

**St Raphael's Hospice**  
**Meeting of the Finance & Resources Committee**  
**To be held using Zoom Video Conferencing**  
**At 14:00 on Wednesday 10<sup>th</sup> March 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)  
 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 13 <sup>th</sup> January 2021 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	NS, NV
4.	14.20 – 14.40	2020/21 Year to Date Finance Report including: <ul style="list-style-type: none"> <li>• Management accounts – detailed &amp; summary</li> <li>• Balance sheet &amp; cash movements</li> <li>• Update on investments</li> </ul>	Discussion	NS, NV
5.	14.40- 14.50	Audit report (as at 31 October 2020)	Discussion	NS, NV
6.	14.50 - 15.30	2021/22 & longer-term Hospice budget including detailed 2021/22 budget & High-level long-term forecast to 2028	Recommend to Board	NS, NV
7.	15.30 – 15.50	Governance items: <ul style="list-style-type: none"> <li>• Finance &amp; Resources Committee Terms of Reference</li> <li>• Review of Finance risks in Corporate Risk Register</li> </ul>	Recommend to Board	Chair, NS, NV, AM
8.	15.50 – 16.00	Any Other Business & Date of next meeting	Discussion	Chair

**Dates of future meetings:**

- Tuesday 18<sup>th</sup> May 2021, 2-4pm
- Tuesday 6<sup>th</sup> July 2021, 2-4pm
- Wednesday 8<sup>th</sup> September 2021, 2-4pm
- Wednesday 10<sup>th</sup> November 2021, 2-4pm

**St Raphael's Hospice**  
**Minutes of a Meeting of the Finance & Resources Committee**  
**Held using Zoom Video Conferencing**  
**14:00 on Wednesday 13<sup>th</sup> January 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)  
 Neena Vadgama (Finance Manager – NV)  
 Anna Machin (Clerk – AM)

**Actions arising**

<b>Agenda item</b>	<b>Action</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Ref.</b>
3. Finance Report	Take forward discussion with CAF	NS	By March 2021 meeting	13.01/01/NS
	Share schedule of land and buildings assets eliminated from accounts with JR	NS, NV	January 2021	13.01/02/NS, NV
	Add FTE staff numbers to staff salaries summary	NS	By March 2021 meeting	13.01/03/NS
Draft 2021/22 budget	Raise timeline for Joint CEO roles with Chair	PH	January 2021	13.01/04/PH
	Liaise with Ed Cook with regards to installation of extractor fan system as	NS	January 2021	13.01/05/NS
	Include funds to 2024/25 in figures submitted to the Board for approval	NS	By March 2021 Board meeting	13.01/06/NS

**1. Apologies for absence**

Committee members were welcomed to the meeting. Apologies were received and accepted from Sr Kathleen O'Reilly.

**2. Review of minutes and matters arising from last meeting**

The minutes of the 21<sup>st</sup> October 2020 meeting were reviewed and approved as an accurate record of proceedings. Committee members reviewed the matters arising and updates on topics that had been discussed:

- The Hospice beds have not been recommissioned through the CCG. The current number of beds fits within the Hospice's current staffing levels.
- The Wimbledon shop had maintained strong sales throughout the opening period, although it has since had to close temporarily due to the current third lockdown. The team is looking at strategies to continue a strong pipeline of donated goods.
- The actions relating to Hospice independence had been carried out in October and November 2020 with Trustees including approval of the final financial projections in the Transfer Agreement.

### 3. Finance Report incl. review of investment options

Nick Stevens presented the Report, and provided responses to questions submitted by Joe Ryan as Chair in advance of the meeting:

- **Year-to-date vs budget** – Staffing expenditure is under budget in the YTD position, and in comparison to previous years, due to furlough and ceasing of certain roles within the Fundraising, Facilities and Housekeeping teams through redundancy or retirement. The Committee received assurance that legal advice is sought prior to any redundancy, which is a condition of the Hospice's insurance, to reduce the risk of any future claims.
- **Hospice independent and balance sheet** - The £3.6m in cash has been received from the Daughters of the Cross (DoC) and is recognised on the balance sheet. These funds will be recognised as income in the profit and loss figures over a phased period of five years. This amount recognised each year will gradually be reduced over this time period. The £700k sum for debtors is relatively high, and is due to expected legacies, anticipated grants and sundry debtors. Pre-payments generally sits at £200k, and relates primarily to software licences, insurance and rents. The Committee received assurance that there were not high levels of doubtful debts within this sum.
- **Land and buildings** - The ownership of land and buildings remained with DoC upon the transition to independence, and so are not held within the Hospice accounts. The use of the buildings is reflected in the profit and loss as a 'peppercorn' rent of £100 per annum, and through premises costs of £120k, and a parallel in-kind donation of £120k. 'Direct costs' have therefore increased by £10k per month. Ed Cook confirmed that this treatment had been proposed by, and agreed with, Buzzacott. The DoC ownership of land and buildings has reduced the overall depreciation charge on the balance sheet. The schedule of transfer of assets transferred or eliminated as part of the Hospice independence process would be shared with Joe Ryan as Committee Chair **(13.01/01/NS, NV)**.
- **Investment of grant** - Committee members evaluated the options for bank accounts in which to place cash funds as put forward in the Report. The bank presenting the potential highest returns are generally less well known or newer, meaning they could also present a greater risk. The Committee felt that these options could present too high a risk, but were open to CAF Bank being approached as the preferred option **(13.01/02/NS)**.
- **Fundraising – legacy income** - Neena Vadgama confirmed that £388k had been confirmed for the year in total. There are five further legacies confirmed at £400k, and six possible legacies in the pipeline for which there is not yet a confirmed property value. This type of income can not always been predicted and the Hospice may end the year with a lower level of legacy income than in prior years.
- **Fundraising – lottery** - Committee members asked about the consideration to move management of the Lottery from the external agency (which is the £3k per month in Management Company costs). Nick Stevens confirmed that this would involve developing in-house technical knowledge and database management currently supplied

at a cost of £32k per year by Sterling Management. The benefits would be that the Hospice lottery (including the “agency” team would be integrated into the core activity and the team would bring a broader understanding of the organisation’s work. Lottery income targets had not been met during 2020/21 due to ‘leakage’ of players who stop entering, or whose credit card details change, and Covid-19 restrictions limiting activity to recruit new entrants.

- **Fundraising – trust funding** - The Hospice is exploring development of a bariatric room which would better enable support for patients, or also enable spouses to stay with patients. It is expected that this would cost £100k and the fundraising team will submit trust funding applications for this project once professional estimates are received. Committee members discussed the increasing trends in referrals of bariatric patients. It is recognised that this would involve a significant spend, but it would also bring benefits in terms of staff safety and an inclusive service.

#### 4. Management Accounts & Balance Sheet (Detailed & Summary)

Committee members noted the management accounts and balance sheet.

#### 5. Draft 2021/22 budget

5.1. Budget process - Nick Stevens presented the summary budget for discussion with the Committee which has been built on the assumptions presented at the October 2020 meeting. Teams are currently bringing together the detailed budgets, for the finalised budget and management plan to be brought to the Board for approval in March 2021.

5.2. Salaries and inflation - Salary inflation is presumed at 2% and the Remuneration Committee has discussed in further detail how the allocation of pay increases would be made across clinical and non-clinical staff. There is a slight inflationary increase at approximately 1.5% per annum, although have generally been lower in current times. Committee members noted the overall staff salaries by Department, compared to the original five-year plan brought together in January 2019. Committee members asked for the number of FTE staff to be added to this **(13.01/03/NS)**.

5.3. Service Delivery Team - There are no new additional roles for this team, and recently hired staff are bringing expertise which supports the ‘Excellence’ aspect of the Hospice’s strategy. There are still vacancies being advertised including for the Consultant post, and staff costs for the full year have been included in the budget. Further staff have been recruited as planned for the Wellbeing team.

5.4. Education, Volunteering & Support Teams - The training budget for the Education team has been increased from £30k to £70k, and at least £10k for the Volunteer team, as this is core to the ‘Excellence’ and ‘Engagement’ aspects of the Hospice’s strategy. For example, sixth form students who are interested in studying Medicine could be recruited for a structured volunteering programme. The Housekeeping and Facilities teams have been reduced as previously discussed, and there are no changes to the ACC, Secretarial Support, IT, HR and Quality teams.

5.5. Communications & Fundraising Teams - Skills are being diversified through new part-time roles focused on public relations and social media/ online presence. There is a new budget of £45k for general communications, some of which may be rebalanced towards staffing. Recent examples of how this could be used to promote “Visibility” are to advertise in the quarterly ‘My Merton’ magazine, or improve badges for key staff and volunteers. The overall size of the Fundraising team is being increased from 3.2 FTE to 7 FTE with three new roles to be created during 2021/22 and the return of Lucia from maternity leave. The events and marketing budget will also be increased, partly to enable an increase in the number of Supporter Groups. There are positive examples of fundraising activity even during lockdown, including the Reindeer Run which raised £5k in 2019 and increased to at least

£16k in 2020 through outreach to local schools. £1m for legacies will be included in the budget as usual.

5.6. CEO Office - The Joint CEO role is formally due to continue until October 2021, and this will be due for consideration with Trustees, in particular through discussion with the Chair, Vice Chair with Paul Holmes who has provided support in development of the CEO Objectives. Paul Holmes took an action to raise the timeline of Joint CEO roles with Norman McWhinney (Chair) in follow up to the meeting **(13.01/04/PH)**.

5.7. Retail – new shops - The draft budget for Retail includes a cost outline for two further Shops opening in October 2021, and some costs relating to preparation for further shop opening in April 2022. Specific sites have not yet been identified. The timelines and phasing will be considered in detail over the coming month, including any impetus for delay due to Covid-19. The overall income from shops may still be achieved through the Hospice running fewer, but higher performing, shops.

5.8. Retail – current shops and headline income - £1.2m of income and expenditure £1.33m is included in the 2021/22 budget, and this is based on all Shops being open from April 2021. Assumptions are based on income when shops were open in September and October 2020, rather than pre-Covid-19 levels. Ebay is considered to be a growth area within the charity shop sector, particularly for specialist items that are donated, and an Ebay Coordinator role at 0.8 FTE has been included in the budget. The overall loss of £134k is due to investment in new shops, as well as some shops that need to steadily improve their performance. Opportunities to save on rental costs through negotiations with landlords. The Committee supportive of exploring cost savings.

5.9. Lottery income – this is assumed to fall gradually but effort will be put in to increase the number of players – in particular, Glenda within the Fundraising Team has put in significant effort to promote the Lottery and is skilled in sales. Agency costs were paused in 2020/21 and the contract re-started in 2021/22.

5.10. NHS income - the CCG has given an inflationary increase in past years of 1.4% which is still to be confirmed. A small provision has been included for Continuing Care Beds towards the end of 2021/22. There is a low amount of income for Education, rental and Bank Interest included in the budget. Assumptions for Investment will be reduced from £32k to £13k based on the discussion with Trustees to choose CAF Bank.

5.11. Capital expenditure - Most plans for capital expenditure were planned and budgeted in 2020/21 and are being carried forward due to Covid-19, including refurbishment and the ward refresh. The £65k investment in an extractor fan system has been added to the budget and will be an important investment. The IT network switch cost of £48k will increase the web capacity on the Hospice site. Retail investment would focus on shop refit and fit-out of the new shops. The Donor team are interested in attracting funds to support development of the Hospice gardens, which is not included in the budget but would be discretionary depending on funds raised. Nick Stevens would follow up with Ed Cook with regards to the installation of the extractor fan system as this may also have a structural element in relation to the building **(13.01/05/NS)**.

5.12. Balance sheet and cash movement - The net cash outflow is £1.5m, and after purchase of fixed assets there is an outflow of £2m. It is recognised that this is a challenging in-year picture, although the budget is presented in the context of an overall strategic and financial plan for investment that will lead to an improvement in the Hospice's medium-term financial position. The eventual desired cash threshold of reserves is £3m for the Hospice. The Executive team and Trustees are mindful of the need to manage finances carefully.

5.13. Committee review of budget plans - Committee members were supportive of the underlying assumptions within the 2021/22 budget, and emphasised the importance to invest in areas that are critical to the post-Covid-19 recovery plan. The Education, Volunteers, Fundraising and Communications teams would be fundamental to the achievement of the

Hospice's strategy and increases in income. The Education team also supported the Hospice's wellbeing activity.

Committee members reviewed the slide summarising the impact of Covid-19 and delay on income generation activity, which had also been discussed by Nick Stevens with the finance team at South West London CCG.

The underlying negative financial impact was calculated to be £400k per year (inclusive of DoC funds), but the difference between the initial and current five-year plan showed a sum of £1.1m (excluding DoC funds) which the CCG felt was a better reflection of the overall COVID impact.

The overall projection for donation income in 2021/22 has been decreased from an original figure of £1.23m in the Hospice Transfer Agreement to £1.15m due to the implications of the current third lockdown. These assumptions are being reviewed in further detail with the Fundraising team. The 2020/21 forecast is for £1m+ income including a one-off gift of £108k plus £27k Gift Aid, and it is felt that this figure for the upcoming year is therefore achievable.

In-year income from DoC for 2021/22 has been set at £1m, and so the year ends in a shortfall of £0.7m. The communications to the CCG are clear on the Hospice's plans to deliver sustainable growth and invest DoC funds strategically, rather than solely deploy them responsively to made up losses associated with Covid-19. Committee members were also mindful of the later years' impact on the Hospice, in catching up on delayed plans for example relating to fundraising and opening of new shops.

Nick Stevens confirmed that the impact of Covid-19 is significant – Ed Cook noted that the picture has shifted adversely by £100k since the recent approval of the Transfer Agreement in November 2020. Additional contingency funds from DoC are not included in financial plans and it is recognised that this is not guaranteed income. The Committee asked for funds to the 2024/25 financial year to be included in the figures submitted to the Board **(13.01/06/NS)**.

Committee members thanked the team for the presentation and the thoughtful approach to budget planning.

## **6. Any Other Business and Dates of future meetings**

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

- Wednesday 10<sup>th</sup> March 2021, 2-4pm
- Tuesday 18<sup>th</sup> May 2021, 2-4pm
- Tuesday 6<sup>th</sup> July 2021, 2-4pm
- Wednesday 8<sup>th</sup> September 2021, 2-4pm
- Wednesday 10<sup>th</sup> November 2021, 2-4pm

The meeting ended at 3.55pm.

Approved.....

Date.....

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

Reference	Lead	Description	Target Date for Completion	Comments	Date Completed
13.01/04/PH	Paul Holmes	Raise timeline for Joint CEO roles with Chair	January 2021		Complete
13.01/05/NS	Nick Stevens	Liaise with Ed Cook with regards to installation of extractor fan system as	January 2021		Complete
13.01/01/NS	Nick Stevens	Take forward discussion with CAF	By March 2021 meeting		In progress
13.01/02/NS, NV	Nick Stevens, Neena Vadgama	The schedule of transfer of funds between accounts would be shared with Joe Ryan as Committee Chair	January 2021		In progress
13.01/03/NS	Nick Stevens	Add FTE staff numbers to staff salaries summary	By March 2021 meeting		In progress
13.01/06/NS	Nick Stevens	Include funds to 2024/25 in figures submitted to the Board for approval	By March 2021 Board meeting		In progress

# Finance and Resources Report

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## Recommendations

1. It is recommended that the Sub-Committee:
  - a. Notes that the January Management accounts show a shortfall of £483k before the allocation of DoC grant. This is £500k improvement over December.
  - b. Cash at the end of January stood at £6.14m, up £300k on December
  - c. The draft budget for 2021-22 has a shortfall of £1.84m (before allocation of DoC grant)

## Finance

### 2. January Accounts – Income and Expenditure

The February figures are not yet prepared and hence the January figures are reported.

These include the receipt of two months of Govt Grants relating to November and December 2020 which were confirmed at £184k for each month. It also includes a £200k one-off grant from CCG that was notified to us in February and received in March but which related to August-October 2020. This has transformed the position for the current year.

The shortfall of £483k that arises in the ten-month period to January 31<sup>st</sup> compares with a budget of £1,398k (excluding the DoC budgeted grant) and last year's £1,158k.

Overall income is down by £1.4m on the pre-Covid plan for the year, but this has been largely plugged by the £1.2m received in grants.

Costs are also below the plan by £1.1m. Around £300k of this saving arises from the furlough scheme with a further £450k from vacancies and delayed recruitment. We have also had enforced delay on many activities with £100k not spent on Lottery growth and £100k not utilised on events.

On the income generation side, although below budget, donation income is only £100k shy of the last year and lottery income has matched last year. Shops are £650k lower than last year. Legacies have reached £490k which is half way to target with two months to go.

### 3. January Accounts – Balance Sheet

Cash stood at £6.14m at the end of January which was £3.9m above the level at the start of the year, largely due to the receipt of the £3.6m grant from DoC.

The fixed asset Land and Buildings have not transferred to the new charity and are held on a Twenty-Year peppercorn lease of £120 per annum. Future investment in the assets will be capitalised and amortised over the life of the lease.

As a result of the exclusion of the assets Land and Buildings and the neutral impact of the cash grant, net assets have reduced from £7.7m at the end of March 2020 to £3.7m at the end of January 2021, despite having the large cash balance.

### 4. Forecast 2020-21

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
<b>Donations</b>												
Original plan donation income	91,873	112,143	105,436	99,224	92,741	92,927	92,672	135,126	138,336	175,061	110,878	96,838
% of original achieved / anticipated	92%	50%	92%	65%	43%	69%	217%	82%	85%	45%	113%	45%
revised donor income	84,220	55,819	97,051	64,156	40,299	64,158	200,785	110,130	116,961	78,788	124,895	43,577
<b>Shops</b>												
Original Shops Income	84,939	78,324	80,655	85,631	77,399	84,672	106,326	100,406	111,985	101,121	89,650	99,323
% of original achieved / anticipated	0%	1%	1%	8%	18%	39%	47%	23%	16%	1%	0%	0%
Revised Shops	0	891	661	6,982	13,553	32,660	50,127	23,148	17,903	803	0	0
<b>Lottery</b>												
Original Lottery Income	32,279	54,685	35,012	44,377	36,184	46,087	46,088	59,361	48,303	39,309	39,805	50,236
% of original achieved / anticipated	95%	70%	150%	87%	85%	70%	56%	36%	163%	104%	85%	75%
Revised Lottery Income (see lottery growth)	30,732	38,417	52,571	38,677	30,737	32,216	25,707	21,311	78,919	40,901	33,834	37,677

Having received grants for November and December amounting to £368k we have forecast £300k for the three months January to March and this could potentially be an underestimate.

We anticipate further legacies totalling £225k to reach £715k. This remains uncertain as no new legacies have been notified.

Before the DoC grant is allocated we estimate the year end shortfall to be £546k.

### 5. Budget 2021-22

- The Budget is shown, together with the ensuing seven years, in the “Budget and Forecast to 2028” document and also in the Detailed Management Accounts document (in more detail).
- Notes to the draft budget were reviewed at the last Finance Committee and showed a shortfall of £1.77m before allocation of DoC grant. The latest iteration shows a shortfall of £1.84m and changes to the first draft are described below.
- Having met with all the SLT and receiving their presentations and plans, the key themes arising and the financial changes from the first draft are:

- i. Embedding excellence – the core clinical team is now in place and, as the pandemic recedes we will be able to begin to focus on developing our service and the skills of all our team. A correction to the cost profile of our consultants has added £30k to the costs described in the first draft.
- ii. Training and Education – many aspects of the development of excellence emanate from training and education. This involves the consultants, psychological lead and senior nurses as well as the education team. We have added a 12-month fixed term role to the education team to help free time in order to create the education resources we want to see available to care homes as well as to our own staff. Including the costs relating to filming, this adds £30k.
- iii. Volunteer Growth – all teams recognise the importance and value of growing our volunteer teams. We have added a part time resource to support Ginny who focuses on Hospice based volunteers (for instance, to help create and run a program of Young Clinical Volunteer roles that can be available for sixth formers wishing to pursue a health sector career. Cost £17k.
- iv. Retail – the retail plan has been overhauled to exclude new shop openings in 2021-22. We estimate that five further shops will open over the coming four years and Worcester Park will not re-open. The estimated contribution from retail has reduced over the future period, but is little changed for 2021-22 (£10k).
- v. Lottery – Instead of investing in agency sales teams, we plan to develop an in-house team. Two staff will be recruited whose roles will be to agree locations for lottery drives and to recruit, train and lead a volunteer team, invested in St Raphael’s who will seek new lottery player three times each week. They will be able to speak and give information on the Hospice services and also seek donations (including signing up regular donors) as well as lottery players. They will be equipped with tablets for sign-ups and a St Raphael’s branded “exhibition” vehicle with seating, branding and information to provide profile and recognition (capital cost £50k). Sites will be sort at supermarkets, shopping centres, sports events and other local centres across our region. The estimated contribution from the lottery has increased over the future period.
- vi. Data – A theme of many presentations was the accuracy and accessibility of our data. Often a cause of inefficiency, two systems in particular will need attention in 2021-22:
- vii. Payroll – a cumbersome and fragile series of spreadsheets are used to calculate monthly pay (nurses in particular have a complex selection

of rates for different days and times of the day). Once calculated the figures are used by Buzzacott to produce payslips. Effectively the Buzzacott contribution is merely data entry into a payroll system as we have already calculated the amount to pay. We will simplify the spreadsheet for time recording and acquire payroll software to produce payslips. Capital Cost £20k

- viii. Raisers' Edge – this system holds all donor details and is used for income reporting, gift aid calculations, donor development and relations, mailouts and related matters. It is a very large database where the original set-up was undertaken in-house and where there is concern over the quality of the data held, historically there have been inconsistent approaches to data entry and high-volume uploads from web portals and reporting capability is reliant upon one person. To upgrade to the latest version of the system and to use RE consultants to data cleanse and set-up reporting, processes and online forms is a major project. Although the headline costs are of the £20k order, we feel that avoiding the pitfalls of ineffective set-up means that a significant budget for expertise is required. We also would include the volunteer module (another matter raised by the team) and have reporting created so that other long-standing challenges (such as how to reconcile to financial records) can be addressed. An estimated £100k has been set aside for this entire project.
  - ix. Other Capital Expenditure is as in the first draft, except that the fit-out costs for two new shops has been removed (£60k). The total CapEx was £543k and is now £653k.
  - x. Bank – The first draft showed cash at the end of March 2022 to be £3.47m and this is now increased to £4.12m as we have increased Govt and CCG grants in the current year. Cash Movement in the year for the draft was £2.1m and is now £1.9m.
- d. CCG Income – this is unchanged from the first draft. However, recent conversation with the CCG finance lead indicated that some further financial support would be forthcoming in 2021. This has not been assumed in the budget.

6. **Pay Review** – I acknowledge some vacillation around the 2021 pay review. The objective is to maximise morale and confidence and minimise cost. We are considering making a one-off “recognition award” for all staff given the very difficult year that they have all endured. This would amount to £750 for a full time (7.5 hours per day 5 day per week) employee and pro rata to the hours worked. There would be no general pay increase for 2021-22. Whilst this would cost £100k to provide, once NIC and (if applicable) pension was applied – the saving in salary would amount to £80k each year and the impact over the ensuing seven years would be a net £540k saving, as the future pay increases would all be on the lower base.

## 7. Investment of Grant

- a. Joe, Neena and Nick met with representatives of online platforms “Flagstone” and “Akoni Hub”. Flagstone is in partnership with Charities Aid Foundation (CAF) and Akoni was introduced by the DoC accountant.
- b. Both offer the same essential service, being:
  - i. A web platform which has banking level security
  - ii. A Barclays “Hub” account to act as a holding account for funds to invest and for which a single application and “on-boarding process” applies
  - iii. Access to 30+ bank accounts from Fitch rated banks all of which provide up to £85k security (the UK Govt safety net) and various durations and interest rates
  - iv. Funds can then be moved very easily within this network of banks without further administration
  - v. Security is both technological and process in that only one verified charity account can be used to pay funds into the hub or to receive funds out.
  - vi. A fee is charged for the service.
  - vii. I will endeavour to provide some example rates and approaches at the meeting.

## 8. Audit of the 31st October 2020 Balance Sheet

- a. As part of the transfer agreement, the DoC require an audited balance sheet to be included in the documentation.
- b. It was requested that the Land and Buildings, that technically remained part of the SRH operation at 31<sup>st</sup> October, were **not** included in these accounts for the transfer document.
- c. In order to complete the audit, Buzzacott required a SOFA to be compiled and a number of notes to be completed. These are attached for your information, though the work has been done for the DoC and not for the Trustees of St Raphael’s. Please note, the Balance Sheet will be formatted as required once the audit has been completed – these are effectively “working documents” used for audit and not a formal set of accounts to stand alone.
- d. A transaction audit was undertaken remotely.
- e. Three items were included in the figures as at 31 October that were not included in the management accounts at that time:

- i. The £200k grant from CCG, received in March 2021 but related to August-October 2020.
  - ii. A legacy known of before October but where the quantum was clarified after October (£96k)
  - iii. The holiday accrual of £53k
- f. There remains one thing to agree. The SRH accounts included the new charity bank account and certain assets acquired for the new charity. This needs to be excluded from the balance sheet for the purposes of the transfer document. The simplest approach will be to eliminate it from the BS (credit assets, debit reserves) as transacting it through the SOFA would be complex.

## HR

- 9. One long standing member of staff was subject to a medical dismissal and this went to appeal. The appeal was upheld.
- 10. Our third consultant has been interviewed, offered and has verbally accepted. She is due to start on a 0.8 FTE basis with effect from June 2021.
- 11. We have gone out to advert for a number of nursing posts and our Digital Comms role (70+ applications)
- 12. A great deal of time has been spent working through historic timesheets to trace underpayment of overtime that has been noted. The total is estimated to be between £15k and £30k which is immaterial for the October audit. Once agreed this will be corrected.
- 13. A review of potential payroll systems has commenced with Sage and Brightpay receiving differing reports from other Hospices.

## IT

- 14. JG met with Sara Jane and her team to start a review of Raisers' Edge, our donor database. There was an expectation that processes could be streamlined and an imperative to improve the accessibility of reporting and the systematic approach to data entry, particularly uploading from web-based sources. As a result of these reviews it has become clear that a larger project is needed to specify our needs, data cleanse and establish an upgraded and professionally installed system.
- 15. The final part of the system refresh relating to moving our mailboxes to the cloud has been completed successfully. This will soon enable access from mobile phones.

## Facilities

16. New patios have been installed in the ward gardens and furniture has been funded by the Friends of St Raphael's. John Groom's persistence has yielded a 25% saving on cost which allows us to also equip the newly refurbished chapel courtyard as well.
17. The ward-room refreshes remain in plans for the Summer. Spire is being approached again to seek bed capacity for the duration and neighbouring hospices have also been contacted as a plan B.
18. St Bede's is hosting a number of Training days for Spire medical teams from around the country, free of charge. Rigorous safety measures are in place and Spire will deep clean after each event. We hope to grow our relationship with our neighbour and their staff.
19. The two new sheds (one for the garden team and one for equipment storage) have been erected and are now in use.
20. We have received quotes to form a path from the public highway into the SRH site so that pedestrians do not need to walk on the road. This has long been a safety concern. The cost will be £7k and we are hoping to complete the work during the summer.
21. One of the maintenance team, Mervin Kelchure, has tirelessly been painting the hospice offices and admin corridor and other parts of the building over the last months. He is now painting the reception together with Steve Crawley (Jacky's husband) who is a retired professional decorator and who has volunteered his time. This will further enhance reception following the cleaning of the flooring and the installation of the bi-fold doors. New furniture for reception has been ordered with the interior design provided by Jacky Crawley in a voluntary capacity.
22. The guttering replacements that are needed for the Hospice building have now been quoted for and are included in the budget at a cost of £7k.
23. The planting of 10,000 crocus bulbs undertaken by Pete and a group of valiant volunteers has now provided us with an uplifting welcome as we enter the site. It is the start of many plans to enhance our gardens.
24. We have received two quotes for £55-60k to install the required ventilation system for the Hospice ward rooms. The pre-existing one was non-functional. One further quote is awaited.

Nick Stevens, Joint CEO

5<sup>th</sup> March 2021

Management Accounts January 2021	Year To Date				Full Year			
	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance
Income from NHS	1,320,607	1,287,007	33,600	1,292,042	1,546,130	1,583,345	1,550,399	32,946
Other Income	1,251,620	115,473	1,136,146	125,686	175,599	1,577,511	132,202	1,445,309
<b>Service Income</b>	<b>2,572,226</b>	<b>1,402,480</b>	<b>1,169,746</b>	<b>1,417,728</b>	<b>1,721,729</b>	<b>3,160,856</b>	<b>1,682,601</b>	<b>1,478,255</b>
Direct Cost of Services	(2,852,851)	(3,286,582)	433,731	(2,874,864)	(3,434,614)	(3,517,185)	(3,935,082)	417,897
Hospice Depreciation	(145,004)	(224,626)	79,623	(176,547)	(210,006)	(164,648)	(267,539)	102,890
Support Costs	(526,440)	(518,093)	(8,347)	(507,732)	(622,189)	(632,523)	(618,369)	(14,154)
<b>Service Costs</b>	<b>(3,524,294)</b>	<b>(4,029,300)</b>	<b>505,007</b>	<b>(3,559,143)</b>	<b>(4,266,809)</b>	<b>(4,314,356)</b>	<b>(4,820,990)</b>	<b>506,634</b>
<b>Net Service Cost to be funded</b>	<b>(952,067)</b>	<b>(2,626,820)</b>	<b>1,674,753</b>	<b>(2,141,415)</b>	<b>(2,545,080)</b>	<b>(1,153,501)</b>	<b>(3,138,389)</b>	<b>1,984,889</b>
<b>Fundraising Activity</b>	27%	65%		60%	60%	27%		
Legacy Income	490,437	835,000	(344,563)	397,468	1,750,510	715,437	1,000,000	(284,563)
Donor Income	1,002,150	1,191,034	(188,884)	1,112,232	1,240,373	1,179,046	1,410,041	(230,995)
Fundraising Costs	(476,989)	(711,627)	234,638	(550,959)	(629,760)	(599,283)	(861,669)	262,385
	<b>1,015,598</b>	<b>1,314,407</b>	<b>(298,809)</b>	<b>958,741</b>	<b>2,361,123</b>	<b>1,295,200</b>	<b>1,548,372</b>	<b>(253,172)</b>
Lottery Income	390,187	433,725	(43,538)	389,736	456,007	461,698	523,766	(62,068)
Lottery Costs	(160,009)	(258,926)	98,918	(144,026)	(206,984)	(201,663)	(304,441)	102,778
	<b>230,178</b>	<b>174,799</b>	<b>55,379</b>	<b>245,710</b>	<b>249,023</b>	<b>260,035</b>	<b>219,325</b>	<b>40,710</b>
Shop Income	164,942	964,335	(799,393)	806,784	1,103,503	166,892	1,157,655	(990,763)
Shop Costs	(678,405)	(965,294)	286,889	(774,225)	(934,027)	(798,393)	(1,168,754)	370,361
	<b>(513,463)</b>	<b>(958)</b>	<b>(512,505)</b>	<b>32,559</b>	<b>169,476</b>	<b>(631,501)</b>	<b>(11,099)</b>	<b>(620,402)</b>
<b>Support Costs</b>	<b>(263,220)</b>	<b>(259,046)</b>	<b>(4,173)</b>	<b>(253,866)</b>	<b>(311,094)</b>	<b>(316,261)</b>	<b>(309,185)</b>	<b>(7,077)</b>
<b>Fundraising Contribution</b>	<b>469,094</b>	<b>1,229,201</b>	<b>(760,107)</b>	<b>983,144</b>	<b>2,468,527</b>	<b>607,473</b>	<b>1,447,413</b>	<b>(839,941)</b>
<b>Shortfall before DOC Funding</b>	<b>(482,974)</b>	<b>(1,397,619)</b>	<b>914,646</b>	<b>(1,158,271)</b>	<b>(76,553)</b>	<b>(546,028)</b>	<b>(1,690,976)</b>	<b>1,144,948</b>
DOC Funding	210,000	1,166,667	(956,667)	0	0	350,000	1,400,000	(1,050,000)
	<b>(272,974)</b>	<b>(230,953)</b>	<b>(42,021)</b>	<b>(1,158,271)</b>	<b>(76,553)</b>	<b>(196,028)</b>	<b>(290,976)</b>	<b>94,948</b>

SRH Detailed Income and Expenditure	Year To Date					Full Year			
	Actual	Budget	Variance	Prior Year	Variance	Current F'cast 2020-21	Budget 2021- 22	Variance	
31st January 2021									
<b>NHS Grants</b>	<b>1,274,321</b>	<b>1,277,588</b>	<i>(3,267)</i>	<b>1,262,333</b>	<i>11,988</i>	<b>1,529,185</b>	<b>1,552,123</b>	<i>22,938</i>	
<b>NHS Other Fees</b>	<b>46,286</b>	<b>9,419</b>	<i>36,866</i>	<b>29,709</b>	<i>16,577</i>	<b>54,160</b>	<b>17,986</b>	<i>(36,174)</i>	no COVID Beds contract
<b>Hospice Grants</b>	<b>1,207,110</b>	<b>30,000</b>	<i>1,177,110</i>	<b>68,767</b>	<i>1,138,344</i>	<b>1,507,110</b>	<b>40,000</b>	<i>(1,467,110)</i>	no COVID grants
<b>Other income</b>	<b>38,450</b>	<b>31,870</b>	<i>6,580</i>	<b>14,549</b>	<i>23,901</i>	<b>60,450</b>	<b>135,737</b>	<i>75,287</i>	includes £120k rent gift in kind
<b>Investment Income</b>	<b>4,418</b>	<b>23,603</b>	<i>(19,185)</i>	<b>16,678</b>	<i>(12,260)</i>	<b>6,809</b>	<b>33,027</b>	<i>26,218</i>	
<b>Orangery Income</b>	<b>1,641</b>	<b>30,000</b>	<i>(28,359)</i>	<b>25,691</b>	<i>(24,050)</i>	<b>3,141</b>	<b>25,500</b>	<i>22,359</i>	
<b>Operating Income</b>	<b>2,572,226</b>	<b>1,402,480</b>	<i>1,169,746</i>	<b>1,417,728</b>	<i>1,154,498</i>	<b>3,160,856</b>	<b>1,804,372</b>	<i>(1,356,484)</i>	
Staff Costs	(2,480,868)	(2,850,975)	<i>370,107</i>	(2,476,625)	<i>(4,244)</i>	(3,031,493)	(3,239,698)	<i>(208,204)</i>	Full compliment of staff, agency consultant ends June
Training, Recruitment and subscriptions	(19,278)	(46,550)	<i>27,272</i>	(27,702)	<i>8,424</i>	(24,889)	(43,242)	<i>(18,353)</i>	increased clinical training
Food and Catering	(14,891)	(35,120)	<i>20,228</i>	(31,512)	<i>16,621</i>	(21,882)	(42,358)	<i>(20,476)</i>	More patients + Orangery
Cleaning and Waste Disposal	(25,904)	(25,884)	<i>(20)</i>	(24,161)	<i>(1,743)</i>	(32,256)	(36,301)	<i>(4,045)</i>	
Travel and Motoring Expenses	(6,615)	(18,641)	<i>12,026</i>	(16,001)	<i>9,386</i>	(11,352)	(28,885)	<i>(17,533)</i>	Return to pre-covid levels
Drugs, Dressings and Consumables	(83,934)	(90,032)	<i>6,098</i>	(81,310)	<i>(2,624)</i>	(107,728)	(111,471)	<i>(3,744)</i>	
Rates and Utilities	(62,549)	(63,951)	<i>1,402</i>	(59,999)	<i>(2,551)</i>	(78,673)	(84,692)	<i>(6,019)</i>	
Repairs and Maintenance	(60,199)	(67,188)	<i>6,988</i>	(65,150)	<i>4,951</i>	(73,248)	(83,069)	<i>(9,821)</i>	
Telephones, Postage, Stationery & IT	(42,529)	(53,623)	<i>11,094</i>	(54,281)	<i>11,752</i>	(53,152)	(64,055)	<i>(10,903)</i>	
Other Direct Costs	(56,082)	(34,618)	<i>(21,464)</i>	(38,123)	<i>(17,959)</i>	(82,513)	(175,722)	<i>(93,210)</i>	includes £120k rent (PY = £50k)
Depreciation	(145,004)	(224,626)	<i>79,623</i>	(176,547)	<i>31,544</i>	(164,648)	<b>(166,027)</b>	<i>(1,379)</i>	
<b>Direct Cost of Service (incl Depreciation)</b>	<b>(2,997,854)</b>	<b>(3,511,208)</b>	<i>513,354</i>	<b>(3,051,411)</b>	<i>53,557</i>	<b>(3,681,833)</b>	<b>(5,432,004)</b>	<i>(393,687)</i>	
<b>Net Service Cost</b>	<b>(425,628)</b>	<b>(2,108,727)</b>	<i>1,683,100</i>	<b>(1,633,683)</b>	<i>1,208,055</i>	<b>(520,978)</b>	<b>(2,271,148)</b>	<i>(1,750,170)</i>	
Staff Costs	(505,251)	(532,314)	<i>27,063</i>	(480,211)	<i>(25,040)</i>	(618,222)	(699,348)	<i>(81,126)</i>	Comms moved from Fundraising and adds 2 x PT roles
Training, Recruitment and subscriptions	(4,526)	(26,639)	<i>22,113</i>	(5,472)	<i>947</i>	(6,963)	(37,696)	<i>(30,733)</i>	Increased Training budget
Telephones, Postage, Stationery & IT	(72,976)	(78,016)	<i>5,040</i>	(59,383)	<i>(13,593)</i>	(90,875)	(90,319)	<i>556</i>	
Professional Services	(46,653)	(56,255)	<i>9,602</i>	(38,955)	<i>(7,698)</i>	(54,649)	(59,831)	<i>(5,182)</i>	
Insurance	(32,081)	(20,895)	<i>(11,186)</i>	(17,403)	<i>(14,677)</i>	(38,481)	<b>(42,561)</b>	<i>(4,080)</i>	
Communications & Marketing	(828)	(20,000)	<i>19,172</i>	(1,195)	<i>367</i>	(4,228)	<b>(40,800)</b>	<i>(36,572)</i>	Increased Comms Budget
Other Costs	(26,774)	(15,520)	<i>(11,253)</i>	(36,760)	<i>9,986</i>	(30,795)	(21,921)	<i>8,874</i>	
VAT	(100,571)	(27,500)	<i>(73,071)</i>	(122,218)	<i>21,648</i>	(104,571)	(24,480)	<i>80,091</i>	Most VAT recoverable post Independence
<b>Support Costs</b>	<b>(789,659)</b>	<b>(777,139)</b>	<i>(12,520)</i>	<b>(761,598)</b>	<i>(28,061)</i>	<b>(948,784)</b>	<b>(1,016,956)</b>	<i>(68,172)</i>	

31st January 2021	Actual	Budget	Variance	Prior Year	Variance	Current F'cast 2020-21	Budget 2021- 22	Variance	
<b>Legacies</b>	<b>490,437</b>	<b>835,000</b>	<i>(344,563)</i>	<b>397,468</b>	<i>92,969</i>	<b>715,437</b>	<b>1,000,000</b>	<i>284,563</i>	
<b>Donations</b>	<b>912,367</b>	<b>1,135,540</b>	<i>(223,173)</i>	<b>1,077,186</b>	<i>(164,818)</i>	<b>1,080,839</b>	<b>1,094,885</b>	<i>14,045</i>	
<b>Gift Aid</b>	<b>89,783</b>	<b>55,494</b>	<i>34,289</i>	<b>35,046</b>	<i>54,736</i>	<b>98,206</b>	<b>54,744</b>	<i>(43,462)</i>	
Staff Costs	(311,951)	(448,982)	<i>137,031</i>	(331,961)	<i>20,010</i>	(382,354)	(465,198)	<i>(82,844)</i>	3 new roles commence in period
Training, Recruitment and subscriptions	(4,225)	(5,500)	<i>1,275</i>	(4,327)	<i>102</i>	(5,245)	(6,541)	<i>(1,296)</i>	
Rent, Rates and Utilities	(25,233)	(24,733)	<i>(499)</i>	(23,559)	<i>(1,674)</i>	(30,513)	(30,973)	<i>(460)</i>	
Repairs and Maintenance	(5,589)	(5,180)	<i>(409)</i>	(8,103)	<i>2,514</i>	(6,259)	(5,474)	<i>784</i>	
Telephones, Postage, Stationery & IT	(46,570)	(29,033)	<i>(17,537)</i>	(21,546)	<i>(25,024)</i>	(67,709)	(67,220)	<i>489</i>	
Communications and Marketing	(33,266)	(62,850)	<i>29,583</i>	(28,589)	<i>(4,678)</i>	(46,432)	<b>(80,000)</b>	<i>(33,568)</i>	Increased Marketing budget
Events	(13,290)	(81,391)	<i>68,101</i>	(91,928)	<i>78,638</i>	(14,290)	<b>(60,090)</b>	<i>(45,800)</i>	Gradual return of events
Other Costs	(36,866)	(53,959)	<i>17,093</i>	(40,946)	<i>4,080</i>	(46,481)	(56,697)	<i>(10,216)</i>	Supporter Group support
<b>Net Fundraising Contribution</b>	<b>1,015,598</b>	<b>1,314,407</b>	<i>(298,809)</i>	<b>958,741</b>	<i>56,857</i>	<b>1,295,200</b>	<b>1,377,436</b>	<i>82,236</i>	
<b>Lottery Income</b>	<b>390,187</b>	<b>433,725</b>	<i>(43,538)</i>	<b>389,736</b>	<i>451</i>	<b>461,698</b>	<b>462,677</b>	<i>978</i>	New plays to match reductions
Staff Costs	(30,758)	0	<i>(30,758)</i>		<i>(30,758)</i>	(36,909)	(82,417)	<i>(45,508)</i>	2 x roles (sales and sites)
Agency Staff	327	(90,700)	<i>91,027</i>	(770)	<i>1,097</i>	327	0	<i>(327)</i>	no agency fees
Printing, Postage and Marketing	(15,392)	(37,208)	<i>21,817</i>	(28,228)	<i>12,837</i>	(27,964)	(33,098)	<i>(5,134)</i>	Increased Marketing
Bank, Management and Other Charges	(44,187)	(59,618)	<i>15,431</i>	(45,028)	<i>841</i>	(52,837)	(59,755)	<i>(6,918)</i>	Site charges for Lottery Campaign
Lottery Prizes	(70,000)	(71,400)	<i>1,400</i>	(70,000)	<i>0</i>	(84,280)	<b>(95,042)</b>	<i>(10,762)</i>	Extra £10k prizes
<b>Net Lottery Contribution</b>	<b>230,178</b>	<b>174,799</b>	<i>55,379</i>	<b>245,710</b>	<i>(15,532)</i>	<b>260,035</b>	<b>192,364</b>	<i>(67,671)</i>	
<b>Shop Income</b>	<b>146,730</b>	<b>911,459</b>	<i>(764,729)</i>	<b>774,909</b>	<i>(628,179)</i>	<b>146,730</b>	<b>964,969</b>	<i>818,239</i>	Shops trade to 2019-20 levels once fully (which was not a good year)
<b>Gift Aid</b>	<b>8,462</b>	<b>52,877</b>	<i>(44,414)</i>	<b>22,125</b>	<i>(13,663)</i>	<b>8,462</b>	<b>53,073</b>	<i>44,611</i>	
<b>Rent received</b>	<b>9,750</b>	<b>0</b>	<i>9,750</i>	<b>9,750</b>	<i>0</i>	<b>11,700</b>	<b>11,700</b>	<i>0</i>	
Staff Costs	(244,188)	(463,153)	<i>218,965</i>	(364,924)	<i>120,735</i>	(263,616)	(563,084)	<i>(299,467)</i>	No furlough used
Training, Recruitment and subscriptions	(1,693)	(4,541)	<i>2,848</i>	(1,336)	<i>(357)</i>	(2,478)	(5,102)	<i>(2,624)</i>	
Consumables and Goods for Resale	(15,454)	(20,800)	<i>5,346</i>	(19,281)	<i>3,827</i>	(18,854)	(21,834)	<i>(2,981)</i>	
Cleaning and Waste Disposal	(15,128)	(27,546)	<i>12,418</i>	(26,633)	<i>11,505</i>	(20,723)	(33,661)	<i>(12,938)</i>	
Rent, Rates and Utilities	(268,592)	(310,767)	<i>42,174</i>	(282,661)	<i>14,068</i>	(332,392)	(379,108)	<i>(46,716)</i>	Wimbledon full year and no rent holidays
Repairs and Maintenance	(10,731)	(8,000)	<i>(2,731)</i>	(7,076)	<i>(3,655)</i>	(12,331)	(10,152)	<i>2,179</i>	
Depreciation	(36,772)	(45,467)	<i>8,695</i>	(16,601)	<i>(20,171)</i>	(46,459)	(52,737)	<i>(6,278)</i>	
Telephones, Postage, Stationery & IT	(15,963)	(18,066)	<i>2,102</i>	(18,175)	<i>2,212</i>	(19,523)	(21,321)	<i>(1,797)</i>	
Other Costs	(8,047)	(34,723)	<i>26,676</i>	(9,902)	<i>1,855</i>	(12,581)	(20,616)	<i>(8,035)</i>	
Bank, credit card and cash collection	(4,712)	(16,231)	<i>11,519</i>	(16,916)	<i>12,204</i>	(8,033)	(19,060)	<i>(11,027)</i>	
Professional Services	(52,279)	(10,000)	<i>(42,279)</i>	(6,117)	<i>(46,162)</i>	(54,279)	<b>(12,000)</b>	<i>42,279</i>	Skyline consultancy reduced to training
Insurance	(4,845)	(6,000)	<i>1,155</i>	(4,604)	<i>(241)</i>	(7,124)	<b>(13,715)</b>	<i>(6,591)</i>	
<b>Net Shops Contribution</b>	<b>(513,463)</b>	<b>(958)</b>	<i>(512,505)</i>	<b>32,559</b>	<i>(546,022)</i>	<b>(631,501)</b>	<b>(122,647)</b>	<i>508,854</i>	
<b>Net Shortfall before DoC funding</b>	<b>(482,974)</b>	<b>(1,397,619)</b>	<i>914,646</i>	<b>(1,158,271)</b>	<i>675,298</i>	<b>(546,028)</b>	<b>(1,840,951)</b>	<i>(1,294,923)</i>	
<b>Other income</b>	<b>210,000</b>	<b>1,166,667</b>	<i>(956,667)</i>	<b>0</b>	<i>210,000</i>	<b>350,000</b>	<b>1,000,000</b>	<i>650,000</i>	Allocation of DoC grant
<b>Shortfall for period</b>	<b>(272,974)</b>	<b>(230,953)</b>	<i>(42,021)</i>	<b>(1,158,271)</b>	<i>885,298</i>	<b>(196,028)</b>	<b>(840,951)</b>	<i>(644,923)</i>	

**Management Accounts January 2021**

<b>Net Movement in Funds</b>	<b>YTD 2020-21</b>	<b>Budget YTD 2020-21</b>	<i>variance</i>	<b>YTD Prior Year</b>	<b>Actuals 2019-20</b>	<b>Forecast 2020-21</b>	<b>Budget 2020-21</b>	<i>Variance</i>
Surplus/(Loss) from Operations	(272,974)	(230,953)	(42,021)	(1,158,271)	<b>(76,553)</b>	(196,028)	(261,671)	(119,475)
Depreciation	182,822	273,306	(90,484)	193,776	<b>233,035</b>	210,251	327,615	(22,783)
Decrease/(Increase) in Debtors	594,412	(96,021)	690,433	(62,984)	<b>(981,075)</b>	520,180	145,133	1,501,254
(Decrease)/Increase in Creditors	3,607,201	2,687,434	919,767	162,203	<b>(59,763)</b>	3,315,683	2,219,154	3,375,446
<b>Net cash (expended)/generated by operations</b>	<b>4,111,461</b>	2,633,767	1,477,694	<b>(865,276)</b>	<b>(884,356)</b>	<b>3,850,086</b>	<b>2,430,231</b>	4,734,443
Purchase of Fixed Assets	(186,527)	(500,405)	313,878	(404,324)	<b>(445,856)</b>	(212,927)	(500,405)	232,930
Increase / (Decrease) in Cash	<b>3,924,935</b>	<b>2,133,362</b>	<b>1,791,573</b>	<b>(1,269,600)</b>	<b>(1,330,212)</b>	<b>3,637,160</b>	<b>1,929,826</b>	<b>4,967,372</b>

£(5,683)

**Management Accounts January 2021**

<b>Balance Sheet</b>	<b>YTD 2020-21</b>	<b>Budget YTD 2020-21</b>	<i>variance</i>	<b>YTD Prior Year</b>	<b>Actuals 2019-20</b>	<b>Forecast 2020-21</b>	<b>Budget 2020-21</b>	<i>Variance</i>
Fixed Assets	571,009	4,439,170	(3,868,161)	4,274,195	4,276,470	569,979	4,384,861	(3,706,491)
Debtors	958,531	842,047	116,483	634,862	1,552,953	1,032,773	600,894	(520,180)
<b>Cash at Bank</b>	<b>6,139,871</b>	<b>4,341,469</b>	<b>1,798,402</b>	<b>2,283,388</b>	<b>2,214,936</b>	<b>5,846,413</b>	<b>4,118,704</b>	3,631,477
Creditors	(3,943,458)	(3,031,600)	(911,858)	(558,222)	(336,256)	(3,651,940)	(2,563,776)	(3,315,683)
<b>Net Assets</b>	<b>3,725,953</b>	<b>6,591,086</b>	<b>(2,865,133)</b>	<b>6,634,223</b>	<b>7,708,102</b>	<b>3,797,225</b>	<b>6,540,683</b>	<b>(3,910,877)</b>

St Raphael's Hospice		Unrestricted			Total funds	Total funds
		General fund	Designated fund	Restricted funds		
SOFA for the Seven Months Ended 31st October 2020		Notes	£'000	£'000	£'000	£'000
<b>Income and expenditure</b>						
<b>Income from:</b>						
Donations and legacies	1	1,105	-	20	1,125	3,036
Other trading activities	2	369	-	0	369	1,404
Investments		3	-	-	3	19
Charitable activities	3					
. Clinical Commissioning Groups		1,138	-	-	1,138	1,546
. Other income		721	-	0	721	266
<b>Total income</b>		<b>3,336</b>	<b>0</b>	<b>20</b>	<b>3,356</b>	<b>6271</b>
<b>Expenditure on:</b>						
Charitable activities	4	2,447	-	44	2,491	4,207
Raising funds	5	1,212	-	-	1,212	2,141
<b>Total expenditure</b>		<b>3,658</b>	<b>0</b>	<b>44</b>	<b>3,703</b>	<b>6,348</b>
<b>Net (expenditure) income before transfers</b>			-322	0	-24	-347
Gross transfers between funds in connection with tangible fixed assets			29	20	-49	-
Transfer to the Congregation			-	-3,709	-	-3,709
<b>Net movement in funds</b>			<b>-293</b>	<b>-3,689</b>	<b>-73</b>	<b>-77</b>
<b>Reconciliation of funds:</b>						
Fund balances brought forward at 1 April 2019			3,035	4,276	397	7,708
Fund balances carried forward at 31 March 2020			2,742	587	323	3,652

BALANCE SHEET as at 31st October 2020		Notes	Oct '20 £'000	Oct '20 £'000	2020 £'000	2020 £'000
<b>Fixed assets</b>						
Tangible assets	6			587		4,276
<b>Current assets</b>						
Debtors	7		1,027		1,553	
Cash at bank and in hand			2,778		2,215	
				3,805		3,768
<b>Creditors: amounts falling due within one year</b>	8		740		336	
<b>Net current assets</b>				3,065		3,432
<b>Total net assets</b>				3,652		7,708
<b>Represented by:</b>						
<b>Funds and reserves</b>						
Income funds						
Restricted funds				323		397
Unrestricted funds						
. Designated funds				587		4,276
. General fund				2,742		3,035
<b>Total funds</b>				3,652		7,708

CASH FLOW for the Seven Months Ended 31st October 2020	Oct '20 £'000	2020 £'000
Notes		
<b>Cash flows from operating activities</b>		
Net cash provided by operating activities	731	-904
<b>Cash flows from investing activities:</b>		
Investment income	3	19
Purchase of tangible fixed assets	-171	-445
<b>Net cash used in investing activities</b>	-168	-426
<b>Change in cash and cash equivalents</b>	563	-1,330
<b>Cash and cash equivalents at 1 April 2020</b>	2,215	3,545
<b>Cash and cash equivalents at 31 October 2020</b>	2,778	2,215
	Oct '20 £'000	2020 £'000
<b>Net movement in funds (as per the statement of financial activities)</b>	-4,056	-77
<b>Adjustments for:</b>		
Depreciation charge	151	233
Transfer of Assets to Congregation	3,709	
Investment income	-3	-19
Decrease (increase) in debtors	526	-981
Increase (decrease) in creditors	404	-60
<b>Net cash provided by operating activities</b>	731	-904

### 1 Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total Oct '20 £'000
Donations	667	20	687
Legacies	438		438
<b>2020 Total</b>	<b>1,105</b>	<b>20</b>	<b>1,125</b>

### 2 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total Oct '20 £'000
Lottery income	249	-	249
Shop sales and related income	120	-	120
<b>2020 Total</b>	<b>369</b>	<b>0</b>	<b>369</b>

### 3 Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total Oct '20 £'000
Clinical Commissioning Groups	1,138	-	1,138
UK Govt Coronavirus Support Grant	718	-	718
Other income	3	-	3
<b>2020 Total</b>	<b>721</b>	<b>0</b>	<b>721</b>

#### 4 Charitable activities

	Staff Costs	Other Costs	Support Costs	Total
Hospice In Patient Unit	981	226	205	1,413
"Hospice at Home" Community Team	542	83	116	740
Psychological Support Team	82	14	18	114
Education	45	14	5	63
Orangery	26	16	18	60
Volunteers	42	8	10	59
Wellbeing Centre	26	7	8	41
	<u>1,744</u>	<u>369</u>	<u>378</u>	<u>2,491</u>

#### 5 Cost of Raising Funds

	Staff Costs	Other Costs	Support Costs	Total
Fundraising	228	131	90	449
Lottery	22	94	0	116
Charity Shops	201	317	129	647
	<u>451</u>	<u>542</u>	<u>219</u>	<u>1,212</u>

#### 6 Tangible fixed assets

	Freehold land and buildings £'000	Computer and other equipment £'000	Shop fixtures and fittings £'000	Motor vehicles £'000	Leaseho ld Properti £'000	Assets under Constru £'000	Oct '20 Total £'000
<b>Cost or valuation</b>							
At 1 April 2020	4,507	1,336	56	76	153	160	6,288
Additions	9	62	0	27	32	41	171
Transfer back to Congregation	-4,516						-4,516
At 31 October 2020	<u>0</u>	<u>1,398</u>	<u>56</u>	<u>103</u>	<u>185</u>	<u>201</u>	<u>1,944</u>
Cost	1,155	1,398	56	103	185	201	3,099
Valuation (2014)	3,361	-	-	-	-	-	3,361
Transfer back to Congregation	-4,516						-4,516
	<u>4,516</u>	<u>1,398</u>	<u>56</u>	<u>103</u>	<u>185</u>	<u>201</u>	<u>1,944</u>
<b>Depreciation</b>							
At 1 April 2020	731	1,187	22	59	13	0	2,012
Charge in year	76	49	5	3	18	0	151
Transfer back to Congregation	-807						-807
At 31 October 2020	<u>0</u>	<u>1,236</u>	<u>27</u>	<u>62</u>	<u>32</u>	<u>0</u>	<u>1,357</u>
<b>Net book values</b>							
At 31 October 2020	0	162	29	41	154	201	587
At 31 March 2020	<u>3,776</u>	<u>1,484</u>	<u>35</u>	<u>17</u>	<u>140</u>	<u>160</u>	<u>4,276</u>
	<u>3,776</u>	<u>1,484</u>	<u>35</u>	<u>17</u>	<u>140</u>	<u>160</u>	<u>4,276</u>

#### 7 Debtors

	Oct '20 £'000	2020 £'000
Gift Aid recoverable	100	59
VAT recoverable	36	
COVID Support Grants (incl furlough)	99	
Prepayments	181	224
Accrued income (including legacies receivable)	409	1,258
Other	202	12
	<u>1,027</u>	<u>1,553</u>

#### 8 Creditors: amounts falling due within one year

	Oct '20 £'000	2020 £'000
Trade creditors	48	63
Social security and other taxes	81	87
Lottery income received in advance	73	62
Accruals and deferred income	538	124
	<u>740</u>	<u>336</u>

## 9 Employees and staff costs

Staff costs during the year were as follows:

	Oct '20 £'000	2020 £'000
Wages and salaries	2,068	3,493
Payments to agency / bank staff	218	387
Social security costs	178	313
Other pension costs	98	180
	<b>2,562</b>	<b>4,373</b>
Other staff costs		32
	<b>2,562</b>	<b>4,405</b>

Staff costs were charged as follows:

	Oct '20 £'000	2020 £'000
Cost of raising funds (Note 3)		
. Cost of generating donations and legacies		
.. Fundraising general appeal costs	280	466
. Fundraising trading		
.. Lottery	22	39
.. Shops selling donated goods	296	603
Charitable activities (Note 4)		
. Hospice costs	1,264	2,200
. CPCT and Hospice at Home	699	1,097
	<b>2,562</b>	<b>4,405</b>

The average number of employees during the year (excluding bank staff), analysed by function, was as follows:

	Oct '20 Number	Oct '20 Number	2020 Number
	Annualised	Average	
Raising funds	24	41	35
Charitable activities	60	103	109
	<b>84</b>	<b>144</b>	<b>144</b>

The average number of bank staff during the year was 28 (2019-20: 43).

The average number of employees during the year (excluding bank staff), calculated on a full time equivalent basis, analysed by function, was as follows:

	Oct '20 FTE	Oct '20 FTE	2020 FTE
	Annualised	Average	
Raising funds	20	34	30
Charitable activities	60	103	77
	<b>80</b>	<b>137</b>	<b>107</b>

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

	Oct '20 Number	Oct '20 Number	2020 Number
	if Annualised	Actual in period	
£60,001 - £70,000	1	-	1
£70,001 - £80,000	1	-	2
£80,001 - £90,000	2	-	2
£90,001 - £100,000	-	-	1
£120,001 - £130,000	-	-	-
£130,001 - £140,000	-	-	-

No remuneration or reimbursed expenses were paid to trustees (2018-19: £nil).

### Key management personnel

Key management personnel comprise the trustees, the Joint Chief Executives, The Director of Income Generation and the Clinical Director.

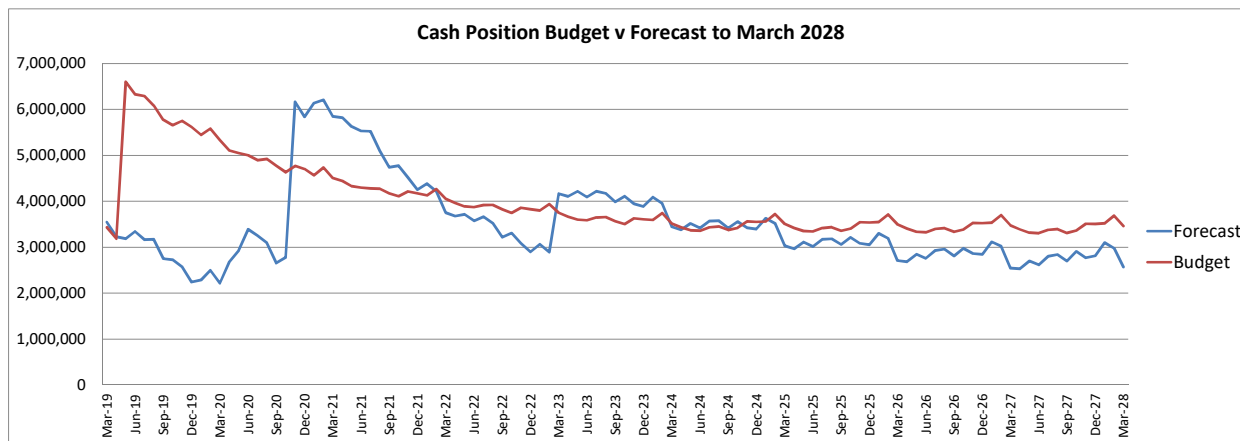
None of the trustees received any remuneration in respect of their services during the year (2018-19: £nil). Out of pocket expenses were not reimbursed to trustees during the year (2018-19: £nil).

Adjustment for Holiday Accrual		
Previous Notes	Accrual	###
2,020,236	47,489	
217,787		
174,086	4,092	
95,798	2,252	
2,507,907	53,833	
0		
2,507,907	53,833	

Previous Notes	Accrual
274,477	5,892
21,530	462
289,475	6,214
1,237,786	26,569
684,639	14,696
2,507,907	53,833

Management Accounts January 2021	Full Year								
	Actuals 2019-20	Forecast 2020-21	Budget 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,546,130	1,583,345	1,570,108	1,594,110	1,618,489	1,643,252	1,668,407	1,693,959	1,719,916
Other Income	175,599	1,577,511	234,264	238,102	243,810	245,164	245,240	233,128	233,541
<b>Service Income</b>	<b>1,721,729</b>	<b>3,160,856</b>	<b>1,804,372</b>	<b>1,832,211</b>	<b>1,862,299</b>	<b>1,888,416</b>	<b>1,913,647</b>	<b>1,927,087</b>	<b>1,953,457</b>
Direct Cost of Services	(3,434,614)	(3,517,185)	(3,909,493)	(3,933,626)	(4,013,497)	(4,091,357)	(4,170,774)	(4,251,780)	(4,334,405)
Hospice Depreciation	(210,006)	(164,648)	(166,027)	(218,187)	(241,018)	(212,831)	(144,108)	(110,384)	(100,219)
Support Costs	(622,189)	(632,523)	(677,971)	(686,446)	(663,823)	(676,541)	(689,517)	(702,757)	(716,267)
<b>Service Costs</b>	<b>(4,266,809)</b>	<b>(4,314,356)</b>	<b>(4,753,491)</b>	<b>(4,838,259)</b>	<b>(4,918,339)</b>	<b>(4,980,729)</b>	<b>(5,004,400)</b>	<b>(5,064,922)</b>	<b>(5,150,891)</b>
<b>Net Service Cost to be funded</b>	<b>(2,545,080)</b>	<b>(1,153,501)</b>	<b>(2,949,119)</b>	<b>(3,006,047)</b>	<b>(3,056,040)</b>	<b>(3,092,313)</b>	<b>(3,090,753)</b>	<b>(3,137,835)</b>	<b>(3,197,435)</b>
	60%	27%	62%	62%	62%	62%	62%	62%	62%
<b>Fundraising Activity</b>									
Legacy Income	1,750,510	715,437	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Donor Income	1,240,373	1,179,046	1,149,629	1,555,179	1,860,355	2,084,784	2,168,175	2,380,174	2,475,381
Fundraising Costs	(629,760)	(599,283)	(772,193)	(881,045)	(898,640)	(915,751)	(933,639)	(952,311)	(971,358)
	<b>2,361,123</b>	<b>1,295,200</b>	<b>1,377,436</b>	<b>1,674,134</b>	<b>1,961,715</b>	<b>2,169,033</b>	<b>2,234,536</b>	<b>2,427,863</b>	<b>2,504,024</b>
Lottery Income	456,007	461,698	462,677	536,966	626,934	706,901	777,907	840,887	959,081
Lottery Costs	(206,984)	(201,663)	(270,312)	(300,237)	(314,957)	(328,673)	(341,502)	(353,549)	(371,771)
	<b>249,023</b>	<b>260,035</b>	<b>192,364</b>	<b>236,729</b>	<b>311,977</b>	<b>378,228</b>	<b>436,405</b>	<b>487,338</b>	<b>587,310</b>
Shop Income	1,103,503	166,892	1,029,742	1,352,014	1,699,830	1,920,558	1,956,381	1,993,697	2,031,759
Shop Costs	(934,027)	(798,393)	(1,152,389)	(1,264,601)	(1,467,576)	(1,582,128)	(1,589,745)	(1,609,176)	(1,631,865)
	<b>169,476</b>	<b>(631,501)</b>	<b>(122,647)</b>	<b>87,412</b>	<b>232,254</b>	<b>338,429</b>	<b>366,635</b>	<b>384,520</b>	<b>399,894</b>
	15%		-12%	6%	14%	18%	19%	19%	20%
<b>Support Costs</b>	<b>(311,094)</b>	<b>(316,261)</b>	<b>(338,985)</b>	<b>(343,223)</b>	<b>(331,912)</b>	<b>(338,271)</b>	<b>(344,759)</b>	<b>(351,379)</b>	<b>(358,133)</b>
<b>Fundraising Contribution</b>	<b>2,468,527</b>	<b>607,473</b>	<b>1,108,168</b>	<b>1,655,053</b>	<b>2,174,034</b>	<b>2,547,420</b>	<b>2,692,818</b>	<b>2,948,343</b>	<b>3,133,094</b>
<b>Shortfall before DOC Fundin</b>	<b>(76,553)</b>	<b>(546,028)</b>	<b>(1,840,951)</b>	<b>(1,350,994)</b>	<b>(882,005)</b>	<b>(544,893)</b>	<b>(397,935)</b>	<b>(189,492)</b>	<b>(64,341)</b>
DOC Funding	0	350,000	1,000,000	600,000	500,000	400,000	300,000	200,000	100,000
	<b>(76,553)</b>	<b>(196,028)</b>	<b>(840,951)</b>	<b>965,006</b>	<b>(382,005)</b>	<b>(144,893)</b>	<b>(97,935)</b>	<b>10,508</b>	<b>35,659</b>



## **Terms of Reference for Finance & Resources Committee**

### **St Raphael's Hospice**

#### **Scope of Committee remit**

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

#### **Committee membership and composition**

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

## **Role and responsibilities of the Committee**

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

### ***Financial***

- To review the long-term strategic financial plans of the Hospice and undertaking detailed review of the annual financial plan and budget, to make recommendations thereon to the Board of Trustees.
- To receive reports on progress against key financial objectives in the Hospice's annual Management Plan.
- Regularly review performance against plan and budget.
- Take responsibility on behalf of the Board for overseeing all financial aspects of charity operations, so as to ensure short and long-term viability.
- Approve, within limits agreed by the Board through the Financial Delegated Authorities, expenditure of a significant nature on new initiatives.
- Approve any significant changes in accounting policies or practices.
- Establish, maintain and retain appropriate financial reporting and records.
- Ensure trading activities are in line with charitable status.
- Identify priorities for additional expenditure or for savings.
- Review the plans and requirements for Capital Expenditure and consider the fixed asset register from time to time.
- Review longer-term forecasts of income and expenditure and approve the form of presentation of financial information.

### ***Investment***

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

### ***Pensions***

- To monitor and review the charity's pension schemes.
- To recommend to the Board of Trustees appropriate actions following any scheme valuations.
- To review the performance of the charity's pension fund managers and to meet them formally at least once a year.
- To consider if there are any notifiable events under the Pensions Act 2004.

### ***Audit framework***

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

### ***External audit***

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

### ***Resources***

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

### ***Risk and assurance***

- Assisting the Board identify the Hospice's major risks in relation to finance and resources, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.
- To investigate on behalf of the Board any financial or administrative matter which may put the charity at risk.
- To examine reports on special investigations and to advise the Board of Trustees accordingly.
- To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
- To ensure there is coordination and good working relationships between external audit and any other review bodies that have been set up.
- To encourage a culture within the charity whereby each individual feels that he or she had a part to play in guarding the probity of the charity, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Chair of the Finance & Resources Committee.

12. The Board may delegate additional powers to the Committee and these are to be documented. For example, the Board may delegate to the Committee powers to authorise changes in personnel named in the Hospice's bank mandates.
13. The exercise of delegated powers is to be recorded in the minutes of the meetings and, thereby, reported to the Board.

### **Access**

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

### **Committee Meetings**

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

### **Reporting**

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

### **Renewal**

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

*Date of last approval: March 2021. Date of next renewal: March 2024.*

19/02/2021

**St Raphael's Hospice  
General Risk Register**

Serial	Cause of Risk	Description of Principle Risk to Charity	Current Controls to prevent occurrence	Current Impact	Current Probability	Raw Score	Additional Controls	Residual Impact	Residual Probability	Residual Score	Monitoring Process	Who is responsible for action	Date of last review	Date of next review	Clinical	Facilities & Management	Finance	
1.	<b>Coronavirus spreads within the Hospice</b>	<ul style="list-style-type: none"> <li>Patients, staff or volunteers suffer CV-19</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>All staff and volunteers Risk Assessed</li> <li>Strong protocols in place for infection control</li> <li>PPE in use - masks worn in all areas</li> <li>Footfall minimised in all areas and social distancing observed</li> <li>Government Guidance is observed</li> <li>Government Guidance is observed weekly resting and vaccines in progress for all staff</li> </ul>	5	2	15	<ul style="list-style-type: none"> <li>Elements of SRH activity reduced in order to focus resource on IPU and other critical work</li> <li>Staff facilitated to work from home where possible</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Daily temperature checks</li> <li>Staff anti-body count tested</li> <li>Weekly patient and staff testing</li> <li>Access to one-step rapid test for COVID</li> </ul>	Exec	Feb-21	Mar-21	Y		Y	
2.	<b>Coronavirus negatively impacts Funding Streams</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> </ul>	<ul style="list-style-type: none"> <li>Govt Grants supporting first four months</li> <li>Strong cash position maintained</li> <li>National level co-ordination to improve Hospice Funding model</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Losses in current FY are likely to be similar to budget and some EVE activity can continue</li> <li>Govt and CCG considering further support</li> </ul>	3	3	12	<ul style="list-style-type: none"> <li>Cash monitored monthly to actual and reforecast</li> </ul>	Exec	Feb-21	Mar-21			Y	Y
3.	<b>Inability to Grow Longer Term Funding Streams</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Medium term plan includes provision for additional fundraising staff and resources</li> <li>Staff restructure completed to maximise team effectiveness</li> <li>Sufficient funds in place to ensure 3-5 years viability</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Mitigation funding has been agreed in principle to ensure time to react to unexpected changes to circumstance</li> </ul>	3	3	12	<ul style="list-style-type: none"> <li>Budgets monitored monthly to actual and reforecast</li> <li>KPIs to be introduced for non financial measures</li> <li>Cash forecast to 24 months +</li> </ul>	Exec	Feb-21	Mar-21			Y	Y
4.	<b>Staff resilience negatively impacted during long pandemic</b>	<ul style="list-style-type: none"> <li>Inability to continue delivering service to the desired standards</li> <li>Consequential impact on EVE</li> </ul>	<ul style="list-style-type: none"> <li>Peer support implemented for Managers - aim to equip to support staff effectively</li> <li>HR pro-active and available to hear and to escalate issues</li> <li>HR mental health helpline</li> <li>Regular and open communication from senior team</li> <li>Weekly testing for staff to lower anxiety and lower risk of absences</li> <li>Vaccines rolled out for most staff</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>SRH standing by staff for one month beyond Govt recommendations</li> <li>Provide some other welfare benefits, to acknowledge difficulties - ie small treats. Supportive communication across teams. Access to vaccinations. Increase in use of LFDs</li> </ul>	3	2	9	<ul style="list-style-type: none"> <li>Manager feedback</li> </ul>	Exec	Feb-21	Mar-21				
7.	<b>Aging staff profile against a backdrop of increasing NHS pay (AFC) and shortage of specialist practitioners</b>	<ul style="list-style-type: none"> <li>Hospice cannot keep pace with increasing staff costs</li> <li>Staff leave to join NHS</li> <li>Service Decline</li> </ul>	<ul style="list-style-type: none"> <li>Work/Life balance is superior at SRH</li> <li>Working environment is more pleasant</li> <li>Staff/patient ratio is lower</li> <li>All clinical staff receive supervision</li> <li>Staff development and training encouraged to raise expertise internally</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>SRH can further enhance some elements of staff welfare and flexibility</li> <li>EVE promotes our working environment and engagement with the vision</li> <li>Enhanced support for education, informally and formally</li> <li>Versatility of roles and continuous review of staff utilisation</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Monitor feedback through appraisal system</li> <li>Monitor leavers and perform exit interviews</li> </ul>	Exec	Feb-21	Mar-21				Y
8.	<b>Loss of Medical Team capacity</b>	<ul style="list-style-type: none"> <li>Puts patient safety at risk</li> <li>Delays the impact of EVE</li> <li>Increased staff anxiety</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Agency cover is in place</li> <li>First 2 x new Consultants in position, Clinical Director role appointed</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Seek third new consultant to complete the team</li> <li>Develop existing expertise</li> <li>Take every opportunity to become more innovative and collaborative</li> <li>Re-instatement of STR from April 2021</li> </ul>	3	2	9	<ul style="list-style-type: none"> <li>Regular review meetings</li> <li>Seek external view on progress (ie RO from ESHHT team)</li> </ul>	Exec	Feb-21	Mar-21	Y			
9.	<b>Less than "Good" CQC</b>	<ul style="list-style-type: none"> <li>Staff morale</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Staff engagement with EVE</li> <li>Excellence is the primary objective of all activities</li> <li>New training package and increased Education resource</li> <li>Staff encouraged to "going the extra mile" to support patient care</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Pro-active review and action to improve patient experience and evidence of this</li> <li>Drive to enhance Hospice environment commenced</li> <li>Strong new recruits have added to capability and vacancies filled adds capacity</li> </ul>	3	2	9	<ul style="list-style-type: none"> <li>Record of actions to enhance quality of delivery and record compliments to be promoted and completed</li> <li>Introduce an action plan to include regular mock inspections, briefings, CQC steering group etc</li> </ul>	Exec	Feb-21	Mar-21				Y
10.	<b>Financial Fraud (significant sums)</b>	<ul style="list-style-type: none"> <li>Financial Loss</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Two signatures required for all transactions</li> <li>Annual budget set as boundary for activity</li> <li>Monthly review of accounts to budget and variances investigated</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Review of financial policies and accountability structures to be undertaken</li> </ul>	4	1	8		Exec	Feb-21	Mar-21				Y
11.	<b>IT systems failure</b>	<ul style="list-style-type: none"> <li>Loss of access to patient data</li> <li>Loss of service functionality</li> <li>Loss of business processes</li> </ul>	<ul style="list-style-type: none"> <li>Backup system in place, Critical data with 2-3 hours turnaround</li> <li>Multiple servers to spread risk</li> <li>Highly qualified and experienced team</li> <li>failover power source</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Renewal of all systems completed</li> <li>External support available if required</li> </ul>	4	1	8		Exec	Feb-21	Mar-21		Y		