

St Raphael's Hospice
Meeting of the Finance & Resources Committee
To be held using Zoom Video Conferencing
At 14:00 on Tuesday 6th July 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)

Item	Time	Description	Purpose	Lead
1.	14.00 – 14.05	Welcomes, apologies for absence and declarations of interest	Discussion	Chair
2.	14.05 – 14.20	Review of minutes from 18 th May 2021 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	
4.	14.20 – 15.00	2021/22 Year-to-date Finance Report including: <ul style="list-style-type: none"> • Management accounts – detailed & summary • Balance sheet & cash movements • Update on investments • IT and Facilities • Statutory Format Accounts + Gift in Kind 	Discussion	NS, NV, JG
5.	15.00-15.20	Discussion on potential retender of external audit	Discussion	Chair
6.	15.20-15.40	Finance & IT/Facilities risk register	Discussion	NS, NV
7.	15.40-15.50	Update on Hospice approach to pensions	Discussion	NS, NV
8.	15.50 – 16.00	Any Other Business & Date of next meeting	Discussion	Chair

Dates of future meetings:

- Wednesday 8th September 2021, 2-4pm
- Wednesday 10th November 2021, 2-4pm

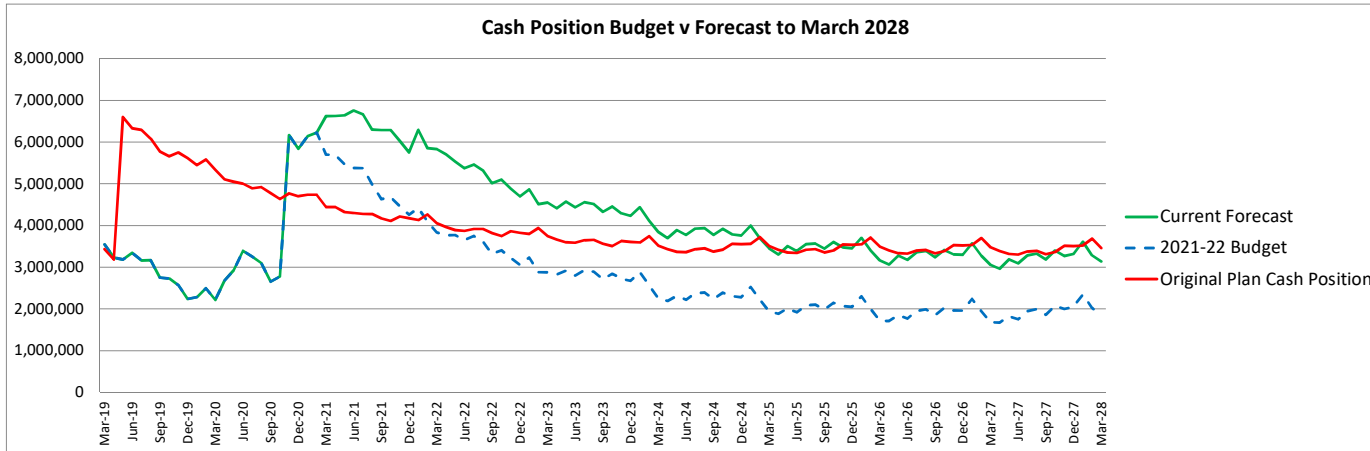
SAINT RAPHAEL'S HOSPICE
Finance Sub-Committee Action List

Reference	Lead	Description	Target Date for Completion	Comments	Date Completed
13.01/03/NS	Nick Stevens	Add FTE staff numbers to staff salaries summary	By March 2021 meeting		Complete
13.01/06/NS	Nick Stevens	Include funds to 2024/25 in figures submitted to the Board for approval	By March 2021 Board meeting		Complete
10.03/05/AM	Anna Machin	Update Terms of Reference and submit to Board for approval	March 2021		Complete
10.03/02/JR	Joe Ryan	Bring together detailed proposal on Fundraising Database spend	Detailed update give at May/June meeting cycle		Complete
10.03/03/JR	Joe Ryan	Communicate recommendation to keep reserve funds in NatWest at upcoming Board meeting	Discussed at March 2021 meeting; could raise again at June Board meeting		Complete
18.05/01/NS, JR	Nick Stevens, Neena Vadgama	Bring together department Finance Risk Register and share initial draft with Committee Chair	July meeting		Complete
10.03/01/NS, JR	Nick Stevens, Joe Ryan	Ensure legacies strategy discussed at upcoming Board meeting	Planned for July 2021 Board		In progress
10.03/04/Committee	Committee	Oversee external audit review and possible tender for 2021/22 accounts	Summer 2021 - update on meeting agenda		In progress

Management Accounts May 2021	Year To Date				Full Year										
	Actuals 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	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	(158,648)	(218,116)	59,468	33,904	(76,553)	935,199	(577,381)	(684,749)	107,368	(490,006)	(353,677)	(145,032)	(116,652)	4,001	38,990
Depreciation	24,154	32,672	(8,519)	39,779	233,035	164,112	209,314	240,654	(31,340)	284,378	318,105	304,186	234,597	193,168	167,873
Decrease/(Increase) in Debtors	209,800	(79,013)	288,813	462,279	(981,075)	(223,412)	1,191,522	(38,424)	1,229,946	(230,209)	1,673	1,673	36,673	1,673	81,673
(Decrease)/Increase in Creditors	(42,364)	(85,710)	43,345	200,709	(59,763)	3,640,923	(992,900)	(1,011,990)	19,090	(607,647)	(507,626)	(407,551)	(289,354)	(187,986)	(87,953)
Net cash (expended)/ generated by operations	32,941	(350,166)	383,107	736,671	(884,356)	4,516,822	(169,444)	(1,494,509)	1,325,065	(1,043,484)	(541,524)	(246,724)	(134,735)	10,856	200,584
Purchase of Fixed Assets	(13,966)	(119,525)	105,559	(24,703)	(445,856)	(234,848)	(619,998)	(610,841)	(9,157)	(237,199)	(160,000)	(150,000)	(150,000)	(120,000)	(120,000)
Increase / (Decrease) in Cash	18,975	(469,691)	488,665	711,969	(1,330,212)	4,281,974	(789,442)	(2,105,350)	1,315,908	(1,280,683)	(701,524)	(396,724)	(284,735)	(109,144)	80,584

Management Accounts May 2021	Year To Date				Full Year										
	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Actuals 2020-21	2021-22	2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Balance Sheet															
Fixed Assets	551,378	649,235	(97,857)	4,261,394	4,276,470	561,565	972,248	932,569	39,680	925,069	766,964	612,778	528,181	455,013	407,140
Debtors	1,566,565	882,814	683,751	1,090,674	1,552,953	1,776,365	584,843	842,225	(257,382)	815,052	813,378	811,705	775,031	773,358	691,685
Cash at Bank	6,639,281	5,469,402	1,169,878	2,926,905	2,214,936	6,620,306	5,830,864	3,833,744	1,997,121	4,550,181	3,848,658	3,451,934	3,167,199	3,058,055	3,138,639
Creditors	(3,934,815)	(3,565,112)	(369,702)	(536,966)	(336,256)	(3,977,179)	(2,984,279)	(2,638,831)	(345,448)	(2,376,633)	(1,869,007)	(1,461,457)	(1,172,103)	(984,117)	(896,165)
Net Assets	4,822,409	3,436,339	1,386,070	7,742,006	7,708,102	4,981,057	4,403,676	2,969,706	1,433,970	3,913,670	3,559,993	3,414,960	3,298,308	3,302,309	3,341,299

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SRH Detailed Income and Expenditure	Month of May					Year To Date					Full Year			
	Actual	Budget	Variance	Prior Year	Variance	Actual	Budget	Variance	Prior Year	Variance	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	Variance to Forecast
31st May 2021														
NHS Grants	133,192	129,344	3,848	127,432	5,760	260,624	258,687	1,937	254,864	5,760	1,729,185	1,554,060	1,552,123	(1,937)
NHS Other Fees	0	711	(711)	0	0	0	1,252	(1,252)	0	0	46,286	16,734	17,986	1,252
Hospice Grants	2,863	0	2,863	223,452	(220,588)	3,519	0	3,519	445,300	(441,780)	1,535,222	43,519	40,000	(3,519)
St Bede's Income	0	1,005	(1,005)	0	0	0	2,010	(2,010)	0	0	1,500	7,000	10,040	3,040
DoC Rent Gift in Kind	10,000	10,000	0	10,000	10,000	20,000	20,000	0	0	20,000	50,000	120,000	120,000	0
Education Income	0	433	(433)	0	0	0	865	(865)	0	0	6,500	4,326	5,192	865
Other income	10,000	11,438	(1,438)	0	10,000	20,000	22,875	(2,875)	0	20,000	58,000	131,326	135,232	3,905
Investment Income	417	721	(304)	1,103	(685)	862	1,399	(537)	2,322	(1,461)	5,318	7,035	7,571	537
Orangery Income	0	1,250	(1,250)	0	0	0	2,500	(2,500)	0	0	1,641	23,000	25,500	2,500
Operating Income	146,472	143,463	3,009	351,987	(205,514)	285,005	286,713	(1,708)	702,486	(417,481)	3,375,652	1,775,674	1,778,412	2,738
Staff Costs	(255,674)	(269,104)	13,430	(252,200)	(3,474)	(505,434)	(527,128)	21,694	(497,733)	(7,702)	(3,120,576)	(3,211,485)	(3,186,758)	24,727
Training, Recruitment and subscriptions	(2,770)	(2,996)	226	(979)	(1,791)	(8,111)	(6,118)	(1,994)	(2,239)	(5,872)	(29,268)	(44,907)	(43,227)	1,680
Food and Catering	(1,658)	(3,317)	1,659	(1,114)	(544)	(2,809)	(6,881)	4,071	(2,582)	(228)	(16,511)	(38,026)	(42,277)	(4,251)
Cleaning and Waste Disposal	(1,046)	(3,099)	2,053	(3,107)	2,061	(3,786)	(6,626)	2,840	(5,430)	1,645	(31,782)	(33,390)	(36,145)	(2,755)
Travel and Motoring Expenses	(721)	(2,340)	1,619	(708)	(14)	(1,453)	(4,788)	3,334	(922)	(531)	(8,418)	(21,707)	(28,784)	(7,077)
Drugs, Dressings and Consumables	(8,148)	(11,906)	3,758	(6,878)	(1,270)	(15,362)	(19,089)	3,728	(17,535)	2,174	(102,166)	(104,386)	(108,785)	(4,399)
Rates and Utilities	(6,173)	(7,990)	1,817	(6,695)	521	(13,286)	(14,790)	1,504	(14,569)	1,283	(76,346)	(80,838)	(83,822)	(2,984)
Repairs and Maintenance	(12,170)	(6,864)	(5,306)	(5,545)	(6,624)	(20,547)	(13,882)	(6,665)	(8,513)	(12,034)	(131,886)	(90,367)	(83,001)	7,366
Telephones, Postage, Stationery & IT	(3,972)	(5,160)	1,188	(5,596)	1,624	(7,108)	(10,275)	3,167	(9,638)	2,530	(54,687)	(49,790)	(63,564)	(13,774)
Events	0	(104)	104	0	0	0	(208)	208	0	0	0	(728)	(1,248)	(520)
Communications and Marketing	(2,051)	(200)	(1,851)	0	(2,051)	(2,051)	(400)	(1,651)	0	(2,051)	(503)	(4,051)	(2,400)	1,651
Other Direct Costs	(15,791)	(13,710)	(2,081)	(1,687)	(14,104)	(27,138)	(28,692)	1,555	(2,524)	(24,614)	(79,403)	(171,112)	(177,475)	(6,363)
Depreciation	(6,820)	(10,243)	3,424	(16,495)	9,675	(15,210)	(20,378)	5,168	(32,990)	17,780	(155,282)	(125,673)	(163,823)	(38,150)
Direct Cost of Service (incl Depreciation)	(314,944)	(336,728)	21,785	(301,004)	(13,939)	(620,244)	(658,646)	38,402	(594,674)	(25,570)	(3,806,324)	(3,971,679)	(5,614,900)	(45,980)
Net Service Cost	(168,471)	(193,265)	24,794	50,982	(219,454)	(335,239)	(371,933)	36,694	107,812	(443,051)	(430,672)	(2,196,006)	(2,239,248)	(43,242)
Staff Costs	(59,901)	(57,610)	(2,291)	(39,808)	(20,093)	(116,730)	(114,110)	(2,619)	(80,352)	(36,378)	(695,112)	(693,864)	(687,820)	6,044
Training, Recruitment and subscriptions	(560)	(3,301)	2,741	(53)	(507)	(1,314)	(6,224)	4,911	(725)	(589)	(7,634)	(29,572)	(37,785)	(8,213)
Telephones, Postage, Stationery & IT	(9,332)	(8,280)	(1,052)	(6,995)	(2,338)	(16,419)	(13,257)	(3,161)	(15,543)	(876)	(89,629)	(95,684)	(91,498)	4,185
Professional Services	(13,271)	(4,816)	(8,455)	(6,300)	(6,971)	(16,046)	(9,633)	(6,414)	(8,715)	(7,331)	(62,761)	(78,641)	(59,785)	18,856
Insurance	(2,721)	(3,200)	479	(2,282)	(439)	(5,386)	(6,400)	1,014	(4,622)	(764)	(37,467)	(38,386)	(42,561)	(4,175)
Communications & Marketing	(610)	(3,400)	2,790	0	(610)	(610)	(6,800)	6,190	(717)	107	(1,577)	(32,710)	(40,800)	(8,090)
Other Costs	(3,130)	(1,476)	(1,654)	(3,704)	574	(4,269)	(3,669)	(600)	(7,659)	3,390	(14,408)	(22,561)	(22,202)	359
VAT	0	(2,040)	2,040	(17,901)	17,901	(471)	(4,080)	3,609	(26,923)	26,452	(109,656)	(30,871)	(24,480)	6,391
Support Costs	(89,527)	(84,123)	(5,404)	(77,043)	(12,483)	(161,244)	(164,174)	2,930	(145,255)	(15,989)	(1,018,243)	(1,022,289)	(1,006,932)	15,357

SRH Detailed Income and Expenditure	Month of May					Year To Date					Full Year			
31st May 2021	Actual	Budget	Variance	Prior Year	Variance	Actual	Budget	Variance	Prior Year	Variance	Current F'cast 2020-21	Current F'cast 2020-22	Budget 2021-22	Variance
Income Generation														
Legacies	2,000	99,000	(97,000)	0	2,000	158,000	138,000	20,000	366	157,634	1,918,142	1,000,000	1,000,000	0
Donations	83,949	90,570	(6,621)	84,220	(272)	137,242	170,167	(32,925)	140,040	(2,798)	1,117,902	1,158,967	1,191,893	32,925
Gift Aid	0	4,528	(4,528)	0	0	0	8,508	(8,508)	0	0	104,783	51,086	59,595	8,508
Staff Costs	(32,828)	(31,336)	(1,491)	(29,709)	(3,119)	(64,057)	(62,672)	(1,385)	(53,628)	(10,429)	(403,540)	(456,030)	(457,892)	(1,862)
Training, Recruitment and subscriptions	(303)	(550)	247	(169)	(134)	(588)	(1,100)	512	(579)	(9)	(5,030)	(6,139)	(6,541)	(402)
Rent, Rates and Utilities	(2,285)	(2,406)	122	(2,513)	228	(4,780)	(4,970)	190	(4,872)	92	(30,633)	(30,940)	(30,973)	(33)
Repairs and Maintenance	(371)	(973)	602	(464)	94	(677)	(1,334)	657	(1,339)	662	(6,700)	(5,379)	(5,474)	(95)
Telephones, Postage, Stationery & IT	(1,458)	(2,972)	1,513	(1,551)	93	(2,674)	(5,938)	3,264	(2,592)	(82)	(48,795)	(47,821)	(67,220)	(19,399)
Events and Communications	(11,212)	(8,167)	(3,045)	(6,789)	(4,422)	(15,013)	(16,333)	1,320	(7,317)	(7,696)	(55,854)	(138,770)	(140,091)	(1,321)
Other Costs	(2,260)	(4,094)	1,834	(2,244)	(16)	(4,395)	(8,633)	4,238	(3,504)	(891)	(42,201)	(51,615)	(56,697)	(5,082)
Net Fundraising Contribution	35,232	143,600	(108,368)	40,780	(5,548)	203,057	215,695	(12,638)	66,575	136,482	2,548,074	1,473,360	1,486,601	13,241
Lottery Income	30,028	36,880	(6,852)	30,732	(704)	68,249	66,383	1,866	69,149	(900)	454,014	461,261	459,720	(1,541)
Staff Costs	(3,075)	(7,146)	4,071	(3,076)	1	(6,207)	(10,222)	4,014	(6,152)	(56)	(38,565)	(62,998)	(81,679)	(18,681)
Agency Staff	0	0	0	240	(240)	0	0	0	240	(240)	327	0	0	0
Printing, Postage and Marketing	0	(6,844)	6,844	0	0	0	(8,110)	8,110	(266)	266	(15,766)	(20,988)	(33,098)	(12,110)
Bank, Management and Other Charges	(4,051)	(4,169)	118	(4,046)	(5)	(8,640)	(7,850)	(790)	(8,798)	158	(52,038)	(58,496)	(59,430)	(933)
Lottery Prizes	(6,000)	(7,575)	1,575	(6,000)	0	(13,500)	(13,635)	135	(13,500)	0	(82,000)	(94,907)	(95,042)	(135)
Net Lottery Contribution	16,902	11,147	5,755	17,850	(948)	39,902	26,566	13,336	40,673	(772)	265,973	223,872	190,471	(33,401)
Shop Income	66,445	60,768	5,677	0	66,445	100,049	91,868	8,181	891	99,158	147,858	973,152	964,971	(8,181)
Gift Aid	0	3,342	(3,342)	0	0	0	5,053	(5,053)	0	0	8,462	48,021	53,073	5,053
Rent received	975	975	0	975	0	1,950	1,950	0	1,950	0	11,700	11,700	11,700	0
Other Income	0	0	0	25,833	(25,833)	4,000	0	4,000	51,667	(47,667)	35,672	4,000		(4,000)
Staff Costs	(36,427)	(48,748)	12,321	(11,904)	(24,523)	(72,789)	(91,676)	18,887	(21,689)	(51,100)	(276,848)	(532,315)	(561,246)	(28,932)
Training, Recruitment and subscriptions	(202)	(437)	235	(225)	22	(698)	(875)	177	(450)	(248)	(1,772)	(4,925)	(5,102)	(177)
Consumables and Goods for Resale	(1,242)	(1,700)	458	(75)	(1,168)	(6,893)	(3,400)	(3,493)	(100)	(6,793)	(17,192)	(24,927)	(21,834)	3,093
Cleaning and Waste Disposal	(1,090)	(2,872)	1,782	(152)	(937)	(2,684)	(5,743)	3,059	(234)	(2,451)	(16,832)	(30,836)	(33,661)	(2,825)
Rent, Rates and Utilities	(26,687)	(32,229)	5,542	(24,074)	(2,613)	(53,489)	(64,458)	10,969	(48,111)	(5,377)	(412,671)	(344,596)	(379,108)	(34,512)
Repairs and Maintenance	(4,380)	(800)	(3,580)	(67)	(4,313)	(18,819)	(1,600)	(17,219)	(2,199)	(16,621)	(34,662)	(25,372)	(10,152)	15,219
Depreciation	(4,367)	(3,788)	(579)	(3,290)	(1,077)	(8,734)	(7,576)	(1,159)	(6,580)	(2,155)	(45,048)	(44,359)	(48,520)	(4,161)
Telephones, Postage, Stationery & IT	(2,371)	(1,780)	(591)	(797)	(1,573)	(3,088)	(3,560)	472	(1,546)	(1,542)	(18,481)	(20,301)	(20,860)	(559)
Other Costs	579	(1,760)	2,338	(259)	837	(2,224)	(3,519)	1,295	(409)	(1,815)	(8,929)	(19,815)	(20,128)	(313)
Bank, credit card and cash collection	(770)	(1,561)	791	(1,588)	818	(978)	(3,122)	2,144	(1,777)	799	(5,603)	(16,916)	(19,060)	(2,144)
Professional Services	(82)	(1,000)	919	(5,180)	5,098	(5,758)	(2,000)	(3,758)	(6,410)	651	(70,130)	(15,758)	(12,000)	3,758
Insurance	(1,294)	(1,139)	(155)	(452)	(842)	(1,635)	(2,279)	644	(904)	(731)	(5,458)	(13,071)	(13,715)	(644)
Net Shops Contribution	(10,913)	(32,729)	21,816	(21,253)	10,341	(71,790)	(90,937)	19,147	(35,901)	(35,889)	(709,933)	(56,318)	(115,642)	(59,324)
Net Shortfall before DoC funding	(216,776)	(155,369)	(61,407)	11,316	(228,092)	(325,314)	(384,782)	59,468	33,904	(359,219)	655,199	(1,577,381)	(1,684,750)	(107,369)
Other income	83,333	83,333	(0)	0	83,333	166,666	166,667	(1)	0	166,666	280,000	1,000,000	1,000,000	(0)
Shortfall for period	(133,443)	(72,036)	(61,407)	11,316	(144,759)	(158,648)	(218,116)	59,468	33,904	(192,553)	935,199	(577,381)	(684,750)	(107,369)
Total Income	413,202	522,860	(109,658)	493,747	(80,545)	921,162	935,309	(14,147)	966,549	(45,387)	7,454,186	6,483,861	6,519,363	35,501
Total Costs	(546,646)	(594,896)	48,251	(482,431)	(64,214)	(1,079,810)	(1,153,425)	73,615	(932,644)	(147,165)	(6,518,987)	(7,061,242)	(7,204,113)	(142,871)
Total Net	(133,443)	(72,036)	(61,407)	11,316	(144,759)	(158,648)	(218,116)	59,468	33,904	(192,553)	935,199	(577,381)	(684,750)	(107,369)

St Raphael's Hospice

**Annual Report and Financial Statements
31st March 2021**

Company Limited by Guarantee

Registration Number; 11732567 (England and Wales)

Charity Registration Number: 1182636

**St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021**

Contents

Reports

Reference and administrative details of the charity and its trustees and of the Hospice	2
Trustees' report	3
Independent auditor's report	15

Financial Statements

Statement of financial activities	17
Balance sheet	18
Statement of cash flows	19
Principal accounting policies	20
Notes to the financial statements	23

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Reference and administrative details of the charity and its trustees

Trustees	Mr Norman McWhinney Mr Alan Cogbill Sister Veronica Hagen Mr Paul Holmes Mrs Marian Norman Mr Roderick O'Conner Sister Kathleen O'Reilly Mr Joseph Ryan Dr Joy Tweed	Chair Vice Chair; F&R, CQ&G HR, F&R HR, F&C F&C F&R F&R CQ&G
Committee Members	Dr Caroline Chill Mrs Heather Howell (retired April 2021) Mr Ed Cook Bernard Marley (Appointed May 2021)	CQ&G HR F&R F&C
Clerk to the Trustees	Ms Anna Machin	
Executive Team	Mrs Gail Linehan Mr Nick Stevens Ms Rebecca Trower Ms Sara Jane Woods	Joint CEO Joint CEO Clinical Director Director of Income Generation
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	
Operating address	As above	
Telephone	020 8099 7777	
email	enquiries@straphaels.org.uk	
Website	www.straphaels.org.uk	
Auditor	Buzzacott LLP, 130 Wood Street, London, EC2V 6DL	
Principal bankers	National Westminster Bank plc, 93 Central Road Worcester Park, Surrey, KT4 8DZ	
Committees	Clinical Quality and Governance Committee (CQ&G) Finance and Resources Committee (F&R) Fundraising and Communications Committee (F&C) Human Resources Committee (HR)	

Chair and Joint CEOs' Report

This has been a year like no other with the COVID-19 pandemic having a truly global impact on individuals, communities and nations. Every aspect of the Hospice was affected and all that we do needed to be re-appraised in order to manage the situation and serve our patients to the very best extent we were able. In the midst of this, on 31st October 2020, St Raphael's Hospice finalised its amicable and long awaited independence from the Congregation of the Daughters of the Cross of Liege (DoC), the charity that had "birthed" the Hospice in 1987.

All the operational assets and liabilities have been gifted by the DoC and the land and building leased for twenty years at a peppercorn rent. We are hugely grateful to them for this and for their continued support and encouragement. The staff team all transferred under the TUPE regulations and there has been no change or interruption to the day to day work as a result of the transfer.

We are delighted that all who had been serving on the Advisory Committee, helping to steer St Raphael's under the DoC governance, have continued to serve under this new, independent legal entity either as Trustees or on the Committees. Together with the staff team, the Trustees are determined to follow our five year strategic plan which is designed to ensure that the Hospice remains financially sustainable for the long term without undue reliance upon the exceptional level of legacies that we have enjoyed in recent years.

We are pleased to be able to report that the work of St Raphael's Hospice, caring for and serving the people of Merton and Sutton with expertise, compassion and kindness, was carried on throughout the year despite the pandemic. Our team has worked tirelessly and selflessly, pushing through their own personal concerns in order to care for our patients and for their loved ones. When we say "our team" we mean exactly that. We have been proud to witness how all our staff colleagues and volunteers, whether working in the direct clinical areas or in our retail, fundraising or support teams, have pulled together as one.

We are investing in a programme of change to deliver our "EVE" strategy; focussing first on the *excellence* of all our services; raising our *visibility* with the communities we serve to provide reassurance that we will be there when needed; and increasing our *engagement* with these communities so that we can learn more about how we can improve and offer the opportunity for engagement with us through partnering, volunteering and fundraising.

During the year, as part of this drive, we recruited to some vitally important roles, including to all three of our specialist palliative care consultant posts, a physician associate, several key nursing roles and to our new Clinical Director post. These new colleagues join our fantastic team at an exciting juncture in our history. This is the team that can embed continual improvement and our ambition for excellence in everything we do.

We were pleased to secure re-accreditation with Investing in Volunteers after a thorough audit of our practice over many months. We would like to acknowledge and thank all our volunteers, many of whom had to step down during the pandemic, whilst others joined and some were able to continue to support our work. We are also thankful for the continued support of our many donors, lottery players and all who have contributed to our finances in order to fund the work we do. We are grateful to those who remember us in their wills, as legacies play a huge role in ensuring we are sustainable. In this year of pandemic we have also benefitted from the Furlough Scheme, additional funding from our CCGs and from Grants arranged and administered by Hospice UK and funded by HM Treasury. These have been vital in seeing us through this exceptional year and were timely and effective. The grants recognise the vital role that hospices play in providing specialist palliative and end of life care free of charge to communities around the country and we hope that this recognition will enable even better partnership between hospices and the wider health sector going forward.

The financial statements included in this Annual Report and Accounts only reflect the five months of activity since independence on November 1st, aside from a very small number of transactions that ran through this charity earlier in the year, and so only tell a part of the story. The Trustees Report, particularly in respect of describing what has happened in the period and what we had planned to do, will allude to the operations of the Hospice across the whole year in order to provide a fuller picture of all that has gone on with the charitable activity that is St Raphael's Hospice.

Norman McWhinney
Chair

Gail Linehan
Joint CEO

Nick Stevens
Joint CEO

**St Raphael's Hospice
Trustees Report 31st March 2021**

Achievements for the year

<p>In 2020-21 Our Team undertook 3,000 visits to patients homes despite the pandemic (2020: 4,800)</p>	<p>In 2020-21 Our In Patient Unit cared for 174 patients (2020: 207)</p>	<p>In 2020-21 Our Community Team made 27,500 calls to patients, families and professionals (2020: 20,200)</p>
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In our report for last year there were three major strands to the plan for 2020-21:

1. Managing the COVID-19 situation
2. Setting a date for Independence
3. Delivering on the first phase of the five-year plan

1. Managing the COVID-19 situation

The whole Hospice team was engaged in the management of the crisis arising from the pandemic. This included restricting the footfall on site; arranging appropriate PPE and protocols for all staff, in particular frontline teams; agreeing to provide additional capacity to the NHS; revising the approach to caring for patients under the social distancing and lockdown constraints; cancelling fundraising events and closing shops; furloughing some staff, re-deploying others and managing rotas under difficult conditions; collaborating with the wider sector and becoming adept in the use of video conferencing and home-working.

The Hospice continued to adapt to the changing circumstances as the year developed. Staff worked from home where they could, or from our offices which were appropriately adapted. The team exhibited great flexibility and resolve which enabled the work of the Hospice to proceed throughout by finding new ways to connect with and support our patients, their families and with out volunteers and supporters. Our Education team hosted a number of staff reflective forums which addressed the impacts on staff and adjustments were made accordingly. We were pleased to be part of the first phase of vaccinations in December but, despite this, the usual winter pressures were compounded by the highly virulent variant of the coronavirus that was circulating and there was an outbreak within the Hospice that led to a closure for two weeks in late January and early February. The Hospice was commended on its management of the outbreak and has remained without any COVID positive cases amongst our staff since that time.

Although the charity shops were all shut for much of the year, we were able to re-open some of our charity shops as "donation stations" which received large volumes of donated goods under carefully managed distancing and quarantining protocols. The retail team also responded very positively when some re-opening was allowed in the Summer months and before Christmas but, with much of the year remaining under lockdown, the shops were closed for long periods.

The Hospice has benefitted from the grants that have been made available to the sector by HM Treasury and administered by Hospice UK, for which it is very grateful. It has also benefitted from the furlough grants for staff and business grants from the local authorities where we have shops.

2. Setting a date for Independence

Having been delayed from 31 March 2020 as a result of the pandemic, the Trustees agreed a new date for the transfer of the activities of St Raphael's Hospice into the independent charity of the same name, being 31 October 2020. In the circumstances, the event was managed without fanfare but nonetheless represents an important new step in the history of the Hospice.

Communication with staff and stakeholders focussed on continuity of activity and this was exemplified by the transfer of the CQC registration at that date. In a similar way the banking arrangements moved from one governance to another without any change to daily operations and staff were all successfully "TUPE'd" across.

Following the gifting of the operating assets by DoC to St Raphael's Hospice charity, the convent made a grant of £3.6m in order to support the five year plan to move the Hospice to a point of financial stability without reliance on the exceptional levels of legacies as noted below.

3. Delivering on the first phase of the five year plan

Despite the uncertainty, the Hospice pressed on with its five year plan to reach a point of financial sustainability that does not rely upon the continued support of the DoC, nor on the need for an exceptional level of legacies (defined as being over £1m per annum). This plan has three key components:

Excellence – the purpose of the charity is to deliver specialist end of life palliative care to the communities of Merton and Sutton boroughs. We aim to be excellent in all that we do in the Hospice, in the Community and through all our other work, including our retail and fundraising endeavours.

Visibility – St Raphael's Hospice provides a reassuring expertise for everybody at the end of life. That reassurance increases with excellence and yet it is only felt when it is known. Raising the profile of St Raphael's Hospice within the communities we serve will raise the level of comfort and confidence the population have that an excellent service will be there for them and their loved ones when they need it.

Engagement – there is a great deal of goodwill towards hospices and this, we believe, will increase with the current upsurge in recognition of the importance and value of front line medical care. We will seek to engage with our communities so that they have the opportunity to volunteer with us, fundraise for us, donate to us or partner with us.

Recruitment - Several key roles have been recruited to in 2020-21. These include a full team of three specialist palliative care consultants, Dr Jenny Strawson, Dr Gaby Tamura Rose and Dr Naomi Collins (joining in July 2021). Working as a peer team, in rotation between the IPU and the Community, alongside our clinical nurse specialist teams, specialty doctors, nurses and psychological support professionals, these roles will support and strengthen our excellence. They have been joined by a physician associate, the first such role, we understand, in a hospice; several new nursing colleagues, including development posts, and our second Education nurse lead. A new executive post, the Clinical Director, with overall responsibility for service delivery was also recruited to; Rebecca Trower joined us from our neighbouring Hospice, Princess Alice (PAH), with a remit to drive forward the Clinical Action Plan and to lead the changes that can embed excellence in all that we do.

Training - Having recruited to our second Education Nurse lead role, the team were heavily engaged all year in the provision of guidance and practical support to our COVID management effort. However, they also managed to complete the planned creation and implementation of the on-line PAH Learning Zone project to deliver our mandatory training to all staff and volunteers. Plans to engage with expertise in the charity retail sector to train our staff in this specific area were interrupted by the pandemic but the skills were passed to key team members who can now roll this out to the wider team.

Team Structures - New for the year was the Joint-CEO arrangement bringing together two different experience and skillsets behind the one vision. A small Executive which meets fortnightly supports the decision-making whilst a new group, the Strategic Leadership Team (SLT) is designed to ensure that the breadth of skills available can be brought together to drive the EVE project. A consequence of the pandemic was that boundaries between teams naturally blurred as staff covered one another in new ways. This helped with the objective to minimise silo working and to connect teams operating in different parts of the organisation so that the Hospice acts, thinks and is perceived as one team and everyone involved feels responsible for the whole.

Volunteers - Plans to increase our recruitment of volunteers, in order to broaden and deepen the capability of the Hospice to serve our community, were interrupted. Many volunteers had to stand down due to their own risk factors or due to the need to minimise footfall in the Hospice. Some may not feel able to return and we have established a new "St Raphael's Alumni" group which, we hope, will provide a way to continue our relationship with former volunteers. We reorganised the staff team to reflect three core strands: the Hospice, the Community and Income Generation. Initial steps were taken to work with all managers in specifying how volunteers can help their team improve our service delivery and increase our recruitment and management of volunteers by targeted marketing. This will be continued in the new year. Work on the Investing in Volunteers audit also continued throughout the year, via video conference and virtual meetings, culminating in success across each of the nine "indicators".

Communications - We successfully recruited to a new digital marketing role to support our Communications Manager in raising our visibility through social media, our website and via direct marketing techniques. A Comms Strategy has been agreed and we have commenced a number of projects to improve recognition of the Hospice across Merton and Sutton.

St Raphael's Hospice
Trustees Report 31st March 2021

Shops - We engaged with sector specific expertise to overhaul our retail process including enhanced use of data, pricing policy, layout and stock rotation. We trained a number of our staff in relevant skills and revised the structure through which they operate. We opened one new shop, on Wimbledon Village High Street, a key geography we aim to reach. The shop has raised a great deal of interest and has performed above expectation during the times it was possible to be open.

Fundraising - Plans to grow our supporter groups and increase regular donors were put on hold as a result of the pandemic which limited all opportunities to meet face to face. However, the team were creative in finding virtual ways to make connections and these proved to be very well supported financially. One of many successes was the "Reindeer Run" which had been started the previous year with four schools and raised £4k. As our staff could not attend assembly at schools in 2020, they made a video for schools to show about the Hospice and sixteen schools participated, raising £42k.

Facilities - Our small facilities team continued to improve the Hospice Grounds and Buildings. With volunteer help, our gardener, Pete Morris, planted 10,000 crocuses that lifted hearts in the spring (and he was also awarded a Gold "Our Health Heroes" award) whilst his colleague, Mervin Kelchure, re-painted many of the Hospice offices and, with volunteer support, the reception area. This area also received new furniture, bi-fold doors and a re-laid courtyard patio. Plans to refresh our IPU were completed and the work will be done in August 2021.

HR - HR successfully upgraded its Select HR system, introducing a recruitment module and also completed work to simplify our payroll process in preparation for taking this activity in-house. The work of the team grew significantly as they managed the furlough system, changing work and holiday patterns, sickness matters and self-isolation as well as providing an important point of contact for staff with questions about the frequently changing rules arising from the pandemic. They also successfully ran the TUPE process for all our payroll staff.

IT - Work on the completion of the transition to our newly upgraded Citrix environment was delayed by the imperative to provide all the teams with mobile communications allowing them to work from home and connect virtually at short notice. Nonetheless, the project was successfully completed and a seamless transition accomplished. Staff who need it now have access to social media for work and to emails on their mobile phones as well as up to the minute Microsoft 365 products including "Teams" video conferencing as well as "Zoom" options.

Plans for 2021-22

1. Embedding Excellence

- The critical element of our drive for excellence in all that we do is our team. In the next financial year we will complete our medical team with the third consultant joining from July and we will aim to recruit to all our vacancies in our clinical teams, adding some capacity to enable us to maintain service levels in the event of staff departures. We will revise how our Community services are delivered by assigning caseload across three geographically based teams to ensure continuity of patient experience and contact.
- Having been released from the intensity of pandemic management, the Education team can re-focus on training our internal staff and volunteers. They will also seek to develop filmed resources to support professionals within and outside the Hospice as well as patients and their families. We will plan a course aimed at providing skills for staff in nursing and care homes, filmed and accessible online.
- We will continue the work to improve our Hospice buildings. In August our IPU will be closed for a refresh; all areas will be repainted; the flooring will be replaced and levelled to aid access to the newly re-laid private patio areas and with new patio furniture; digitally managed lighting will be installed and the digital/audio/visual capability will be upgraded to enable patients and their families to access services that they might be used to at home; a new air-handling system will be installed to improve ventilation for patient bathrooms and other areas. We will engage with a charity providing artworks for healthcare settings, to brighten the public areas.
- Recognising how the beauty of the outdoors, sight sound and scent, can impact wellbeing, we will complete the planting of our newly re-laid and opened up reception courtyard. We will launch a campaign aimed at raising the funds to transform our front lawns into welcoming and embracing garden spaces that will offer areas for privacy, play for children, for community, for remembrance and for the enjoyment of nature.
- Building on the success of our one room "Men's Den", we will install a 30ft log cabin beside our Wellbeing Centre to provide a space for men to meet to share experiences and pursue hobbies in a supportive and practical way.

St Raphael's Hospice
Trustees Report 31st March 2021

- Data is increasingly important to St Raphael's and we will invest in an upgrade to our donor database, Raisers' Edge (RE), to provide easy access to high quality reporting and planning tools for our fundraising team. We will also invest in data-cleansing measures to ensure our data is up to date, necessary and without duplication and error.
- We will also review the options for our Volunteer data management with the aim to install the RE volunteer module as part of the programme of change.
- We will streamline our timesheet system, test a new payroll system and aim to bring our payroll function in-house. This will avoid duplicated effort, save costs and provide greater flexibility and control over timeframes.

2. Raising Visibility

- Having recruited a new part time Digital Assistant, we will train a selected group of motivated staff and volunteers to develop our social media presence under the authority of updated guidance and policies. We will also work to enhance our website dynamism and content.
- We will equip our staff to film training and other sessions, create a portfolio of photos, information and video clips that can be used to improve internal and external communications online and in print.
- We will create a new portfolio of information leaflets and volunteer role descriptors that can be made available in relevant locations across Merton and Sutton boroughs.
- We will seek to recruit a part time PR and editorial assistant and increase our presence in local publications, including a regular, themed advertorial in "My Merton" Magazine and other similar publications.

3. Widening our Engagement

- We will widen the reach of our Wellbeing Centre by launching a new "Living Well" programme aimed at people living with or caring for those with a life limiting condition, even if not referred to our Hospice service.
- We will work with neighbouring Hospices who have already progressed with the Compassionate Neighbours programme to prepare for rolling out the project at St Raphael's. The scheme, described as a "social movement" works alongside existing social networks that already provide "neighbourly care and support", providing access to skilled support and training, signposting and advice.
- Our Psychological support team will continue to link with Universities and Colleges to grow the number of final year students on supervised placements who provide sessions for our patients' families from six to twelve. We will also develop a menu of services and extend our offer to six days per week, whilst reaching a wider demographic.
- We will acquire a be-spoke vehicle to support engagement in the market-place with potential lottery players and donors. We will train a team of volunteers as ambassadors for the Hospice to connect with communities and to offer fundraising opportunities such as lottery, small events and activities. We will recruit two new fundraising roles and commence the development of major donor groups and events as well as increase the number of our locally based supporter groups across Merton and Sutton.
- We will start the process of growing volunteers across all areas, including department and specialist skills volunteers, retail, lottery and supporter Group volunteers and we will trial a "young clinical volunteers" opportunity for A-level students wanting to pursue a clinical career.

Structure, governance and management

The Trustees, who are also the directors of the charitable company for the purposes of company law, present their report and the financial statements of St Raphael's Hospice for the year ended 31 March 2021.

The financial statements are presented in accordance with the accounting policies set out on pages 20 to 22 therein and comply with the Memorandum and Articles of Association of St Raphael's Hospice and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and 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 UK and Republic of Ireland (FRS 102).

Constitution

St Raphael's Hospice is a charitable company limited by guarantee (11732567) incorporated on 18 December 2018. It is registered as a charity with the Charity Commission (1182636). Its governing document is its Memorandum and Articles of Association.

Charitable objects

The object of the charity is the relief of illness and suffering in accordance with the teaching, rites and practices of the Catholic Church, by:

1. The provision of palliative care, treatment or relief of people of all ages with active, progressive or advanced illness on the basis of need regardless of their religious, cultural or ethnic background;
2. The provision of care and support to those who have experienced loss and bereavement, in particular families, friends and carers;
3. Conducting, promoting or commissioning research into the care, treatment and relief of people suffering from advanced, active and progressive illness and by providing for the dissemination of the results of such research; and
4. The provision of education and training for professionals and volunteers engaged in palliative care.

Public benefit

The Trustees give careful consideration to the Charity Commission's guidance on public benefit when setting the Hospice's aims and objectives and planning activities. St Raphael's Hospice contracts with Merton and Sutton Clinical Commissioning Groups (CCGs) to provide support to people whose GP practice is based within the London Boroughs of Merton and Sutton, a population of around 420,000. Access to our services is on the basis of need and open to anyone via referral from a healthcare professional, or, in the case of bereavement support and the new Living Well programme, self-referral. There is no charge to patients or their families for any of our care services. In addition to the direct benefit there is an indirect benefit to all residents who can be reassured that the Hospice will be there for them or for their loved ones, should they ever need it.

The normal referral process is for people who are facing the last phase of their life (twelve months or less) who need hospice or palliative care, support and/or advice. For instance, they may need help with:

- Symptom control.
- Psychological or spiritual issues.
- Terminal care
- Difficult decisions, advanced care planning, or conversations about managing end of life care.
- Support for family or friends.
- Clinical and nursing care provided by the Community team alongside practical and companionship support provided by Hospice at Home or by our volunteer Hospice Neighbours in their home.
- Wellbeing and Living well services for patients and other self-referred community members together with their carers.

The Hospice supports adults in Merton and Sutton who have been referred to the Hospice and have agreed to that referral. If they do not have the mental capacity to do so we will consider how we can help meet their best interests within the context of legislation such as the Mental Capacity Act, Mental Health Act and Deprivation of Liberty guidance.

Families, carers or those close to a patient accepted for hospice services can be referred or access certain services in their own right, when they are affected by the patient's illness or death. These include bereavement support and counselling, attendance at the Men's Den, Living Well and other sessions held in the Wellbeing Centre.

The Trustees

The Board of Trustees (which constitutes the Board of Directors for the purposes of the Companies Act) comprises a minimum of five and a maximum of twelve trustees, of whom a majority must be Catholic. They should meet as a Board at least five times per year.

The Board delegates powers and responsibilities to the following committees: Clinical Quality and Governance, Finance and Resources, Fundraising and Communications and Human Resources (which is also the Remuneration Committee). Terms of reference define responsibilities and delegated authority and are reviewed regularly by the Board.

St Raphael's Hospice
Trustees Report 31st March 2021

The membership of committees is made up of Trustees, independent advisors who are selected for their specialist expertise and senior managers of the charity. Minutes of committee meetings are circulated to the Board and Committee Chairs provide a report to the Board on major issues and decisions.

The Board is responsible for the running of the charity and delegates the operational activity to the joint CEOs and the Executive Team whose pay is reviewed annually by the Remuneration Committee.

Trustees' responsibilities statement

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its income and expenditure for each period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company which enables them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- So far as they are aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Limitation of liability

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantors at 31 March 2021 was 9. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Principal risks and uncertainties

The management of risk remains a key priority for the Hospice. Risk assessments are undertaken for every aspect of its operation ranging from clinical risk assessments, which are undertaken on a continual basis, through health and safety assessments for everyday tasks to comprehensive assessments of all aspects of major fundraising events.

Staff continue to be dedicated to the prevention, identification and reporting of incidents, accidents and near misses. The Hospice has an effective feedback infrastructure including governance and clinical management meetings that review the actions and learning points identified in previous incidents to ensure that improvement remains continuous. The reporting system is supported by the electronic patient record which remains a corroborative source for the reporting of patient incidents.

The Board of trustees review the corporate level risk register, prepared by the executive, on a regular basis and each Committee reviews the relevant risk register for that discipline. The principal risks facing the Hospice and the steps being taken to *mitigate* them are as follows:

Income - insufficient income is raised to deliver our charitable activities: The Hospice needs to raise around 75% of the total running costs from voluntary sources, with the remaining 25% being granted by the NHS. There is a continual risk that insufficient income is generated to cover this gap and there is a particular reliance on high levels of legacy income which is outside the control of the charity.

The Trustees and the Executive team have set a target level of operating cash that is designed to enable it to manage the fluctuations of income year on year. It has diversified its income streams and is pro-active in seeking new ways to raise additional regular income. In addition to this level of reserve, the Hospice also has a deferred income balance of £3.3m (which is represented in cash at bank) which is intended to offset the forecast shortfalls arising over the next five years whilst the charity undertakes its strategy of EVE. This strategy is designed to increase income and achieve a sustainable level of regular funding that does not rely upon exceptional legacy levels (which is assumed to be annual total legacies in excess of £1m).

People - inability to recruit and retain specialist staff against a backdrop of an aging staff profile and potentially increasing NHS pay

The Trustees and the Executive team monitor morale, staff benefits, remuneration and engagement through staff reflections, exit interviews, regular HODs meetings (Heads of Department) and aim for open communication throughout the team. Internal training and development opportunities are designed to maximise work satisfaction and flexibility in working hours is facilitated wherever possible. We aim to ensure that work-life balance is positive, working environment is improving, our staff/patient ratio is lower and all clinical staff receive supervision.

Environment - The consequential impacts arising from the Covid-19 pandemic on the economy and other uncertainties may cause a reduction in the actual or in the planned increase to the income generation, volunteer recruitment or our ability to raise profile and engage with our community that harms the sustainability of the Hospice.

In addition to the grant funding in place to support the Hospice achieve its objectives on a sustainable basis, there remains a discretionary additional sum held by DoC on the understanding that it may be deployed to support a sustainable future should circumstances require it. The Trustees and the staff team are committed to finding innovative ways to reach the communities we serve with a message of excellence and reassurance, face to face and by other mechanisms, notwithstanding the restrictions to meeting that the pandemic has brought about.

IT and Data - The Hospice is reliant upon its IT infrastructure, systems, data management and web connectivity in delivering its service. All these systems are at risk of failure or interruption through malicious or accidental intervention, putting patient services and data at risk.

A robust back-up system is in place with a 2-3 hour turnaround for critical patient information. Our experienced and expert team are supplemented by a 24/7 support service with an expert consultancy that was involved with the installation and configuration of our systems. Risk is spread by the use of multiple servers and a failover power source. Anti-virus & anti-malware software is used on all servers & computers, updated in real-time. Firewalls control unauthorised entry from the internet and web-filtering software prevents users from accessing unsafe websites. Staff are educated to avoid risks from phishing attacks backed up by regular simulations to ensure compliance. Mandatory training includes cyber security for all staff.

Clinical Quality Assurance

Great importance is given by the Trustees to the Hospice's clinical governance arrangements. The Clinical Quality and Governance Committee meets four times each year and monitors the activities of the sub-committees and receives detailed reports from Clinical Director and feedback from the Medical Consultants. In addition to providing an opportunity to thank the managers and their staff for their contributions to the success of the Hospice, the Committee is able to demonstrate engagement and accountability, to manage patient safety, to gain insight and to manage the risks facing the Hospice.

The Committee receives the minutes of the following Hospice committees and questions and challenges the relevant senior staff:

- The Quality Improvement Committee focusses on multiple aspects of clinical, and corporate governance including data clinical audit, clinical and corporate effectiveness including guideline and policy development, practice development and NICE Quality Standards / CAS / MHRA clinical safety alerts, clinical incident management, patient/user feedback, organisational and regulatory assurance, infection control and complaints.
- Drugs and Therapeutics Committee focusses on all medicine issues including management of Control Drugs (CDs), Medicines Incident Analysis, staff competency, service and practice developments e.g. nurse prescribing and patient self-administration, policy and guideline review, and medical gases. Each meeting is attended by an independent pharmacist who also audits all aspects of medicines management every fortnight. The Chief Pharmacists from Merton and Sutton CCGs are invited to attend or send representatives, and receive the minutes of the committee's meetings as routine. The minutes are included in the Merton and Sutton Medicines Management Committee. To inform the management of medicines the Accountable Officer (CD AO) attends the regional Accountable Officer Local Intelligence Network meetings; incidents involving controlled drugs are discussed with the committee.

St Raphael's Hospice
Trustees Report 31st March 2021

- Health and Safety Committee (which includes Water Quality as a regular agenda item) receives reports from managers involved in health and safety matters across the range of Hospice activities and reviews incidents to ensure good practice evolves and improves on a continual basis.

Care Quality Commission (CQC)

The most recent inspection of the Hospice by the CQC was in November 2019. The subsequent report was published in April 2020. Whilst noting a number of areas of outstanding practice, the report also recommended that the carpet in the IPU be replaced and that the navigation of the electronic notes system be improved. Actions to comply with these recommendations have been taken and the flooring will be renewed as part of a wider IPU refresh in August 2021. The complete text is available from the CQC website or via the CQC "widget" on the Hospice website's homepage.

We are pleased that the quality of care was recognised as being "Good" in all of the 5 domains of care; namely that our services are safe, effective, caring, responsive to people's needs and well-led.

Complaints

All complaints or comments about the service provided are taken very seriously by the Hospice. Complaints are dealt with in line with the Complaints Policy and are fully investigated and reflecting on complaints is one of the ways we seek to maintain standards and improve practices. All complaints are reported to the Advisory Committee and onwards to the Trustees. A new incident reporting system, Datix, has been installed and will commence operation upon relevant staff being fully trained. This process was delayed during the COVID-19 crisis.

Trustee and employee liability insurance

The charity has purchased insurance to protect the itself from any loss arising from the neglect or default of its Trustees and Employees and to indemnify the Trustees or other Officers against the consequences of any neglect or default on their part. The insurance premium amounted to £38,250 and provides public and employer cover up to a maximum of £10m.

Employees

During the previous accounting period, the charity had no employees. It took on the workforce of St Raphael's Hospice under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) with effect from 1 November 2020. In so doing, it inherited the policies and procedures of the Hospice. For the purposes of this Report, the staff are treated as having continuous service and comparable information relates to their employment in the same roles under the previous governance.

St. Raphael's Hospice is an Equal Opportunities Employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Selection criteria and procedures are constantly reviewed to ensure that individuals are selected, promoted and treated on the basis of their relevant merits and abilities. All employees will be given equal opportunity and where appropriate and possible, special training to enable them to progress both within and outside the organisation. St. Raphael's Hospice is committed to a programme of action to make this policy effective and to ensure that it is brought to the attention of all employees.

Pay

The annual pay review was prepared by the Executive and ratified by the Board on 26 March 2021. In the light of the uncertainties arising from the pandemic, it was agreed that no general pay increase would be offered but that a one-off award of £900 (pro rata to months worked, whether on site or from home, during the year) would be made to recognise the exceptional efforts made by the whole team during a very difficult year (2019-20: 1.7%, under the previous governance of St Raphael's Hospice).

We continue to follow the principles of the "living wage" for our lower paid staff which lifted our minimum payment for any member of staff to £8.91 per hour. The staff impacted by this commitment largely work in our housekeeping and retail teams. Some additional changes were made to maintain differentials.

Annual Leave

The effective date for the annual leave year is 1 April to coincide with the financial year end and to minimise the impact of leave not yet taken (the holiday accrual). In the exceptional circumstances of the pandemic, HM Govt. made a commitment that employees could carry unused holiday forward for a maximum of 2 years. As a result, St Raphael's enabled some unused holiday to be purchased (at a cost of c£18k) and has accrued for remaining unused leave, amounting to £55k.

St Raphael's Hospice
Trustees Report 31st March 2021

Voluntary staff turnover remained level at 13% for contracted employees (2019-20: 13%). This is in line with the UK average which is 12-15%. A further five staff left involuntarily (4%).

At the year end the Hospice had 140 contracted employees (2019-20: 148) of whom 47 were full time and 93 part-time (2019-20: 46 and 102). The Hospice also has 25 active bank staff who do not want to commit to working specific regular hours and are offered work as and when the need arises (2019-20: 47).

Employee profile

At the year end the Hospice clinical staff had the following age profile. This presents a risk as a significant number are approaching retirement over the course of the next five years. The risk has reduced in year as there is a gain of 3 in the under 43 age-group and a reduction of 7 in the over 53 group.

Clinical Staff By Age	under 33	33-42	43-52	53-62	over 63
As at 31 March 2021	8	9	18	33	3
As at 31 March 2020	8	5	19	37	6

Volunteers

St Raphael's Hospice relies on a large number of volunteers who freely contribute their time and expertise. They impact and add value to all areas of our work and this is hugely appreciated. The risks associated with the pandemic, the closure of shops and the need to restrict footfall across all sites, led to many volunteers being stood down for the duration. Nonetheless, there was still a considerable contribution to core services including our reception, our gardens, administration and our Trustee group. There were 247 volunteer roles undertaken in the year, amounting to 9,557 hours of time (2019-20: 830 roles and 51,850 hours). This provides an estimated financial value of £240,000 (2019-20: £594,000).

The breakdown of volunteer roles for the Hospice activity this year (under both governance jurisdictions) was as follows:

Volunteer Numbers	2020-21	2019-20
Reception	31	74
Office and Administration	55	13
Ward and Patient-facing	7	81
Flowers and Gardens	16	17
Psychological Support	10	19
Hospice Neighbours and Biographers	11	20
Orangery Café	6	28
Trustees and Committees	11	13
Training and Mentoring	10	3
Corporate Volunteers	0	48
Hospice Total	157	316
Shops	54	188
Fundraising Administration	5	18
Subtotal	216	522
Supporter Groups	31	308
Total	247	830

Fundraising

St Raphael's Hospice employs an experienced fundraising and donor management team under the leadership of the Director of Income Generation. We also have two commercial contracts with third-party fundraisers. Salvia Fundraising acts on our behalf by fundraising from Trusts, Foundations and The Big Lottery Fund whilst Sterling Lotteries runs our weekly draw and our two raffle draws each year. At the end of this reporting year we had 5,229 weekly players (2020: 5,976) with 7,558 chances to win (2020: 8,388).

St Raphael's Hospice
Trustees Report 31st March 2021

St Raphael's Hospice Community Fundraising Team also manages 8 volunteer Supporter Groups (2020: 8). These are committees which fundraise in their local area on behalf of the Hospice by organising events, attending fairs, placing collection cans, banking funds and supporting Hospice-run activities. The pandemic caused much activity to cease, however, our groups currently contain 31 active members (2020: 71). They are all issued with a Supporter Group Information Pack which includes a banner, leaflets etc. This contains guidance including how each group should be run, what support to expect from the Community Fundraisers, the process of joining a group, suggested areas of activity and what is expected from members, how to bank funds and the process of distributing collection cans. We are signed up to the Institute of Fundraising and we follow its Code of Practice. Each Supporter Group member receives a photo ID badge to allow them to fundraise and collect legally on behalf of St Raphael's.

During the period of this report there were no reported failures in compliance with the Fundraising Regulator or other regulatory bodies (2020: none).

St Raphael's also benefits from the support of individual fundraisers who carry out activities in aid of the Hospice. At first point of contact they are asked to complete an online event form to ensure contact details are retained and intentions are made clear. A fundraising pack is sent which includes legal advice, e.g. gambling laws surrounding raffles. The office keeps in regular communication with these fundraisers and ensures funds raised are received by the Hospice as swiftly as possible.

There were no complaints received in the period to be reported to the Gambling Commission in our return (2020: none).

We have continued to ensure that we protect vulnerable people from undue pressure to donate or support our charitable work we adhere to the following Fundraising Promise:

- We will always tell you about how you are making a difference to the lives of our patients, their families and friends
- We will always take action if others acting on our behalf fail to meet our high standards.
- We will never phone you unless you have expressed an interest in our work
- We will always check first that you are happy to speak to us when we phone
- We will never sell your data to anyone else or share it without your permission
- If you tell us you don't want to hear from us again, or want to hear from us less, we will always respect that

Financial review

As a result of the transfer of assets and liabilities relating to the operation of the Hospice from the Congregation of the Daughters of the Cross of Liège (DoC) on 31 October 2020, the results are not comparable to the previous accounting period. During the period ending 31st March 2020 there were very few transactions and this continued during the first 7 months of the year ending 31 March 2021. From 1 November 2020 there was full activity and the related transactions.

The operating assets and liabilities of the Hospice activity were gifted by DoC to the St Raphael's Hospice charitable entity with a value of £3.4m including cash of £2.7m. In addition a grant of £3.6m was made to the charity by DoC in order to support the five year plan to achieve a sustainable future for the Hospice. This has been treated as deferred income (a creditor on the balance sheet) to be released over the life of the project with £280k released in the current financial year.

Net income before transfers for the year ended 31 March 2021 was £1,362k compared with net income of £214k for the period ended 31 March 2020.

The charity's total income for the year was £4,334k (2020: £214k) including legacies amounting to £1,480k, £952k relating to the NHSE Covid Hospice Support Scheme and £135k from UK Govt Covid Furlough Scheme. Costs of charitable activities amounted to £1,967k and cost of raising funds to £1,005k.

Acquisition and disposals of fixed assets during the year are recorded in the notes to the balance sheet.

The charity's cash balance at the end of the year amounted to £6.6m (2020: £48k) of which £3.3m related to the deferred income creditor (2020: Nil).

Reserves policy

Total funds at 31 March 2021 amounted to £5m (2020: £0.2m) including designated funds of £1,214k (2020: £168k). The designated fund is represented by the net book value of tangible fixed assets which are used in the day to day work of the Hospice and amounts set aside for fixed asset acquisitions in the next twelve months, and hence, the fund is not available for working capital commitments.

St Raphael's Hospice
Trustees Report 31st March 2021

Free reserves are that element of unrestricted funds which are available for future spending and are therefore calculated by taking the total unrestricted funds of the charity and deducting any balances not available for future spending, including designated funds which have been set aside by the Trustees for a particular purpose. The Trustees have decided that the required level of free reserves should be between three and six months' operating expenditure which is between £1.8m and £3.6m.

The free reserves at the end of the year amounted to £3.5m (2020: £46k) and the Trustees are happy that this is sufficient for the charity's foreseeable needs.

Going Concern

The Board and the Finance and Resources Committee regularly review the short and medium term financial forecasts and consider various scenarios and assumptions. The results for this financial year have exceeded expectations and, whilst the outworking of the Covid-19 pandemic remain uncertain, particularly its impact on retail and face to face fund-raising and events, the Trustees are satisfied that there are sufficient funds in current bank accounts to continue operating and meet liabilities as they fall due for the foreseeable future. The Board's view, therefore, is that the Hospice's balance sheet is sufficiently robust to provide resilience and that our reserves should allow the Hospice time to respond effectively and in a timely manner if income projections significantly deteriorate.

Auditors

Auditors Buzzacott LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006, unless the company receives notice under section 488(1) of the Companies Act 2006.

Approved by the Board of Trustees and signed on its behalf by:

Norman McWhinney: Chair

Date:

**St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021**

Auditor's Report

Wording to be supplied by Buzzacott in due course

**St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021**

Auditor's Report

Wording to be supplied by Buzzacott in due course

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Statement of Financial Activities

	Notes	Unrestricted			Total funds Year to 31 March	Total funds Period to 31 March
		General	Designated	Restricted		
		fund £'000	fund £'000	funds £'000		
				2021 £'000	2020 £'000	
Income and expenditure						
Income from:						
Donations and legacies	2	2,292	-	155	2,447	214
Other trading activities	3	289	-	-	289	-
Investments		2	-	-	2	-
Charitable activities						
Clinical Commissioning Groups		637	-	-	637	-
Other income		7	-	952	959	-
						-
Total income		3,227	-	1,107	4,334	214
Expenditure on:						
Raising funds	4	899	-	106	1,005	-
Charitable activities	5	956	-	1,011	1,967	-
Total expenditure		1,855	-	1,117	2,972	-
Net income (expenditure) before transfers		1,372	-	(10)	1,362	214
Transfer of St Raphael's Hospice Net Assets	16	2,635	446	324	3,405	-
Gross transfers between funds in connection with tangible fixed assets	13-14	(561)	600	(39)	-	-
Net movement in funds		3,446	1,046	275	4,767	214
Reconciliation of funds:						
Fund balances brought forward at 1 April 2020		46	168	-	214	-
Fund balances carried forward at 31 March 2021		3,492	1,214	275	4,981	214

A full comparative statement of financial activities is shown at note 18 to the financial statements.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Balance Sheet

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Fixed assets					
Tangible assets	9		562		168
Current assets					
Debtors	10	1,776		-	
Cash at bank and in hand		6,620		48	
		<u>8,396</u>		<u>48</u>	
Creditors: amounts falling due within one year	11	<u>1,597</u>		<u>2</u>	
Net current assets			6,799		46
Creditors: amounts falling due after more than one year			(2,380)		-
Total net assets			<u>4,981</u>		<u>214</u>
Represented by:					
Funds and reserves					
Income funds					
Restricted funds	13		275		-
Unrestricted funds					
. Designated funds	14		1,214		168
. General fund	15		3,492		46
Total funds			<u>4,981</u>		<u>214</u>

Approved by the Board of Trustees on:

and signed on its behalf by:

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Statement of Cash Flows	Notes	Year to 31 March 2021 £'000	Period to 31 March 2020 £'000
Cash flows from operating activities			
Net cash provided by operating activities	A	7,022	216
Cash flows from investing activities:			
Investment income		2	-
Purchase of tangible fixed assets		(135)	(168)
Write off of tangible fixed assets		100	-
Introduction of tangible fixed assets		(417)	-
Net cash used in investing activities		(450)	(168)
Change in cash and cash equivalents in the year	B	6,572	48
Cash and cash equivalents at 1 April 2020	B	48	-
Cash and cash equivalents at 1 April 2021	B	6,620	48

A: Reconciliation of net movement in funds to net cash (used in) provided by operating activities		Year to 31 March 2021 £'000	Period to 31 March 2020 £'000
Net movement in funds (as per the statement of financial activities)		1,362	214
Adjustments for:			
Depreciation charge		58	-
Investment income		(2)	-
(Increase) in debtors		(1,776)	-
(Decrease) increase in creditors		3,975	2
Introduction of Net Assets from DoC		3,405	-
Net cash (used in) provided by operating activities	A	7,022	216

B: Analysis of changes in net debt	2020 £'000	Cash flows £'000	2021 £'000
Cash at bank and in hand	48	6,572	6,620
Total	48	6,572	6,620

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

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.

Basis of accounting

The financial statements have been prepared for the year ended 31 March 2021 with comparative information provided in respect to the period ended 31 March 2020.

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) issued on 16 July 2014, 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 to:

- assessing the probability of receiving legacies of which the Charity has been notified;
- assessing the appropriateness of any provision needed against doubtful and bad debts;
- estimating the useful economic life of tangible fixed assets for the purposes of determining the depreciation charge; and
- assessing future income and expenditure for the purpose of assessing going concern.

With respect to the next reporting period, the impact of the coronavirus pandemic on the general economic environment is the critical factor that may affect the carrying value of assets held by the Charity.

Assessment of going concern

The management 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 Hospice management have considered the impact of the current Coronavirus pandemic 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; the Hospice's beneficiaries; and the Hospice's employees. The disruption caused by the pandemic to the Hospice's day-to-day operations and fundraising has been partly offset by Government support in the form of grants to the Hospice sector, furlough support payments and the Local Authority small business grants scheme, together with high legacy income. The Hospice has sufficient cash resources to continue for the foreseeable future, despite the current crisis.

The management 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.

Income recognition

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.

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.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

Income recognition, continued

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.

Shop income arises from the sales of donated goods at charity shops within the Surrey and Greater London areas and is accounted for on receipt. It is impractical to put a value on donated stock at the time of giving and therefore donated stocks have no value attributed to them in the financial statements.

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.

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. All expenditure is inclusive of irrecoverable VAT.

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 valuation on a depreciated replacement cost basis or 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%

Long leasehold property is depreciated evenly over the period of the lease.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

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.

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.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

2 Donations and legacies

Year ended 31 March 2021	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Donations	812	105	917
Gifts in kind	-	50	50
Legacies	1,480	-	1,480
2021 Total	2,292	155	2,447

Aside from a single gift of £100k received prior to independence, all donations and legacies relate to the five month period from 1st November 2020

<i>Period ended 31 March 2020</i>	<i>Unrestricted funds</i> <i>£'000</i>	<i>Restricted funds</i> <i>£'000</i>	<i>Total 2020</i> <i>£'000</i>
<i>Donations</i>	<i>200</i>	<i>14</i>	<i>214</i>
<i>2020 Total</i>	<i>200</i>	<i>14</i>	<i>214</i>

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 £50k for the five-month period since the transfer (2020 – £nil) based on £120k per annum. 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 £100,000 (2020: £nil) has not been reflected in the financial statements. This relates only to the five months from 1st November 2020.

3 Other trading activities

Year ended 31 March 2021	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Lottery income	205	-	205
Retail sales and related income	84	-	84
2021 Total	289	-	289

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.

Period ended 31 March 2020

There was no comparable activity to 31 March 2020

4 Cost of Raising Funds

Year ended 31 March 2021	Staff Costs £'000	Other Costs £'000	Support Costs £'000	Total £'000	of the total being	
					Restricted £'000	Unrestricted £'000
Fundraising	177	57	72	306	-	306
Lottery	16	56	-	72	-	72
Charity Shops	182	318	127	627	106	521
	375	431	199	1,005	106	899

Included above are operating lease rentals as follows:

Period ended 31 March 2020

There was no comparable activity to 31 March 2020

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

5 Charitable activities

Year ended 31 March 2021	Staff Costs £'000	Other Costs £'000	Support Costs £'000	Total £'000	of the total being	
					Restricted £'000	Unrestricted £'000
Hospice In Patient Unit	667	176	164	1,007	537	470
"Hospice at Home" Community Team	485	91	93	669	374	295
Psychological Support Team	65	15	14	94	94	-
Education	58	8	5	71	2	69
Orangery	15	7	14	36	1	35
Volunteers	35	9	8	52	2	50
Wellbeing Centre	24	8	6	38	1	37
	<u>1,349</u>	<u>314</u>	<u>304</u>	<u>1,967</u>	<u>1,011</u>	<u>956</u>

Period ended 31 March 2020

A £17 bank charge was the only comparable activity to 31 March 2020

See note 6 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.

6 Employee costs

All staff activity relates to the period from 1st November 2020 to 31st March 2021

Charitable Activities Year ended 31 March 2021	Salaries £'000	NIC £'000	Pensions £'000	Agency £'000	Other £'000	Total £'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
	<u>1,097</u>	<u>100</u>	<u>74</u>	<u>63</u>	<u>15</u>	<u>1,349</u>

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

Support Team Year ended 31 March 2021	Salaries £'000	NIC £'000	Pensions £'000	Total Staff Costs £'000	Non-Staff Costs £'000	Total Support Cost £'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
	<u>337</u>	<u>29</u>	<u>13</u>	<u>379</u>	<u>124</u>	<u>503</u>

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

6 Employee costs, continued

Period ended 31 March 2020

There was no comparable activity to 31 March 2020

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.

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

	2021	2020
	No.	No.
£60,001 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-

Key management personnel

Key management personnel comprise the trustees, the Joint- CEOs, the Clinical Director and the Director of Income Generation.

None of the trustees received any remuneration in respect of their services during the year (2020: £nil). No out of pocket expenses were reimbursed to trustees during the year (2020: £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 £152,509 (2020: £nil).

7 Employee numbers

Year ended 31 March 2021	Headcount		FTE		Headcount	FTE
	2021	2021	2021	2021		
Hospice In Patient Unit	34	26			-	-
"Hospice at Home" Community Team	26	19			-	-
Psychological Support Team	3	2			-	-
Education	2	2			-	-
Volunteers	2	1			-	-
Wellbeing Centre	4	2			-	-
Housekeeping and Orangery	22	9			-	-
Hospice Admin	7	4			-	-
Medical Team	10	5			-	-
Charitable Activities	110	70			-	-
Fundraising	12	10			-	-
Lottery	1	1			-	-
Retail Shops	25	18			-	-
Income Generation	38	29			-	-
Support Services	11	10			-	-
Executive and Finance	6	5			-	-
Support Services	17	15			-	-
All Staff	165	114			-	-
Year ended 31 March 2021	Headcount		FTE		Headcount	FTE
	2021	2021	2021	2021		
Permanent Full Time	38	38			-	-
Permanent Part Time	104	68			-	-
"Bank" variable hours	23	8			-	-
	165	114			-	-

In addition to our paid staff, St Raphael's Hospice benefitted from the support of 247 volunteers who contributed around £100,000 worth of time in 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 who were Trustees of the charity.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

8 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 enables it to reclaim a large portion of its VAT paid. A first return for the five month period amounted to a refund of £90k and this is included within debtors.

9 Tangible fixed assets

	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
Transfer from DoC	-	389	45	27	182	71	714
Transfer between classes	-	182	-	-	-	(182)	-
Additions	4	52	1	-	27	51	135
Written-off	(4)	(86)	(1)	-	(25)	(23)	(139)
At 31 March 2021	<u>49</u>	<u>537</u>	<u>45</u>	<u>44</u>	<u>184</u>	<u>19</u>	<u>878</u>
Depreciation							
At 1 April 2020	-	-	-	-	-	-	-
Transfer from DoC	-	250	15	-	32	-	297
Charge in year	2	29	4	8	15	-	58
Written-off	-	(32)	-	-	(7)	-	(39)
At 31 March 2021	<u>2</u>	<u>247</u>	<u>19</u>	<u>8</u>	<u>40</u>	<u>-</u>	<u>316</u>
Net book values							
At 31 March 2021	<u>47</u>	<u>290</u>	<u>26</u>	<u>36</u>	<u>144</u>	<u>19</u>	<u>562</u>
At 31 March 2020	<u>49</u>	<u>-</u>	<u>-</u>	<u>17</u>	<u>-</u>	<u>102</u>	<u>168</u>

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.

10 Debtors

	2021	2020
	£'000	£'000
Legacies Receivable	1,267	-
Prepayments	200	-
VAT receivable	90	-
Govt Covid Furlough Scheme repayment	58	-
NHSE Covid Hospice Support Scheme	145	-
Other Debtors	16	-
	<u>1,776</u>	<u>-</u>

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

11 Creditors

	2021	2020
	£'000	£'000
Amounts falling due within one year		
Trade creditors	67	2
Social security and other taxes	92	-
Lottery income received in advance	63	-
Other Creditors and Accruals	313	-
Deferred income Release of DoC grant	1,000	-
Other Deferred income	43	-
Provision for rental payments	19	-
	1,597	2

Amounts falling due after more than one year

	2021	2020
	£'000	£'000
Deferred income Release of DoC grant	2,320	-
Provision for rental payments	60	-
	2,380	-

12 Grant funding by The Congregation of the Daughters of the Cross of Liege

	2021	2020
	£	£
Brought forward at 1 April 2020	-	-
Introduced in the year	3,600	-
Released during the year	(280)	-
	3,320	-

A cash grant of £3.6m, given by the Congregation of Daughters of the Cross of Liège 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 £280k has been released to the SOFA in the current year and the release of £1m has been budgeted for the year to 31st March 2022 and is shown as "Creditors; amounts due in under one year" at note 11, above. The remaining balance of £2.32m is included under "Creditors; amounts due in more than one year" and is due to be released over the ensuing five years as the strategic plan progresses.

13 Restricted funds

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

	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	-	-	50	(50)	-	-
NHSE Covid Hospice Support Grant	-	-	817	(817)	-	-
UK Govt Furlough Scheme	-	-	135	(135)	-	-
Other restricted donations	-	120	13	(23)	-	110
	-	324	1,107	(1,117)	(39)	275

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

13 Restricted funds, continued

	<i>At 18th December 2018</i>	<i>Funds Introduced from DoC</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	At 31st March 2020
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	£'000
<i>Community car grant</i>	-	-	14	(14)	-	-
	-	-	14	(14)	-	-

The Bereavement support fund represents the funding of a bereavement support co-ordinator 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 refresh (due August 2021).

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 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.

The Community car grant was a grant provided to enable the charity to acquire a hybrid electric pool car for the use of the Community Team of St Raphael's Hospice and other members of the Hospice team on Hospice business.

14 Designated funds

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.

		<i>At 1st April 2020</i>	<i>Funds Introduced from DoC</i>	<i>Transfer between Funds</i>	At 31st March 2021
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	£'000
Fixed Asset Fund	Acquired	168	446	(52)	562
	Committed			100	100
	Budgeted within 12 months			552	552
		168	446	600	1,214

	<i>At 18th December 2018</i>	<i>Funds Introduced from DoC</i>	<i>Transfers</i>	At 31st March 2020
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	£'000
<i>Fixed Asset Fund</i>	-	-	168	168
	-	-	168	168

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 are contractually obliged to complete and "Budgeted" relates to proposed additions that have been approved by the Board of Trustees.

Committed and Budgeted expenditure includes £330k which relates to work proposed for the IPU and Hospice buildings refresh.

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

15 Analysis of net assets between funds

	Restricted funds £'000	General Fund £'000	Designated fund £'000	Total 2021 £'000
Fixed assets	-	-	562	562
Current assets	275	7,469	652	8,396
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	3,492	1,214	4,981
	<i>Restricted funds £'000</i>	<i>General Fund £'000</i>	<i>Designated fund £'000</i>	<i>Total 2020 £'000</i>
<i>Fixed assets</i>	-	-	168	<i>168</i>
<i>Current assets</i>	-	48	-	<i>48</i>
<i>Creditors: amounts falling due within one year</i>	-	(2)	-	<i>(2)</i>
<i>Total net assets</i>	<i>-</i>	<i>46</i>	<i>168</i>	<i>214</i>

16 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

17 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 2021 £'000	Land and buildings 2020 £'000
Commitments falling due:		
Within one year	313	-
Within one to two years	230	-
Within two to five years	394	-
	937	-

18 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 Edward Cook).

St Raphael's Hospice
Annual Report and Financial Statements
31st March 2021

Notes to the accounts

18 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 £150 was paid in the period in respect of these leases. The leases are valued at £120k per annum and a gift-in-kind is recognised in these financial statements for the five month period since the transfer at £50k. The notional rental of £50k is also recognised in these financial statements.

During the year, DoC made grants totalling £3.7m of which £3.6m related to the transfer agreement between DoC and St Raphael's Hospice. In addition to these grants, DoC gifted the net assets of the activity of the Hospice at a book value of £3.4m (see note 16, 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 9 such transactions amounting to £615k (2020: Nil).

There were no other related party transactions.

19 Capital commitments

At 31 March 2021 the charity was committed to a contract for the refreshing of the Hospice ward bedrooms and corridors amounting to £100k. The work will be completed in August 2021. There were no capital commitments as at 31 March 2020.

20 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 £54,579 (2020: £nil).

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 £40,656 (2020: £nil).

21 Statement of financial activities – 15-month period ended 31 March 2020

Notes	Unrestricted		Restricted Funds £'000	Total Funds £'000
	General Fund £'000	Designated Funds £'000		
Income and expenditure				
Income from:				
Donations and legacies	200	-	14	214
Total income	200	-	14	214
Expenditure on:				
Charitable activities	-	-	-	-
Total expenditure	-	-	-	-
Net (expenditure) income before transfers	200	-	14	214
Gross transfers between funds in connection with tangible fixed assets	(154)	168	(14)	-
Net movement in funds	46	168	-	214
Reconciliation of funds:				
Fund balances carried forward at 31 March 2020	46	168	-	214

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.	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 	3	2	9	<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 	2	2	6	Exec	Jun-21	Sep-21
2.	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	Exec	Jun-21	Sep-21
3.	Coronavirus negatively impacts Funding Streams	<ul style="list-style-type: none"> Financial Losses continue and cash drains 	<ul style="list-style-type: none"> Strong current cash position + high level of legacy income 	4	1	8	<ul style="list-style-type: none"> Retail and Donor performance being kept under review CCG considering further support in 2021-22 	3	1	6	Exec	Jun-21	Sep-21
4.	Inability to Grow Longer Term Funding Streams	<ul style="list-style-type: none"> Financial Losses continue and cash drains Reputational Damage 	<ul style="list-style-type: none"> Medium term plan includes provision for additional fundraising staff and resources Staff restructure completed to maximise team effectiveness Sufficient funds in place to ensure 3-5 years viability 	3	3	12	<ul style="list-style-type: none"> Mitigation funding has been agreed in principle to ensure time to react to unexpected changes to circumstance and to clear trends that require addressing 	2	2	6	Exec	Jun-21	Sep-21
5.	Difficulty in recruiting nurses and HCAs - NHS T&Cs not applied	<ul style="list-style-type: none"> Staff costs increase through higher pay or increased agency Reputational Damage as staffing issues hamper excellence 	<ul style="list-style-type: none"> Other benefits have been improved to offset any financial dis-benefit to staff 	3	2	9	<ul style="list-style-type: none"> Consider wellbeing enhancements to encourage recruitment for non-financial reasons Communicate the charitable nature of the work in a way to build engagement with the vision for all staff Sutton is akin to a "fringe" district in terms of cost of living rather than "outer London" 	3	1	6		Jun-21	Sep-21
6.	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		Jun-21	Sep-21
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		Jun-21	Sep-21
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		Jun-21	Sep-21
9.	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 	4	2	12	<ul style="list-style-type: none"> Ensure projects plans are documented and reviewed in advance of launch Ensure Board involvement in projects of scale 	4	1	8		Jun-21	Sep-21
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 A great Finance team in place to deal with issues 	2	1	4		Jun-21	Sep-21
11.						0				0			

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
	IT RISKS									
1.	Mains power failure to vital IT equipment.	Powerdown of key equipment would disable electronic communication and central IT services.	Key equipment supported by UPS batteries. Standby generator starts within minutes. Generator tested regularly. UPS batteries replaced when needed.	5	1	10	None	5	1	10
2.	IT System - LAN Failure	Switch / Router failure, or configuration corruption / deletion	Spare switch ready configured for replacement. Spanning tree protects against single device failure by rerouting connections. Backup copies of all configs kept.	4	2	12	None	4	2	12
3.	Major hardware failure	Major hardware failure can be caused by a range of events, both accidental and malicious. Depending on which hardware fails, vital services could be disrupted or communications lost.	For Servers, SANs, firewalls & NAS, dual components provide redundancy for single item failures. Warranty support contracts provide rapid response to replace failed parts.	4	2	12	None			0
4.	Cyber attack	Virus or other malware attack or software vulnerability. Malicious software can damage IT system, or prevent normal service by sheer volume of extra traffic. Problem could spread to many servers and/or computers and take days to clear. Denial of Service Attacks could affect internal or external systems.	Anti-virus & anti-malware software is used on all servers & computers. These are updated automatically in real-time. Software updates & security patches are applied when needed. Firewalls control unauthorised entry from Internet. Web filtering software prevents users from accessing unsafe websites. Email filtering blocks most unsafe emails. Staff are educated to avoid risks from fishing attacks. Simulated attacks are used to ensure that staff comply. Mandatory training now includes cyber security for all staff.	4	3	16	Replace aging firewalls with up-to-date devices. Regular penetration testing to be adopted to ensure long term protection from remote attacks.	3	3	12
5.	Loss of or corrupted backups	Backups of data are essential to protect against loss or damage to live production data storage	Lost or corrupted server data is protected by multiple levels of backup copies. Data is backed up weekly, daily or more frequently, as required. Data retention policy is 3 months in accordance with GDPR. Backups are stored securely in main Server Room & locked IT Store Room, with strictly controlled access. One backup copy is held off-line to protect against cyber attack.	5	1	10	Provision of a totally separate Disaster Recovery (DR) system will allow full testing of all data recovery operations.	4	1	8
6.	Loss of Leased Line (Internet)	Loss of internet connection to the Hospice could be due to faults, damage, commercial decisions or other external issues that may not be under control of the Hospice. Loss of the Internet connection would affect access to all web based information and email services. Software services which are hosted on-line would not be accessible.	SLA with leased line provider guarantees fastest possible recovery from loss of service. Emails are available on mobile devices for some staff. Internal Citrix system has caching enabled to permit continued use on-site during Internet connection failure.	3	1	6	Fail-over facility could be researched to provide alternative Internet access during failure. Could utilise 4G, 5G, satellite or other technologies.	1	1	2
7.	Failure of Outsourced Services	Potential for loss of service from outsourced services (Including Citrix, Exchange 365, SelectHR, Sage Cloud). Service quality & possible reputation and security risks.	Emails are available on mobile devices for some staff. Internal Citrix system has caching enabled to permit continued use on-site during external failures. Contractual agreements with third party suppliers.	2	3	8	None. Totally dependant on third party suppliers.	2	3	8
8.	Fire in Server Room	Fire in the Server Room or other vital space could damage vital equipment and stop computer or communication services.	No flammable material is stored within the Server Room. A smoke detector is installed in the Server Room. A CO2 fire extinguisher is available immediately outside the Server Room door.	3	1	6	An inert gas "sprinkler" system could be installed in the Server Room. Inert gas will not damage equipment, whereas foam can.	1	1	2
9.	Flood in Server Room	If cable ducts enter below ground level, then potential to carry water into building. Water could come from above from damaged / missing roof. Flooding could disrupt power and other cabling leading to loss of services. Possible associated danger to staff from water conducted electricity.	None.	3	1	6	Have waterproof material (e.g. plastic) available to place over server & switch cabinets to protect equipment in event of water ingress from above.	3	1	6
10.	Underfunding and obsolescence of IT resources.	Lack of investment leads to reliability and security issues, plus accumulation of long term maintenance backlog which reduces flexibility, reduces product quality, increases upgrade times and generates unpredictability.	Equipment is normally replaced when required. Current process of replacing all old equipment is continuing.	2	1	4	Existing IT 5 Year Budget has already detailed projected equipment costs for next few years.	2	1	4
11.	Loss of Key Personnel	Some systems may be understood by only one person, who could leave, become ill, have an accident, etc. Some systems could then be difficult to maintain, with extended downtime, or projects could be delayed.	Where possible, all systems should be understood by more than one person to protect against loss of a single staff member. The IT Department has a Network Administration Guide (NAG) which details all aspects of the configuration of the IT system & also details the support tasks which must be performed.	3	2	9	IT staff turnover rate is very low. However, more training should be scheduled to ensure that no support activity is the preserve of only one staff member.	2	2	6

IT and Facilities Risk Register 29-06-21										
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
12.	Theft of data	Theft of data would compromise privacy laws (GDPR) & could affect reputation.	All system data is protected by strong IT system access security (usernames & passwords) & where needed MFA. Data is only made available to staff on a need-to-know basis. Data access is regularly reviewed. Data cannot be taken offsite as all writable media (CD/DVD, USB, etc) are disabled except for IT issued encrypted USB pens. Web filtering prevents access to file transfer services. Unauthorised access is prevented by using MAC address authentication on all switch ports & VLANs to segregate data areas. Office 365 emails & other services are encrypted & monitored to prevent unauthorised data transfer.	2	3	8	None	2	3	8
13.	Theft of vital equipment or associated damage	Removal or damage to equipment could cause services to be disrupted until replacements installed. Confidential data could be taken. Risk to personal safety in a violent theft.	All infrastructure equipment is located in secured (locked) rooms or cabinets, these in turn being within door access controlled buildings. Computers, printers, WAPs, etc. are generally in open areas, but these are within the door access controlled buildings. Any equipment not as above is usually of low cost & these areas are generally covered by CCTV monitoring. Spare equipment is usually available.	1	1	2	None	1	1	2
14.	Major supplier goes out of business	Major supplier goes out of business or taken over by a rival. Leads to inability to maintain specific items, unreliability or high cost of replacing everything supplied.	All current suppliers are major providers in the sector, so there is a low probability of being unavailable. New suppliers are always evaluated to try to ensure long term availability & support.	2	1	4	None	2	1	4
15.	Failure of applications software	Failure of applications software, eg triggered by incompatibility due to changes in related systems or by increased demands. This could lead to unavailability of particular services and possible extra costs.	For general applications (e.g. Microsoft Office), adopting industry standard products should ensure long term usability & compatibility. Bespoke software is subject to providers being major players who can support environment (e.g. operating system) changes.	2	1	4	None	2	1	4
16.	Loss of telephone connection	Loss of VoIP telephone connection would disrupt all normal voice communication, and could be a major problem in an emergency such as a fire.	Alternative arrangements are already in place to protect against a VoIP system failure & these have been tried & tested. Two emergency mobile phones are available for incoming & outgoing calls respectively. Incoming direct-dial numbers can be re-directed during a fault to the incoming mobile phone. These mobiles (& staff mobiles) can be used for fire, ambulance & police emergency calls if required.	2	4	10	Review current VoIP supplier in view of several recent failures	2	3	8
17.	Air-conditioning failure in Server Room	Air-conditioning failure in Server Room would lead to overheating of computer room and likely need to shut down at least some equipment. Result is loss or degradation of some services.	The Server Room contains two air-conditioning units which provide redundancy. Only one unit is used at a time. Switching between units each week ensures shared wear & tear for the two units. AC units are regularly maintained under warranty agreement.	2	1	4	None	2	1	4
FACILITIES RISKS						0				0
1.	Loss of Electrical Power	Loss of mains power to part or the whole of the Hospice site could cause major disruption for staff & patients.	In the event of a mains power failure, the Hospice diesel generator will start automatically & "cut-in" within minutes. During this time, however, all equipment (unless battery powered) will shutdown & need to be rebooted when power returns. All parts of the Hospice Main Building are supported by the emergency generator, but not 759 building or St. Bedes.	4	2	12				0
2.	Fire	A fire can occur in any location, being caused by various events. Fires can have a major effect on the use of the location involved.	Each Hospice building has a Fire Control Panel which automatically alerts the Fire Service when an alarm is raised. Fire extinguishers are located near the outer doors of all buildings, the type being appropriate to the location. A Fire Team ???	5	1	10				0

Management Accounts May 2021	Year To Date				Full Year										
	Actuals 2020-21	Budget 2020-21	variance	YTD Prior Year	Actuals 2019-20	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	260,624	259,939	685	254,864	1,546,130	1,775,471	1,570,793	1,570,108	685	1,596,075	1,620,484	1,645,278	1,670,463	1,696,046	1,722,033
Other Income	24,381	26,774	(2,393)	447,622	175,599	1,600,181	204,880	208,303	(3,423)	190,941	194,264	194,934	196,472	198,099	199,772
Service Income	285,005	286,713	(1,708)	702,486	1,721,729	3,375,652	1,775,674	1,778,412	(2,738)	1,787,016	1,814,748	1,840,212	1,866,935	1,894,145	1,921,805
Direct Cost of Services	(605,034)	(638,268)	33,234	(561,684)	(3,434,614)	(3,651,042)	(3,846,006)	(3,853,836)	7,830	(3,962,035)	(4,024,671)	(4,102,652)	(4,182,193)	(4,263,325)	(4,346,079)
Hospice Depreciation	(15,210)	(20,378)	5,168	(32,990)	(210,006)	(155,282)	(125,673)	(163,823)	38,150	(183,386)	(207,439)	(202,814)	(151,338)	(116,838)	(102,027)
Support Costs	(107,496)	(109,449)	1,953	(96,836)	(622,189)	(678,829)	(681,526)	(671,288)	(10,238)	(681,612)	(662,171)	(675,530)	(688,478)	(701,689)	(715,168)
Service Costs	(727,740)	(768,095)	40,355	(691,511)	(4,266,809)	(4,485,152)	(4,653,205)	(4,688,947)	35,742	(4,827,033)	(4,894,282)	(4,980,997)	(5,022,009)	(5,081,852)	(5,163,274)
Net Service Cost to be funded	(442,735)	(481,382)	38,647	10,975	(2,545,080)	(1,109,500)	(2,877,531)	(2,910,535)	33,004	(3,040,017)	(3,079,534)	(3,140,785)	(3,155,075)	(3,187,707)	(3,241,468)
	61%	63%		-2%	60%	25%	62%	62%		63%	63%	63%	63%	63%	63%
Fundraising Activity															
Legacy Income	158,000	138,000	20,000	366	1,750,510	1,918,142	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	137,242	178,676	(41,434)	140,040	1,240,373	1,222,685	1,210,054	1,251,488	(41,434)	1,555,179	1,860,355	2,084,784	2,168,175	2,380,174	2,475,381
Fundraising Costs	(92,185)	(100,981)	8,796	(73,831)	(629,760)	(592,754)	(736,694)	(764,886)	28,192	(859,700)	(879,292)	(896,015)	(913,509)	(931,779)	(950,414)
	203,057	215,695	(12,638)	66,575	2,361,123	2,548,074	1,473,360	1,486,602	(13,242)	1,695,479	1,981,064	2,188,768	2,254,666	2,448,396	2,524,967
Lottery Income	68,249	66,383	1,866	69,149	456,007	454,014	461,261	459,720	1,541	536,966	626,934	706,901	777,907	840,887	959,081
Lottery Costs	(28,348)	(39,817)	11,469	(28,476)	(206,984)	(188,041)	(237,389)	(269,249)	31,859	(301,491)	(316,236)	(329,977)	(342,832)	(354,905)	(373,155)
	39,902	26,566	13,336	40,673	249,023	265,973	223,872	190,471	33,401	235,476	310,699	376,924	435,075	485,982	585,926
								41%							
Shop Income	105,999	98,870	7,129	54,508	1,103,503	203,693	1,036,873	1,029,744	7,129	1,352,014	1,699,830	1,920,558	1,956,381	1,993,697	2,031,759
Shop Costs	(177,789)	(189,807)	12,018	(90,409)	(934,027)	(913,626)	(1,093,191)	(1,145,386)	52,195	(1,232,152)	(1,434,650)	(1,552,732)	(1,563,460)	(1,585,522)	(1,604,609)
	(71,790)	(90,937)	19,147	(35,901)	169,476	(709,933)	(56,318)	(115,642)	59,324	119,862	265,180	367,826	392,920	408,175	427,150
		-92%		-66%	15%		-5%	-11%		9%	16%	19%	20%	20%	21%
Support Costs	(53,748)	(54,725)	977	(48,418)	(311,094)	(339,414)	(340,763)	(335,644)	(5,119)	(340,806)	(331,086)	(337,765)	(344,239)	(350,844)	(357,584)
Fundraising Contribution	117,421	96,600	20,821	22,929	2,468,527	1,764,699	1,300,151	1,225,787	74,364	1,710,010	2,225,857	2,595,752	2,738,422	2,991,708	3,180,458
Shortfall before DOC Funding	(325,314)	(384,782)	59,468	33,904	(76,553)	655,199	(1,577,381)	(1,684,749)	107,368	(1,330,006)	(853,677)	(545,032)	(416,652)	(195,999)	(61,010)
DOC Funding	166,666	166,667	(1)	0	0	280,000	1,000,000	1,000,000	0	600,000	500,000	400,000	300,000	200,000	100,000
Contingency Drawdown										240,000					
	(158,648)	(218,116)	59,468	33,904	(76,553)	935,199	(577,381)	(684,749)	107,368	(490,006)	(353,677)	(145,032)	(116,652)	4,001	38,990

St Raphael's Management Accounts 31 August 2020	Actuals 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Forecast 2019-20	Actuals 2020-21	Forecast 2021-22	Budget 2021-22	variance	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Total Income	921,162	935,309	(14,147)	966,549	6,272,121	7,454,186	6,483,861	6,519,363	(35,501)	7,071,175	7,501,867	7,952,454	8,069,397	8,308,903	8,488,026
Total Cost	(1,079,810)	(1,153,425)	73,615	(932,644)	(6,348,674)	(6,518,987)	(7,061,242)	(7,204,112)	142,870	(7,561,182)	(7,855,544)	(8,097,487)	(8,186,050)	(8,304,902)	(8,449,036)
Shortfall for period	(158,648)	(218,116)	59,468	33,904	(76,553)	935,199	(577,381)	(684,749)	107,368	(490,006)	(353,677)	(145,032)	(116,652)	4,001	38,990

St Raphael's Hospice
Minutes of a Meeting of the Finance & Resources Committee
Held using Zoom Video Conferencing
At 14:00 on Tuesday 18th May 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.
2. Review of minutes	Bring together departmental Finance Risk Register and share initial draft with Committee Chair	NS, NV, JR	July meeting	18.05.21/01

The meeting commenced at 2.00pm.

1. Welcome, apologies for absence and declarations of interest

Committee members were welcomed to the meeting. There were no apologies sent to the meeting. There were no declarations of interest in relation to items on the meeting agenda.

2. Review of minutes from 10th March 2021 Committee meeting

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

Committee members asked for an update on the proposed plan to bring payroll in-house. Nick Stevens confirmed that Buzzacott are currently paid £10k per annum to deliver payroll services, however the HR team have identified duplication of activity. HR will streamline the process by bringing in-house and move away from the unwieldy manual processes previously set up by EY, which also recently led to an error in overtime payments. A software package from BrightPay will cost £1k per annum and HR have piloted the system and worked with the finance and IT teams to develop a rigorous process. The process will be run alongside Buzzacott initially, who are on three months' notice for this aspect of their service. In follow up to the discussion at the March meeting, the Chair suggested that a departmental Finance Risk Register be brought together. This would include a risk relating to the differential between NHS and non-NHS pensions. Nick Stevens confirmed that St Raphael's contributes 3% and employees 5%, however the NHS pension requires a 14.5% employer contribution.

3. Actions List and update on matters arising

The Committee reviewed the actions arising from the previous meeting:

- Ensure legacies strategy discussed at upcoming Board meeting – this has been placed on the agenda for the July Board meeting.
- Bring together detailed proposal on Fundraising Database spend – a verbal update would be given as item 5.
- Communicate recommendation to keep reserve funds in NatWest at upcoming Board meeting – the Trustees had been updated at the March Board meeting.
- Oversee external audit review and possible tender for 2021/22 accounts – this would be placed on the 6th July meeting agenda.
- Update Terms of Reference and submit to Board for approval – the Board had given approval at the March Board meeting.

4. 2020/21 Year to Date Finance Report inc. October 2020 audited Balance Sheets, March 2021 draft financial statements, Management Accounts (Detailed & Summary), Balance Sheet & Cash Movements

4.1. Audit to 31st October 2020 – Nick Stevens updated on the process with Buzzacott which had been used to develop a balance sheet for use in both the Daughters of the Cross (DoC) annual accounts and the Hospice Transfer Agreement. The Buzzacott team had used the opportunity to audit the transactions to 31st October through extensive transactional analysis, to streamline time spent during the upcoming audit process. Ed Cook confirmed that the DoC were content with the process that had been followed. The financial position to 31st October 2020 showed a shortfall of £347k. The Committee approved the letter from Buzzacott for signature.

4.2. March 2021 draft financial statements – Nick Stevens confirmed that the audit process will commence in June, with the timetable set around staff availability and Board deadlines. The financial statements contain 12 months of activity, with a small number of transactions to 31st October 2020 at which point the staff and assets were transferred to the Hospice. Further work will be undertaken to split out designated and restricted funds, and reflect the assets, liabilities and gift from DoC in the balance sheet, based upon advice from the external auditors. The Committee noted the letter from Buzzacott.

The headline figures show a £1.1m surplus for the five-month period from 1st November, primarily due to Covid-19 grants (£1.4m) and legacies (£1.9m) received later in the year. The auditors have confirmed that grants for Covid-19 must be treated as restricted income and will be offset in the accounts by charitable expenditure. The net 12-month position is a surplus of £730k, and the drawdown of £280k from DoC funds has been made. This drawdown was reflected in the financial figures shared with the CCG and Hospice UK.

A further government grant of £50k for February and £80k for March £80k has recently been confirmed and will be added in to the figures. £1.22m has been received in fundraised income, down only slightly on the prior year's figure of £1.24m which is a testament to the generosity of donors and work undertaken by the Fundraising team. Lottery income remained constant, and the main change was Retail income sitting at £200k rather than the £1.2m budgeted.

The Committee expressed gratitude for the £1.3m legacy income received in February and March, and asked whether this would change the Hospice's forward-looking projections on legacies. Nick Stevens confirmed that the average income for the past four years had been £1.6m. However due to the uncertainty on the pipeline, the finance team would not suggest increasing projected income. The confidence level for actual receipt of the two large outstanding legacies has been set at 85% of the quantum notified. This assumption will be discussed with the auditors.

The Committee asked for an update on the reopening of charity shops. There has been a gradual reopening of seven shops, and high levels of donations received which are being held at the Donation Station store in Sutton. This space provided on an in-kind basis by CarpetRight is on 28 days' notice and additional storage facilities would be required.

Based on the strong year-financial financial position, the Committee was asked to note that some items that had been capitalised, but which had cost below the policy threshold of £5k, would be written off to the SOFA at a cost of £70k. £20k in accrued holiday pay would be carried over to 2021/22 and Long Service Awards had been estimated at a cost of £63k. It was planned to pass the lease of one charity shop to a new lessee who unfortunately pulled out and so the £70k lease has been written off however the Hospice will endeavour to find an organisation to take over this space.

The Hospice asked how St Raphael's year-end position compared to other Hospices. Nick Stevens stated that, anecdotally, several Hospices had ended the year with a small surplus due to the Treasury/ Hospice UK grants. Going forwards there is no further guarantee of Covid-19 recovery funding so Hospices will need to be more self-sufficient. However Hospice UK is leading work to liaise with Clinical Commissioning Groups to ensure momentum is maintained with the progress made in perceiving Hospices to be a key part of local healthcare ecosystems.

4.3. 2021/22 year-to-date – a legacy of £150k was received in April and so the income target was outperformed by £120k but other budget lines are in line with expectations. A vacancy on the Finance team is being filled through upcoming interviews.

4.4. Balance sheet & cash movements – cash is sitting at £6.6m and once legacies are received this is forecast to rise to £7m. Thereafter the projections show that cash will fall during the year as part of the strategic plan to invest in key staffing areas such as the fundraising team, and cash at the end of the financial year is estimated to be £1m lower.

4.5. Financial targets – the Committee noted the information provided on progress against financial targets set out in the Transfer Agreement. The Hospice has experienced a £2m improvement compared to the target set in October 2020 due to higher than expected donor income, legacies and government grants. The Kent variant of Covid-19 had not yet caused disruption and further lockdowns in October 2020, which explains why the Retail projections had not been achieved. The targets for future years included an assumption on the total number of shop leases as a KPI, but the balance of income plans had shifted slightly with a greater focus on profitability of existing shops and growth of the Lottery.

The Committee recognised the significant improvement in financial position compared to initial expectations at the outset of the financial year based on concerns around the impact of Covid-19. Funds will continue to be spent wisely and strategically for benefit of Hospice patients and the community.

4.6. IT and Facilities – John Groom updated on progress made since the last Committee meeting, including setting up two-factor authentication on Office365, purchasing network switches, improving web filtering software and the IT asset database model. The VoIP system will be upgraded which will allow integration between the Hospice site and Capitol House. The IPU refurbishment is booked for August so that Hospice will close the ward but continue Community services. It has not been possible to move patients to Spire Hospital or nursing homes, however patients will be offered to go to Royal Trinity or St Christopher's Hospices, or receive care at home. Admissions will be scaled down from July and Gail Linehan gave assurance that there will be clear communications to patients and families. The time will be used to instal new electrics, ventilation and flooring and upgrade the lighting and digital provision for patients and their visitors. A corporate donor will be installing the Men's Den free of charge. The Committee advised that materials for the refurbishment should be procured in good time as there have been shortages due to large numbers of people undertaking home improvements.

5. Proposed Fundraising Database spend

John Groom confirmed that the upgrade to Raiser's Edge had been reviewed from an IT perspective. The cloud software is very dynamic and offers more automated reporting which will reduce staff time spent on analysis. The budget of £100k was set to ensure that the implementation could be done to the highest standard. Quotes for the software implementation amount to around £20k with an annual license which is £5k more than the Hospice currently spends. There will be additional costs for data cleansing and training, though it is not expected to approach the level set aside.

6. Learnings from PAS IT Failure

John Groom shared the reasons for the IT failure and that server access should have been given directly to colleagues. The data caching has now been corrected and will be tested during the IPU refresh. A 24-hour support service has been bought in for a one-year period to ensure robust cover.

7. Any Other Business and Dates of future meetings

There were no items raised under Any Other Business. Committee members noted the dates for future meetings:

- Tuesday 6th July 2021, 2-4pm
- Wednesday 8th September 2021, 2-4pm
- Wednesday 10th November 2021, 2-4pm

The meeting ended at 4pm

Approved.....

Date.....

Note on Pensions Risk

Clinical staff who join from NHS can port their NHS pensions across to St Raphael's and we will continue to pay the Employer's rate into the NHS scheme. The employer's rate we pay is 14.38% of salary which is subsidised as the usual rate is 20.68%.

Staff who have not taken advantage of this opportunity are offered the standard stakeholder pension where SRH makes the minimum allowed contribution of 3%. Some staff, who were on the team prior to 2016 have a higher rate paid, up to 7% under old arrangements. The average for these staff overall is 4.4% and this is budgeted forward on that basis.

Where we have known vacancies, these are budgeted on the assumption that the NHS option will be adopted.

Hence we have:

	Number	Annual £000s
On NHS pensions	17	102
Budgeted to be on NHS pensions	4	18
Not budgeted but whose replacement might be on NHS pension	23	79
Not budgeted and where the role is currently not eligible (HCAs and psychological team)	23	44

The first risk is that the current staff in these 23 roles leave over the course of the next 5-10 years and their replacements come with an NHS pension that they wish to retain. That would cost an extra £79k per annum over and above the 4% already budgeted.

There is a second risk that we find that some other roles that are not currently eligible to port their NHS pension (HCAs and other professionals such as the psychological service team) become difficult to recruit without NHS pension. There are 23 of these roles and that carries an additional cost of c£44k.

There is a third risk that the NHS cease or reduce the subsidy which was made for the 6% current cost. That could cost £43k on *current* members alone.

At this stage I propose to continue to budget for NHS pensions for vacancies for staff in eligible roles. This will then gradually increase the cost base as these roles become filled.

Nick Stevens 23 June 2021

Review of St Raphael's Audit

Charity Financials magazine review the accounts of the top 5,000 charities each year and note that 43% have not changed their auditors in the last ten years. However, there is merit in considering a change and, as a newly independent charity there is an opportunity for St Raphael's to re-tender the audit in order to:

1. Provide fresh insight into the operation and how the charity is run
2. Lower the risks around over-familiarity with status quo
3. Reduce costs

The table below summarises the auditors and costs for our larger neighbours:

Hospice	Cost base	Auditors	Subsidiary Companies	Auditor's remuneration
Princess Alice	£17m	Mazars	2	£16,961
Royal Trinity	£16m	Saffrey Champness	1	£19,325
St Christopher's	£23m	Mazars	3	£32,000
St Raphael's	£6.5m	Buzzacott	0	£19,950

As part of Charity Financials' annual survey they tabulate the average fees charged by the top 50 charity auditors in bands. The average fee charged in the £3m to £10m band that St Raphael's sits in is £15k.

Options

The charity needs an auditor that balances experience in the sector and having access to relevant expertise in specific areas within its ranks, with cost.

Relevant expertise allows specific matters to be addressed simply and reliably as they arise. Examples might include having easy access to specialist charity VAT expertise or knowledge of the operations of charity retail. Audit firms will also put on free or low-cost information events covering charity related matters. These are very useful for networking and information.

Smaller firms may not have easy access to such expertise or be able to put on events for clients whereas large firms will have a broad range of skills at their disposal and the premises and resources to offer day training events. Medium sized firms are often a happy medium in that they have access to skills and premises but are not burdened with such high cost structures and hence can charge lower fees.

The table below shows the top 12 firms that audit charities and whilst 3 of the largest 4 firms overall are present (PWC, KPMG and Deloitte), they are not top of the listing.

Top 50 Auditors to "Top 5000" charities			Clients with T/O between £3m and £10m		Proportion of all clients in this band
	Total audit fees	Total No of Clients	No of Clients in Band £3-10m	Average Fee	
1 Crowe U.K. LLP	6,383	271	72	£17,903	27%
2 BDO LLP	4,809	162	46	£17,804	28%
3 haysmacintyre	4,496	303	115	£14,841	38%
4 RSM	4,288	213	81	£17,753	38%
5 PricewaterhouseCoopers LLP	4,096	111	26	£14,333	23%
6 KPMG LLP	3,301	112	27	£16,280	24%
7 Grant Thornton UK LLP	3,240	121	34	£16,813	28%
8 Buzzacott LLP	3,191	194	53	£18,170	27%
9 Deloitte LLP	2,780	62	15	£14,643	24%
10 Kingston Smith LLP	2,700	167	61	£16,750	37%
11 Sayer Vincent	2,014	136	66	£12,682	49%
12 Mazars LLP	1,867	141	58	£12,759	41%
13-50 Next largest 38 charity auditors	15,570	1195	447	£13,676	37%
Top 50 total	58,735	3188	1101	£15,015	

Our current auditors, Buzzacott, fits the medium sized firm well, with access to broad expertise and a strong charity sector reputation. It sits 8th on the list above. It has an average fee of £18k for charities in the £3m to £10m band.

Hays MacIntyre also has strong charity sector reputation and is third in the list. It publishes the annual Hospice UK "Hospice accounts report" which summarises published Hospice accounts information to show averages in various aspects. Hays are also well represented at Hospice UK events. They have an average fee of £15k for this size of charity.

Mazars are a similarly positioned mid-sized firm with a strong charity reputation. Their charity team is based locally in Sutton and are the auditors for both Princess Alice Hospice and St Christopher's Hospice. I was audited by Mazars in my time at Holy Trinity Brompton (£15-20m turnover and five subsidiaries) and found them efficient and helpful. Mazars sit 12th in the list and their average fee is £13k for a charity of our size.

Hospice UK themselves are audited by smaller Cambridgeshire firm Price Bailey (27th on the list) at a cost of £14k (HUK has a £6m cost base), plus £4k for their subsidiary.

The proposal is that St Raphael's re-tenders the audit with three firms; Buzzacott, Hays Macintyre and Mazars.

St Raphael's Hospice RAG Report 2021-22

Description	Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
YTD Cumulative Donations	Budget	79,597	170,167	252,449	340,795	419,242	501,581	593,202	717,064	839,547	999,997	1,100,073	1,191,893
	Actual	53,293	137,242	0	0	0	0	0	0	0	0	0	0
YTD Cumulative Legacies	Budget	39,000	138,000	249,000	288,000	387,000	426,000	465,000	504,000	603,000	702,000	861,000	1,000,000
	Actual	156,000	158,000	0	0	0	0	0	0	0	0	0	0
YTD Cumulative Lottery Income	Budget	33,354	66,708	119,421	153,295	187,169	222,862	258,555	294,248	349,941	386,534	423,127	459,720
	Actual	38,221	68,229	0	0	0	0	0	0	0	0	0	0
YTD Cumulative Retail Income	Budget	31,100	91,868	174,419	247,122	316,352	399,908	501,263	599,350	704,661	790,338	873,888	964,971
	Actual	38,579	105,999	0	0	0	0	0	0	0	0	0	0
YTD Cumulative Shortfall	Budget	(138,089)	(169,133)	(197,907)	(317,533)	(381,654)	(493,022)	(602,831)	(686,229)	(671,247)	(651,235)	(620,831)	(645,776)
	Actual	(25,205)	(158,648)	0	0	0	0	0	0	0	0	0	0
Bank Account	Budget	6,083,324	5,686,783	5,628,291	5,622,375	5,209,766	4,862,130	4,914,382	4,652,303	4,429,651	4,587,584	4,259,516	3,998,042
	Actual	6,624,821	6,639,281	0	0	0	0	0	0	0	0	0	0

Volunteer numbers/hours

In Patient numbers

Community caseload

Psychological Support sessions

Wellbeing referrals

Social Media followers

Face to Face Contact with Patient / Carer

Telephone Encounters with Patient/Carers/HCPs