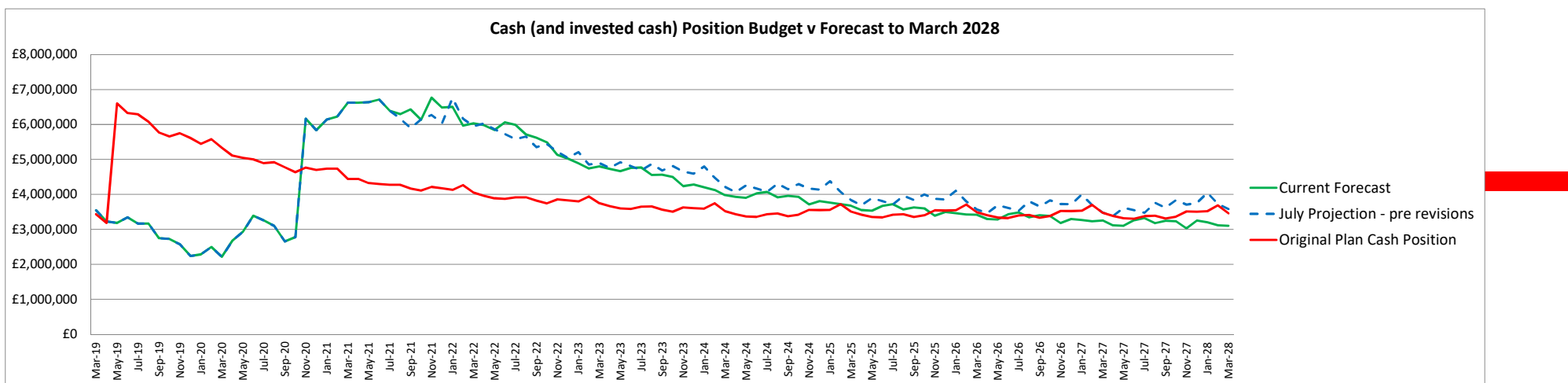


Management Accounts December 2021	Year To Date				Full Year				Draft 1 Budget					
	Actuals 2021-22	Budget 2021-22	variance	YTD Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,331,292	1,173,348	157,944	1,193,175	1,775,471	1,864,728	1,570,108	294,620	1,631,695	1,664,329	1,697,616	1,731,568	1,766,199	1,801,523
Other Income	307,858	165,068	142,790	751,461	1,662,681	455,973	208,303	247,670	410,567	418,672	419,031	420,251	421,554	422,895
Service Income	1,639,150	1,338,416	300,734	1,944,636	3,438,152	2,320,701	1,778,412	542,289	2,042,262	2,083,002	2,116,647	2,151,819	2,187,753	2,224,419
Direct Cost of Services	(2,855,276)	(2,890,459)	35,183	(2,582,989)	(3,713,542)	(3,899,733)	(3,853,836)	(45,897)	(4,383,592)	(4,404,850)	(4,487,598)	(4,574,691)	(4,657,538)	(4,749,440)
Hospice Depreciation	(70,306)	(118,020)	47,713	(139,613)	(155,282)	(97,110)	(163,823)	66,714	(153,367)	(192,081)	(192,364)	(155,165)	(106,272)	(103,344)
Support Costs	(506,123)	(499,615)	(6,508)	(475,489)	(678,829)	(670,734)	(671,288)	554	(653,371)	(612,465)	(624,219)	(636,079)	(648,179)	(660,526)
Service Costs	(3,431,706)	(3,508,094)	76,388	(3,198,092)	(4,547,652)	(4,667,576)	(4,688,947)	21,371	(5,190,330)	(5,209,396)	(5,304,182)	(5,365,934)	(5,411,989)	(5,513,311)
Net Service Cost to be funded	(1,792,556)	(2,169,678)	377,122	(1,253,456)	(1,109,500)	(2,346,875)	(2,910,535)	563,660	(3,148,068)	(3,126,395)	(3,187,535)	(3,214,115)	(3,224,236)	(3,288,892)
	52%	62%		39%	24%	50%	62%		61%	60%	60%	60%	60%	60%
Fundraising Activity														
Legacy Income	665,233	603,000	62,233	388,437	2,228,142	1,000,000	1,000,000	(0)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Donor Income	753,094	881,524	(128,430)	923,362	1,222,685	1,030,567	1,251,488	(220,920)	1,395,348	1,766,715	2,029,077	2,110,240	2,194,650	2,282,436
Fundraising Costs	(540,577)	(556,037)	15,460	(437,936)	(592,754)	(708,287)	(764,886)	56,599	(845,106)	(843,185)	(859,149)	(875,905)	(893,423)	(911,291)
	877,750	928,487	(50,737)	873,864	2,858,074	1,322,280	1,486,602	(164,321)	1,550,242	1,923,530	2,169,928	2,234,335	2,301,227	2,371,144
Lottery Income	338,207	339,845	(1,637)	349,286	454,014	447,986	459,720	(11,733)	465,947	535,636	645,405	725,205	796,074	858,943
Lottery Costs	(164,526)	(200,225)	35,700	(143,968)	(188,041)	(200,506)	(269,249)	68,742	(251,956)	(255,630)	(269,920)	(280,068)	(290,180)	(299,458)
	173,682	139,619	34,062	205,318	265,973	247,480	190,471	57,009	213,991	280,006	375,485	445,137	505,895	559,486
Shop Income	812,074	752,193	59,881	163,164	203,693	1,095,528	1,029,744	65,784	1,362,229	1,769,489	2,019,666	2,060,059	2,101,260	2,143,285
Shop Costs	(863,111)	(864,150)	1,040	(643,890)	(913,626)	(1,070,988)	(1,145,386)	74,398	(1,286,976)	(1,530,720)	(1,635,147)	(1,648,315)	(1,677,099)	(1,703,725)
	(51,037)	(111,957)	60,921	(480,726)	(709,933)	24,540	(115,642)	140,182	75,252	238,769	384,518	411,743	424,161	439,560
		-15%		-295%		2%	-11%		6%	13%	19%	20%	20%	21%
Support Costs	(253,061)	(249,807)	(3,254)	(237,745)	(339,414)	(335,367)	(335,644)	277	(326,685)	(306,233)	(312,110)	(318,039)	(324,090)	(330,263)
Fundraising Contribution	747,334	706,342	40,992	360,711	2,074,699	1,258,934	1,225,787	33,147	1,512,800	2,136,072	2,617,822	2,773,176	2,907,193	3,039,927
Shortfall before DOC Funding	(1,045,222)	(1,463,336)	418,114	(892,745)	965,199	(1,087,941)	(1,684,749)	596,808	(1,635,268)	(990,323)	(569,713)	(440,939)	(317,044)	(248,965)
DOC Funding	666,666	750,000	(83,334)	140,000	280,000	666,666	1,000,000	(333,334)	600,000	500,000	400,000	300,000	200,000	100,000
Contingency Drawdown									240,000					
	(378,556)	(713,336)	334,780	(752,745)	1,245,199	(421,275)	(684,749)	263,474	(795,268)	(490,323)	(169,713)	(140,939)	(117,044)	(148,965)

Management Accounts December 2021	Actuals 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Total Income	4,874,424	4,664,977	209,447	3,908,885	7,826,686	6,561,448	6,519,363	42,086	7,105,786	7,654,842	8,210,794	8,347,323	8,479,737	8,609,083
Total Cost	(5,252,980)	(5,378,313)	125,333	(4,661,630)	(6,581,487)	(6,982,724)	(7,204,112)	221,388	(7,901,054)	(8,145,165)	(8,380,507)	(8,488,262)	(8,596,781)	(8,758,048)
Shortfall for period	(378,556)	(713,336)	334,780	(752,745)	1,245,199	(421,275)	(684,749)	263,474	(795,268)	(490,323)	(169,713)	(140,939)	(117,044)	(148,965)

Management Accounts December 2021	Year To Date				Full Year									
	Actuals 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Surplus/(Loss) from Operations	(378,556)	(713,336)	334,780	(752,745)	1,245,199	(421,275)	(684,749)	263,474	(795,268)	(490,323)	(169,713)	(140,939)	(117,044)	(148,965)
Depreciation	110,552	175,259	(64,708)	172,975	302,968	169,000	240,654	(71,654)	292,506	340,893	331,883	276,570	224,965	216,536
Decrease/(Increase) in Debtors	1,038,847	207,382	831,464	838,896	(533,412)	903,187	(38,424)	941,610	367,037	(38,602)	73,760	25,398	19,398	(30,976)
(Decrease)/Increase in Creditors	(784,875)	(741,534)	(43,341)	3,545,013	3,640,923	(794,891)	(1,011,990)	217,099	(618,070)	(513,045)	(413,079)	(294,992)	(193,737)	(93,819)
Net cash (expended)/ generated by operations	(14,033)	(1,072,229)	1,058,196	3,804,140	4,655,678	(143,980)	(1,494,509)	1,350,529	(753,796)	(701,076)	(177,150)	(133,963)	(66,418)	(57,224)
Purchase of Fixed Assets	(123,002)	(610,841)	487,839	(180,167)	(250,308)	(441,298)	(610,841)	169,542	(476,500)	(125,000)	(125,000)	(125,000)	(95,000)	(95,000)
Increase / (Decrease) in Cash	(137,034)	(1,683,069)	1,546,035	3,623,973	4,405,370	(585,278)	(2,105,350)	1,520,071	(1,230,296)	(826,076)	(302,150)	(258,963)	(161,418)	(152,224)

Management Accounts December 2021	Year To Date				Full Year									
	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Balance Sheet														
Fixed Assets	574,015	997,963	(423,948)	568,445	561,565	833,864	932,569	(98,705)	1,017,858	801,965	595,082	443,512	313,547	192,011
Debtors	1,047,518	596,419	451,100	713,532	2,086,365	1,183,178	842,225	340,954	816,142	854,743	780,984	755,586	736,188	767,164
Cash at Bank	6,482,392	4,256,024	2,226,368	5,838,909	6,620,306	6,034,148	3,833,744	2,200,404	4,803,852	3,977,776	3,675,626	3,416,663	3,255,244	3,103,021
Creditors	(3,192,304)	(2,909,288)	(283,017)	(3,881,270)	(3,977,179)	(3,182,288)	(2,638,831)	(543,457)	(2,564,218)	(2,051,172)	(1,638,094)	(1,343,101)	(1,149,364)	(1,055,545)
Net Assets	4,911,621	2,941,118	1,970,503	3,239,616	5,291,057	4,868,902	2,969,706	1,899,196	4,073,634	3,583,312	3,413,598	3,272,659	3,155,615	3,006,650
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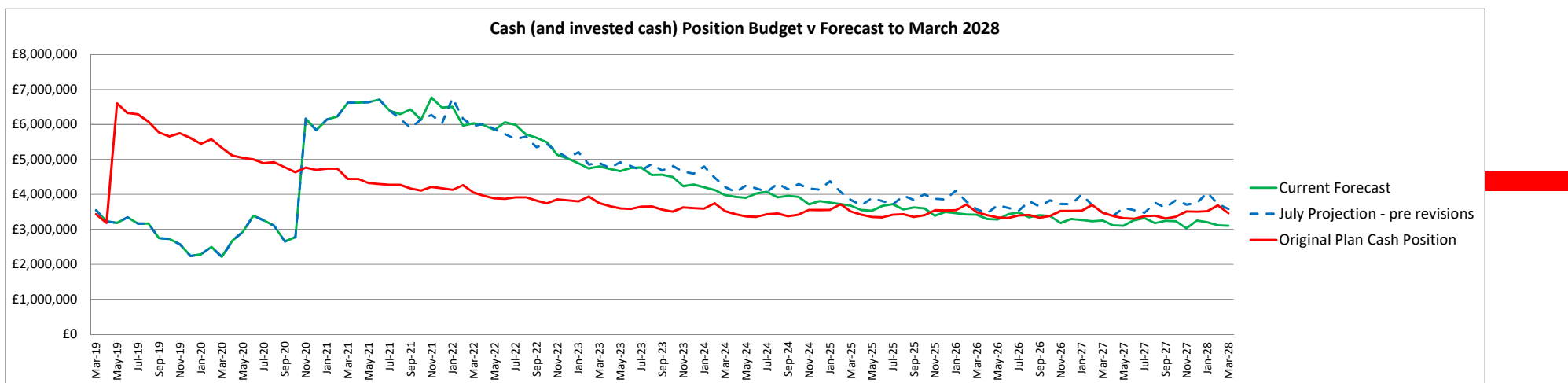


Management Accounts December 2021	Year To Date				Full Year				Draft 1 Budget					
	Actuals 2021-22	Budget 2021-22	variance	YTD Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,331,292	1,173,348	157,944	1,193,175	1,775,471	1,864,728	1,570,108	294,620	1,631,695	1,664,329	1,697,616	1,731,568	1,766,199	1,801,523
Other Income	307,858	165,068	142,790	751,461	1,662,681	455,973	208,303	247,670	410,567	418,672	419,031	420,251	421,554	422,895
Service Income	1,639,150	1,338,416	300,734	1,944,636	3,438,152	2,320,701	1,778,412	542,289	2,042,262	2,083,002	2,116,647	2,151,819	2,187,753	2,224,419
Direct Cost of Services	(2,855,276)	(2,890,459)	35,183	(2,582,989)	(3,713,542)	(3,899,733)	(3,853,836)	(45,897)	(4,383,592)	(4,404,850)	(4,487,598)	(4,574,691)	(4,657,538)	(4,749,440)
Hospice Depreciation	(70,306)	(118,020)	47,713	(139,613)	(155,282)	(97,110)	(163,823)	66,714	(153,367)	(192,081)	(192,364)	(155,165)	(106,272)	(103,344)
Support Costs	(506,123)	(499,615)	(6,508)	(475,489)	(678,829)	(670,734)	(671,288)	554	(653,371)	(612,465)	(624,219)	(636,079)	(648,179)	(660,526)
Service Costs	(3,431,706)	(3,508,094)	76,388	(3,198,092)	(4,547,652)	(4,667,576)	(4,688,947)	21,371	(5,190,330)	(5,209,396)	(5,304,182)	(5,365,934)	(5,411,989)	(5,513,311)
Net Service Cost to be funded	(1,792,556)	(2,169,678)	377,122	(1,253,456)	(1,109,500)	(2,346,875)	(2,910,535)	563,660	(3,148,068)	(3,126,395)	(3,187,535)	(3,214,115)	(3,224,236)	(3,288,892)
	52%	62%		39%	24%	50%	62%		61%	60%	60%	60%	60%	60%
Fundraising Activity														
Legacy Income	665,233	603,000	62,233	388,437	2,228,142	1,000,000	1,000,000	(0)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Donor Income	753,094	881,524	(128,430)	923,362	1,222,685	1,030,567	1,251,488	(220,920)	1,395,348	1,766,715	2,029,077	2,110,240	2,194,650	2,282,436
Fundraising Costs	(540,577)	(556,037)	15,460	(437,936)	(592,754)	(708,287)	(764,886)	56,599	(845,106)	(843,185)	(859,149)	(875,905)	(893,423)	(911,291)
	877,750	928,487	(50,737)	873,864	2,858,074	1,322,280	1,486,602	(164,321)	1,550,242	1,923,530	2,169,928	2,234,335	2,301,227	2,371,144
Lottery Income	338,207	339,845	(1,637)	349,286	454,014	447,986	459,720	(11,733)	465,947	535,636	645,405	725,205	796,074	858,943
Lottery Costs	(164,526)	(200,225)	35,700	(143,968)	(188,041)	(200,506)	(269,249)	68,742	(251,956)	(255,630)	(269,920)	(280,068)	(290,180)	(299,458)
	173,682	139,619	34,062	205,318	265,973	247,480	190,471	57,009	213,991	280,006	375,485	445,137	505,895	559,486
Shop Income	812,074	752,193	59,881	163,164	203,693	1,095,528	1,029,744	65,784	1,362,229	1,769,489	2,019,666	2,060,059	2,101,260	2,143,285
Shop Costs	(863,111)	(864,150)	1,040	(643,890)	(913,626)	(1,070,988)	(1,145,386)	74,398	(1,286,976)	(1,530,720)	(1,635,147)	(1,648,315)	(1,677,099)	(1,703,725)
	(51,037)	(111,957)	60,921	(480,726)	(709,933)	24,540	(115,642)	140,182	75,252	238,769	384,518	411,743	424,161	439,560
		-15%		-295%		2%	-11%		6%	13%	19%	20%	20%	21%
Support Costs	(253,061)	(249,807)	(3,254)	(237,745)	(339,414)	(335,367)	(335,644)	277	(326,685)	(306,233)	(312,110)	(318,039)	(324,090)	(330,263)
Fundraising Contribution	747,334	706,342	40,992	360,711	2,074,699	1,258,934	1,225,787	33,147	1,512,800	2,136,072	2,617,822	2,773,176	2,907,193	3,039,927
Shortfall before DOC Funding	(1,045,222)	(1,463,336)	418,114	(892,745)	965,199	(1,087,941)	(1,684,749)	596,808	(1,635,268)	(990,323)	(569,713)	(440,939)	(317,044)	(248,965)
DOC Funding	666,666	750,000	(83,334)	140,000	280,000	666,666	1,000,000	(333,334)	600,000	500,000	400,000	300,000	200,000	100,000
Contingency Drawdown									240,000					
	(378,556)	(713,336)	334,780	(752,745)	1,245,199	(421,275)	(684,749)	263,474	(795,268)	(490,323)	(169,713)	(140,939)	(117,044)	(148,965)

Management Accounts December 2021	Actuals 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Total Income	4,874,424	4,664,977	209,447	3,908,885	7,826,686	6,561,448	6,519,363	42,086	7,105,786	7,654,842	8,210,794	8,347,323	8,479,737	8,609,083
Total Cost	(5,252,980)	(5,378,313)	125,333	(4,661,630)	(6,581,487)	(6,982,724)	(7,204,112)	221,388	(7,901,054)	(8,145,165)	(8,380,507)	(8,488,262)	(8,596,781)	(8,758,048)
Shortfall for period	(378,556)	(713,336)	334,780	(752,745)	1,245,199	(421,275)	(684,749)	263,474	(795,268)	(490,323)	(169,713)	(140,939)	(117,044)	(148,965)

Management Accounts December 2021	Year To Date				Full Year									
Net Movement in Funds	Actuals 2020-21	Budget YTD 2020-21	variance YTD	Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Surplus/(Loss) from Operations	(378,556)	(713,336)	334,780	(752,745)	1,245,199	(421,275)	(684,749)	263,474	(795,268)	(490,323)	(169,713)	(140,939)	(117,044)	(148,965)
Depreciation	110,552	175,259	(64,708)	172,975	302,968	169,000	240,654	(71,654)	292,506	340,893	331,883	276,570	224,965	216,536
Decrease/(Increase) in Debtors	1,038,847	207,382	831,464	838,896	(533,412)	903,187	(38,424)	941,610	367,037	(38,602)	73,760	25,398	19,398	(30,976)
(Decrease)/Increase in Creditors	(784,875)	(741,534)	(43,341)	3,545,013	3,640,923	(794,891)	(1,011,990)	217,099	(618,070)	(513,045)	(413,079)	(294,992)	(193,737)	(93,819)
Net cash (expended)/ generated by operations	(14,033)	(1,072,229)	1,058,196	3,804,140	4,655,678	(143,980)	(1,494,509)	1,350,529	(753,796)	(701,076)	(177,150)	(133,963)	(66,418)	(57,224)
Purchase of Fixed Assets	(123,002)	(610,841)	487,839	(180,167)	(250,308)	(441,298)	(610,841)	169,542	(476,500)	(125,000)	(125,000)	(125,000)	(95,000)	(95,000)
Increase / (Decrease) in Cash	(137,034)	(1,683,069)	1,546,035	3,623,973	4,405,370	(585,278)	(2,105,350)	1,520,071	(1,230,296)	(826,076)	(302,150)	(258,963)	(161,418)	(152,224)

Management Accounts December 2021	Year To Date				Full Year									
Balance Sheet	YTD 2020-21	Budget YTD 2020-21	variance YTD	Prior Year	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Fixed Assets	574,015	997,963	(423,948)	568,445	561,565	833,864	932,569	(98,705)	1,017,858	801,965	595,082	443,512	313,547	192,011
Debtors	1,047,518	596,419	451,100	713,532	2,086,365	1,183,178	842,225	340,954	816,142	854,743	780,984	755,586	736,188	767,164
Cash at Bank	6,482,392	4,256,024	2,226,368	5,838,909	6,620,306	6,034,148	3,833,744	2,200,404	4,803,852	3,977,776	3,675,626	3,416,663	3,255,244	3,103,021
Creditors	(3,192,304)	(2,909,288)	(283,017)	(3,881,270)	(3,977,179)	(3,182,288)	(2,638,831)	(543,457)	(2,564,218)	(2,051,172)	(1,638,094)	(1,343,101)	(1,149,364)	(1,055,545)
Net Assets	4,911,621	2,941,118	1,970,503	3,239,616	5,291,057	4,868,902	2,969,706	1,899,196	4,073,634	3,583,312	3,413,598	3,272,659	3,155,615	3,006,650
	879	(99)	(0)	0	879	0	0	(0)	0	0	0	0	0	0



St Raphael's Hospice
Minutes of a Meeting of the Finance & Resources Committee
Held by video call
At 14:00 on Wednesday 10th November 2021

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 (IT & Facilities Manager – JG)
 Neena Vadgama (Finance Manager – NV)
 Anna Machin (Clerk – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4.1. Management accounts	Share breakdown of IPU refresh costs	John Groom	January 2022 meeting	21/11/10-01
	Consider adding cost to budget for future Donation Centre space	Nick Stevens	January 2022 meeting	21/11/10-02
	Give update on frequency of Gift Aid submissions	Neena Vadgama	January 2022 meeting	21/11/10-03
5. Investments	Provide update on Sarasin Ethical Investment Policy	Nick Stevens	January 2022 meeting	21/11/10-04
	Send Investment Policy to Board	Joe Ryan, Anna Machin	November 2021 Board	21/11/10-05
6. External audit retender	Deliver audit tender meetings	Nick Stevens, Joe Ryan, Ed Cook	By January 2022 meeting	21/11/10-06
7. Finance Risk Register	Make addition to risk register	Nick Stevens	By January 2022 meeting	21/11/10-07
8. Health & Safety update	Invite Alex Rudkin to present	Anna Machin	January 2022 meeting	21/11/10-08

The meeting commenced at 2pm

1. Welcome, apologies for absence and declarations of interest

Committee members were welcomed to the meeting. Apologies were received and accepted from Paul Holmes.

The Committee were asked to note that the brother of Norman McWhinney's (Board Chair) daughter-in-law is a Partner in the Private Investment team at Sarasin & Partners. They have never met in person and this was not known at the point of choosing Sarasin as investment advisor for the Hospice and did not inform the choice made by the charity. The register of interests would be updated.

2. Review of minutes from 7th September 2021 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:

- Share accounts, letter of representation and management letter with Board for approval; report to Board on financial risks, mitigations and impact on long-term financial projections; share letter of recommendation to appoint Sarasin as investment advisor with Board Chair and Board – these actions were all completed at the September Board meeting.
- Investment Policy and discussion on external audit retender – these actions were on the agenda for consideration at the present meeting.

4. 2021/22 Year to Date Finance Report

4.1. Management accounts to 30th September (with verbal update on October) – Nick Stevens updated that the year-to-date position shows a shortfall of around £250k, including £500k of DoC funds. This position is £300k better than budget as legacies are sitting at £126k above plan, and costs are lower than budget due to staff vacancies. The Committee were asked to note that the level of the notional 'gift in kind' and rental spend, have both been increased with no net impact. 'Other income' is received from St Bede's rental, Orangery income, small shop grants, and investment income in future. The breakdown of IPU refresh costs would be shared at the next meeting.

In terms of fundraising, Challenge and Community income are below target due to Covid-19 restrictions and this is unlikely to recover for the rest of the financial year. The forecast has therefore been revised down by £300k. The fundraising team are working hard to put in place adapted plans and maintaining continued morale in the face of challenging circumstances. The implementation of the Agenda for Change is underway, with communications to staff ongoing, and the additional c.£250k costs per annum have been integrated into projections. Planned expenditure in other areas has been reduced in order to mitigate the budgetary impact.

A provision for overall salary increases of 4%, rather than 2%, has been estimated for 2022/23 due to pressures on pay which would add a further £100k of cost each year. This will be put forward to the Remuneration Committee in December for consideration. The Hospice may also wish to consider moving towards the London Living Wage gradually over a period of several years.

The Hospice Management Team asked the CCG for £600k towards the impact of Covid for the twelve month period but have been given a one-off contribution of £150k for the first six months of the year and a further £100k is included in the forecast. The wider relationship between the NHS/ CCGs and Hospices has evolved over time and a report by Sue Ryder

showed the extent of expenditure that would be incurred by the NHS if Hospices did not exist and subsidise costs through fundraising activity.

The Committee asked for an update on the underperformance at the Raynes Park and Rose Hill shops noted in the minutes of the previous meeting. Nick Stevens confirmed that a new staff member had been recruited to Raynes Park recently and turnover was improving. It is planned to make a one-year extension on the current lease. The availability of the Rose Hill shop manager and stock had impacted performance at this shop but it is now sitting at 11% above projected turnover. The Stonecot Hill shop is not performing to plan.

Overall however, Retail is performing above plan including in New Malden, Sutton and Wimbledon. A second volunteer recruitment campaign will be launched in January. The Sutton Donation Centre is providing valuable space to receive donations. The Committee noted that this space is given on a pro bono basis and consideration would need to be given to adding a provision in the budget for a comparable space in future. The exact timing of opening new shops has not been set but it is planned that the first would open in 2022.

The Committee asked about the timing of Gift Aid claims. Neena Vadgama confirmed a recent claim has been submitted for £23k, and it is planned to move to quarterly submissions with the Fundraising team. An update will be provided at the next meeting.

4.2. Balance sheet and cash movements – net assets were £5m at the end of September, £1.9m above budget, in part due to legacies and grants received at end of 2020/21 financial year. Several legacies are owed but not yet received in part due to house sales being in progress.

4.3. IT and Facilities – John Groom updated on final snagging activity for the IPU refresh, which will not lead to any additional project costs. A recent hacking attempt through a phishing email was noticed immediately and additional measures have been put in place to strengthen information security including two-factor authentication and staff training.

4.4. Review of financial position vs five-year plans – the combination of the changes to the budget lowers the cash projection as at the end of 2027-28 from £3.5m in the July estimates to £2.5m. The Committee asked for information on the initial plans for the core Fundraising Appeal. Nick Stevens confirmed that a meeting will be held with Hospice colleagues and several Trustees in mid-November to develop ideas further. Inflation has added significantly to Hospice cost base which may be referenced in the Appeal. The CCG will support in promotion of the appeal to networks. Marketing collateral that was planned for the Garden Appeal can be adapted. The five-year projections do not include income from a potential Appeal.

5. Update on appointment of investment manager – Nick Stevens confirmed that final appointment checks are underway and no transfer of funds is anticipated until after the November Board meeting. The Sarasin Ethical Investment Policy has been received and the team have reverted for more information on sanctity of life matters.

The Committee reviewed and recommended the Cash Management, Investment and Reserves policy to the Board for approval, subject to final corrections to the role names. This would be submitted to the November Trustees' meeting alongside the Financial Delegated Authorities.

6. Review of performance of external auditor and discussion on retender next steps – the Committee noted that there is no concern on Buzzacott's performance, but it is good practice to retender every five years. It was agreed that haysmacintyre, Moore Kingston Smith and Buzzacott would be invited to tender. Mazars would also be considered dependent on the responses. Ed Cook would attend the auditors' tender meetings alongside Joe Ryan which would be held remotely by video call.

7. Finance and resources risk register – the Committee reviewed and noted the content of the risk register. The Committee considered the link to the Corporate Risk Register and it was agreed that the risks to longer-term financial plans would also be added to this Finance Risk Register.

8. Health & Safety update (verbal) – this would be deferred to the next meeting with Alex Rudkin attending to present.

9. Any Other Business and Dates of future meetings

The next meeting will be held at 2pm on 18th January 2022. There were no items raised under Any Other Business.

The meeting ended at 3.20pm.

Approved.....

Date.....

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

Reference	Lead	Description	Target Date for Completion	Comments	Date Completed
06.07.2021/05	Nick Stevens, Joe Ryan	Take forward approach to haysmacintyre, Mazars and Buzzacott regarding external audit retender	By end of October	Complete	
21/11/10-06	Nick Stevens, Joe Ryan, Ed Cook	Deliver audit tender meetings		Complete	
21/11/10-05	Joe Ryan, Anna Machin	Send Investment Policy to Board		Complete	
21/11/10-08	Anna Machin	Invite Alex Rudkin to present		Complete	
06.07.2021/04	Anna Machin	Support with development of Investment Policy, as required	To include Sarasin ethical investment policy	In progress – final ethical investment approach to be added	
21/11/10-01	John Groom	Share breakdown of IPU refresh costs	On meeting agenda	Update to be provided at meeting	
21/11/10-02	Nick Stevens	Consider adding cost to budget for future Donation Centre space			
21/11/10-03	Neena Vadgama	Give update on frequency of Gift Aid submissions	On meeting agenda	Verbal update to be provided at meeting	
21/11/10-04	Nick Stevens	Provide update on Sarasin Ethical Investment Policy	On meeting agenda	Verbal update to be provided at meeting	
21/11/10-07	Nick Stevens	Make addition to risk register	On meeting agenda	In progress	

St Raphael's Hospice
Meeting of the Finance & Resources Committee
To be held by Zoom Video Call
At 14:00 on Tuesday 18th January 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 (IT & Facilities Manager – JG)
 Alex Rudkin (Quality Development Manager – AR – items 9-10)
 Neena Vadgama (Finance Manager – NV)
 Anna Machin (Clerk – 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 10 th November 2021 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	
4.	14.15-14.40	2021/22 Year-to-date Finance Report including: <ul style="list-style-type: none"> • Management accounts to 31st December 2021 – detailed & summary inc. update on frequency of Gift Aid submissions • Balance sheet & cash movements • IT and Facilities inc. update on breakdown of IPU refresh costs • KPI report • Review of financial position vs five-year plans 	Discussion	NS, NV, JG, NN
5.	14.40-15.00	Outline 2022/23 look-ahead - update on Remuneration Committee discussion on 2022/23 salary levels	Discussion	NS, NN
6.	15.00-15.10	Update on investment manager and ethical investment policy (verbal)	Discussion	JR, NS
7.	15.10-15.25	Update on external audit retender meetings (verbal)	Discussion	JR, NS
8.	15.25-15.35	Finance & resources risk register – discussion on key risks arising from reports (verbal)	Discussion	NS, JG
9.	15.35-15.45	Corporate Governance Report	Discussion	AR
10.	15.45-15.55	Health & Safety update (verbal)	Discussion	AR

11.	15.55- 16.00	Any Other Business & Date of next meeting	Discussion	Chair
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Dates of future meetings:

- Tuesday 26th April, 2-4pm
- Tuesday 12th July, 2-4pm
- Tuesday 18th October, 2-4pm

Finance and Resources Report

Recommendations

1. It is recommended that the Committee:

- a. Notes that the internal management accounts for the 9 months to 31st December 2021 shows a shortfall of £(379)k.
- b. Cash at the end of December stood at £6.5m (currently £4.4m after transfer of £2m to investments).
- c. The Committee notes that the forecast for the full year suggests a shortfall of just under £1.1m before DoC drawdown of the DoC grant. This is £600k better than the budget.
- d. The current draft budget for 2022-23 is a shortfall of £1.7m.

Finance

2. Management Accounts – Income and Expenditure

The shortfall of £(379)k equates to £(1,045)k *before* the allocation of £666k of the DoC funding – compared to £(1,395)k in the budget, due to lower costs (£125k) and higher than budgeted income (£209k).

Donor income is £128k below the plan (15%) and significantly behind last year when 2 x major donations had been received. Income from shops is £60k ahead of plan (12%). Legacy income is £62k above plan. Other income includes a higher level of notional “gift in kind” for the provision of the leases to the land and buildings by DoC. This is matched by an equal and opposite increase in notional rental costs. We have also benefitted from the receipt of £150k grant from the CCG in recognition of continued pandemic impacts.

Direct costs of service delivery are £2,855k compared to £2,890k budget and £2,583k last year. That said, last year benefitted from c £70k furlough grant and the current year includes £188k more notional rental costs. Once adjusted for these, the current year is £14k above last year.

Support Costs (which are split 67% to Service Delivery and 33% to Income Generation) are on budget.

3. Management Accounts – Balance Sheet

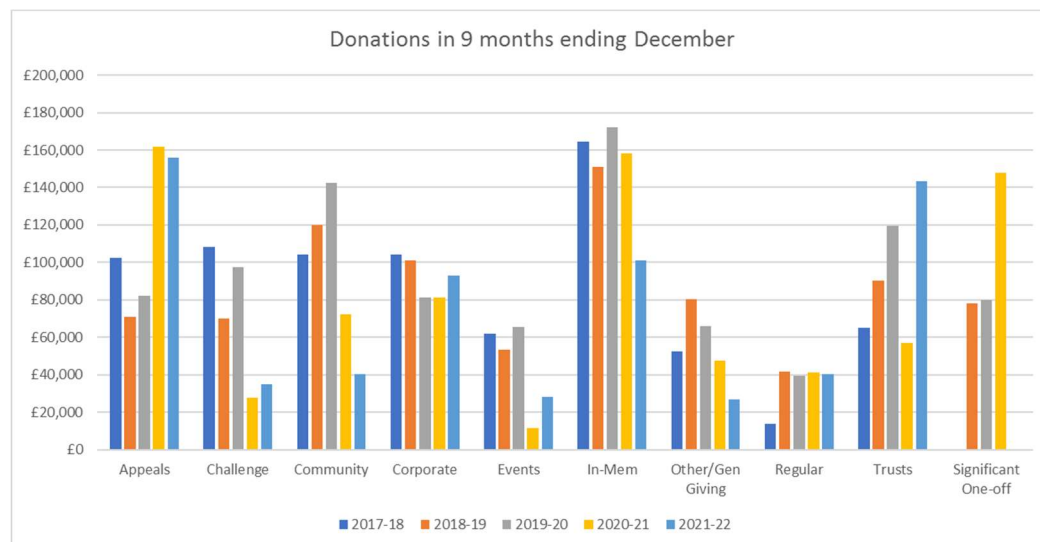
Cash stood at £6.5m at the end of December, £137k down from March year-end. This is £1.5m above plan, partly due to our not yet having been invoiced for all the IPU refresh costs and partly to the improved results last year. Debtors are £450k above plan as there continue to be significant legacy balances (£752k).

Net assets stood at £4.9m at the end of December 2021, £2m above budget. The large cash balance is partly offset by the deferred income balance.

4. Donations

The graph below is driven by data direct from the Raisers' Edge database and excludes Gift Aid. It is for the 9 months to the end of December over the years 2017 to 2021. It shows that Appeal income has risen by £75k compared to 2019-20 and is at a similar level to 2020-21. Some categories of donor income fell materially below their 2019 level last year and have not recovered this year. These areas are Challenge (£60k down on 2019), Community (£100k down), Events (£30k), In Memory (£70k) and "other" income (£40k).

All these reductions can be assigned to the ongoing impact of COVID – fewer face-to-face opportunities, people not choosing to congregate unnecessarily, fewer active volunteers and fewer in-patient visitors, smaller funerals and fewer challenge events which may have led to the reduction in in-memory giving. Last year had also benefitted from two large, one-off donations with no significant individual gifts this year.



5. Retail

The signs continue to be encouraging for most of the shops that we have open. December was interrupted by the impact of Covid on staffing and volunteer numbers which led to some shops being closed for some of the time, alongside the long Christmas period. Nonetheless, income is running ahead of plan by 10% overall and by 16% for the shops that are open. It is particularly pleasing to see that Wimbledon has already reached the financial target for the full year, inside nine months; New Malden which has only been open 7 months, has outperformed its 12-month total from 2019-20 (pre-Covid). Sutton, open for 8 months will also exceed its 12-month total in January.

9 months to December 31st	Actual	Budget	Variance	%
Banstead High Street	£76,079	£74,980	£1,099	1%
Carshalton	£94,486	£84,851	£9,635	11%
Cheam Village	£91,027	£80,186	£10,841	14%
New Malden	£58,449	£37,667	£20,783	55%
Raynes Park	£56,943	£66,916	−£9,973	-15%
Rosehill	£67,683	£62,859	£4,824	8%
Stonecot Hill	£43,941	£47,329	−£3,388	-7%
Sutton	£69,124	£43,401	£25,723	59%
Wimbledon Village	£147,161	£109,944	£37,217	34%
	£704,892	£608,132	£96,761	16%
Ebay	£8	£28,641	−£28,633	-100%
Donation Station	£40,463	£0	£40,463	100%
Rag + Books	£27,500	£0	£27,500	100%
Carshalton Beeches	£0	£67,889	−£67,889	-100%
	£772,863	£704,661	£68,202	10%

The retail total is ahead of plan despite our not having opened Carshalton Beeches at all. We have also not been able to press ahead with Ebay this year, partly due to insufficient staff and volunteers to be free to focus on this activity. We do think that we can maintain and improve this level of income if we were able to recruit many more volunteers. The current climate, coupled with the Govt push for Vaccine Volunteers, makes this a very difficult challenge and we have delayed our advertising push until spring, when we may find vaccine volunteers could become available for other forms of volunteering.

6. Forecast 2021-22

The forecast is for a shortfall of £1.1m before DoC deferred income drawdown.

- This includes an assumption of just £50k from the latest round of Govt grants as this seems to be under some pressure at present and may not last beyond one month.
- The CCG has made a payment of £150k towards the ongoing impact of COVID in respect of the first six months of this financial year. We had asked for £600k for the twelve-month period. They have indicated that we should apply for a further contribution in February for the second six-month period and I have estimated an additional £100k for this.
- Direct costs of service delivery are expected to be around £50k above the plan having incorporated the new AfC pay arrangements which will add over £150k to costs but also being offset by the staff vacancies this year.
- Legacy is still assumed to reach £1m and for donations to tip over that level – requiring total donations to be 10% down on last year to achieve this.
- Retail are forecast to reach £1.1m which would be their best ever year, and to contribute a small surplus. This would mark a £140k turn around to budget.

- Cash is estimated to stand at £4m which is in line with the budget, but we will also have £2m with the investment fund (this cash was transferred last week).

7. Investment Fund

As agreed by the Board, a transfer of £2m has been made to the Sarasin and Partners Holding Account. This will be moved from a holding account into the investment fund over a period of time in order to avoid the risk of placing all at an inopportune moment.

8. Draft Budget 2022-23 and beyond

The budget will be presented at the February Away Day. The current draft can be seen on the summary sheet and shows a shortfall of £1.65m which is at a similar level the current year budget. It had been anticipated that the position would have begun to improve by 2022-23 but the current year has continued to be affected by the pandemic and many plans have been delayed. Some key points are:

- **Agenda for Change (AfC)** – The new financial year will take the full impact of the increase to clinical pay that arises from alignment with AfC. This amounted to around £300k once the impact on weekend and night shifts was included, together with the 3% increase. NIC and Pension costs are in addition. The corollary is that cost budgets that had been set to grow significantly have been trimmed back as far as possible, without damaging the vision;
- **Pay Review** - In the light of the climate of pressure on pay and in particular on low pay, the Remunerations Committee agreed a proposal to make a 4% general increase to pay in 2022-23. This was slightly behind the then level of inflation (October CPI was 4.2%). CPI has now risen to 5.2%. The Committee also agreed that the lowest pay should rise above the level of Minimum Wage (which itself is increasing from £8.92 to £9.50) and should be £10.25. This will affect Housekeeping and Retail staff and will have a knock on for some Retail managers. For clinical staff, who are aligned to AfC pay scales, we will need to award the level that NHS awards – as yet unknown. The allowance for these increases amounts to £190k. For future years the assumption returns to 2%.
- **CCG Grant** – With inflation running above 4% the assumption in these figures is for a 4% increase. No further increase or support is assumed. For future years the assumption returns to 2%.
- **Investment Income/Capital Growth** – This has been estimated at £65k net of costs. This amounts to 4.5% net of costs and is below the targets that the Fund Managers suggested (being 3.5% plus inflation less 1% costs – under current inflation levels that could amount to closer to 6-7%).
- **Legacies** – The level of £1m remains. It could be argued that this level should rise in line with inflation or to reflect more recent experience of “average” years. At present this has not been done.
- **Donation Income** – This figure remains subject to discussion with the team. It is showing £1.4m including Gift Aid which is 40% higher than the current year. That said, if the five

areas noted above were to return to the 2019-20 levels this level should be achieved. The Campaign will be designed to accelerate our fundraising beyond previous levels and this is now supported by a team which has three more full time fund-raising staff (It was 3 and is now 6). This assumption is subject to the pandemic receding and that our community will begin to return to something akin to normal. The increase will need to be repeated the following year.

- **Lottery Income** – Lottery plans will not begin to be realised until mid to late summer which will limit growth. Income is budgeted to increase by around £20k from the current level, which has now been static for three years. Between 2015 and 2017 income rose by £180k and then it represented 56% of the total. From a higher base it is expected to increase by £200k over the same time-frame to 2024, growth of 45%.
- **Retail** – The budget is based on the levels that are actually being achieved, annualised – the “run-rate”.

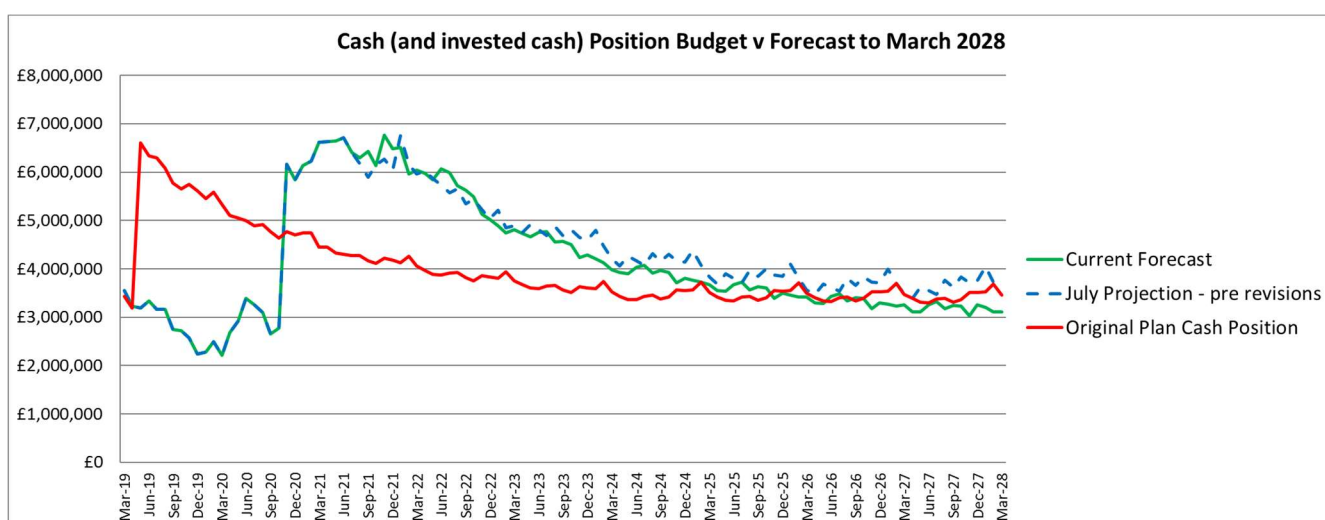
	Budget 2022-3	Current Run Rate
Rosehill	£94,460	£92,618
Raynes Park	£91,787	£77,922
Sutton	£114,733	£105,718
Banstead	£108,583	£104,108
Stonecot Hill	£72,500	£60,130
Carshalton	£130,000	£129,296
Cheam Shop	£129,200	£124,563
Donation Station	£107,921	£110,740
New Malden	£115,533	£104,806
Wimbledon Village	£191,014	£201,379
Rags	£35,000	£37,632
Ebay	£50,000	
	£1,240,731	£1,148,911
New Shop 1	£64,086	
Total	£1,304,817	

- Sutton, New Malden and Cheam will commence Sunday opening (Wimbledon already does) which should add more than the £10k estimated per shop.
- Ebay will restart and a part time role has been budgeted to drive it.
- We expect Raynes Park to improve when commuting returns (it used to sell £130k +)
- A new shop will be opened in September – this may be in Morden although location will depend upon availability.
- A £50k cost has been added to offset the risk that the Sutton Donation Station ceases to be made available.

- **Marketing and events** – Fundraising marketing and events have been increased 30% over the current year and a further £50k has been set aside for the Campaign. This figure is subject to further work.
- **Capital Expenditure**
 1. Bariatric/Family Suite – Rooms 14 and 15 were not included in the refurbishment so that they could be combined into one large room – the quotes for the work

and fit-out are between £75k and £130k (£50k already raised towards it; £100k in budget).

2. Boiler in St Bedes; Fire Doors in Hospice; Other refresh for staff areas etc - £45k
 3. IT - continuing refresh £40k, FR phone system, Lottery equipment, Network Security; £23k.
 4. Raisers' Edge – This project has been deferred from 2021 and is estimated at £30k with additional budgeted licence costs of £8k per year.
 5. New Patient Administration System – Crosscare is coming to the end of its life; support costs have doubled as the providers are seeking to dissuade users from continuing with their product. A replacement is needed. Four options have been invited to tender (Crosscare being one, but they have declined the opportunity). At this stage we have not costings and have included £100k in the draft budget.
 6. Hospice Equipment - £30k has been set aside for beds, mattresses, bladder scanners and similar equipment.
 7. Fundraising Events and Lottery Van – Deferred from 2021, we were unable to get a fully kitted out electric events vehicle for under £100k and so will look to use a standard electric van, branded, and with stand, seating and equipment which is loaded in rather than fitted. We will keep to the £50k budget.
 8. Two new shops will be fitted out – one to open in September and a second to open in April of 2023. Each has a £30k budget.
- **Cash** – Cash is budgeted to be £4.8m (including the £2m investment fund) at March 2023 and this is estimated to decline at a decreasing level to be around £3m by 2028. By then it is leaking around £150k per year. This, of course, is subject to all the plans going according to the estimates which is by no means certain.



Facilities

1. IPU Refresh – The Snagging List is still being worked through. More items have been completed but we are hopeful the last few will soon be completed.
2. The Communications Office in 759 with the upstairs ladies' toilet have been merged to create a larger open plan office to accommodate 3 staff.
3. Over the Christmas / New Year period, staff shortage problems in Facilities have continued, whereby staff have been absent due to Covid-19, holidays or sickness.

IT

4. The Email signature management software (Exclaimer) has been tested and trialled successfully. This has now been passed over to the Comms Team who will roll it out to the 90 staff who send emails externally.
5. The email cyber security software is now in use. This evaluates whether users are complying with cyber security rules. Over the course of one week, 55 users (out of 162 in total) wrongly clicked on the test "spam" link, this is 34% of all participants.

All 162 users are having to complete a 15 min video questionnaire on cyber security, in which there are 10 multiple choice questions. Staff have to attain an 80% pass rate. This test is mandatory for all staff. Once the initial phase has been completed, staff will then be re-tested at random every month.

6. Following the recent cyber security incident, a "complex password" policy has been introduced for all network users. This requires a password with a minimum of 10 characters, to include 3 out of 4 of upper-case characters, lower-case characters, numbers and symbols. Passwords must also be changed every quarter and the previous 10 passwords cannot be reused.

For email mailbox access, a two-factor authentication system is being adopted. This has so far been rolled out to 80% of the 250 Hospice email accounts and NHS email accounts.

Nick Stevens, Joint CEO and John Groom, Head of IT and Facilities

13th January 2022

For Anna Machin
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 in March 2021.

Information Security

Currently we have the following software and processes in place to protect St Raphael's Hospice –

- Web filter software (OpenDNS & Web Titan), restricting many categories including file sharing sites.
- Spam filtering software (Spam Titan), filtering out and rejecting thousands of spam and virus emails.
- Virus and malware protection software (McAfee) this also includes McAfee EPO management server so we can weekly check that all servers and desktops computers are regularly updating the virus definition files.
- Every quarter we complete all software updates on 34 servers.
- Yearly we upgrade firmware updates on all hardware, this includes but not limited to Switches, WAP's, SAN's, NAS devices, Routers, and ASA firewalls.
- We disable user accounts as soon as we are notified by Payroll and we quarterly run reports on last logons to check and disable accounts if they not been used in a while.
- We also regularly check permission on all software and files and only grant access for all users once the line manager puts in writing request for access.
- We backup all systems and servers daily, weekly and monthly and have a retention period of 3 months. We also securely take a copy of the daily backups and save them off line in case of a ransomware attack.
- We created a section on cybersecurity training and quiz that all users have to complete yearly as part of the mandatory training.
- We have secure remote access with two factor authentication which users use with either a software token code or a secure pattern.
- Device lock software to stop users from removing data from site without approved encrypted USB devices.
- Group policy are applied to limit and prevent users to only access what they need for there role.

Our recent upgrade has meant we now operate a hybrid system, this means we have both on premise and cloud solutions, due to this change we will soon be increasing our protection by applying the following –

- Changing our password complexities so that all users will need to quarterly change their passwords to be at least 10 characters with upper case, lowercase, capitol and special character.
 - Two factor authentication apps will be setup for both St Raphael's O365 email accounts for all users as well as all St Raphael's NHS email accounts.
- We will be rolling out a fully managed service called Security Awareness Training and Testing (SATT), which will test users by sending monthly spam emails to train them on cyber security threats.

Policy Management

- A quantitative summary shows distribution and progress for organisational policy review against v1.57 of the Policy Manual Index.

Review Leads	No of Policy Manual Documents	Out of Date (OOD)	%OOD
A Akhtar	1	0	0%
A Rudkin	27	2	7%
C Foster	1	0	0%
E Lunn / R Wallis	3	0	0%
G Linehan	2	0	0%
G Linehan / N Stevens	12	2	17%
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	4	0	0%
J Strawson / G Tamura-Rose	3	0	0%
K Channer	24	1	4%
K Hobson	1	0	0%
L Briant	1	0	0%
M Flint	6	2	33%
M Kirkwood	1	0	0%
N Collins	1	0	0%
N Stevens	5	0	0%
P James	1	1	100%
R Trower	19	1	5%
S Cresswell	8	0	0%
S Molyneux	1	0	0%
S-J Woods	2	2	100%
T Christmas	6	2	33%
T Young	6	1	17%
T Young / M Flint	4	3	75%
TOTALS	155	19	12%
		12%	

	Oct -21				
Up to date Policy Publication Compliance	88%				

- There have been 80 policies / standard operating procedures published/ revised between 11/02/2021 and 19/10/2021.

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) and are prioritised as:-

Priority 1 – Immediate Action – 6.

3 are complete. Asbestos management plan in place from 2018. Requires review and that will complete 2 of the remaining actions. Remedial actions further to the fixed electrical inspections will complete the final action. Engineer engaged – November 2021.

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 both Steve Cresswell and myself are liaising with Retail to effect solutions. A progress update will be a routine agenda item at our minuted Health & Safety Committee.

Non - clinical Risk Management

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	2										2	6(2)	0	2(1)
Mar 21					1						1	2	2(2)	2
Apr 21	1			1				1		1	4	0	4(3)	1
May 21	1					1					2	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	2									3	1	1	1
Oct 21												2	(2)	1
Nov 21												1	3(1)	1
Dec 21												0	6(4)	3(2)
2021	8	4		1	1	1		1		1	17			
2020	6(1)	4		2(1)		2				8		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	3				27(14)
2017	3	4	1	4(1)	4(1)	1	1			5				
2016	8	5	2	1	1					5				

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

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

Accidents	Staff	Visitor	Vol	Contractor	Not App	2021	2020	2019	2018
Manual Handling								3(3)	0
Impact/Bump	1					1	3(1)	9(3)	5(2)
Burn/Scald							1		1
Allergic Reaction	3					3			
Other	1		1			2			1
Sharps									3(3)
Slip/Trip/Fall	3					3	2	(3)	4(3)
2021 Total	8		1			9			
2020 Total	6(1)						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)
2017 Total	3	1	4(1)	1	0				
2016 Total	9	2	1	0	0				

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

Incidents (non-injurious)	Staff	Visitors	Volunteers	Contractor	N/A	2021	2020	2019	2018
Lost Property							1	(1)	1
Driving	2					2		1	1
Electric shock								(1)	
Environment Damage								(2)	
Equipment							3		
Fire Alarm								1	2
Fire									
Health Problem							3		1(1)
Information Incident				1	1	2	2	(2)	1
Other							2	2(1)	
Power Cut							1		
Security Incident	1	1				2	2	6	2
Slip/Trip/Fall/Faint	1					1	(1)	(1)	3(2)
Impact/Bump			1			1		2(1)	2(1)
Violence Verbal								1	
2021 Total	4	1	1	1	1	8			
2020 Total	4	3(1)	3		6		15(1)		
2019 Total	8(6)	2	3(1)		7(2)			20(9)	
2018 Total	4(1)	3(1)	3(2)		3				13(4)
2017 Total	4	4(1)	1		5				
2016 Total	2	1	0		5				

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

2021 Breakdown of Incidents by month

Type	Lost Property	Power cut	Fall/Faint	Taken Poorly Verbal/Physical Man Hand	Enviro Damage Impact	Burn Scald	Info Inc	Fire Alarm	Security	Driving	Other	Equipment	Sharps	2021	2020	2019	2018
Jan														0	1	4	2(2)
Feb														0	4(2)	0	2(1)
Mar														0	2	2(2)	2
April							2		1					3	0	4(3)	1
May					1									1	3	5(1)	4(3)
June														0	2	2(2)	4(2)
July									1					1	0	1(1)	2(2)
Aug			1											1	0	5(2)	4(2)
Sept										2				2	1	1	1
Oct															1	2(2)	1
Nov															1	3(1)	1
Dec															0	6(4)	3(2)
2021			1		1		2		2	2				8			
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(1)	
2018	(1)		7(4)	(1)			7(4)	1	(1)	2	2	1	1				27(1)

[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 – September 2021 is 11, of which there were none that did not have a clinical underpinning.

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

The authors of this paper are Mr A Rudkin, Head of Quality & Improvement/ISO and Mr J Groom, Head of IT and Information

Company	Item	Cost	Comments	Purchased	PAID
Refurbish Ward Room / Corridor (walls, floors, lighting)					
	IPU Corridor				
Down's Flooring	New Flooring	£14,480.00	£1520 additional for rooms 14 & 15. 50% reduction following Polyflors kind offer to supply the vinyl free of charge therefore minus £5380. Cost has taken discount out already.	YES	YES
R Lewis	New/Repair Firedoors on IPU or fire evacuation route.	£19,897.00		NO	
Russell Crawberry	Strip walls, paint & Dec and new LED Lighting.	£24,818.26	Includes 1K for fixes broken Velux windows. Inc lobby area.	YES	
	Patient Bedrooms				
Russell Crawberry	Paint outer door frames white same as the windows.	£720.00		YES	
Russell Crawberry	Remove radiator and add new radiator beneath window	£5,400.00		YES	
Russell Crawberry	Remove Existing pelmet and replace with new curtain box	£3,540.00		YES	
Russell Crawberry	General making good following the removal of electrical items	£1,020.00		YES	
Gemini Blinds	Bedroom Blinds	£1,946.00	supply and install x26, 32mm sidewinder roller blinds with metal operating chains. Fabric: Dart. Colour: lilac	YES	YES
Amazon.co.uk	LG 43UN74006LB 43" Smart 4K TV	£7,188.00	LG 43UN74006LB 43" Smart 4K Ultra HD HDR LED TV with Google Assistant & Amazon Alexa	YES	YES
Amazon.co.uk	Fanless Small faactor PC with webcam & bluetooth keyboard/mouse	£350.00	Allows video conferencing for patients on the new TV's.	YES	YES
SL Data Cabling	X2 Cat6 cabling per room for smart TV's and future proof.	£4,728.80	Supply and Install 34 x Category 6 outlets within the bedrooms and new office area. Cabinet and trunking included. Will either go back to server room or a new cabinet in the drug store?	YES	YES
Russell Crawberry	Remove old lighting, add new LED lighting and spur for fridge.	£29,723.04		YES	
Russell Crawberry	Labour & Supervision & OH&P	£5,193.48		YES	
Russell Crawberry	Remove wallpaper and paint/dec rooms.	£12,252.00		YES	
Amazon.co.uk	Mini Fridge		https://www.amazon.co.uk/ChillQuiet-Silent-Fridge-24ltr-Black/dp/B00KAXLEU2/ref=sxin_9?pscsubtag=amzn1.osa.2cbaf1c3-7922-462e-9038-0c4b7a74b7d4_1158235873ABD7D&pf_rd_p=688c7c7e1a4511-80KAVI112877	NO	N/A
	Patient Bathrooms				
Essentialaids.com	Bathroom Raise Grab Rails	£719.52	https://www.heatandplumb.com/acatalog/nymas-nymapro-grab-rail-112155-gy	YES	YES
Housekeeping	New Handtowl dispensers	Free		YES	N/A
Russell Crawberry	Paint Dec Ceilings	£960.00		YES	
	Total One-Off Costs	£132,936.10			
	Budget	£100,000.00			
Ward Patio Gardens					
www.tomchild.co.uk	Patios	£13,440.00		YES	YES
B&Q	X11 Triple pot plants pots	£1,100.00	Current pots are varied and cracked and this would allow a nice finishing to the patios.	YES	YES
Whitestores	Quote for new table, chairs & parasol	£0.00	Funded by friends of St Raphael's.	YES	YES
www.tomchild.co.uk	Supply 12 x porcelain tiles to match patio for plant pots.	£220.00		YES	YES
	Total One-Off Costs	£14,760.00			
	Budget	£16,400.00			
Reception Area & Courtyard					
Service Master - sub contract through downs flooring	Clean Flooring	£792.00	Clean, rinse, dry and apply new finish.	YES	YES
Amazon.co.uk	New TV above reception with media player. LG 43UN74006LB 43" Smart 4K TV	£489.00	Swap 759 meeting room TV.	NO	
Various	Plants/Trees	£5,000.00		NO	
www.tomchild.co.uk	Quote for brick work removeable (old bench etc)	£2,484.00		YES	YES
	Total One-Off Costs	£8,765.00			
	Budget	£38,000.00			
IPU Reception Office					
Russell Cawberry	Strip out storeroom, create window to corridor, extend window to courtyard, add window/shutter. Including electrics and dado trunking, paint dec.	£7,951.80	Also includes removal/disposal of old bath/sink	YES	
Smart Intergrated Solutions	Door access control installation.	£2,112.49		YES	YES
	Total One-Off Costs	£10,064.29			
	Budget	£10,000.00			
Windows					
Russell Cawberry	Repair and paint all windows in courtyard	£6,133.60	Same colour as bifold doors. Also look into painting white PVC frames if possible.	YES	
	Total One-Off Costs	£6,133.60			
	Budget	£9,800.00			
Hospice Additional Storage Spaces					
www.theshedcentre.com	X2 new sheds	£4,700.00		YES	YES
www.tomchild.co.uk	New concrete shed base 4.3 x 3.6m	£1,116.00		YES	YES
www.tomchild.co.uk	New concrete shed base 3 x 3m.	£828.00		YES	YES
www.tomchild.co.uk	Large shrub and root removal.	£180.00		YES	YES
www.tomchild.co.uk	Concrete pathway with edge to link to new garden sheds.	£1,416.00		YES	YES
	Total One-Off Costs	£8,240.00			
	Budget	£10,080.00			
	Overall Total	£180,898.99			
	Total Budget for upgrade	£184,280.00			
	Total Budget Remaining	£3,381.01			
ADDITIONAL ITEMS					
Chapel & Chapel Office					
Downs Flooring	Chapel new flooring	£900.00		YES	YES
Downs Flooring	Chapel office new flooring	£400.00		YES	YES
Russell Cawberry	Paint/dec Chapel and office	£2,225.00		YES	
Russell Cawberry	Replace plain windows with open glass window.	£550.00		YES	
Russell Cawberry	Fix velux windows.	£0.00	Included (Free)	YES	
Russell Cawberry	New door before Education office	£2,035.00	£4064 full price if we decide on moving Education door.	YES	
Russell Cawberry	Move secure access to new door	£0.00	Russell Crawberry doing this as part of price.	YES	
	Total One-Off Costs	£6,110.00			
	Budget	£0.00			
Mortuary/Viewing Area					
Downs Flooring	Flooring	£850.00		YES	YES
Russell Cawberry	Cover for wood pannelling or Paint	£2,050.00		YES	
Russell Cawberry	Mortuary and viewing area paint/dec	£427.50		YES	
Russell Cawberry	Fix damaged walls	£0.00	Included (Free)	YES	
Russell Cawberry	crash rail bar	£310.00		YES	
	Total One-Off Costs	£3,637.50			
	Budget	£0.00			
IPU Kitchen					
Downs Flooring	Fit new flooring / remove all equipment	£1,960.00		YES	YES
Downs Flooring	Kitchen lobby & store	£765.00		YES	YES

Russell Cawberry	Paint/dec	£763.10		YES	
	Total One-Off Costs	£3,488.10			
	Budget	£0.00			
Patient Bathrooms					
Downs Flooring	Replace flooring	£3,600.00		YES	YES
Downs Flooring	Add waterproof wall cladding	£5,100.00		YES	YES
	Total One-Off Costs	£8,700.00			
	Budget	£0.00			
New Family Room					
Russell Cawberry	Turn doctors office into family room electrics/paint/dec	£1,302.00		YES	
Downs Flooring	Flooring	£300.00		YES	YES
Innova	family room New Furniture	£1,380.00		YES	YES
Innova	Fish tank & IPU seating area new furniture	£5,140.00		YES	YES
	Total One-Off Costs	£8,122.00			
	Budget	£0.00			
Ward Manager Office					
Russell Cawberry	Paint & Dec	£685.00		YES	
Downs Flooring	Flooring	£200.00		YES	YES
	Total One-Off Costs	£885.00			
	Budget	£0.00			
IPU Office					
Russell Cawberry	Replace lighting	£625.00		YES	
Downs Flooring	Flooring	£300.00		YES	YES
Russell Cawberry	Paint & Dec	£1,364.50		YES	
	Total One-Off Costs	£2,289.50			
	Budget	£0.00			
Other					
Flintham Cabins	Containers Extra Cost	£480.00	£12 per container per week.	YES	YES
Aether Medical Gases	X12 Oxygen flow meters.	£674.40		YES	YES
Downs Flooring	store room flooring by reception.	£350.00		YES	YES
Downs Flooring	Volunteer locker room flooring	£350.00		YES	YES
Downs Flooring	IPU office & store flooring	£500.00		YES	YES
Gemini Blinds	Extra blinds for New, office, Managers, office, family rm & IPU.	£934.05		YES	YES
Flintham Cabins	Containers delivery/removal	£1,000.00	£250 per container for each delivery/removal.	YES	YES
Russell Cawberry	Replace bed head protectors	£1,958.76		YES	
Russell Cawberry	Extra RCL OH/P	£1,030.21		YES	
Tom Childs Landscape	Drainage X12 including soakaway.	£3,350.00		YES	YES
	Total One-Off Costs	£10,627.42			
	Budget	£0.00			
	Total	£43,859.52			
	Budget	£50,000.00			
	Remaining	£6,140.48			

Report for Remuneration Committee December 2021

Pay Review April 2022

St Raphael's Background

2021-22 has continued to be a difficult year for all staff. The impact of the pandemic across all teams has been significant, increasing workloads, challenging our way of working and frustrating our efforts to engage with each other and with our community. Staff are weary.

In some ways the urgency and depth of the crisis arising from the pandemic in 2020-21 gave the team an impetus to press through and to manage the situation. The current year has been characterised by an arduous and draining continuation beyond where we had hoped and expected it.

No general pay increase was made in April 2021 but a one-off award of £900 pro-rata to worked time during the year was made to recognise the spirit and efforts of the team. This was sufficiently well received for the 0% pay review not to have caused any known disquiet.

In 2021 we have demonstrably struggled to recruit to our nursing and HCA team and this was recognised as being due to the disparity between St Raphael's pay scales and NHS Agenda for Change pay scales. This was addressed in October 2021 at an un-budgeted cost of c.£250k per annum. Non-clinical teams remained on 0% increase.

The key increase arising from the AfC alignment related to the adoption of the Outer London Weighting that recognises the higher cost of living compared to the rest of the country.

Economic Background

The CPI rate of inflation in the 12 months ending 31st October 2021 was 4.2% compared with 0.7% for the 12 months ending 31st October 2020. The Bank of England's Monetary Policy Report for November 2021 stated that "CPI inflation is now expected to peak at around 5% by April 2022" and that it is then expected to dissipate significantly and return to a level of around 2% in two years' time.

The labour market has strengthened beyond expectations a year ago, unemployment is low and many sectors are competing to recruit from a reduced pool of skilled workers following the return to their home countries of many international workers during the pandemic and the reduced opportunity for return following Brexit.

Work in the hospitality and retail arena have seen notable increases in pay with Aldi, who are opening a store on London Road shortly, offering a minimum of £11.07 per hour for staff within the M25. The current minimum wage is £8.91 and set for a 6% increase to £9.50 in April. We follow this rate for our lowest paid workers (housekeepers and shop assistants) and the local competition is relevant.

Living Wage

St Raphael's currently has 26 staff (13 perm and 13 bank) on the minimum wage of £8.91 per hour. Three more are paid at the rate of £9.32 which is below the new minimum wage of £9.50 due to take effect from April 2022 and to which we must adhere. This will cost £11,842.

The Living wage does not recognise any London weighting. However, there is the "Real Living Wage" which many companies adhere to and this does weight the additional costs of living in London. It currently has an outside London rate of £9.90 and a London rate of £11.05. These are both expected to increase in April 2022.

St Raphael's aim is to be a good employer and this includes recognising and valuing low paid work appropriately. It is desirable to meet the Real Living wage, but at this point it is not felt to be economic. It would cost around £70,000 in addition to the £11,842 noted above if we were to align to the Real Living Wage.

However, a step beyond the minimum legal level is felt to be worth considering. We would like to aim for an increase to £10.25 this year (compared to the new minimum of £9.50). We would then aim (but not announce) to reach the current level of £11.05 next year, by which time the advised rate will have risen twice. By the third year we may be able to reach the target of achieving the Real London Living Wage. This would be a great attribute as an employer.

Increasing the minimum to £10.25 would cost an additional £14,176 on top of the £11,842 we are required to do. There would also be some differentials to maintain (increasing shop manager salaries to keep 75p per hour differential). This would add between £10k and £15k depending upon the general increase being agreed (the more the general increase, the less the additional cost to reach the level of maintaining the differential).

As a package, this suggestion would add around £40k to the wage bill compared to a budget of £12k for these staff.

Other Increases

There are relatively few other specific increments to suggest for the current pay round. The suggested group would add £7k. We will run through this in the meeting.

Budget implication

The original budget included a 2% allowance for pay increases. In the light of pressures, this has been superseded by the current forecast which assumes 4%. As the AfC staff will increase in line with the NHS annual increment (which may be more or less than the 4% assumption), this report focusses on the other staff.

The table below summarise the costs of a general increase of between 2% and 5% and also the implementation of a £10.25 minimum wage.

NB - The forecast has also taken account of the increase of 0.625% for NIC which added £25k to the budgeted costs.

Non AfC staff	2%	3%	4%	5%
Bring team to new Minimum Wage	£11,842	£11,842	£11,842	£11,842
To step staff towards Real London Living Wage	£14,176	£14,176	£14,176	£14,182
To maintain differential	£15,955	£14,891	£12,764	£10,637
Cost to enhance low paid package	£41,973	£40,910	£38,782	£36,661
other standard	£34,785	£50,040	£66,619	£83,274
other one-off	£7,812	£7,615	£7,417	£7,219
Total	£84,571	£98,564	£112,818	£127,154
Amount in forecast	£83,220	£83,220	£83,220	£83,220
Costs to add to (deduct from) budget	£1,351	£15,344	£29,598	£43,934

Recommendation

The strategy of EVE is reliant upon recruitment and retention of an excellent team, their motivation and engagement with the vision and the practice of one team with one goal. The demonstrable struggle to recruit to our clinical team arising from below market pay has been addressed in recognition that the risk associated with recruitment was a higher and more immediate risk to the service than the risk associated with not raising the additional funding to cover the costs. The future increases for clinical staff are now to be decided by NHS and we will need to honour those decisions going forward.

With cost pressures in the economy we also need to ensure that the non-clinical team members will be retained and motivated and that our drive for excellence is not undermined by under-valuing our broader team.

The CPI level of 4.2% rising to 5% will impact all staff on an ongoing basis, they will also pay an additional 0.625% NIC with effect from April 2022. We feel that we should consider the general increases at the level of 4% or 5% together with the enhanced minimum of £10.25 and would invite the Remuneration Committee to consider endorsing this recommendation to the Board. This will add c£30k to our current forecast for 4% or £44k for 5% and the Board will need to consider whether this is affordable in the context of our constrained finances.

Nick Stevens and Gail Linehan – Joint CEOs 6th December 2021