This makes the figures realistic, however the team will aim to improve the performance of shops that are not performing as well as hoped.

The Committee noted that Ebay income was low for 2021/22 due to changeover in the account and delays in recruiting to the role. A temporary team member has been identified to move on this area of income. The Lottery role was also challenging to recruit for, and so an agency has been identified to lead on Lottery recruitment. Spend of £50k on the Lottery van will be delayed until the Lottery is managed in-house.

The Committee emphasised the challenge that the cost base for the Hospice had increased due to the introduction of the Agenda for Change and also inflationary pressures, at the same time in which fundraising had been challenged due to Covid. Nick Stevens reflected that the cash position was stronger than had been expected at this point in time, and the Hospice has been grateful for additional funds received from the NHS and CCG, including continued donations from DoC. Moving ahead however, Fundraising income must be increased significantly to pre-pandemic levels – but also an additional £200k needed on top of this. There are risks associated with increasing Lottery income and the need to replace the Donation Centre location. The Hospice will also need to identify strong new locations for Retail, and it is a competitive market for leases on shop spaces. It is recognised that it will take time to re-energise fundraising activity. The CCG income has also not fully increased in line with the level of inflation.

The Committee asked whether inflation would be reflected in the price structures within Retail and Lottery. The rates for Retail and Lottery are often linked to set figures e.g. '£1', '£2' which makes this more complex.

The Committee asked about further opportunities for collaboration with other local Hospices, which could save on expenditure. Nick Stevens confirmed that initial discussions had been held with other neighbouring Hospices which could help identify possible areas, to realise to economies of scale.

4.2. Audit and statutory accounts – the Committee noted the headline financial statements included in meeting papers and that the external audit visit would be held in June 2022.

4.3. 2022/23 Fundraising Campaign income and expenditure – the Board approved the budget in February 2022, subject to more detailed development of the Fundraising Campaign budget. The Joint CEOs have met with the Communications and Fundraising teams and the expected outlay for their activities is currently below £100k – however, three creative agencies have been contacted for quotes which may bring up the costs relating to the Campaign. The team will only proceed with the agency if there is full confidence that the required level of income will be raised. It is expected currently that the spend will sit within the financial delegated authority level for the Joint CEOs, and if it is due to go beyond this, the cost will be brought to the Trustees for approval.

4.4. KPI report – Committee members noted the KPI report. Recruitment remains an area of challenge due to the current recruitment environment, for retail and nursing roles, despite the move to the Agenda for Change paycales. This is a major risk including for recruitment of volunteers into Retail. The Committee requested that volunteer numbers be added to the KPI report.

4.5. Update on investments – the Committee noted the updated provided in meeting papers, and that a certain portion of cash has been retained and the timing of adding into the investment portfolio has been strategic. The annual meeting with Sarasin would be scheduled in August 2022 and an invite would be sent to the October Committee meeting for their team to attend.

A section on the Hospice’s approach to investment would be included in the annual report and accounts. The Hospice also has an Environmental Policy which outlines the approach to fostering sustainability.

5. IT & Estates update – John Groom presented key points from the report:

- The Committee continues to move software to the cloud and conduct phishing testing in order to ensure business security.
- The Men’s Den is making good progress in relation to the build, with pro bono support in developing this. A letter of thanks would be written to the company from the Chair of Trustees to thank them for their contribution.
- The Hospice is considering moving to a new website provider within the next couple of years, due to the relatively high costs in relation to the quality of customer support.
- The Estates team are supporting the review of potential alternative premises to the current location in Sutton.

The Committee received assurance that all relevant qualifications are in place in relation to Housekeeping and serving food in the Hospice.

6. Finance & Resources Risk Register – the Committee reviewed the key risks, including rising inflation which is expected for two years, and the need to meet the ambitious fundraising targets for the year – as has been discussed earlier in the meeting. The timing of needing to access investment funds must be strategic, given the fluctuations in the external market.

7. Annual review of Committee Terms of Reference – the Committee were content to recommend the Terms of Reference to the Board.

8. Annual review of Financial Delegated Authorities – Nick Stevens presented the delegated authorities. The detail of the document has been updated to reflect nuances to spend areas. The threshold for the Joint CEOs recommending an approval to the Chair is £50k. The Committee were content to recommend the thresholds to the Board for approval.

9. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The next meeting will be held at 2pm on Tuesday 12th July from 2-4pm.

The meeting ended at 3.30pm.

Approved.....

Date.....

SAINT RAPHAEL'S HOSPICE

MINUTES OF THE INFORMATION GOVERNANCE & SECURITY COMMITTEE

Held on 28th April 2022 (Part 1) & 25th May 2022 (Part 2)
in St Bedes & Zoom

Members: Nick Stevens – Joint CEO – Senior Information Risk Owner
Gaby Tamura-Rose – Consultant in Palliative Medicine – Caldicott Guardian – Patient Information AO
Sara-Jane Woods – Director of Income Generation – Fundraising Information AO
John Groom – Director of IT and Facilities – IT AO
Ginny Toubal, Volunteer Services Coordinator (Reception / Main Hospice) – Volunteer HR AO
Becca Trower - Clinical Director (Part 1)
Alex Rudkin – Head of Quality and Improvement – Information Security Officer, Data Protection Lead (Chair & Mins)

ITEM 1: Apologies for Absence

Kelly Channer, Head of HR – Staff HR Asset Owner : Part 1 and Part 2
Becca Trower – Clinical Director : Part 2

[IG&S
Action
Plan](#)

ITEM 2: Minutes of the Last Meeting held on 21st September 2021

2.1 These were accepted

ITEM 3: Matters Arising

3.1 Item 4.2: Compliance with all mandatory training will be based on a twelve monthly cycle. IG training is greater than 95% for permanent clinical members of staff. Overall staff compliance inclusive of retail and housekeeping and part-time staff reduces compliance to 90%. NS & GL confirmed that mandatory training compliance is an expected item of report into the Hospice Training and Development Committee. Action Item 26 complete.

INFORMATION GOVERNANCE

ITEM 4: Data Security & Protection Toolkit Submission Overview

4.1 Progress on the [DS&P toolkit assessment](#) was noted. Out of the 83 items that span the 10 sections of the toolkit, our self-assessment shows that there are 73 items RAG rated Green, 7 items that are RAG rated Amber – 1 of which is mandatory and 3 items that are RAG rated Red - 2 of which are mandatory:-

[AR
Action
13](#)

Training : 3.2.1 : *at least 95% of staff, directors, trustees and volunteers in your organisation completed training on data security and protection, and cyber security, since 1st July 2021* : IG training is greater than 95% for permanent clinical members of staff. Overall, staff compliance inclusive of retail and housekeeping and part-time

GL & NS

staff reduces compliance to 90%.

IT Protection: Date of penetration test – Penetration testing will be arranged following firewall upgrade to be completed in 2022. Likely testing to be arranged for 2023.

JG

The 1 non-mandatory item that is RAG rated Red is:

Accountable suppliers: 10.2.2: Establishing that contracts with all third parties that handle personal information are compliant with ICO guidance has proved challenging given some are historical:- a) some do not have a contract in place; b) some have not responded to our request for confirmation. Nevertheless, all should have our data sharing / user agreements in place. This remains to be checked for 2022/23.

JG

RAG rated Amber items numbered 7; 6 of which were for non-mandatory items that included penetration testing (3), third party assurance regarding technology security (1), patch regularity of operating systems and software (1), DR solution further development (1), 1 was for a mandatory item regarding IT administrator activity logging (1).

JG

- 4.2 Discussion over consent (DS&P 1.1.6) provided assurance over how consent is requested and recorded within the clinical record and how it is supported by documentation in fundraising/retail in accordance with the Hospice's Privacy Notice.

The Hospice Privacy Notice access is made available via the Hospice web-site and it was agreed that it would be sign-posted via the information for patients/carers section of the website as well.

AR

- 4.3 Routine data protection spot checks in 2021/22 last and substantively undertaken by Dr GT-R in December 2021 have not presented any concerns.

- 4.4 The top 3 data and cyber security risks (DS&P 1.3.6) were noted as:

- loss of data / data corruption
- unauthorised access to data on IT systems
- major system software / hardware failure

Their mitigations are set out in the IT Risk Register.

- 4.5 (DS&P 1.3.12) A meeting was convened by AR on 16th May 2022 to discuss with reps from the clinical team (Becca Trower, Tracey Young, Tracy Christmas, Dr Gaby Tamura-Rose and Dr Jenny Strawson) how PID is used off site, kept safe and disposed of. There was consensus that printing of PID for use off site should be kept to a minimum, held in secure wallets/bags within fastenable bags and be shredded on site in accordance with policy. AR will encapsulate in [OP31 Records Management Policy](#)

AR

4.6 JG confirmed that IT administrator activities are logged and those logs are only accessible to appropriate personnel (DS&P 4.4.1). NS accepted that no further attention need be given to a small number of generic IT administrative accounts that are associated with specific historical software/system management and that could cause future functionality issues if the accounts were tampered with.

4.7 It was acknowledged that there have been no significant breaches of confidential information and that any minor breach has been reviewed in accordance with the Hospice's incident reporting and management system involving Heads of Department, Executive team members, the Head of IT and the Head of Quality (ISO). It was acknowledged that significance association was subjective and that 'impact' would also be captured within the Continuous Improvement Log (CIL). The CIL is a routine agenda item for the IG&S at which point there is further opportunity to reflect upon the minor events that have been reported. Items of interest and reflection included:-

- CIL 118 re OOH access to PAS if system is down. Annual support contract put in place with Auxilium IT.
- CIL 125 re photo of discharge letter sent by mobile phone to wrong recipient. Led to IG policy update to ensure requirements fully captured on use of mobile phones / iPADS and pid.
- CIL 135 re data interchange and transposition to EPR by student bereavement volunteers. Led to individual access profiles being established for student bereavement volunteers.

It was noted that there were no instances of suppliers handling health and care data not complying with the National Data Guardian Standards.

4.8 Further to recent reminder email, members were reminded that should there be instances of suppliers who handle health and care data not complying with National Data Guardian standards then such must be reported and duly reflected upon at the IG&S Committee and raised to the Hospice Board if the instance is regarded as significant.

4.9 Annual renewal of registration with the ICO remains with the SIRO. Renewal certification is retained at [N:\Information Governance\ICO Registration](#). Hospice registration runs from 25 March – 24 March annually. Last registration dated 2022.

ITEM 5: Action Plan v01 – [2021-09-21](#) reviewed and revised actions as at [2022-04-28 & 2022-05-25](#)

ITEM 6: [Third Party Contract Status](#) reviewed. Asset leads reminded to ensure linked sheet is maintained and kept up to date.

ITEM 7: [Continuous Improvement Log](#) reviewed.

INFORMATION SYSTEMS

ITEM 8: IT

Future Proofing

8.1 Future Proofing : Phase 1 complete. Phase 2 in hand – 10 of 12 switches complete; VPNs and Firewalls included in 2022's objectives.

JG

Disaster Recovery

8.2 To be completed in 2022 to cover all the DR servers.

JG

8.3 IT can no longer check if any emails of PID are being sent via unsecure route without purchasing 3rd party software that will cost c£3-4k pa. Ransom-ware will also not be able to be tracked that could lead to recurrent down-time. NS has reviewed the business case presented by IT and advised that the cost outweighs the risk. No further action.

Phishing

8.4 Externally-led Phishing test provider is in place and rolls out monthly testing of staff that leads to extra compulsory training for individuals who fail the Phishing test.

IT Risk Register

8.5 In place and routinely reviewed by the Finance & Resources Sub-committee.

Intranet

8.6 Research into Yammer facilitated Sharepoint access remains on hold but is held as potential avenue for providing an additional communications' conduit internally.

JG

ITEM 9: Clinical

Crosscare

9.1 There is no further effort/resource being put in to substantive development of existing windows in Crosscare.

9.2 There is clinical and organisational momentum for moving away from Crosscare within the next year to implement EMIS that is in use at a number of Hospices including Phyllis Tuckwell Hospice and Princess Alice Hospice and in process of

implementation at Royal Trinity Hospice. A PAS project team led by JG is in place. Expectation is that the project will require 6 months in order to go live and that time line will include roll out of required training.

JG

Datix

9.3 Implementation of the DATIX incident reporting software took place on 15 November 2021. Training video for DIF1 and DIF 2 in place. [OP01](#) revised and published.

9.4 Feedback/Complaints module is planned for June/July 2022/23 roll out.

AR/BD (IT)

Subject Access Requests

9.5 [Register](#) in place that shows timeliness of responses. Thanks were relayed to Dr GT-R for her attention to detail and thoroughness in reviewing access requests since she became SRH Caldicott Guardian. The role of Caldicott Guardian will not rotate in line with the Lead Palliative Care Consultant role.

9.6 Dr Rachel Clingan, Registrar, is undertaking an audit/QI project in reviewing EPR content to highlight language/phraseology that will feed into education/learning for staff in 2022/23.

9.7 Eleven main Hospice area IG Compliance audits were undertaken by Dr G Tamura-Rose in December 2021. A compliance summary will be set out to provide overview.

AR

ITEM 10: FINANCE

10.1 SAGE system remains very functional.

10.2 SAGE system reporting remains a work in progress. Training has been provided. Coding remains an area of work for development. Plan remains for reporting to be produced at team level with project reporting potentially via SAGE.

NS

ITEM 11: HR

11.1 SELECT HR – Understood to be happy with functionality.

11.2 Payroll to be brought in-house using BrightPay that will be launched in late summer 2022.

KC

ITEM 12: FUNDRAISING

Website

12.1 E-bay retail has had required configuration changes owing to charity status completed and will commence once the staffing is in place – hopefully by July 2022.

S-JW

12.2 Lottery Application form design has now been progressed via Sterling.

12.3 S-JW advised that the website is managed via Diamond and her Communications

GL/NS

Team. Website provider will need review within the next 2 years.

Raisers Edge

12.4 Data cleansing within Raisers' Edge has stalled. SJW to meet with JG to agree required actions for progression. An assessment remains to be made regarding the 70,000 individuals that are not part of the 'live' mailing formulae and their removal from the system as part of the cleansing process. Likelihood will see new cleansed system contain details for c30,000 supporters. Annual data cleansing remains recommended thereafter.

JG /
SJW

PCI DSS

12.5 Target deadline unstated. SJW & JG to review and implement training and policy. Once implemented then the self-assessment can be re-done.

JG /
SJW
Action
6

ITEM 13: VOLUNTEERS

13.1 GT reported that functionally the volunteer database remains serviceable.

13.2 JG's appraisal of Raisers Edge volunteer module is on hold. Jason (IT) is servicing any required enhancements to the current db.

JG

ITEM 14: EXEC

14.1 [Third Party Supplier list](#) (handling PID) needs to be kept accurate and up to date.

IG&S

ITEM 15: AOB

15.1 Nil

ITEM 16: Future Dates

16.1 Dates of future meetings:

Date	Event	Venue/Time
TBA	Information Governance & Security Committee	St Bedes Room B & Zoom

St Raphael's Hospice
Meeting of the Finance & Resources Committee
To be held at St Raphael's Hospice
At 14:00 on Tuesday 12th July 2022

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

In attendance: Gail Linehan (Joint CEO – GL)
 Nick Stevens (Joint CEO – NS)
 John Groom (Director of IT & Estates – JG)
 Alex Rudkin – Head of Quality and Improvement (AR)
 Neena Vadgama (Finance Manager – NV)
 Anna Machin (Governance – AM)

Item	Time	Description	Purpose	Lead
1.	14.00 – 14.05	Welcomes, apologies for absence and declarations of interest	Discussion	Chair
2.	14.05- 14.15	Review of minutes from 26 th April 2022 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	
4.	14.15- 14.45	2022/23 Year-to-date Finance Report including: <ul style="list-style-type: none"> • Management accounts to 31st May 2022 • Balance sheet & cash movements • KPI report • Update on investments • Draft Statutory Accounts 	Discussion	NS, NV
5.	14.45- 14.00	IT & Estates update	Discussion	JG
6.	15.00- 15.20	Finance & resources risk register	Discussion	NS, JG
7.	15.20- 15.35	Annual review of pensions arrangements	Discussion	NS
8.	15.35- 15.55	Health & Safety update	Discussion	AR
9.	15.55- 16.00	Any Other Business & Date of next meeting	Discussion	Chair

Dates of future meetings:

- Tuesday 18th October, 2-4pm

St Raphael's Hospice

**Annual Report and Financial Statements
31st March 2022**

Company Limited by Guarantee

Company Registration Number; 11732567 (England and Wales)

Charity Registration Number: 1182636

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2022

Reference and administrative details of the charity and its trustees

Trustees	Mr Norman McWhinney Mr Alan Cogbill Sister Veronica Hagen Mr Paul Holmes Mr Roderick O'Connor Sister Kathleen O'Reilly Mr Joseph Ryan Dr Joy Tweed Mrs Marian Norman (resigned December 2021) Mr Bernard Marley (Appointed September 2021) Mr Grahame Darnell (Appointed November 2021) Ms Manjit Lall (Appointed April 2022)	Chair Vice Chair; F&R, CQ&G HR, F&R F&C F&R F&R CQ&G HR, F&C CQ&G F&C HR
Committee Members	Dr Caroline Chill Dr Eva Kalmus (Appointed XXX 2022) Mr Steve Mulhall (Appointed XXX 2022) Mrs Heather Howell (retired April 2021) Mr Ed Cook	CQ&G CQ&G F&C HR F&R
Clerk to the Trustees	Ms Anna Machin	
Executive Team	Mrs Gail Linehan Mr Nick Stevens Ms Rebecca Trower Ms Sara Jane Woods Mr John Groom (from April 2022)	Joint CEO Joint CEO Clinical Director Director of Income Generation Director of IT and Estates
Medical Leadership Team	Dr Gaby Tamara-Rose Dr Jenny Strawson Dr Naomi Collins (from July 2021)	Specialist Palliative Care Consultant Specialist Palliative Care Consultant Specialist Palliative Care Consultant
Company registration number	11732567	
Charity registration number	1182636	
Registered office	St Raphael's Hospice, London Road, Cheam, SM3 9DX	
Telephone	020 8099 7777	
Email	enquiries@straphaels.org.uk	
Website	www.straphaels.org.uk	
Auditor	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG	
Principal bankers	National Westminster Bank plc, 93 Central Road Worcester Park, Surrey, KT4 8DZ	
Investment Managers	Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU	
Committees	Clinical Quality and Governance Committee (CQ&G) Finance and Resources Committee (F&R) Fundraising and Communications Committee (F&C) Human Resources Committee (HR)	

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2022

Statement of Financial Activities including an income and expenditure account

	Notes	Unrestricted			Total funds Year to 31 March 2022 £'000	Total funds Year to 31 March 2021 £'000
		General fund £'000	Designated fund £'000	Restricted funds £'000		
Income and expenditure						
Income from:						
Donations and legacies	2	2,948	-	517	3,466	2,819
Other trading activities	3	1,533	-	-	1,533	289
Investments		4	-	-	4	2
Charitable activities						
Clinical Commissioning Groups	4	1,615	-	650	2,265	637
Other income	4	51	-	247	298	959
Total income excluding assets transferred from the Daughters of the Cross		6,151	-	1,414	7,565	4,706
Assets transferred from the Daughters of the Cross	18	-	-	-	-	3,405
Total income		6,151	-	1,414	7,565	8,111
Expenditure on:						
Raising funds	5	2,405	-	-	2,405	1,005
Charitable activities	6	3,440	-	1,157	4,597	2,029
Total expenditure		5,845	-	1,157	7,002	3,034
Net gains / (losses) on investments	11	17	-	-	17	-
Net income / (expenditure) before transfers		323	-	257	581	5,077
Transfers between funds	15-16	270	(38)	(232)	-	-
Net movement in funds		593	(38)	25	581	5,077
Reconciliation of funds:						
Fund balances brought forward at 1 April 2021		3,802	1,214	275	5,291	214
Fund balances carried forward at 31 March 2022		4,395	1,176	300	5,872	5,291

All of the charity's activities during the above two financial periods derived from continuing operations. A full comparative statement of financial activities is shown at note 23 to the financial statements.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2022

Balance Sheet

	Notes	2022 £'000	2022 £'000	2021 £'000	2021 £'000
Fixed assets					
Tangible assets	9		725		562
Fixed Asset Investments			2,017		-
			2,742		562
Current assets					
Debtors	10	1,979		2,086	
Cash at bank and in hand		4,356		6,620	
		6,334		8,706	
Creditors: amounts falling due within one year	11	(1,551)		(1,597)	
Net current assets			4,783		7,109
Creditors: amounts falling due after more than one year	11		(1,653)		(2,380)
Total net assets			5,872		5,291
Represented by:				107	
Funds and reserves					
Income funds					
Restricted funds	13		300		275
Unrestricted funds					
Designated funds	14		1,176		1,214
General fund	15		4,395		3,802
Total funds			5,872		5,291

Approved by the Board of Trustees on:

and signed on its behalf by:

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2022

Statement of Cash Flows

	Notes	Year to 31 March 2022 £'000	Year to 31 March 2021 £'000
Cash flows from operating activities			
Net cash provided by operating activities	A	63	3,903
Cash flows from investing activities:			
Investment income		4	2
Purchase of tangible fixed assets		(332)	(135)
Purchase of investments		(2,000)	-
Sale of investments		-	-
Write off of tangible fixed assets		-	100
Cash transferred from the Congregation of the Daughters of the Cross of Liege		-	2,702
Net cash provided by (used in) investing activities		(2,328)	2,669
Change in cash and cash equivalents in the year	B	(2,264)	6,572
Cash and cash equivalents at 1 April 2021	B	6,620	48
Cash and cash equivalents at 31 March 2022	B	4,356	6,620

A: Reconciliation of net movement in funds to net cash provided by operating activities

		Year to 31 March 2022 £'000	Year to 31 March 2021 £'000
Net movement in funds (as per the statement of financial activities)		581	5,077
Adjustments for:			
Depreciation charge / amounts written off		169	58
Investment income		(4)	(2)
Net (gain)/loss on investments		(17)	-
Decrease/(Increase) in debtors		107	(1,065)
(Decrease)/Increase in creditors		(773)	3,240
Transfer from the Congregation of the Daughters of the Cross of Liege		-	(3,405)
Net cash provided by operating activities	A	63	3,903

B: Analysis of changes in net debt

	2021 £'000	Cash flows £'000	2022 £'000
Cash at bank and in hand	6,620	(2,264)	4,356
Total	6,620	(2,264)	4,356

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Notes to the Financial Statements

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

General Information

St Raphael's Hospice is a private company limited by guarantee in England and Wales (company number 11732567) and a charity registered in England and Wales (charity number 1182636). The registered office is St Raphael's Hospice, London Road, Cheam, SM3 9DX.

Basis of accounting

The financial statements have been prepared for the year ended 31 March 2022.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value, unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

St Raphael's Hospice is a charity which is a public benefit entity as defined in FRS 102.

The financial statements are prepared in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

The most significant areas of adjustment and key assumptions that affect items in the financial statements are in respect of:

- the recognition and deferral of income;
- assessing the probability of receiving legacies of which the Charity has been notified;
- estimating the value of the gift in kind of properties occupied under a peppercorn rental agreement with the Congregation of the Daughters of the Cross of Liege;
- determining expected future income and expenditure flows for the purpose of assessing going concern.

With respect to the next reporting period, the general economic environment, the potential for an continuing impact from the coronavirus pandemic, the consequences of the Russian invasion of Ukraine and the inflationary pressures being felt in the economy are all factors that may affect future income flows and the carrying value of assets held by the Charity.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements and they have made this assessment in respect of a period one year from the date of the approval of these financial statements.

The Trustees have considered the impact of the current and projected economic and inflationary uncertainties on the Hospice's operations, with a particular focus on its effect on the Hospice's financial position including the Hospice's income, expenditure and reserves. Whilst the Hospice is reliant upon the generosity of the community of Merton and Sutton in order to raise sufficient funding and is conscious of the impact of the economic environment on people's ability to be generous, it is felt that it has sufficient cash resources to continue operations for the foreseeable future.

The Trustees have concluded that there are no material uncertainties related to events or conditions that would cast significant doubt on the ability of St Raphael's Hospice to continue as a going concern. This is because they believe that they have sufficient reserves and resources to withstand any temporary drop in income or any additional unexpected liability.

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Income recognition

Income comprises donations, legacies, gifts in kind for donated services and facilities, lottery income, income from retail sales, grants from Clinical Commissioning Groups and other organisations together with the Government's Coronavirus Job Retention Scheme and the NHSE Covid Hospice Support Grant.

Income is recognised in the period in which the charity is entitled to receipt, the amount can be measured reliably and it is probable that the funds will be received.

Donations and transfers from other registered charities amounting to donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Lottery income is recognised during the period in which the lottery draw is held.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Grants from government, other agencies and voluntary bodies have been included as income from charitable activities where these are akin to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Income from Grants, (including the Coronavirus Job Retention Scheme) is credited to the statement of financial activities when the Charity is entitled to receive the funds and when the amount receivable can be quantified.

Shop income arises from the sales of donated goods at charity shops within the Surrey and Greater London areas. Donated goods are normally distributed very soon after receipt by the charity. Stocks held at the reporting date are immaterial. Under these circumstances, the cost of valuing all donated goods upon receipt by the charity outweighs the benefit to the users of the accounts of providing this information. Consequently, donated goods are included within income when sold or distributed and no value is placed on stock of such items at the year end.

In accordance with the Charities SORP FRS 102 no financial valuation of volunteer time is recognised in these financial statements, refer to the 'Volunteers' section of the Annual Report for further details.

Deferred income includes a cash grant given by the Congregation of Daughters of the Cross of Liège towards strategic investment in the new charity. This was granted as part of the transfer arrangements in order to bridge the anticipated funding gap that will arise over a period of five or more years as the charity invests in its strategy of "EVE" (excellence, visibility and engagement). The deferred income will be released to the Statement of Financial Activity in line with its use.

Donated services and facilities

Donated services and facilities are recognised in income and expenditure when the charity has control over the item, conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that the economic benefit can be measured reliably.

The charity benefits from the use of the hospice buildings and grounds which are leased to it by the Congregation of the Daughters of the Cross of Liège at a peppercorn rent. The value of this gift in kind has been estimated by the Trustees following the receipt of professional valuations for the market rent of the administrative building (759 London Road) and the St Bede's Conference Centre and the capital value of the hospice building and grounds. A 5% rate of return on the capital value has been used to estimate the annual rental value.

The Trustees consider that the valuation of goods donated for resale at the point of receipt is impractical due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised at the point of resale.

Notes to the Financial Statements

Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to transfer resources to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and includes any VAT that cannot be recovered under the s33c VAT refund scheme. This scheme is specific to charities which are wholly operating as Hospices and allows recovery of VAT incurred on the non-business activities (hospice service delivery and most fundraising) as well as the usual business activities (retail etc). In turn that allows for a high proportion recovery of VAT on "apportioned activity", that which serves to support the entire enterprise. VAT cannot be recovered on exempt activity (events, education and lottery).

Expenditure comprises the following:

- a. The cost of raising funds includes fundraising and publicity expenditure which comprises costs associated with fundraising and shop overheads, publicity, advertising and event staging. It also includes a share of support costs, including governance costs.
- b. The cost of charitable activities comprises all the costs of operating the Hospice, including all staff, supplies and property costs. It also includes a share of support costs, including governance costs.

Governance costs are the costs associated with the governance arrangements of the Hospice that relate to the general running of the Hospice as opposed to those costs associated with raising funds or charitable activities. Included within this category are costs associated with the strategic as opposed to day to day management of the Hospice's activities.

Tangible fixed assets

Tangible fixed assets are shown on the balance sheet at cost, less accumulated depreciation.

All assets which cost in excess of £5,000 and have an expected useful life exceeding one year are capitalised.

Depreciation is calculated at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- | | |
|--------------------------------|-------------|
| • Computer and other equipment | 20 - 33.33% |
| • Shop fixtures and fittings | 33% |
| • Motor vehicles | 25% |

Improvements to long leasehold property is depreciated evenly over the period of the lease.

Fund accounting

Any restricted funds are monies raised for, and their use restricted to, a specific purpose or are donations subject to donor-imposed conditions.

The designated funds are those which represent the value of tangible fixed assets or monies which may be used towards meeting the charitable objectives of the Hospice but which have been designated for a specific purpose by the Trustees and their Executive Team.

The general fund represents free reserves and comprises those monies which may be used towards meeting the charitable objectives of the Hospice at the discretion of Trustees and their Executive Team.

Both the general fund and designated funds are unrestricted.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease term.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount paid in advance. They have been discounted to the present value of the future cash receipt where such discounting is material.

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Cash

Cash is held in bank accounts or in hand and money available on demand or term deposits with an expiry date within three months of the balance sheet date.

Creditors

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount St Raphael's Hospice anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension Costs

St Raphael's Hospice operates a defined contribution pension scheme. The amounts charged represent the employers' contributions payable to the scheme in the year.

St Raphael's Hospice also participates in the NHS pension scheme, a defined benefit scheme which is underwritten by the UK Treasury. The liabilities of the scheme are not calculated and there is no attribution of liability to the participant organisations, including the Hospice. Accordingly, the contributions are accounted for as if it were a defined contribution pension scheme.

Employee Costs

St Raphael's Hospice holiday year operates from April to March. A week's worth of holiday that is earned in one year but not utilised in that year can be carried over to the following year. The cost to the charity of that holiday carry-over is estimated and accrued in the financial statements. During the coronavirus pandemic the restrictions on carrying holiday over were loosened and this is reflected in the accrual for the years ending 31st March 2022 and 2021.

St Raphael's Hospice values the loyal service of its staff and makes an award to staff who attain ten years of service. The award is repeated and enhanced at five year intervals thereafter. The potential cost to the charity is calculated for all staff who have reached the end of their fifth year of service in proportion to the time worked towards the next award milestone.

Notes to the accounts

2 Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Donations	1,416	247	1,663	812	105	917
Gifts in kind	-	270	270	-	112	112
Legacies	1,533	-	1,533	1,790	-	1,790
Total	2,948	517	3,466	2,602	217	2,819

Gifts in Kind include a donation from the Congregation of the Daughters of the Cross of Liège which represents the estimated market value of the lease of the land and buildings used by the charity, provided by the Congregation at no cost to the charity. The market value of the rent for the property has been estimated at £270,000 for the year (2021 – £112,000 for period). The estimated value has been recognised within income as a donation, and an equivalent charge included within support costs.

In addition, the Hospice enjoys the benefit of volunteers for help in the running of the Hospice, fundraising and the shops. In accordance with the accounting policy, the value of these benefits, estimated to be £431,000 (2021: £100,000 for the period) has not been reflected in the financial statements.

3 Other trading activities

Year ended 31 March 2022	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Lottery income	423	-	423	205	-	205
Retail sales and related income	1,110	-	1,110	84	-	84
2022 Total	1,533	-	1,533	289	-	289

For the year ending March 2021, other trading activity relates to the five month period from 1st November 2020. Retail sales were severely impacted by the covid pandemic and shops were closed for a large part of this period.

4 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
CCG Service Funding	1,615	-	1,615	637	-	637
CCG Local Covid-19 Funding	-	500	500	-	-	-
CCG Grants	-	150	150	-	-	-
Income from Clinical Commissioning Groups (CCGs)	1,615	650	2,265	637	-	637
NHS England Covid-19 Funding	-	247	247	-	817	817
Coronavirus Job Retention Scheme	25	-	25	135	-	135
Other	26	-	26	7	-	7
Other Income	51	247	298	142	817	959

5 Expenditure on Raising Funds

Year ended 31 March 2022	Staff Costs	Other Costs	Support Costs	Total £'000	of the total being	
	£'000	£'000	£'000		Unrestricted £'000	Restricted £'000
Fundraising	460	249	139	848	848	-
Lottery	43	146	10	199	199	-
Charity Shops	498	626	234	1,358	1,358	-
	1,002	1,021	383	2,405	2,405	-

Notes to the accounts

5 Expenditure on Raising Funds, continued

Year ended 31 March 2021	Staff Costs £'000	Other Costs £'000	Support Costs £'000	Total £'000	of the total being	
					Unrestricted £'000	Restricted £'000
Fundraising	177	57	72	306	306	-
Lottery	16	56	-	72	72	-
Charity Shops	182	318	127	627	627	-
	375	431	199	1,005	1,005	-

6 Expenditure on Charitable activities

Year ended 31 March 2022	Staff Costs £'000	Other Costs £'000	Support Costs £'000	Total £'000	of the total being	
					Unrestricted £'000	Restricted £'000
Hospice In Patient Unit	1,464	531	373	2,368	1,717	652
"Hospice at Home" Community Team	1,190	91	201	1,482	1,164	318
Psychological Support Team	151	19	29	199	84	115
Education	86	34	18	138	129	9
Orangery	19	84	24	127	93	34
Volunteers	80	20	19	119	112	7
Wellbeing Centre	76	53	34	163	141	22
	3,068	832	696	4,597	3,440	1,157

Year ended 31 March 2021	Staff Costs £'000	Other Costs £'000	Support Costs £'000	Total £'000	of the total being	
					Unrestricted £'000	Restricted £'000
Hospice In Patient Unit	667	208	164	1,039	487	552
"Hospice at Home" Community Team	485	111	93	689	307	382
Psychological Support Team	65	18	14	97	-	97
Education	58	10	5	73	69	4
Orangery	15	9	14	38	35	3
Volunteers	35	11	8	54	50	4
Wellbeing Centre	24	9	6	39	37	2
	1,349	376	304	2,029	985	1,044

Net Income is stated after charging

Auditor's Remuneration	
Statutory Audit	17
Other work	1
Staff Costs	4,832
Lease Rental Costs	332
Depreciation	149

See note 7 for an analysis of Support Costs which are allocated on the following basis

Staff costs – based on FTE staff numbers for each charitable activity.

Other costs – based on sq. ft. occupied by each charitable activity or FTE staff.

Auditor's remuneration – based on FTE staff numbers for each charitable activity.

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7 Employee costs

Charitable Activities	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2022	£'000	£'000	£'000	£'000	£'000	£'000
Hospice In Patient Unit	1,175	102	69	118	-	1,464
"Hospice at Home" Community Team	988	102	100	-	-	1,190
Psychological Support Team	133	13	5	-	-	151
Education	73	7	6	-	-	86
Orangery	19	0	0	-	-	19
Volunteers	73	6	2	-	-	80
Wellbeing Centre	70	4	2	-	-	76
	2,531	235	184	118	-	3,068

Income Generation	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2022	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	404	38	16	-	2	460
Lottery	38	3	2	-	-	43
Retail Shops	457	31	10	-	-	498
	900	72	27	-	2	1,002

Support Team	Salaries	NIC	Pensions	Total Staff Costs	Non-Staff Costs	Total Support Cost
Year ended 31 March 2022	£'000	£'000	£'000	£'000	£'000	£'000
Executive Office and Communications	256	29	11	296	175	471
HR	76	7	4	88	38	125
IT and Facilities	203	21	8	231	79	310
Finance	66	6	4	76	23	99
Quality	62	6	4	72	2	74
	663	68	30	762	318	1,079

For the year ended March 2021, all activity relates to the period from 1st November 2020 to 31st March 2021

Charitable Activities	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2021	£'000	£'000	£'000	£'000	£'000	£'000
Hospice In Patient Unit	519	50	34	63	1	667
"Hospice at Home" Community Team	414	37	33	-	1	485
Psychological Support Team	58	5	2	-	-	65
Education	38	4	3	-	13	58
Orangery	14	1	-	-	-	15
Volunteers	32	2	1	-	-	35
Wellbeing Centre	22	1	1	-	-	24
	1,097	100	74	63	15	1,349

Income Generation	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2021	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	160	11	4	-	2	177
Lottery	14	1	1	-	-	16
Retail Shops	167	11	4	-	-	182
	341	23	9	-	2	375

Notes to the accounts

7 Employee costs, continued

Support Team						
Year ended 31 March 2021	Salaries	NIC	Pensions	Total Staff Costs	Non-Staff Costs	Total Support Cost
	£'000	£'000	£'000	£'000	£'000	£'000
Executive Office	97	11	4	112	44	156
HR	37	3	2	42	30	72
IT and Facilities	89	9	3	101	29	130
Finance	32	3	2	37	21	58
Other	27	3	2	32	-	32
Hospice Holiday Accrual	55	-	-	55	-	55
	337	29	13	379	124	503

In common with other Hospices, St Raphael's employs experienced Specialty Doctors and Specialist Palliative Care Consultants on standard NHS rates of pay and this is reflected in the higher paid employees report. Due to the short period from 1st November 2020 during which the charity employed staff, there were no employees who earned over £60,000 in the year ending 2021.

The number of employees who earned £60,000 per annum or more (including benefits) during the year was as follows:

	2022	2021
	No.	No.
£60,001 - £70,000	4	-
£70,001 - £80,000	2	-
£80,001 - £90,000	2	-

Key management personnel

Key management personnel comprise the trustees, the Joint- CEOs, the Clinical Director and the Director of Income Generation together with our three specialist palliative care consultants. One of the consultants takes the role of lead consultant on a rotational basis and is a member of the Executive Committee of the Hospice. They are not included in the key management personnel costs shown below.

None of the trustees received any remuneration in respect of their services during the year (2021: £nil). No out of pocket expenses were reimbursed to trustees during the year (2021: £nil).

The total employment cost (including taxable benefits and employer's pension and national insurance contributions) of the key management personnel of the charity were £371,805 (2021: £154,251).

8 Employee numbers

Year ended 31 March 2021	Headcount		FTE	
	2022	2021	2022	2021
Hospice In Patient Unit	36	34	23	26
"Hospice at Home" Community Team	26	26	19	19
Psychological Support Team	3	3	2	2
Education	2	2	1	2
Volunteers	2	2	1	1
Wellbeing Centre	4	4	2	2
Housekeeping and Orangery	19	22	8	9
Hospice Admin	7	7	4	4
Medical Team	7	10	5	5
Charitable Activities	106	110	65	70
Fundraising	14	12	13	10
Lottery	1	1	1	1
Retail Shops	27	25	22	18
Income Generation	42	38	36	29
Support Services	11	11	10	10
Executive and Finance	8	6	6	5
Support Services	19	17	16	15
All Staff	167	165	117	114

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8 Employee numbers, continued

Year ended 31 March 2021	Headcount		FTE	
	2022	2021	2022	2021
Permanent Full Time	50	38	50	38
Permanent Part Time	87	104	55	68
"Bank" variable hours	30	23	12	8
	167	165	117	114

In addition to our paid staff, St Raphael's Hospice benefitted from the support of 669 volunteers who contributed around £425,000 worth of time (2020-21: 247, valued at £100,000 for the five month period from 1st November 2020). Volunteer time is not accounted for in these financial statements. There were 9 volunteers in the period to 31st March 2020, all of whom were Trustees of the charity.

9 Taxation

St. Raphael's Hospice is a registered charity and therefore benefits from not being liable for income tax or corporation tax on income derived from its charitable activities. As a Hospice it has taken advantage of the s33c VAT allowances which enable it to reclaim a large portion of its VAT paid. At the end of the year a refund is due for £69,000 (2021: £90,000) and this is included within debtors.

10 Tangible fixed assets

	Site Leasehold Improvements	Computer and other Equipment	Shop Fixtures and Fittings	Motor Vehicles	Retail Leasehold Improvements	Assets under Construction	Total 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation							
At 1 April 2021	49	537	45	44	184	19	878
Transfer between classes	233	-	-	-	-	(233)	-
Additions	26	40	-	10	-	256	332
Disposals/Written-off	-	-	-	-	(40)	-	(40)
At 31 March 2022	308	577	45	54	144	42	1,170
Depreciation							
At 1 April 2021	2	247	19	8	40	-	316
Charge in year	8	83	9	13	36	-	149
Eliminated on disposal / write-off	-	-	-	-	(19)	-	(19)
At 31 March 2022	10	330	28	21	57	-	446
Net book values							
At 31 March 2022	298	247	17	33	87	42	724
At 31 March 2021	47	290	26	36	144	19	562

The land and buildings that are occupied by St Raphael's Hospice are owned by The Congregation of the Daughters of the Cross of Liège and are leased to the charity at a peppercorn rental. The value of the gift in kind is recognised in these financial statements, as described in the principal accounting policies at note 1.

Notes to the accounts

10 Tangible fixed assets, continued

	Site Leasehold Improvements	Computer and other Equipment	Shop Fixtures and Fittings	Motor Vehicles	Retail Leasehold Improvements	Assets under Construction	Total 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation							
At 1 April 2020	49	-	-	17	-	102	168
Assets transferred from DoC	-	389	45	27	182	71	714
Transfer between classes	-	182	-	-	-	(182)	-
Additions	4	52	1	-	27	51	135
Disposals	(4)	(86)	(1)	-	(25)	(23)	(139)
At 31 March 2021	49	537	45	44	184	19	878
Depreciation							
At 1 April 2020	-	-	-	-	-	-	-
Acc' Deprn transferred from DoC	-	250	15	-	32	-	297
Charge in year	2	29	4	8	15	-	58
Eliminated on disposal	-	(32)	-	-	(7)	-	(39)
At 31 March 2021	2	247	19	8	40	-	316
Net book values							
At 31 March 2021	47	290	26	36	144	19	562
At 31 March 2020	49	-	-	17	-	102	168

Assets transferred from the Congregation of the Daughters of the Cross of Liege (DoC) were brought into the charity at their net book value as stated in the DoC's accounting records as at 31 October 2020 and will be depreciated over their remaining lives in line with the charity's accounting policy.

11 Investments

	2022 £'000	2022 Units 000's	2021 £'000	2021 Units 000's
Marketable investments				
Sarasin Endowments Fund				
Market value at start of year	-	-	-	-
Net additions at cost	1,400	1,163	-	-
Net gain/(loss) on revaluation/disposal	17	-	-	-
Market value at 31 March	1,417	1,163	-	-
Liquid Assets				
ICS-Sterling Liquidity Fund				
Market value at start of year	-	-	-	-
Net additions at cost	1,400	13	-	-
Disposals at market value	(800)	(7)	-	-
Market value at 31 March	600	6	-	-
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Total investments	2,017	-	-	-
Cost at 31 March	2,000	-	-	-
Marketable investments comprise				
Equities	1,417	1,163	-	-
Short term deposits and cash	600	6	-	-

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12 Debtors	2022	<i>2021</i>
	£'000	<i>£'000</i>
Legacies Receivable	992	1,577
Prepayments	206	200
VAT receivable	69	90
Coronavirus Job Retention Scheme payments receivable	-	58
NHSE Covid Hospice Support Scheme	153	145
CCG Local Covid-19 Funding and other CCG grants	440	-
Other Debtors	119	16
	1,979	<i>2,086</i>

13 Creditors	2022	<i>2021</i>
	£'000	<i>£'000</i>
Amounts falling due within one year		
Trade creditors	115	67
Social security and other taxes	100	92
Other Creditors and Accruals	245	314
Deferred income Release of DoC grant	1,000	1,000
Lottery Deferred Income	62	63
Other Deferred Income	24	42
Provision for onerous lease commitments	5	19
	1,551	<i>1,597</i>

Amounts falling due after more than one year	2022	<i>2021</i>
	£'000	<i>£'000</i>
Deferred income Release of DoC grant	1,653	2,320
Provision for onerous lease commitments	-	60
	1,653	<i>2,380</i>

14 Deferred Income	2022	2022	2022	<i>2021</i>
	DoC Grant	Other	Total	<i>Total</i>
	£	£	£	£
Brought forward at 1 April 2021	3,320	105	3,425	-
Introduced in the year	-	796	796	4,011
Released during the year	(667)	(815)	(1,481)	(586)
Carried forward at 31 March 2022	2,653	86	2,740	<i>3,425</i>

A cash grant of £3.6m, given by the Congregation of Daughters of the Cross of Liège (DoC) towards strategic investment in the new charity, has been included in deferred income. This will be released to the Statement of Financial Activity in line with the conditions of its use, as stipulated in the transfer arrangement between the Congregation and the charity. A sum of £667k was released to the SOFA in the current year (2021: £280k) and the release of a further £1m has been budgeted for the year to 31st March 2023 and is shown as "Creditors; amounts due in under one year" at note 13, above. The remaining balance of £1.65m is included under "Creditors; amounts due in more than one year" and is due to be released over the ensuing four to five years as the strategic plan progresses.

Other deferred income balances includes lottery subscriptions made for future lottery draws and to challenge event income raised in advance of the challenge taking place.

Notes to the accounts

15 Restricted Funds

The restricted funds are monies received for, and their use restricted to, the following:

	At 1st April 2021	Income	Expenditure	Transfer between Funds	At 31st March 2022
	£'000	£'000	£'000	£'000	£'000
Bereavement support fund	-	110	(110)	-	-
DoC Capital Improvement Grant	165	-	-	(165)	-
DoC Gift in Kind	-	270	(270)	-	-
NHSE Covid Hospice Support Grant	-	247	(247)	-	-
CCG Covid Support Grant	-	500	(500)	-	-
CCG Grants	-	150	(8)	-	142
Other restricted donations	110	137	(22)	(67)	158
	275	1,414	(1,157)	(232)	300

	At 1st April 2020	Funds Introduced from DoC	Income	Expenditure	Transfer between Funds	At 31st March 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Bereavement support fund	-	-	92	(92)	-	-
DoC Capital Improvement Grant	-	204	-	-	(39)	165
DoC Gift in Kind	-	-	112	(112)	-	-
NHSE Covid Hospice Support Grant	-	-	817	(817)	-	-
Other restricted donations	-	120	13	(23)	-	110
	-	324	1,034	(1,044)	(39)	275

The Bereavement support fund represents the funding of the psychosocial team and related costs.

The DoC Capital Improvement grant was given in order to progress certain capital projects including the IT upgrade (completed) and the IPU

The DoC Gift in Kind relates to the provision of the land and buildings on a 20 year lease at a peppercorn rental. The Gift in Kind recognises the valuation placed upon the use of the properties by an independent surveyor. The cost is also recognised in the financial statements.

The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from November 2020 to March 2021 and from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support for the same purpose.

Other restricted donations represent other smaller restricted donations and legacies donated to the Hospice for specific purposes.

16 Designated Funds

	At 1st April 2021	Expenditure	Transfer between Funds	At 31st March 2022
	£'000	£'000	£'000	£'000
Fixed Asset Fund Acquired	562	332	(169)	725
Committed	100	-	(100)	-
Budgeted within 12 months	552	-	(101)	451
	1,214	332	(370)	1,176

	At 1st April 2020	Introduced from DoC	Transfer between Funds	At 31st March 2021
	£'000	£'000	£'000	£'000
<i>Fixed Asset Fund</i> Acquired	168	417	(23)	562
Committed	-	-	100	100
Budgeted within 12 months	-	-	552	552
	168	417	629	1,214

The unrestricted funds of the Hospice include the following designated funds which have been set aside by the trustees for specific purposes. The fixed asset fund represents the net book value of tangible fixed assets, which are used in the day-to-day work of the Hospice and hence is not available for working capital.

Notes to the accounts

16 Designated Funds, continued

The transfer in the fixed assets "acquired" fund represents the net movement of additions, disposals and depreciation in fixed assets over the year. "Committed" expenditure relate to additions which the charity is contractually obliged to complete and "Budgeted" relates to proposed additions that have been approved by the Board of Trustees.

17 Analysis of net assets between funds

	Restricted funds £'000	General Fund £'000	Designated fund £'000	Total 2022 £'000
Fixed assets	-	2,017	725	2,742
Current assets	300	5,583	451	6,334
Creditors: amounts falling due within one year	-	(1,551)	-	(1,551)
Creditors: amounts falling due after more than one year	-	(1,653)	-	(1,653)
Total net assets	300	4,396	1,176	5,872

	Restricted funds £'000	General Fund £'000	Designated fund £'000	Total 2021 £'000
Fixed assets	-	-	562	562
Current assets	275	7,779	652	8,706
Creditors: amounts falling due within one year	-	(1,597)	-	(1,597)
Creditors: amounts falling due after more than one year	-	(2,380)	-	(2,380)
Total net assets	275	3,802	1,214	5,291

18 Net assets transferred into the Charity

On 31 October 2020, the following assets were transferred to the Charity from the Congregation of the Daughters of the Cross of Liege:

	£'000
Tangible fixed assets	417
Debtors	1,021
Cash	2,702
Creditors: amounts falling due in less than 1 year	(735)
Total	3,405

19 Leasing commitments

Operating leases

At 31 March 2021 the Hospice had total commitments under non-cancellable operating leases for retail shops and related office and warehouse buildings as follows:

	Land and buildings 2022 £'000	Land and buildings 2021 £'000
Commitments falling due:		
Within one year	218	313
Within one to two years	177	230
Within two to five years	174	394
	569	937

20 Related party transactions

St Raphael's Hospice was established as a work of The Congregation of the Daughters of the Cross of Liege ("DoC", charity number 1068661 and company number 3492921) in 1987 and its activities were reported as part of that entity. The activities and the operating assets and liabilities of the work were transferred into St Raphael's Hospice (charity number 1182636 and company number 11732567) on 31 October 2020 and from that point its activities are reported through this entity.

Two of the trustees of DoC are also trustees of St Raphael's Hospice (Sr Veronica Hagen and Sr Kathleen O'Reilly). One member of the Finance & Resources Committee is a paid adviser of the DoC (Mr Ed Cook).

Notes to the accounts

20 Related party transactions, continued

The freehold of the land and buildings that comprise the St Raphael's Hospice site are owned by DoC. These have been leased to St Raphael's Hospice under three separate leases for the three plots (the Hospice, St Bede's and 759 London Road) each for twenty years and at a peppercorn rental of £100 per annum. A total of £300 was paid in the period in respect of these leases (2021: £150). The leases are valued at £270k per annum and a gift-in-kind is recognised in these financial statements for this amount (2021: £112k). The notional rental of £270k is also recognised in these financial statements (2021: £112k).

No grants were made by DoC during the year. (2021: £3.7m of which £3.6m related to the transfer agreement between DoC and St Raphael's Hospice). During 2020-21 DoC gifted the net assets of the activity of the Hospice at a book value of £3.4m (see note 18, above).

DoC continues to receive occasional income on behalf of the Hospice, such as legacies and some donations and these are passed through to St Raphael's Hospice without deduction. During the year there were 3 such transactions amounting to £812k (2021: 9 and £615k).

There were no other related party transactions.

21 Capital commitments

There were no capital commitments as at 31 March 2022 (2021: £100k).

22 Pension commitments

The Hospice makes contributions in respect of the current service of its employees to either the NHS pension scheme or Royal London.

The Royal London pension scheme is a defined contribution scheme, with contributions accounted for in the period in which they arise.

The contributions payable for the year were £115,707 (2021: £54,579 for the five month period).

The NHS pension scheme is a defined benefit scheme which is underwritten by the UK Treasury. The liabilities of the scheme are not calculated and there is no attribution of liability to the participant organisations, including the Hospice. Accordingly, it has accounted for its contributions as if it were a defined contribution scheme.

The contributions payable to the scheme for the year were £115,707 (2021: £40,656 for the five month period).

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2022

Notes to the accounts

23 Comparative Statement of Financial Activities

Year Ended 31 March 2021

	Notes	Unrestricted			2021 £'000	2020 £'000
		General fund £'000	Designated fund £'000	Restricted funds £'000		
Income and expenditure						
Income from:						
Donations and legacies	2	2,602	-	-	2,602	214
Other trading activities	3	289	-	-	289	-
Investments		2	-	-	2	-
Charitable activities						
Clinical Commissioning Groups	4	637	-	-	637	-
Other income	4	142	-	-	142	-
						-
Total income excluding assets transferred from the Daughters of the Cross		3,672	-	-	3,672	214
Assets transferred from the Daughters of the Cross	18	2,664	417	324	3,405	-
Total income		6,336	417	324	7,077	214
Expenditure on:						
Raising funds	5	1,005	-	-	1,005	-
Charitable activities	6	985	-	-	985	-
Total expenditure		1,990	-	-	1,990	-
Net income (expenditure) before transfers		4,346	417	324	5,087	214
Transfers between funds	15-16	(590)	629	(39)	-	-
Net movement in funds		3,756	1,046	285	5,087	214
Reconciliation of funds:						
Fund balances brought forward at 1 April 2021		46	168	-	214	-
Fund balances carried forward at 31 March 2022		3,802	1,214	285	5,301	214

Finance and Resources Report

Key Points

1. Key Points are:

- a. The internal management accounts for the 2 months to 31st May 2022 shows a shortfall of £(313)k after DoC drawdown (shortfall of £(479)k before).
- b. Cash (including the investment portfolio) at the end of May stood at £6.7m and £6.4m at the end of June.
- c. The forecast for 2022-23 is a shortfall of £1.7m before DoC drawdown and £700k after it.
- d. The draft statutory format accounts for the year ending 31 March 2022 show a surplus of £581k.

Finance

2. Management Accounts – Income and Expenditure

The internal management account for the two months ending 31st May 2022 is attached. The figures for the end of June are not yet available.

Income from NHS of £267k includes a 2.5% uplift for 2022-23. We also budget for ad hoc “continuing care” fees (£2k per month). None has been received.

Other Income is £48k below budget because the value of the investment fund has declined, due to the economic crises, where the budget had assumed an increase.

Direct costs of service is £51k below the budget – the most significant contributors to this are departments where vacancies are being filled later than planned, though the savings for IPU staff vacancies are largely being covered by agency and bank staff costs.

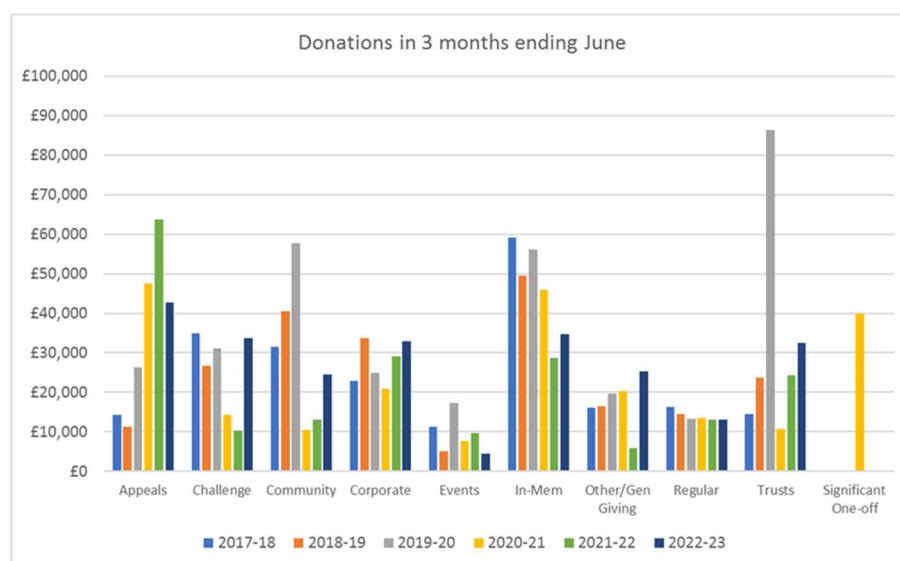
Support costs are on plan.

Legacies which arrive in the first weeks and months of the new financial year are often accounted for in the prior year accounts (because we were aware of a legacy being due but, until receipt, we were unaware of the *quantum*). £290k of legacies have been notified during this period, but only £14k of this total relates to the new financial year. All the rest has been added to the 2021-22 total.

Donations

Reconciled donation income was a little ahead of budget at the end of May, as shown in the management account. The graph below is driven by data direct from the Raisers’ Edge

database (excluding Gift Aid). This covers the 3 months to the end of June and the total remains aligned to the budget at £243k (budget £247k).



3 Months to June	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2022-23 Full	
							Year Target	% Achieved
Appeals	£14,299	£11,270	£26,263	£47,519	£63,771	£42,690	£200,000	21%
Challenge	£34,952	£26,705	£31,116	£14,237	£10,317	£33,694	£80,000	42%
Community	£31,395	£40,567	£57,794	£10,542	£13,030	£24,525	£145,000	17%
Corporate	£22,835	£33,768	£24,941	£20,971	£29,137	£32,900	£165,000	20%
Events	£11,253	£4,958	£17,210	£7,670	£9,747	£4,388	£50,000	9%
In-Mem	£59,177	£49,577	£56,123	£45,859	£28,632	£34,600	£225,000	15%
Other/Gen Giving	£16,002	£16,466	£19,660	£20,319	£5,939	£25,188	£163,555	15%
Regular	£16,199	£14,543	£13,235	£13,386	£13,108	£13,075	£100,000	13%
Trusts	£14,550	£23,750	£86,424	£10,750	£24,341	£32,500	£175,000	19%
Significant One-off	£0	£0	£0	£40,000	£0	£0	£25,000	0%
Total Fundraising	£220,661	£221,604	£332,766	£231,252	£198,022	£243,559	£1,328,555	18%

As can be seen from the figures, the Appeal Income, at £43k, is lower than last year. This relates to the Lavender Appeal that arises from the Spring Raphaelite mailing. The volume of responses was 68% of the volume for this edition last year whilst the average donation was very similar, leading to a c33% reduction in income.

Challenge events are ahead of last year as more activity is being planned and undertaken as Covid recedes. Similarly, there is an increase in Community activity, though some way down on pre-Covid levels. Other areas show some improvement over 2021 but it is clear that the full year target will be challenging. Our Campaign will include an “Ask” and the impact of this will greatly influence the success of this year.

Fundraising costs are on plan.

Lottery income and costs (at the end of May) are both below budget. The income budget included £20k for the “Bumper Drawer” which actually took place in June. Allowing for that the income is still £10k down. The current estimate for the “Bumper Drawer” for June is well down on plan, but this will become clear once the June accounts are reconciled.

We now have quotes from 2 agencies who can offer lottery recruitment services. They suggest that they should be in a position to set a target of 100 new plays per week. We pay, in effect, one year's revenue in advance which releases that revenue in full the following year. It was deployed very successfully a few years back. We will no longer seek to acquire the "lottery van" in 2022 or recruit the two additional roles.

Retail

Whilst the accounts show the 2 months to May with retail income just ahead of plan, we have up to date figures to the end of June from the "Eproductive" till system. The retail income shown below excludes Gift Aid.

The shop units are operating 13% above the budget and if that quarterly total repeated across the remaining months of the financial year these units would be 11% above budget.

As yet we have not been able to staff the Ebay project, or source a new shop and so these reduce the actual results to 7% above plan and, if they remain inactive, the projected total would meet budget but not exceed it.

3 months to June 30th 2022	Actual	Budget	Variance	%	Annual Run-rate	Budget 2022-23	Variance	%
Banstead High Street	£24,123	£26,653	-£2,530	-9%	£96,492	£108,583	-£12,091	-11%
Carshalton	£32,264	£31,910	£354	1%	£129,057	£130,000	-£943	-1%
Cheam Village	£35,030	£31,713	£3,316	10%	£140,119	£129,200	£10,919	8%
New Malden	£32,568	£28,359	£4,210	15%	£130,274	£115,533	£14,741	13%
Raynes Park	£27,150	£22,530	£4,620	21%	£108,601	£91,787	£16,814	18%
Rosehill	£26,035	£23,186	£2,849	12%	£104,139	£94,460	£9,679	10%
Stonecot Hill	£21,727	£17,796	£3,931	22%	£86,907	£72,500	£14,407	20%
Sutton	£30,895	£28,162	£2,732	10%	£123,578	£114,733	£8,845	8%
Donation Station	£31,204	£26,490	£4,714	18%	£124,818	£107,921	£16,897	16%
Wimbledon Village	£58,538	£46,886	£11,651	25%	£234,150	£191,014	£43,136	23%
	£319,534	£283,686	£35,848	13%	£1,278,135	£1,155,731	£122,404	11%
Ebay	£0	£12,273	-£12,273	-100%	£0	£50,000	-£50,000	-100%
Rag + Books	£6,333	£8,591	-£2,258	-26%	£25,332	£35,000	-£9,668	-28%
New Shop 1					£0	£64,086	-£64,086	-100%
	£325,867	£304,550	£21,317	7%	£1,303,467	£1,304,817	-£1,349	-0%

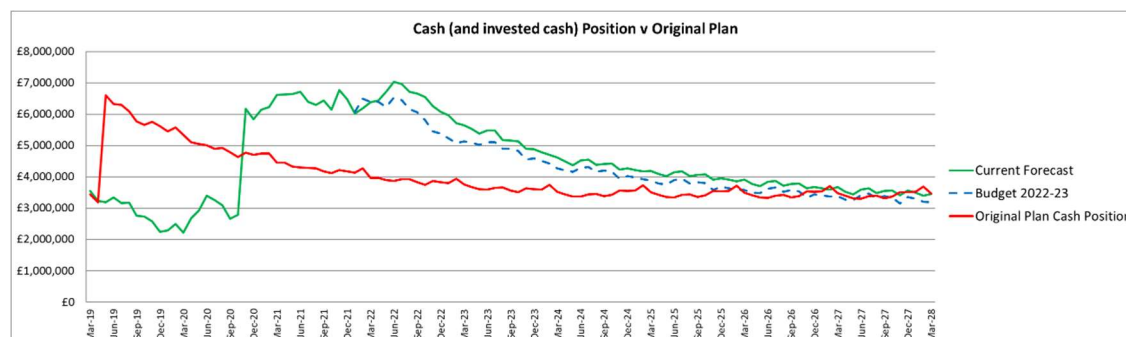
Shop costs were 6% below budget and we continue to have vacancies for Ebay and for Sunday opening, both of which, once filled, should lead to improved results.

The biggest risk in these promising results is that the Donation Station is likely to be closed at some point this year and we will need to find as low a cost alternative to it in order to retain as much of this income as we can.

DoC Grant drawdown is running at £83k per month in order to total £1m across the year.

3. Management Accounts – Balance Sheet

Cash (including the investment fund) stood at £6.7m at the end of May 2022, £400k above the March level and £500k above plan. This can be associated with the CCG grants of £440k which were notified after the budget was crystallised and received in April.



Net assets stood at £5.6m at the end of June 2022, down by the £300k shortfall on the year end March 2022.

4. Investment Fund

The fund stood at £1.98m at the end of May which is a fall of £35k over the year end and this is reflected in the May accounts. Since then the market has continued to decline and the fund has a value of £1.9m at 6th July. This is being held for the medium to long term and we do not need to release it at this point.

5. Statutory Accounts and Audit

The draft statutory accounts (except for the written Annual Report and Audit Report) are attached and show a surplus of £581k. This is after adding £280k to the legacy total since the year end. The total now stands at £1.53m. The average level of legacies over the last five years is now £1.67m which is £670k above our planning value.

I think it is fair to say that the audit has not progressed smoothly. Unfortunately, Neena contracted Covid a few days before the start of the audit and was really quite poorly throughout the week, limiting her ability to service the many, many information requests that arrived via Haysmacintyre online portal! We received notification of 65 requests for data and information on the first day of the audit and, as the audit team were standing by for the responses, follow-up requests came in as fast as responses were made! Gone are the days when the audit junior would go and find information for themselves!

Progress has now been made but many strands remain incomplete and we have agreed that the wrap up meeting should be delayed from 20th July to a date in late August or September, still to be confirmed. The accounts are due to be signed on 18th October.

One of the casualties of my being drafted in to the audit fieldwork (usually fully run by Neena and the team) is that I have not commenced drafting the written Annual Report. It will be circulated for comment, once drafted.

6. Local Hospice Comparables

We have agreed to share some finance and clinical data with Princess Alice Hospice (PAH) and Royal Trinity Hospice (RTH) in order to:

- Work together to agree the core running costs for each service in order to leverage our influence on the new South West London Integrated Care System (SWL ICS)
- To better understand our own cost structures in order to consider improvements and efficiencies

The figures relate to the part of the hospice activity that relates to SWL ICS. This is approximately 50% of PAH and RTH activity and 100% of our own. St Christopher's Hospice also provides services to SWL ICS and may also participate.

This is at an early stage and we have begun to share more detailed financial data in order to clarify that we are comparing apples with apples. Nonetheless, there are some interesting observations from this first attempt.

7. Volunteer Numbers

In response to an action from the April FRC, Ginny Toubal (Hospice Volunteer lead) has co-ordinated the collation of numbers of active volunteers. This totals 317 at present. The reason this is a lower figure than in the statutory accounts (669) is because the latter includes supporter group members (fundraising) and also many volunteers perform several roles.

Nick Stevens, Joint CEO

6^h July 2022

Serial	Cause of Risk	Description of Principle Risk to Charity	Current Controls to prevent occurrence	Initial Impact	Initial Probability	Raw Score	Additional Controls	Residual Impact	Residual Probability	Residual Score	Who is responsible for action	Date of last review	Date of next review
1.	Failure to meet Budget income levels	<ul style="list-style-type: none"> Financial Losses continue and cash drains Long Term sustainability reduced 	<ul style="list-style-type: none"> Overall increase in fundraising staff and resources Campaign being planned to raise profile and provide opportunity to donate Sufficient funds in place to ensure 2-4 years viability 	5	4	25	<ul style="list-style-type: none"> If income generation is not achieving required, mitigation funding has been agreed in principle to ensure time to implement alternative measures to secure service 	4	4	20	Head of Finance / Joint CEO	Jun-22	Sep-22
2.	Inflation levels impact costs without commensurate income increases	<ul style="list-style-type: none"> Financial Losses continue and cash drains Long Term sustainability reduced 	<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 	4	4	20		4	4	20	Head of Finance / Joint CEO	Jun-22	Sep-22
3.	Economy suffers a material fall at a time when SRH needs to access its investment fund	<ul style="list-style-type: none"> Financial Losses Long Term sustainability reduced 	<ul style="list-style-type: none"> Existing cash levels sufficient for 2-3 years Forecasting future needs offers reasonable visibility to timing of access needs Experienced advisers to guide SRH on risks and economic outlook 	4	3	16	<ul style="list-style-type: none"> Ensure that future levels of readily accessible cash are sufficient for 12 months' expected need 	3	2	9	Head of Finance / Joint CEO	Jun-22	Sep-22
4.	Major Projects	<ul style="list-style-type: none"> Not compatible with objectives, plans and priorities of the Charity Project not appropriately authorised Project viability Lack of skills/people resource Reputational risk of about turn on major project 	<ul style="list-style-type: none"> Delegation and Authorisation levels are agreed Annual budget process highlights major projects Regular Communication between Exec and Trustees 	3	2	9	<ul style="list-style-type: none"> Ensure projects plans are documented and reviewed in advance of launch Ensure Board involvement in projects of scale 	3	1	6	Head of Finance / Joint CEO	Jun-22	Sep-22
5.	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 	<ul style="list-style-type: none"> Assistant level staff can cover one another Financial records and workings are well organised and could be followed Sage system is well known and temp cover could be arranged 	4	2	12	<ul style="list-style-type: none"> Written processes and policies to be undertaken in order to illustrate all aspects of the work to be done 	3	2	9	Head of Finance / Joint CEO	Jun-22	Sep-22
6.	Financial Fraud (significant sums)	<ul style="list-style-type: none"> Financial Loss Reputational Damage 	<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 	4	1	8	<ul style="list-style-type: none"> Review of financial policies and accountability structures to be undertaken 	4	1	8	Head of Finance / Joint CEO	Jun-22	Sep-22
7.	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) 	<ul style="list-style-type: none"> Covered by Insurance with Legal Advice to guide difficult decisions Policies and Procedures 	4	1	8	<ul style="list-style-type: none"> Further expert legal advice would be taken as and when needed 	3	1	6	Head of Finance / Joint CEO	Jun-22	Sep-22
8.	Trustee Reporting	<ul style="list-style-type: none"> Inadequate information resulting in poor decision making Failure of trustees to fulfil their responsibilities 	<ul style="list-style-type: none"> Regular structured Committee and Board meetings Timely and accurate financial reporting 	4	1	8	<ul style="list-style-type: none"> Delegation and Authorisation levels are agreed Annual Audit provides independent review 	3	1	6	Head of Finance / Joint CEO	Jun-22	Sep-22
9.	Failure of Sage IT system	<ul style="list-style-type: none"> Unable to produce banking files to make supplier and staff expenses payment Unable to input data and produce accounts reports 	<ul style="list-style-type: none"> Finance system is backed up daily Purchase of Sage support services 	3	1	6	<ul style="list-style-type: none"> Payments can be made via banking system Previous back ups can be restored and support is available 24 hours 	2	1	4	Head of Finance / Joint CEO	Jun-22	Sep-22
10.	Lack of compliance with Finance Procedures	<ul style="list-style-type: none"> Unpaid supplier invoices and unable to order goods Unpaid bills and debt recovery charges Loss of information 	<ul style="list-style-type: none"> Raise awareness and training of Financial procedures in place Good departmental Communication Reconciliation of the purchase of ledger 	3	1	6	<ul style="list-style-type: none"> Good supplier relations Able finance team in place to deal with issues 	2	1	4	Head of Finance / Joint CEO	Jun-22	Sep-22

Serial	Cause of Risk	Description of Principle Risk to Charity	Current Controls to prevent occurrence	Initial Impact	Initial Probability	Raw Score	Additional Controls	Residual Impact	Residual Probability	Residual Score	Who is responsible for action	Date of last review	Date of next review
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		1	2	3	4	5
P r o b a b i l i t y	1	2	4	6	8	10
	2	3	6	9	12	15
	3	4	8	12	16	20
	4	5	10	15	20	25
	5	6	12	18	24	30

Revised Score Matrix

- The score matrix calculates (impact x probability + impact)
- This is in order to heighten the influence of *high impact* risks even if they have a low probability
- Hence a score of 5 on impact will always warrant consideration if the probability is 2 or more
- On the old score an impact of 5 and probability of 2 would not be seen as a red risk to be considered further
- Also an Impact of 5 and probability of 2 is a greater risk than an impact of 2 and probability of 5

HEALTH AND SAFETY COMMITTEE

Minutes of Meeting held on 25th March 2022

Present:

(AR) Alex Rudkin	Head of Quality and Improvement, Chair/Mins	(SC) Steve Cresswell	Facilities
(GL) Gail Linehan	Joint CEO	(S-JW) Sara-Jane Woods	Income Gen/Retail
(RT) Becca Trower	Clinical Director, Psycho-social, Wellbeing, Medical	(JG) John Groom	IT & Facilities
(GT) Ginny Toubal	Volunteers		

Apologies for Absence:

(NS) Nick Stevens	Joint CEO	(PE) Pascale Evans	H&S Link for Admin
(TY) Tracey Young	IPU	(MV) Mirjam Veldhuizen	H@H
(PD-P) Paula Di Palma	Housekeeping	(PH) Philomena Hutchinson	H&S Link for IPU
(TC) Tracy Christmas	Community Team	(JS) Jill Smith	H&S Link for Community Team
(LB) Lisa Bentley	H&S Link for IPU		

Venue: St Bede's & Remote

1. Apologies	Action
Apologies as listed above	
2. COVID-19	Action
<p>Workplace safety remains at the forefront of planning and provision.</p> <p>PPE stock and supply is fine and ordering remains via a PPE online portal.</p> <p>CLIN52 Managing COVID-19 Policy receives regular review and update as too does infection control.</p> <p>Restrictions have been relaxed in line with government guidance.</p> <p>Working from home remains a managerial decision.</p> <p>Testing remains encouraged for patient facing staff in the Hospice main building.</p> <p>There are a few COVID + staff who are isolating but the Ward remains clinically ok and COVID, although not gone away, is not impacting on the main Hospice as it has done. In the community, district nursing teams are affected so there remains some impact in access / response delays.</p>	

3. Minutes of the meeting held on 17th December 2021	Action
Minutes of the meeting held on 17 th December 2021 were accepted.	

4. Matters Arising	Action
Matter arising : a) Equipment Asset Register	
The equipment asset register is controlled by Steve Cresswell. Read-only access to that register is in place for Heads of Department.	
Matter arising : b) IPU refresh project	
The project for the patient room/en-suite re-fresh/ audio-visual update and flooring replacement works on the IPU completed on budget and on time. There remain a small number of snagging issues but contractually all that was commissioned has been completed. Snagging issues, being worked on by Facilities, include:- <ul style="list-style-type: none"> - Gaps between skirting and floor - Lighting – too bright in TCC (staff require further training on using the digital control for the light settings) - TV controls ((staff require further training on using the TVs) JG will attend the IPU to pick up on any further outstanding issues.	JG/SC
Matter arising : c) Chapel signage	
The signage is now on order that will show Chapel/Prayer Room.	JG/SC

5. Health & Safety Management Update	Action
<p>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 our risk management consultancy. Progress remains on-going in working through the reports' actions that broadly number 112 (c.f. 196 in 2018's Audit) but encapsulate required actions in multiple locations and are prioritised as:-</p> <p>Priority 1 – Immediate Action – 6. 4 are complete. Asbestos management plan in place from 2018. Plan requires review on premises visits and that will complete the 2 remaining actions. Remedial actions further to the fixed electrical inspections are completed.</p> <p>Priority 2 – Urgent - 38 Priority 3 – Medium - 57 Priority 4 – Recommended - 11</p> <p>Resolved actions include:- Water/Legionella RA (external) Fire Detectors Raynes Park Rubble SDC Fire Door</p>	AR/SC/JG/S-JW

<p>SDC, Rosehill and Sutton Clearance Stock Storage Smoking – Rosehill and Carshalton Electrical remedial actions Electrical fixed works Room capacity information</p> <p>Actions in Progress include:- Roll out of Emergency Lighting Torches Ceiling Issues at locations SDC Conveyor Belt Fire Doors in the main Hospice PAT Testing</p>	
<p>The Retail Shops' Operations Manual provides a valuable resource of information that includes a health and safety section and is expected that it will be rolled out pre- Summer 2022.</p>	<p>S-JW /CW/LR</p>

6. Facilities Update	Action
<p>112 work requests since December 2021's meeting with 7 remaining outstanding that all concern Retail.</p>	<p>SC</p>
<p>21 (19%) of the 112 work requests concern Retail</p>	

7. Water Safety	Action
<p>Water Treatment and Testing company -HSL Compliance - have addressed the issues that reduced their visits in the mid part of last year and undertook monthly site testing in Jan, Feb and Mar of 2022 with all clear results. Chlorine dioxide levels recorded within our system are lower than the recommended range and this is due to the plant/equipment that requires upgrade.</p>	<p>SC/JG</p>
<p>The Hospice's Water Risk Assessment was undertaken by HSL in January 2022 and report has just been received. AR and SC will review and develop action plan/</p>	<p>AR/SC</p>

8. Infection Control	Action
<p>The last IC committee meeting was held on 9th November 2021.</p>	
<p>A one year Infection, Prevention and Control SLA has been established with the IP&C service at St Helier Hospital to commence from April 2022.</p>	
<p>TY will be taking on the role of Clinical Standards and IPU Project Lead that will also incorporate responsibility for leading on Infection Control. Current thinking is that the SLA will last for one year, giving time for TY to receive the required training on topic and then become the go-to resource for IC management at SRH.</p>	
<p>There has been a potential C-Diff / Norovirus outbreak on the IPU a couple of weeks ago that actually showed one patient being C-Diff positive with other patients having a coincidental viral episodes.</p>	
<p>A review of Pathology/Microbiology Service provision for SRH patients is required.</p>	<p>RT/TY</p>

9. Risk Assessments/ Risk Register	Action
AR advised the Hospice's Risk Assessment Register is available for all to view. He will endeavour to pick up / chase up outstanding RAs or RAs that require revision with HoDs. Work remains to provide quantifiable summary alongside further work to review qualitative content. Any and all updates to risk assessments should be saved within the respective folder structure at N:\Health & Safety\Risk Assessments\Risk Assessments by Department and email notification sent to AR in order that the register provides an up to date picture.	AR AR All HoDS
DATIX incident reporting rolled out on 15 th November 2021. Noticeable uplift in reports from Retail have been consequential to the electronic reporting and AR expressed his gratitude for their engagement with the system.	

10. Health & Safety Policy	Action
Review and update to existing H&S policies remains on-going. Health & safety policy reviewed and communicated since 17 December 2021 includes:- CLIN52 Managing COVID-19 issued 27/01/2022 , 21/02/2022, 09/03/2022 CLIN08 Infection Control issued 06/01/2022 OP16 Health & Safety issued 20/01/2022 OP21 No Smoking, Alcohol and Substance Abuse Policy issued 21/01/2022	
It remains a constant requirement to ensure that our approach to safety, being caring, being well-led, being responsive and being effective remains supported by our policy and to do so it needs to be well communicated, accurate and up to date. Presently, there are no policies that have H&S connectivity that are overdue for review. Well done Team.	

11. Accidents/ Incidents	Action
2021: Non-clinical incident data 2021 (n=34) was reviewed noting the minor classification for 33 incidents with no further action required and the incident relating to network and phone line disruption that had led to a full investigation by the Head of IT and consequential OOH support contract being effected. In December 2021 there was 1 (Retail) accident and 9 (8 Retail) incidents reported, all minor.	

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

Month	Staff		Visitors		Vols		Contractor		Not App		2021 Total	2020 Total	2019 Total	2018 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc				
Jan 21	1										1	1	4	2(2)
Feb 21	3										3	6(2)	0	2(1)
Mar 21					1						1	2	2(2)	2
Apr 21	1							(1)		1	3(1)	0	4(3)	1
May 21						1					1	3	5(1)	4(3)

Jun 21											0	3	(2)	4(2)
Jul 21	2	1									3	1	(1)	2(2)
Aug 21		1									1	1	5(2)	4(2)
Sep 21	1	3									4	1	1	1
Oct 21	3	1								1	5	2	(2)	1
Nov 21			(1)							(1)	(2)	1	3(1)	1
Dec 21		3(2)			(1)	(1)				(5)	10(9)	0	6(4)	3(2)
2021	11	9(2)	(1)		2(1)	2(1)			(1)		8(6)	34(12)		
2020	6(1)	4		2(1)		3					6	21(2)		
2019	13(7)	6(5)		3(1)	2(1)	3					4		35(18)	
2018	8(6)	4(3)	2(1)	3(1)	3(1)	3(2)	1	0	0	0	3			27(14)
2017	3	4	1	4(1)	4(1)	1	1				5			
2016	8	5	2	1	1						5			

Notes : In 2021, there have been no non-clinical incident/ accidents that have required external report.

Highlights

December 2021

Accident (Volunteer cut finger whilst unpacking)

Incidents (IG, £4k discovered in a donation of clothing, Volunteer behaviour, Volunteer being taken ill, Till Issue due to Power Cut, Intimidation, Jewellery Item for Valuation returned to wrong Charity by Valuer, No key in key safe, Roof leakage at SDC)

2022 : Non-clinical incident data 2022 (n=14) for January and February 2022 was reviewed noting the minor classification for all incidents. In January 2022 there was 1 (Retail) accident and 5 (3 Retail) incidents reported, all minor. In February 2022 there were 3 (2 Retail) accidents and 5 (4 Retail) incidents reported, all minor.

Month	Staff		Visitors		Vols		Contractor		Not App		2022 Total	2021 Total	2020 Total	2019 Total	2018 Total	
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc						
Jan 22	0	1	0	(2)	(1)	0	0	0	0	0	2(1)	6(4)	1	1	4	2(2)
Feb 22	3(2)	1	0	(4)	0	0	0	0	0	0	0	8(6)	3	6(2)	0	2(1)
Mar 22													1	2	2(2)	2
Apr 22													3(1)	0	4(3)	1
May 22													1	3	5(1)	4(3)
Jun 22													0	3	(2)	4(2)
Jul 22													3	1	(1)	2(2)
Aug 22													1	1	5(2)	4(2)
Sep 22													4	1	1	1
Oct 22													5	2	(2)	1
Nov 22													(2)	1	3(1)	1
Dec 22													10(9)	0	6(4)	3(2)
2022	3(2)	2	0	(6)	(1)	0	0	0	0	0	2(1)	14(10)				
2021	11	9(2)	(1)	0	2(1)	2(1)	0	(1)	0	0	8(6)	34(12)				
2020	6(1)	4	0	2(1)	0	3	0	0	0	0	6		21(2)			
2019	13(7)	6(5)	0	3(1)	2(1)	3	0	0	0	0	4			35(18)		
2018	8(6)	4(3)	2(1)	3(1)	3(1)	3(2)	1	0	0	0	3					27(14)

Highlights

January 2022

Accident (Volunteer trip and banged arm,)

Incident (Banstead Power cut, Sutton Clearance Theft, Hospice Power Cut, Driving Incident, Sutton Clearance Security concern of casing for theft)

February 2022

Accident (SDC Staff member fall, Capitol House staff trip, IPU staff banged knee)

Incidents (IG, Rosehill Customer Service Incident, SDC Customer Behaviour, Raynes Park Customer Behaviour)

11. CAS Alerts

No relevant non-medication alerts received between December 2021 and February 2022
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12. Safety Representatives/ Managers/ Any Other Business	Action
Hot water leak in Reception was repaired this morning	
Review of car-park lighting outside St Bedes	SC
GL requested that all boxes containing COVID materials are minimalised to ease storage / space issues.	ALL

13. Date of Next Meeting	
TBA	ALL

Finance & Resources Update – IT & Estates

12 July 2022

1 IT Systems

1. It has been decided to replace the ageing Patient Administration System (Crosscare) with EMIS, which is the system used by most hospices and GP practices in our local area. One of the main reasons for this change is the ability to seamlessly access patient data from GPs.
To retain access to our existing data within CrossCare, a licence extension has been negotiated for a read-only licence for the next 8 years (from the end of our current contract). The cost of this read-only licence was negotiated down from £46,000 to £10,000 (for the full 8 years).
2. New Nurse Call Monitoring software has been installed which provides email alerts for any faulty devices or for low battery conditions. This will enable problems to be resolved with minimal delay, thereby avoiding “fire-fighting” at a later time.
This software also provides remote call logging.
3. A plan has been put in place to install the two new core switches and also to replace the two ageing Internet firewalls. These changes will be undertaken on separate dates, with the core switches being replaced first.
A Cisco consultant has been appointed to assist with both of these complex upgrade tasks. Some down-time will unfortunately be unavoidable, but both projects will be conducted out-of-hours to reduce disruption.

2 Hospice Site Facilities

1. Men’s Den Update:
The Men’s Den has been painted in-house by Steve Crawley.
We are currently awaiting delivery of kitchen equipment from Howdens which will be paid for and installed by JG Construction.
The electricity supplies and lighting installation have now been completed.
The patio area and bathroom are still outstanding.
2. Around the main Hospice entrance, all of the signage has now been replaced, with signs on the Hospice side only referencing the Hospice and the other main sign showing the Hospice in large text and the hospital in smaller text.
Thank you to the Facilities and Communications teams for organising these changes.
3. The project to create a Bariatric family room by combining IPU patient rooms 14 and 15 is to go ahead. Trust funding of £68,000 has been acquired. The project has not yet been started, but a project plan is currently being developed, including updated costs.

3 Retail / Fundraising Facilities

1. We have negotiated a lease on a new storage and sorting facility at 62 Sunningdale Road which will be used to replace the CarpetRight storage location in Sutton. The lease on the new property will be for 10 years, with a break option after 5 years. The lease, which is from the London Borough of Sutton, will cost £50,000 per year, having been negotiated down from £60,000. This is currently in the hands of the solicitors to finalise the agreement.
2. Building Leases:
The lease for Capitol House (both Fundraising on first floor and Warehouse on ground floor) expired in January 2022. A new lease is currently being negotiated, however the leaseholder wants to increase the previous cost of £45,000 per year (for both floors) to £68,250.
The lease for the Raynes Park Shop has just expired in May 2022, however we have already negotiated a 3 monthly rolling renewal until December 2022 (latest).
The lease for the Carshalton Shop expires in August 2022. The renewal is yet to be negotiated.

4 Incidents

1. A major incident occurred on Thursday 09-Jun-22 which involved the complete IT system being out of action for a number of hours. The down time was from 18:30 until 01:30 so, luckily, downtime was not at a peak time of the day. After extensive analysis, the problem was found to be caused by a fault in the SAN / Server connection switches which had locked up due to an energy power saving mode which had malfunctioned. After rebooting the 2 switches, it was then possible to restart the system, but this had caused about 9 servers to become corrupt, requiring backups to be restored. The power-saving mode has now been disabled to prevent a recurrence of the problem. On a positive note, this event did prove that our ability to restore backups to servers does work as expected.
2. Another major incident occurred on Tuesday 28-Jun-22 which involved the complete IT system being out of action for about 1 hour. This was caused by one of the two main host servers (physical servers) running out of memory. A number of factors were the cause. Memory allocation for some servers had recently been increased as these servers were running low on memory. This caused alerts to be generated on our reporting system, so our external consultant decided to rectify this by moving some virtual servers onto the other host. However, several days later this host server ran out of memory causing it to crash. We are now monitoring daily memory usage more closely while we await delivery of additional memory modules to be installed on the two host servers.

5 Risks

1. The lease on the CarpetRight building in Sutton has now changed hands to a development company and this new leaseholder can give us just 30 days' notice to vacate. Therefore, the completion of the lease for the Sunningdale Road site is critical to avoid the possibility of having no storage location for a vast amount of stock.
Arrangements for taking over the Sunningdale Road are therefore being progressed as a matter of urgency.

John Groom – Director of IT & Estates

6th July 2022

Management Accounts May 2022	Year To Date				Full Year										
	Actuals 2022-23	Budget 2022-23	variance	YTD Prior Year	Actuals 2019-20	Actuals 2020-21	Actuals 2021-22	Forecast 2022-23	Budget 2022-23	Variance	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	267,140	271,139	(4,000)	260,624	1,546,130	1,775,471	2,264,729	1,622,837	1,626,836	(4,000)	1,655,293	1,688,399	1,722,167	1,756,611	1,791,743
Other Income	18,447	66,803	(48,355)	24,381	175,599	1,662,681	588,934	397,604	406,067	(8,462)	413,786	413,927	414,925	416,001	417,112
Service Income	285,587	337,942	(52,355)	285,005	1,721,729	3,438,152	2,853,662	2,020,441	2,032,903	(12,462)	2,069,079	2,102,326	2,137,092	2,172,611	2,208,855
Direct Cost of Services	(684,189)	(735,340)	51,151	(605,034)	(3,434,614)	(3,713,542)	(3,878,465)	(4,358,254)	(4,441,442)	83,188	(4,525,790)	(4,561,581)	(4,649,938)	(4,734,087)	(4,827,329)
Hospice Depreciation	(15,696)	(18,359)	2,663	(15,210)	(210,006)	(155,282)	(95,491)	(120,544)	(140,707)	20,162	(164,028)	(175,644)	(139,636)	(95,489)	(78,662)
Support Costs	(114,597)	(114,937)	340	(107,496)	(622,189)	(678,829)	(670,239)	(674,452)	(685,283)	10,830	(625,318)	(637,367)	(649,527)	(661,935)	(674,596)
Service Costs	(814,482)	(868,636)	54,154	(727,740)	(4,266,809)	(4,547,652)	(4,644,196)	(5,153,250)	(5,267,431)	114,181	(5,315,136)	(5,374,592)	(5,439,102)	(5,491,511)	(5,580,586)
Net Service Cost to be fun	(528,895)	(530,694)	1,799	(442,735)	(2,545,080)	(1,109,500)	(1,790,534)	(3,132,809)	(3,234,528)	101,719	(3,246,057)	(3,272,266)	(3,302,010)	(3,318,900)	(3,371,731)
Fundraising Activity	65%	61%		61%	60%	24%	39%	61%	61%		61%	61%	61%	60%	60%
Legacy Income	13,938	198,000	(184,062)	158,000	1,750,510	2,228,142	1,532,596	1,000,000	1,000,000	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Donor Income	189,304	180,179	9,125	137,242	1,240,373	1,222,685	996,411	1,392,014	1,395,348	(3,334)	1,766,715	2,029,077	2,110,240	2,194,650	2,282,436
Fundraising Costs	(161,751)	(165,355)	3,604	(92,185)	(629,760)	(592,754)	(702,971)	(877,225)	(883,300)	6,074	(858,041)	(874,352)	(891,412)	(909,240)	(927,425)
	41,491	212,825	(171,333)	203,057	2,361,123	2,858,074	1,826,036	1,514,788	1,512,048	2,740	1,908,674	2,154,725	2,218,828	2,285,410	2,355,011
Lottery Income	59,933	90,991	(31,058)	68,249	456,007	454,014	422,996	436,889	465,947	(29,058)	512,605	623,294	703,979	775,697	839,382
Lottery Costs	(30,589)	(43,756)	13,167	(28,348)	(206,984)	(188,041)	(195,515)	(260,212)	(239,847)	(20,365)	(246,207)	(261,475)	(271,601)	(281,683)	(290,925)
	29,344	47,235	(17,892)	39,902	249,023	265,973	227,480	176,677	226,100	(49,423)	266,397	361,819	432,378	494,014	548,456
Shop Income	210,233	207,105	3,128	105,999	1,103,503	203,693	1,109,995	1,365,357	1,362,229	3,128	1,769,489	2,019,666	2,060,059	2,101,260	2,143,285
Shop Costs	(174,130)	(184,590)	10,459	(177,789)	(934,027)	(913,626)	(1,123,843)	(1,265,105)	(1,267,737)	2,632	(1,535,596)	(1,641,120)	(1,654,408)	(1,683,313)	(1,710,064)
	36,103	22,515	13,587	(71,790)	169,476	(709,933)	(13,848)	100,252	94,492	5,760	233,893	378,546	405,651	417,947	433,222
		11%		-68%	15%		-1%	7%	7%		13%	19%	20%	20%	20%
Support Costs	(57,298)	(57,469)	170	(53,748)	(311,094)	(339,414)	(335,119)	(337,226)	(342,641)	5,415	(312,659)	(318,684)	(324,764)	(330,968)	(337,298)
Fundraising Contribution	49,639	225,106	(175,467)	117,421	2,468,527	2,074,699	1,704,549	1,454,491	1,489,999	(35,508)	2,096,305	2,576,406	2,732,094	2,866,404	2,999,391
Shortfall before DOC Fund	(479,256)	(305,588)	(173,668)	(325,314)	(76,553)	965,199	(85,985)	(1,678,318)	(1,744,529)	66,211	(1,149,751)	(695,860)	(569,916)	(452,496)	(372,340)
DOC Funding	166,666	166,667	(1)	166,666	0	280,000	666,666	1,000,000	1,000,000	0	600,000	400,000	200,000	100,000	100,000
Contingency Drawdown								0	240,000	(240,000)					
Surplus/(Shortfall) for per	(312,590)	(138,921)	(173,668)	(158,648)	(76,553)	1,245,199	580,681	(678,318)	(504,529)	(173,789)	(549,751)	(295,860)	(369,916)	(352,496)	(272,340)

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 10th June 2022 prior to the 30th June 2022 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 v1.62 of the Policy Manual Index.

Review Leads	No of Policy Manual Documents	Out of Date (OOD)	%OOD
A Machin	1	0	0%
A Rudkin	27	0	0%
C Foster	1	0	0%
E Lunn / R Wallis	3	1	33%
G Linehan	2	1	50%
G Linehan / N Stevens	13	1	8%
G Tamura-Rose	1	0	0%
G Toubal	2	0	0%
H Agboola	2	2	0%
J Ford	2	0	0%
J Groom	9	0	0%
J Strawson	8	0	0%
J Strawson / G Tamura-Rose	3	0	0%
K Channer	24	1	4%
K Hobson	1	0	0%
L Briant	2	0	0%
M Flint	5	0	0%
N Collins	1	0	0%
N Stevens	5	1	20%
P James	1	1	100%
R Trower	17	2	12%
R Yin-Poole	1	0	0%
S Cresswell	9	0	0%
S Molyneux	1	0	0%
S Payne	1	0	0%
S-J Woods	2	2	100%
T Christmas	6	1	17%
T Young	12	0	0%
TOTALS	168	13	8%
		8%	

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

- There have been 23 policies / standard operating procedures published/ revised between 20/10/2021 and 18/01/2022.
- There have been 40 policies / standard operating procedures published/ revised between 19/01/2022 and 05/07/2022.

Health & Safety

- 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 our risk management consultancy. We are working through the reports' actions that number 113 (c.f. 196 in 2018's Audit), a number of which have applicability in multiple locations. They are prioritised as:-

Priority 1 – Immediate Action – 6.

All are complete. Asbestos management plan in place from 2018. Remedial actions further to the fixed electrical inspections are complete .

Priority 2 – Urgent - 39

Priority 3 – Medium - 57

Priority 4 – Recommended - 11

The main site Health & Safety Audit showed a reduction in required Priority 1 and 2 actions from 30 in 2018 to 12 in 2021 “which demonstrates a significant amount of progress being made...”.

The Health & Safety Audit for Retail concluded that “Definite progress has been made over this time (2018-2021), however it is also clear that the past 18+ months, and COVID-19, has clearly resulted in a loss of impetus whilst the focus has been on other areas. Staffing changes amongst both the shops and at the warehouse, as well as long periods of closure during the pandemic, also means that a significant number of actions have been carried over. This seems to be a good time to start over, renew the action plan, and provide some focus on the task ahead.”

We remain objective in our pursuit to complete the actions set out in 2021's reports and prioritise those classed as immediate and urgent. Both Steve Cresswell and myself liaise with Sara-Jane and the Area Managers to effect solutions. We provide update at our Health & Safety Committee. Minutes of the last H&S meeting held in March 2022 are included in papers.

Steve and myself are visiting the retail shops as part of routine health and safety surveillance and hope to achieve 2 visits at each location per year.

It is our plan that we will invite Hettle to undertake re-audit of H&S and Fire RAs in 2023.

RISK MANAGEMENT

NON-CLINICAL RISK MANAGEMENT DATA

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

Month	Staff		Visitors		Vols		Contractor		Not App		2022 Total	2021 Total	2020 Total	2019 Total	2018 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc					
Jan 22	0	1	0	(2)	(1)	0	0	0	0	2(1)	6(4)	1	1	4	2(2)
Feb 22	3(2)	1	0	(4)	0	0	0	0	0	0	8(6)	3	6(2)	0	2(1)
Mar 22	3(2)	5(4)	0	(3)	0	0	0	0	0	(1)	12(10)	1	2	2(2)	2
Apr 22	0	(1)	0	0	(1)	0	0	0	0	0	(2)	3(1)	0	4(3)	1
May 22	1	(1)	0	(1)	0	(2)	0	0	0	(2)	7(6)	1	3	5(1)	4(3)
Jun 22												0	3	(2)	4(2)
Jul 22												3	1	(1)	2(2)
Aug 22												1	1	5(2)	4(2)
Sep 22												4	1	1	1
Oct 22												5	2	(2)	1
Nov 22												(2)	1	3(1)	1
Dec 22												10(9)	0	6(4)	3(2)
2022	7(4)	9(6)	0	(10)	(2)	(2)	0	0	0	5(4)	35(28)				
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)	
2018	8(6)	4(3)	2(1)	3(1)	3(1)	3(2)	1	0	0	3					27(14)

Notes : In Jan-May 2022, there have been no non-clinical incident/ accidents that have required external report. All incidents classified as either No Harm or Low Harm.

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

Accidents	Staff	Visitor	Vol	Contractor	Not App	2022	2021	2020	2019	2018
Manual Handling						0	0	0	3(3)	0
Impact/Bump	2					2	2	3(1)	9(3)	5(2)
Burn/Scald						0	0	1	0	1
Allergic Reaction						0	5	0	0	0
Other						0	1	0	0	1
Sharps	(2)		(1)			(3)	(1)	0	0	3(3)
Slip/Trip/Fall	3(2)		(1)			4(3)	5(1)	2	(3)	4(3)
2022 Total	7(4)		(2)			9(6)				
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)	
2018 Total	8(5)	2(1)	3(2)	1	0					14(8)

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

Incidents (non-injurious)	Staff	Visitors / Customers	Volunteers	Contractor	N/A	2022	2021	2020	2019
Lost Property					(1)	(1)	0	1	(1)
Driving	1					1	2	0	1
Electric shock							0	0	(1)
Environment Damage							(1)	0	(2)
Equipment					(1)	(1)	0	3	0
Fire Alarm							0	0	1
Fire							0	0	0
Health Problem			(1)			(1)	(1)	3	0
Lone Worker Device False	(2)					(2)			
Information Incident	2					2	3(1)	2	(2)
Other	(2)					(2)	3(2)	2	2(1)
Power Cut					3(2)	3(2)	(2)	1	0
Security / Theft Incident	(2)	(8)				(10)	3(1)	2	6
Slip/Trip/Fall/Faint							1	(1)	(1)
Impact/Bump							2	0	2(1)
Violence Verbal		(2)	(1)			(3)	(2)	0	1
2022 Total	9(6)	(10)	(2)		5(4)	26(22)			
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]

2022 Breakdown of Incidents by month

Type	Lost Property	Power cut	Fall/Faint	Taken Poorly	Verbal/Physical	Man Hand	Enviro Damage	Impact Bump	Burn Scald	Lone Worker Device False	Info Inc	Fire Alarm	Security / Theft	Driving	Other	Equipment	Sharps	2022	2021	2020	2019
Jan		2(1)											(2)	1				5(3)	0	1	4
Feb					(2)						1		(2)					5(4)	0	4(2)	0
Mar		(1)								(2)	1		(4)		(1)			9(8)	0	2	2(2)
April													(1)					(1)	2(1)	0	4(3)
May	(1)			(1)	(1)								(1)		(1)	(1)		(6)	1	3	5(1)
June																			0	2	2(2)
July																			1	0	1(1)
Aug																			1	0	5(2)
Sept																			3	1	1
Oct																			2	1	2(2)
Nov																			(1)	1	3(1)
Dec																			9(8)	0	6(4)
2022	(1)	3(2)		(1)	(3)					(2)	2		(10)	1	(2)	(1)		26(22)			
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(4)			(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 January – June 2022 is 4; of which, there were none that did not have a clinical underpinning.

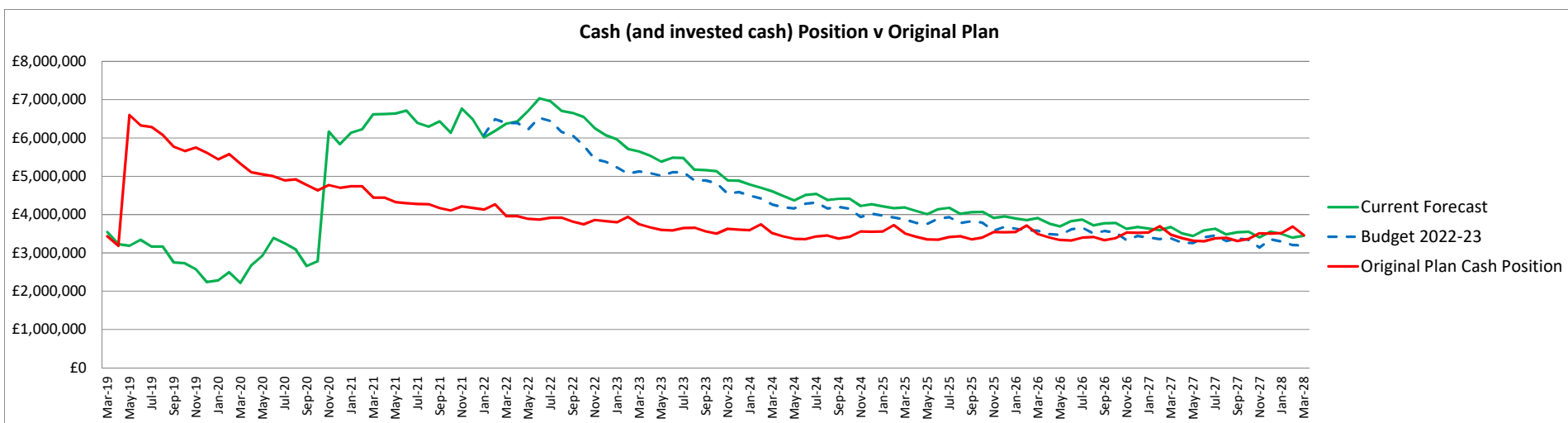
2022 - Complaints	CPCT / H@H Care	CPCT / H@H Comms	IPU Care	IPU Comms	IPU Care & Comms	Bereaveme nt Comms	Volunteer Services Comms	Fundraising /Shop Comms	HR	Total	Merton	Sutton	Other	UPHELD
January	1									1		1		1
February	2									2		2		2
March										0				
April										0				
May				1						1		1		0
June														
July														
August														
September														
October														
November														
December														
2022	3	0	0	1	0	0	0	0	0	4	0	4	0	3
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

The author of this paper is Mr A Rudkin, Head of Quality & Improvement/Information Security Officer/H&S Committee Chair/Freedom to Speak Up Guardian/Data Protection Lead

Management Accounts May 2022	Year To Date				Full Year										
Net Movement in Funds	Actuals 2022-23	Budget 2022-23	variance	YTD Prior Year	Actuals 2019-20	Actuals 2020 21	Actuals 2021-22	Forecast 2022- 23	Budget 2022- 23	Variance	2023-24	2024-25	2025-26	2026-27	2027-28
Surplus/(Loss) from Opera	(312,590)	(138,921)	(173,668)	(158,648)	(76,553)	1,245,199	580,681	(678,318)	(504,529)	(173,789)	(549,751)	(295,860)	(369,916)	(352,496)	(272,340)
Depreciation	23,316	40,632	(17,316)	24,154	233,035	302,968	130,403	286,168	279,845	6,322	346,659	348,981	294,861	248,001	225,673
Decrease/(Increase) in Deb	723,675	(88,443)	812,118	209,800	(981,075)	(533,412)	107,828	1,162,395	303,317	859,078	(38,602)	73,760	25,398	19,398	(30,976)
(Decrease)/Increase in Cre	(88,369)	(67,621)	(20,748)	(42,364)	(59,763)	3,640,923	(772,786)	(1,122,664)	(1,014,161)	(108,503)	(612,969)	(413,000)	(139,952)	(93,656)	(93,736)
Net cash (expended)/ generated by operations	346,032	(254,353)	600,385	32,941	(884,356)	4,655,678	46,126	(352,419)	(935,528)	583,109	(854,663)	(286,119)	(189,609)	(178,753)	(171,379)
Purchase of Fixed Assets	(10,244)	(58,260)	48,016	(13,966)	(445,856)	(250,308)	(293,277)	(373,357)	(451,373)	78,016	(182,880)	(140,000)	(85,000)	(55,000)	(55,000)
Increase / (Decrease) in Ca	335,788	(312,613)	648,401	18,975	(1,330,212)	4,405,370	(247,151)	(725,776)	(1,386,901)	661,125	(1,037,543)	(426,119)	(274,609)	(233,753)	(226,379)

Management Accounts May 2022	Year To Date				Full Year										
Balance Sheet	Actuals 2022-23	Budget 2022-23	variance	YTD Prior Year	Actuals 2019-20	Actuals 2020 21	Actuals 2021-22	Forecast 2022- 23	Budget 2022- 23	variance	2023-24	2024-25	2025-26	2026-27	2027-28
Fixed Assets	711,367	725,057	(13,690)	551,378	4,276,470	561,565	724,439	811,628	878,957	(67,329)	647,849	438,868	229,007	36,006	(134,667)
Debtors	1,254,862	1,207,901	46,961	1,876,565	1,552,953	2,086,365	1,978,537	816,142	816,142	0	854,743	780,984	755,586	736,188	767,164
Cash at Bank and Investm	6,708,944	6,229,958	478,986	6,639,281	2,214,936	6,620,306	6,373,156	5,647,380	5,125,670	521,710	4,609,837	4,183,718	3,909,109	3,675,356	3,448,976
Creditors	(3,116,024)	(3,114,667)	(1,357)	(3,934,815)	(336,256)	(3,977,179)	(3,204,393)	(2,081,729)	(2,168,127)	86,398	(1,468,761)	(1,055,760)	(915,808)	(822,152)	(728,416)
Net Assets	5,559,149	5,048,249	510,900	5,132,409	7,708,102	5,291,057	5,871,739	5,193,421	4,652,642	540,779	4,643,669	4,347,810	3,977,894	3,625,398	3,353,057

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SW LONDON PATIENTS 2019-2022 (Wandsworth)

Hospice Name:	Royal Trinity Hospice	2019/20	2020/21	2021/22
SWL Adult population served	Adult SWL	264,702	264,749	264,796
SWL referrals received	Including those rejected (*based this on initial new referrals only) 48%/52%/52%	802	764	779
SWL referrals accepted	50%/53%/55%	762	723	735
SWL deaths under our care	49%/57%/55%	653	706	637
Total number of patients cared for in year		1218 (53%)	1190 (54%)	1165 (55%)
Total number of inpatients cared for in year	49%/44%/55%	184	128	156
Total number of community patients cared for in year	*based this on patients receiving care by any Trinity clinical team in the community 53%/55%/56%	1053	1098	1086
Total number of relatives/carers cared for in year	Patient and family support services, e.g. bereavement support	393 (46%)	277 (51%)	262 (50%)
Hospice costs of delivering SWL 'core' clinical services	Proportional breakdown of overall service costs by % patients in SWL (compared to other area) excluding additional commissioned services	£5,139,082	£4,979,031	£4,933,647
SWL "core" grant		£1,332,348	£1,347,641	£1,382,725
SWL Grant %		26%	27%	28%
Additional SWL commissioned income	E.g. Wandsworth Care Coordination Service	£680,524	£764,733	£800,035
Gap between delivering 'core' clinical services for SWL and 'core' grant funding	Specially excluding 'additional SWL commissioned income'	£3,806,734	£3,631,391	£3,550,922

SW LONDON PATIENTS 2019-2022 (Sutton and Merton)

Hospice Name:	St Raphael's Hospice	2019/20	2020/21	2021/22
SWL Adult population served	Adult SWL	316,108	317,070	318,032
SWL referrals received	Including those rejected	977	869	909
SWL referrals accepted	estimated for 2019 at average of known data	828	760	748
SWL deaths under our care				
Total number of patients cared for in year				
Total number of inpatients cared for in year	No. of IPU admissions	207	174	158
Total number of community patients cared for in year				
Total number of relatives/carers cared for in year	Patient and family support services, e.g. bereavement support		374	
Hospice costs of delivering SWL 'core' clinical services	Proportional breakdown of overall service costs by % patients in SWL (compared to other area)	£4,266,809	£4,547,652	£4,644,196
SWL "core" grant		£1,545,821	£1,525,471	£1,571,934
SWL Grant %		36%	34%	34%
Additional SWL commissioned income	E.g. Wandsworth Care Coordination Service	£0	£0	£0
Gap between delivering 'core' clinical services for SWL and 'core' grant funding	Specially excluding 'additional SWL commissioned income'	£2,720,988	£3,022,182	£3,072,262

SW LONDON PATIENTS 2019-2022 (Kingston and Richmond)

Hospice Name:	Princess Alice Hospice	2019/20	2020/21	2021/22
SWL Adult population served	Adult SWL	290,084	291,447	292,810
SWL referrals received	Including those rejected 44%/41%/40%	1015	965	1002
SWL referrals accepted	Reasons for rejection: Pt died, pt refused, pt stable, pt moved out of area, referral inappropriate	941	811	801
SWL deaths under our care		779	744	697
Total number of patients cared for in year	H at H / IPU / WB / NR pts previously unknown to us <i>See note below re change of</i>	1233	1199	1590
Total number of inpatients cared for in year	No. of IPU admissions	168	115	134
Total number of community patients cared for in year	H at H plus Night Response previously unknown to us. <i>Change of database during 2021' introduction process</i>	1144	977	1103
Total number of relatives/carers cared for in year	Bereavement support, improved recording on Emis	179	145	341
Hospice costs of delivering SWL 'core' clinical services	Proportional breakdown of overall service costs by % patients in SWL (compared to other area)	£3,806,620	£3,570,947	£3,435,700
SWL "core" grant	26%/27%/28%	£976,733	£976,733	£976,733
SWL Grant %		26%	27%	28%
Additional SWL commissioned income				
Gap between delivering 'core' clinical services for SWL and 'core' grant funding	Specially excluding 'additional SWL commissioned income'	£2,829,887	£2,594,214	£2,458,967

Hospice Name:
Total £ per referral accepted
Hospice contribution £ per referral accepted
SWL CCG 'core' grant £ per referral accepted
SWL CCG 'core' grant £ per adult population
Total cost £ per adult population
Referrals received per 100,000 adult population
Referrals accepted per 100,000 adult population
In-patient cared for per 100,000 adult population
SWL cost of In-patient (based on published accounts data)
Cost per In-patient (based on published accounts data)
SWL cost of Community Service based on published accounts data
Cost of Community Service per referral accepted
Cost of Community Service per Community Patient cared for

Hospice Name: Royal Trinity Hospice	2019/20	2020/21	2021/22
<i>based on Hospice cost shown above</i>	£6,744	£6,887	£6,712
	£4,996	£5,023	£4,831
	£1,748	£1,864	£1,881
	£5.03	£5.09	£5.22
	£19.41	£18.81	£18.63
	303	289	294
	288	273	278
	70	48	59
	£3,029,746	£2,895,027	£0
	£16,466	£22,617	£0
<i>Assumed to include Day Care/ Psychological Support/Other but not PAH Education</i>	£2,143,328	£2,266,103	£0
	£2,812.77	£3,134.31	£0.00
	£2,035.45	£2,063.85	£0.00

St Raphael's Hospice	2019/20	2020/21	2021/22
<i>based on Hospice cost shown above</i>	£5,150	£5,984	£6,209
	£3,284	£3,977	£4,107
	£1,866	£2,007	£2,102
	£4.89	£4.81	£4.94
	£13.50	£14.34	£14.60
	309	274	286
	262	240	235
	65	55	50
	£2,398,854	£2,556,748	£2,611,026
	£11,589	£14,694	£16,525
<i>Assumed to include Day Care/ Psychological Support/Other but not PAH Education</i>	£1,867,955	£1,990,905	£2,033,170
	£2,254.63	£2,619.61	£2,718.14

PRINCESS ALICE SUPPORT FOR SW LONDON PATIENTS 2019-2022 (KINGSTON & RICHMOND)	2019/20	2020/21	2021/22
<i>based on Hospice cost shown above</i>	£4,045	£4,403	£4,289
	£3,007	£3,199	£3,070
	£1,038	£1,204	£1,219
	£3.37	£3.35	£3.34
	£13.12	£12.25	£11.73
	350	331	342
	324	278	274
	58	39	46
	£2,248,217	£2,054,517	£0
	£13,382	£17,865	£0
<i>Assumed to include Day Care/ Psychological Support/Other but not PAH Education</i>	£1,833,425	£1,749,878	£0
	£1,948.38	£2,157.68	£0.00
	£1,602.64	£1,791.07	£0.00

Record of Active Volunteers (individuals, not roles)

Months	<u>Hospice Volunteers</u>		<u>Compassionate Neighbours</u>		<u>Income Generation</u>		<u>Total Active</u>	<u>Total On Hold</u>	<u>Grand Total</u>
	Active	On Hold	Active	On Hold	Active	On hold			
June	148	8	24	5	145	2	317	15	332
July							0	0	0
August							0	0	0
September							0	0	0
October							0	0	0
November							0	0	0
December							0	0	0

Completed by Ginny Toubal

We will aim to keep this record on a monthly basis if it is not too onerous and on a quarterly basis if it does prove time consuming. Many volunteers serve in more than one capacity and each "role" is recorded and valued in the financial statements. This record is of the individual volunteers themselves. It will form part of the HR Committee reporting