

**St Raphael's Hospice**  
**Meeting of the Finance and Resources Sub-Committee**  
**To be held using Zoom Video Conferencing**  
**at 14:00 on 22<sup>nd</sup> April 2020**

Members: Mr Joe Ryan (JR)– Chair  
 Mr Alan Cogbill (AC)  
 Mr Paul Holmes (PH)  
 Sr Kathleen O'Reilly (KR)

In Attendance: Mr Nick Stevens – Joint CEO (NS)  
 Mrs Neena Vadgama – Finance Manager (NV)  
 Mr Ed Cook – DoC (EC)  
 Ms Anna Machin (Clerk to the Board)

**Agenda**

<b>Item</b>	<b>Description</b>	<b>Purpose<sup>1</sup></b>	<b>Lead</b>
1.	Apologies for absence	I	Chair
2.	Review of Minutes and Matters Arising from last meeting	D	Chair
3.	Draft Financial Statements for 2019-20 and Audit update	I	NV
4	Review of Director of Finance and Resources Report <ul style="list-style-type: none"> <li>• Update on Year to date</li> <li>• Update on Govt Grants</li> <li>• Forecast 2020-21</li> </ul>	I	NS
5	Independence and Future Finances	I	NS
6	Any Other Business		ALL
7	Future Dates: 19 <sup>th</sup> August 2020 21 <sup>st</sup> October 2020	I	Chair

<sup>1</sup> Purpose: PIDS - Policy/ Information/ Decision/ Signoff

## SAINT RAPHAEL'S HOSPICE

### MINUTES OF THE 10th MEETING OF THE FINANCE AND RESOURCES SUB-COMMITTEE Held on Wednesday 22<sup>nd</sup> April 2020 by MS Teams Virtual Meeting

**Members:** Mr Joe Ryan (JR)– Chair

Mr Alan Cogbill (AC)

Mr Paul Holmes (PH)

**In Attendance:** Mr Nick Stevens – Director of Finance and Resources (NS)

Mr Ed Cook (EC) – DoC (joined part way through Item 3 to Close)

Mrs Neena Vadgama – Finance Manager (NV)

Mr Alex Rudkin – Quality Development Manager & Minutes (AR)

#### **ITEM 1: Apologies for Absence / Chair's Address**

- 1.1 Due to technical difficulties apologies were received from Sr Kathleen O'Reilly (SrKO). Due to the same difficulties, EC joined the meeting part way through Item 3.

#### **ITEM 2: Review of Minutes and Matters Arising from 19<sup>th</sup> February 2020 meeting**

- 2.1 The minutes of the meeting held on 19<sup>th</sup> February 2020 were accepted. Matters arising:-

- 09/01 : Report from Skyline consultancy is expected tomorrow as most of the work to inform the report was completed before lockdown. Whilst its content can't be fully anticipated it is expected that there will be significant reference to improvement being linked to re-structure of the Retail Team. EC's previous suggestion to rotate successful managers across the Shops may be a recommendation that is supported in the report but it is too early to say.
- 09/02 : Applications for the post of Clinical Director have been low in number and the post will be re-advertised at the end of May 2020. GL has returned to working full-time until the appointment of the Clinical Director.
- Reference to Item 3, 3.6 from December 2019's report : deposit of the £3.6mn into the new charity account has been pended until the CQC process has completed and then the transfer agreement signed. That lies entirely with CQC's own timescales. NS advised that owing to the pandemic and its ramifications for both the Hospice's plan and its finances, this figure will need to be reviewed again with the DoC – Sr VH and EC.
- 09/04 :.Reassignment of the Shop leases under the new Charity remains to be actioned. EC previously advised that contracts with Suppliers also need to be changed over to the new Charity. NV is still to send EC details to effect. NS advised that if suppliers do not wish to have contractual change of name to the new Charity then their invoices will be paid by the new Charity under an

10/01 (NS)

09/04 (NV)

arrangement with the DoC.

- Reference to Item 4.5 (April 2020 meeting) : A new location for a Hospice Shop has been agreed on the High Street, Wimbledon. Its landlord accepted offer of £45k pa against the advertised annual rental income of £60k. Its location is good for footfall and raising the Hospice's profile in Wimbledon (Borough of Merton). PH advised that Wimbledon Tennis Trust undertake charitable grants/giving. NS remarked that that would be a contact for pursuit by the Fundraising Team. He stated that there is real opportunity for SRH to establish its name and brand in Wimbledon to a far greater extent than ever before.
- 09/05 : NS advised that bank accounts will be novated across to the new Charity once signed off by current Trustees and then again when the transfer agreement is signed to ensure there is no break in their functionality. Authorisation levels remain to be brought back to the Advisory Committee in view of the SMT changes. 09/05 (NS)
- 09/06 : Strategy for Investment of the DoC funds is pended until the monies are received. NS advised that there is likelihood that the £3.6mn will not be enough in light of the COVID impact. NS to discuss with Sr VH and EC. 10/01 (NS)

### **ITEM 3: Director of Finance and Resources Report**

- 3.1 NS expressed he was relatively heartened by the 2019/20 shortfall of <£1mn.
- 3.2 Responding to JR's question as to how the reduced asset values for legacies receivable of £75k was agreed with the Auditors, NS advised that it was on the basis of the £297k agreed a couple of months ago having the 25% rationale applied.
- 3.3 NV stated that she was happy with the provisions that had been made and that there were no bad debts.
- 3.4 NS advised that the lower costs were primarily down to the non or later than planned recruitment. Main savings were due to staffing vacancies and the CPCT running with 3 members less for most of the year. How services have been tweaked in light of COVID will impact on recruitment thinking once the pandemic is over. Unexpected cost has been largely down to agency medical consultants but overall cost was lower than budgeted.
- 3.5 Income has seen legacies coming in above plan and donations below plan. Challenging areas are Shops and the Lottery.
- 3.6 An agency to take the lottery forward had been signed up to. Only a week into the new contract did the COVID pandemic strike. The Lottery has seen a loss of players and the very few newly recruited in the past 3 years has seen its deterioration. It will take time to bounce back and exceed the heights it had

previously achieved.

- 3.7 The EPOS system has been operational in the Hospice Shops for a year and it hasn't provided the evidence of net growth that had been expected. Consequently, the review by Skyline Consultancy was commissioned. Taken together, the Shops and the Lottery income is £220k below the plan.
- 3.8 From the Balance Sheet, NS highlighted the budgeted purchase cost of fixed assets being c£664,000 realising a YTD figure of c£445,000. Fixed asset purchases for 2020/21 is budgeted for £372,550 that covers provision for the reception patio doors and disabled access and the re-refresh of the ward bedrooms (£10,000 per room) and includes the underspend from 2019/20 and creation of a bariatric patient room. All 3 projects are with grant funding applications behind them. There are a further two shop refurbishments and the purchase of a new van for retail included.
- 3.9 The new Charity, created in December 2018, is currently not VAT registered but the facility to claim back VAT within 4 years remains the case. However, at present, all business remains operationally under the DoC's registration.
- 3.10 Responding to JR's question over the £29,034 variance between budget and YTD expenditure under Drugs, Dressings and Consumables, NS advised that drugs and dressing expenditure is c£20,000 less than last year that he understood was largely down to changes in prescribing practice. The 'Professional Services' positive variance of £30,911 will be investigated as to the detail.
- 3.11 The negative variance of £21,599 between budgeted and YTD figures under Gift Aid was highlighted and it is expected the Skyline report will promote remedy.
- 3.12 Responding to JR's question, NS explained that the Hospice pays minimal rates on its Shops but highlighted the Sutton, Kingston and Merton local authority funding of £130,000 that had been received as a supportive grant for businesses.
- 3.13 Responding to PH's question, NS advised that he wasn't aware of any evidence that our CCGs will reduce their funding because of the government COVID grants as the grants were primarily hung on the contracts with the NHS to effectively ensure services continue. Hospice UK have confirmed that the government grant is to supplement the funding from the NHS (CCGs).
- 3.14 **Forecast 2020/21** : NS advised that there are big unknowns. Donation income will take a huge hit but we don't know by how much. Corporate income hadn't been anticipated to yield much but it is likely that it'll be harder once COVID is over.
- 3.15 Responding to EC's question, NS confirmed that the Hospice had written to the Shops' landlords for rent holidays. All retail staff bar 1 are furloughed. Currently, furloughed staff are being paid 100% of their salaries by us with re-claim of 80% from the government under the furlough scheme.

10/02 (NS)

- 3.16 NS advised that selling via E-bay is linked to the new Charity so it has yet to begin. Skyline advice has been received to make sure that E-bay selling is set up correctly before launch.
- 3.17 **Restructure of Teams** : This largely relates to Skyline's advice for the Retail operation. S-JW will lead the Retail Team with CW and the DW role will not be required. NS confirmed that DW has been aware that his role is under review and that redundancy may be an outcome. Donor management has managed effectively without its Head and first conversations have been had relating to that role being at risk. Within Facilities, the on-site operatives have reduced to one following a retirement and the St Bedes Coordinator role will also be reviewed.
- 3.18 NS advised that the Executive team are beginning to look at how some services are delivered in light of the pandemic and what may be viable changes/arrangements in the future. Operational capacity for the IPU has been at 10 beds with most recent provision being largely based on staffing to service 8 beds. Brief discussions have been held with SHH about how they may be able to make use of our capacity during the pandemic that may also have ramifications for the future post-COVID.
- 3.19 NS will share the Skyline report with the chairman.
- 3.20 **Government Grants** : NS advised that monies received from the local authorities amounting to £130,000 (Sutton -£95k ; Kingston - £25k ; Merton - £10k) were a surprise and were based on the locations of the Shops. This supports our rationale for increasing the Shops presence in Merton. He advised that income in the first quarter of 2020/21 will likely not be too bad and that it will be the second quarter that will begin to show the hit. The opening of the Shop in Wimbledon will be dictated largely by the pandemic but maybe August 2020 will be viable.
- 3.21 **DoC Grant** : The Hospice bank account will be depleted over the course of the next year but positively we remain part of the DoC.
- 3.22 EC advised that the £3.6mn is still designated as SRH's funds.
- 3.23 **Audit** : The annual audit is planned for 1<sup>st</sup> June 2020. This date may be pushed back but it is expected to be undertaken remotely.
- 3.24 **IT** : The IT department has been amazing and are involved in lots of new projects with one on-site operative and two working remotely at present. The large IT infrastructure project has been delayed over the last 6 weeks by the pandemic so the existing system remains pretty much the operational system. Switch over to the new system will happen once the Head of IT, John Groom (JG), returns after taking paternity leave. Consultant cover for the Citrix system is in place in JG's absence.
- 3.25 **Facilities** : One operative has retired and will not be replaced.

10/03 (NS)

**ITEM 4: Any Other Business**

4.1 EC requested copy of the Company Secretary’s job description.

10/04 (NS)

**ITEM 5: Future Dates**

5.1 Dates of future Finance & Resources Sub-Committee meetings were agreed as per agenda.

Event	Date	Start	End	Room
Sub-Committee Meeting	Wed 17 Jun 2020	14:00	16:00	2
Sub-Committee Meeting	Wed 19 Aug 2020	14:00	16:00	2
Sub-Committee Meeting	Wed 21 <sup>st</sup> Oct 2020	14:00	16:00	2

DRAFT

13/06/2020

DRAFT

**The Congregation  
of the Daughters  
of the Cross of Liege  
St Raphael's  
Hospice**

**Annual Report and Financial  
Statements**

31 March 2020

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**Reference and administrative details of the charity and its trustees  
and of the Hospice**

**DRAFT**

**Information relating to the overall charity**

<b>Name</b>	The Congregation of the Daughters of the Cross of Liege
<b>Trustees</b>	Sister Veronica Hagen (Chairperson) Sister Annette Clemence Sister Anne Kelly Sister Mary McGinn (aka Sister Mary Geraldine) Sister Maureen O'Brien Sister Kathleen O'Reilly
<b>Provincial Superior</b>	Sister Veronica Hagen
<b>Provincial Bursar</b>	Sister Mary Geraldine
<b>Company registration number</b>	3492921
<b>Charity registration number</b>	1068661
<b>Charity's registered address</b>	29 Tite Street London SW3 4JX

**Reference and administrative details of the charity and its trustees  
and of the Hospice**

**DRAFT**

**Information relating to St Raphael's Hospice**

**Management Team**

Chief Executive	Brigadier Mike Roycroft (to 31 March 2020)
Medical Director	Dr Marie Joseph (to 9 August 2019)
Acting Clinical Director	Mrs Gail Linehan (Joint CEO from 1 April 2020)
Director of Income Generation	Ms Sara Jane Woods
Director of Finance and Resources	Mr Nick Stevens (Joint CEO from 1 April 2020)

**Advisory Committee**

Mr Norman McWhinney (Chair)  
Dr Carrie Chill  
Dr Tessa Crilly (resigned 21 August 2019)  
Mr Alan Cogbill  
Sister Veronica Hagen  
Mr Paul Holmes  
Mrs Heather Howell  
Sister Kathleen O'Reilly (appointed 20 November 2019)  
Mrs Marian Norman  
Mr Roderick O'Connor  
Mr Joseph Ryan  
Dr Joy Tweed

**Operating address**

St Raphael's Hospice  
London Road  
North Cheam  
SM3 9DX

**Telephone**

020 8099 7777

**email**

Enquiries@StRaphaels.org.uk

**Website**

www.straphaels.org.uk

**Auditor**

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

**Reference and administrative details of the charity and its trustees  
and of the Hospice**

**DRAFT**

**Principal bankers**

National Westminster Bank plc  
93 Central Road  
Worcester Park  
Surrey  
KT4 8DZ

Barclays Bank plc  
50 Pall Mall  
London  
SW1A 1QE

The Management Team presents its report with the financial statements of St Raphael's Hospice for the year ended 31 March 2020.

The financial statements are presented in accordance with the accounting policies set out on pages 27 to 30 therein and comply with the Memorandum and Articles of Association of The Congregation of the Daughters of the Cross of Liege 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), effective from accounting periods commencing 1 January 2015 or later.

### **Structure, governance and management**

#### ***Constitution***

St Raphael's Hospice is one of the charitable works of the English Province of The Congregation of the Daughters of the Cross of Liege ("The Congregation"), a Roman Catholic religious congregation. The Congregation is a charitable company limited by guarantee, incorporated under Company Number 3492921 and registered under Charity Number 1068661.

Annual financial statements are prepared for The Congregation of the Daughters of the Cross of Liege aggregating the works of its Daughter houses, including St Raphael's Hospice.

#### ***Information relating to the Congregation***

##### *The Trustees*

There are between three and ten trustees who are trustees by reason of their respective offices within the English Province of the Congregation to which they belong. The offices referred to are the Provincial Superior, the Provincial Bursar and the members of the Provincial Council. Under the Constitution of the Congregation, these offices are reviewed every 3 years. The appointments are made by the Superior General of the Worldwide Congregation who is based at the Mother House of the Congregation in Cheam, Surrey. The names of the trustees who served during the year are as follows:

##### **Trustees**

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Sister Veronica Hagen (Chairperson)  
Sister Annette Clemence  
Sister Anne Kelly  
Sister Mary McGinn (aka Sister Mary Geraldine)  
Sister Maureen O'Brien  
Sister Kathleen O'Reilly

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As members of the Congregation the trustees' living and personal expenses during the year were borne by the Congregation. However, no trustee received any remuneration for services as a Trustee (2018-19: £nil). No trustee had any beneficial interest in any contract with the Hospice during the year.

**Structure, governance and management** (continued)**Information relating to the Congregation** (continued)*The Trustees (continued)*

The Trustees take responsibility for decisions relating to the acquisition, disposal or modification of any land and buildings owned by the Congregation. The Trustees are represented on the St. Raphael's Hospice Advisory Committee by Sister Veronica Hagen (Sister Provincial) and Sister Kathleen O'Reilly, following her appointment on 20 November 2019. Advice offered by the Advisory Committee is taken into account when the Trustees make decisions on matters of policy or strategy.

The Trustees attend Conferences and Seminars to keep themselves apprised of any changes in relevant legislation or best practice regarding the governance of the Charity. In addition, professional advice is extensively sought and relied upon by the Trustees particularly in the areas of law, finance and accounting, and property and investment.

**Information relating to St Raphael's Hospice***Organisation*

The authority of the Trustees for management of the Hospice remained with the Chief Executive, and he and his Management Team were responsible for all day-to-day operational decisions and the development of policies and procedures within the scope set out at the Advisory Committee Meetings and ratified as necessary by the Trustees.

*The Management Team*

The following members were in office at 31 March 2020 and served throughout the year:

**Management Team**

Brigadier Mike Roycroft	Chief Executive (retired, 31 March 2020)
Mrs Gail Linehan	Acting Clinical Director (Joint CEO from 1 April 2020)
Ms Sara Jane Woods	Director of Income Generation
Mr Nick Stevens	Director of Finance and Resources (Joint CEO from 1 April 2020)

The pay of the senior management team of the charity is reviewed annually by the Chair of Trustees as part of the standard pay review process and awards are the same for all staff. A Remuneration Committee was established and met on 17 February 2020 to review and agree senior management remuneration with effect from 1 April 2020.

Following the retirement of Brigadier Mike Roycroft on 31 March 2020, Mrs Gail Linehan and Mr Nick Stevens were appointed Joint Chief Executives on an interim basis with effect from 1 April 2020.

**Joint Chief Executives' responsibilities statement**

As explained in the principal accounting policies these financial statements deal only with the activities of St Raphael's Hospice and do not include any other works of The Congregation.

**Structure, governance and management** (continued)

***Joint Chief Executives' responsibilities statement*** (continued)

Company law requires the Trustees (who are directors of the charitable company for the purposes of the Companies Act) to prepare financial statements for each financial year for The Congregation as a whole. The Joint Chief Executives, as their representatives, are required by the Trustees to prepare the Management Team's Report and financial statements of St Raphael's Hospice, which give a true and fair view of the state of affairs of St Raphael's Hospice and of the income and expenditure of St Raphael's Hospice for that period, and to have them audited.

In preparing the financial statements the Joint Chief Executives 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 Joint Chief Executives are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of St Raphael's Hospice which enables them to ensure that the financial statements comply with the requirements of the Congregation. They are also responsible for safeguarding the assets of St Raphael's Hospice and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Joint Chief Executives confirm that:

- ◆ So far as they are aware, there is no relevant audit information of which the Hospice'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 Hospice's auditor is aware of that information.

**Structure, governance and management** (continued)

**Risk management**

The Hospice's Policy on the Management of Risk has been reviewed, updated and endorsed by the Management Team. The principal risks facing the Hospice and the steps being taken to mitigate them are as follows:

Risk	Mitigation
<b>Finances</b>	
<p>The Hospice runs at a deficit and there is a risk that funds become insufficient to enable the Hospice to continue to deliver all its services to the degree that it would choose to do.</p> <p>The current Covid-19 pandemic and the consequential impact on the economy may cause a reduction in the actual or in the planned increase to the income generation that harms the sustainability of the hospice.</p>	<p>The Hospice is part of a larger charity which has sufficient resource to mitigate the deficit if that became necessary.</p> <p>A management plan, designed to enable the Hospice to reach a sustainable balance of excellent service delivery and financial security has been developed and agreed for the next five years. Funding is agreed to enable the plan to progress and mitigations agreed to manage expected and unexpected variances to plan.</p> <p>Notwithstanding the additional financial risks the Hospice will focus on continuing to deliver excellent services to the communities of Merton and Sutton whilst taking all opportunities to unlock new avenues of funding and support.</p>
<b>Workforce</b>	
<p>The Hospice's clinical workforce is ageing. This presents a risk to the Hospice because of the national shortage of nurses, in general, and the more highly qualified Clinical Nurse Specialists, in particular.</p> <p>There is a risk that the Hospice fails to compete with the NHS in terms of recruitment because of the NHS outstanding terms and conditions.</p>	<p>The Hospice has created a rotational training opportunity for more junior nurses to develop the niche specialist skills that are required by the Hospice and future expected retirements will provide the vacancies for these roles that can be filled by our newly trained staff.</p> <p>The Hospice strives to provide a different working environment to the NHS with many non-financial benefits arising from the nature and purpose of its service delivery. It also seeks to offer good terms and conditions and is looking to develop innovative ways to engage with and to reward its staff.</p>

**Structure, governance and management** (continued)

**Risk management** (continued)

Clinical Quality	
<p>Specialist Palliative and End-of-Life Care operates, at times, at the boundaries of medical knowledge and there is a risk that the use of innovative drug or other treatment regimens could result in patient harm. There is also a risk that inappropriate actions by medical/care staff could result in complaints and claims against the Hospice.</p>	<p>St Raphael's will continue to invest in training and development to ensure that staff are up to date with current practice.</p> <p>We will continue to work within the boundaries of orthodox as informed by published guidelines such as the British National Formulary, PCF6 and the Nice guidance.</p> <p>Investing in Incident reporting and analysis, including the new Datix software.</p> <p>Continuing to nurture an ethos of openness and continual improvement, striving for excellence</p>

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 they are still effective. The reporting system is supported by the electronic patient record which remains a corroborative source for the reporting of patient incidents.

**Who uses and benefits from the Hospice's service?**

The 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. This catchment area includes a population of approximately 424,000 (212,658 in Merton and 211,297 in Sutton). As required, and when funding can be made available by the appropriate CCG, people outside this geographical area are accepted if it is their choice to use St Raphael's Hospice as their preferred place of care or death.

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.
- ◆ psychosocial or spiritual issues.

**Structure, governance and management** (continued)

***Who uses and benefits from the Hospice's service?*** (continued)

- ◆ difficult decisions, advanced care planning, or conversations about managing end of life care.
- ◆ support for family or friends.
- ◆ practical or companionship support provided by Hospice at Home (H@H) in their home/care home.

The Hospice supports adults, who have agreed to Hospice contact. 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 counselling, attendance at the monthly carer lunch, Men's Den and relaxation sessions.

***How do we respond to requests for help and meet demand?***

Our Hospice 'First Point of Contact' service assesses all new referrals for hospice services, normally within 24 hours of need.

Patients accepted for hospice support are discussed at the daily multi-disciplinary meeting and subsequently telephoned to undertake an initial assessment to determine priority. First assessments to be undertaken by the Clinical Nurse Specialist (CNS) team are booked and recorded in the electronic Crosscare Team diary by the Hospice Point of Contact.

Referrals assessed as urgent are contacted as soon as possible and a visit arranged within the capacity of the Community Palliative Care Team (CPCT).

Responsive visits to patients with a rapidly deteriorating condition are facilitated by a CNS specifically allocated to that role within the CPCT.

Medical outpatient and domiciliary appointments are provided within 7 working days; urgent appointments are arranged within 2 working days. Out of hours enquiries are handled by the nursing and medical team. In-Patient Unit admissions are prioritised on patient and family needs and bed availability.

***Clinical Quality Assurance***

Great importance is given by the Trustees and, on their behalf, the Advisory Committee to the Hospice's clinical governance arrangements. At all of their meetings, they monitor the activities of the various sub-committees and receive detailed reports from departmental managers who attend the Committee in rotation throughout the year. 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 gain insight and to manage the risks facing the Hospice.

**Structure, governance and management** (continued)

**Clinical Quality Assurance** (continued)

The Committee received the minutes of the following Hospice committees and questioned and challenged the relevant senior managers.

- ◆ Quality Improvement Committee (also receives input from the Infection Control Committee).
- ◆ Drugs and Therapeutics Committee (which inputs to the Merton and Sutton NHS Medicine Management Committee and receives input from the Hospice's own prescribers' meeting).
- ◆ Health and Safety Committee (which includes Water Quality as a regular agenda item).

**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 are in progress. The complete text is available from the CQC website or via the CQC "widget" on the Hospice website's homepage.

We are proud 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. 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 has been delayed during the COVID-19 crisis.

**Patient Safety**

Patient safety is the cornerstone of all that is done within the Hospice. There is a constant drive to be a learning organisation and, through learning, to achieve continual improvement. The main components of the Hospice's Clinical Governance are our systems, our policies, guidelines and standards, and our committee structure. The main clinical committees are:

- ◆ **Structure, governance and management** (continued)
- ◆ **Patient Safety** (continued)
- ◆ The Quality Improvement Committee, which 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.
- ◆ The Drugs and Therapeutics Committee, which 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.

***Trustee and employee liability insurance***

The Congregation has purchased insurance to protect the Charity 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 proportion of the insurance premium re-charged to the Hospice during the year amounted to £4,000 (2018-19: £3,334) and provides public and employer cover up to a maximum of £10,000,000 (2018-19: £10,000,000).

***Our people***

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.

**Structure, governance and management** (continued)

**Our people** (continued)

**Pay**

The annual pay review was prepared by the SMT and ratified by the Remuneration Committee on 17 February 2020. In addition to some individual changes, an award of 1.7% was agreed which took effect from 1 April 2020 (2018-19: 2.4%, annualised).

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 £8.72 per hour. The staff impacted by this commitment largely work in our housekeeping and retail teams.

**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 due to staff and not yet taken (the holiday accrual).

Staff turnover increased to 13% for contracted employees (2018-19: 10%). This is in line with the UK average which is 12-15%.

At the year end the Hospice had 148 contracted employees (2018-19: 140) of whom 46 were full time and 102 part-time (2018-19: 40 and 100). The Hospice also has 47 bank staff who do not want to commit to working specific regular hours and are offered work as and when the need arises (2018-19: 43).

**Profile**

At the year end the Hospice clinical staff had the following age profile. This presents a risk as a significant number will approach retirement age over the course of the next five years.

Clinical Staff By Age	under 33	33-42	43-52	53-62	over 63
As at 31 March 2020	8	10	19	34	8
As at 31 March 2019	6	13	17	36	10

**Voluntary help**

The Management Team of the Hospice acknowledges and greatly appreciates the contribution that volunteers make to the Hospice. The total number of volunteers for the year was 830 individuals who gave 51,850 hours of their time (2018-19: 818 individuals gave 48,243 hours) with an estimated financial value of £594,000 (2018-19: £526,000). Some volunteers may take on several roles. The Sisters and Management of St. Raphael's Hospice are grateful for the huge amount of help given by our Volunteers, and wish to express their appreciation for the enthusiasm and dedication that these Volunteers bring to the mission of the Hospice.

**Structure, governance and management** (continued)**Voluntary help** (continued)

The breakdown of volunteer roles in the Hospice this year was as follows:

Role	Number 2019-20	Number 2018-19
Receptionist	74	89
Admin	6	4
Ward Companions	17	14
Ward Clerks	2	2
Flowers and garden	17	18
Chaplains	11	12
Transport (1)	21	28
Day Care (2)	30	36
Art and Music	6	15
PAT Dogs	4	4
Hairdresser	2	3
Bereavement Support	5	4
Counsellors	3	0
Hospice Neighbours	17	17
Orangery Café	28	30
IT	2	2
Facilities	0	4
Advisory Committee	13	12
Bespoke Trainers/Mentor	3	2
Corporate Volunteers	48	49
Hospice Biographers	3	3
Occupational Therapist	1	0
Student Volunteer	1	0
Governance Support	1	0
Volunteer Forum	1	0
<b>Hospice Total</b>	<b>316</b>	<b>348</b>
Shops	188	114
Fundraising Admin	18	18
<b>Sub Total</b>	<b>522</b>	<b>480</b>
Supporter Groups	308	338
<b>GRAND TOTAL</b>	<b>830</b>	<b>818</b>

(1) Drivers and Passenger Assistants

(2) Jubilee Centre and Complementary Therapists

**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 [ ] weekly players (2018-19: 5,929) with [ ] chances to win (2018-19: 8,318). In order to address the reduction in weekly players, we are pursuing a twin-pronged approach to develop our in-house capability and to employ a new external recruitment agency. The current COVID-19 crisis has delayed the implementation of this plan.

**Fundraising** (continued)

St Raphael's Hospice Community Fundraising Team also manages 8 volunteer Supporter Groups (2018-19: 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 groups currently contain [ ] members (2018-19: 71) who organised or attended [ ] events in 2019-20 (2018-19: 19). They are all issued with a Supporter Group Information Pack which has recently been revised to include (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.

**Comment [NS1]:** The table shows 300 or more in Supporter Groups – does this include others that are actually not in Supporter Groups?

During the period of this report there were no reported failures in compliance with the Fundraising Regulator or other regulatory bodies (2018-19: NIL).

Each Supporter Group meets approximately every 6-8 weeks and produces minutes or meeting notes which are sent onto the St Raphael's Community Fundraising Team who monitor activities carried out. Occasionally, the team will also attend meetings and events. Two full Supporter Group meetings are held every year as well as bi-monthly lunch clubs in the Fundraising office.

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 (2018-19: 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

In addition we support our staff in attending dementia awareness training and we are signed up to the fundraising preference service.

**Objectives and activities**

The Hospice provides services that extend beyond the boundaries of the physical building serving the communities of Merton and Sutton by providing excellent person centred palliative and end of life care to people in their own homes or Nursing/Residential Homes. Working collaboratively with colleagues in primary care we support patients receiving the right care in the right place at the right time whilst also being able to offer in patient care if necessary.

The Jubilee Therapy Centre service was re-launched in December 2019 as the “St Raphael’s Wellbeing Centre”. It has been relocated to a newly upgraded space in our St Bede’s building which is a detached single story building on the main Hospice site. It continues to provide activities and support for both patients and carers. Sometimes activities are integrated, such as yoga, others for example the monthly lunch clubs are facilitated separately to enable peer support. The ‘Men’s Den’ enables patients and bereaved men to meet, talk and relax in a supportive environment.

As well as patient/family services the Hospice facilitates education programmes focusing on palliative and end of life care for healthcare professionals to share best practice, knowledge and skills.

**Public benefit**

Charity law requires the Trustees of the charity as a whole to include in their annual report a confirmation that they have had regard to the general guidance of the Charity Commission (and where relevant the specific guidance for certain types of charity), regarding public benefit. The Trustees are also required to provide information which demonstrates how the charity meets the guidance.

In assessing compliance with this legal requirement, the aims and activities of the Hospice are considered in conjunction with those of the Sisters and the other Major Works of the charity. This report describes the aims and activities of the Hospice which the Management Team believe contribute significantly to the aims of the charity as a whole and meet the criteria established by the Charity Commission for assessing public benefit.

The sections of this report which detail aims, objectives, activities and achievements set out how the Hospice provides benefit to those who use its services.

St. Raphael’s Hospice’s mission statement is as follows:

- ◆ St. Raphael’s Hospice, built in 1987 by the Roman Catholic Congregation “The Daughters of the Cross of Liege”, serves the local community by offering patient-centred specialist palliative care, free of charge to the terminally ill.
- ◆ The Hospice is based on the Christian ethos of respect for human life, and esteem for the unique value of each individual.
- ◆ This we share with all people of goodwill.

**Public benefit** (continued)

- ◆ We welcome, respect and support patients and staff of any or no faith.
- ◆ We aim to meet the physical, emotional, spiritual and social needs both of the patients, and their friends and family.
- ◆ Bereavement support is offered to those who might find it helpful.
- ◆ We value the contribution of each member of staff and volunteer, and offer training and education in the principles of specialist palliative care, both within the Hospice and in the community.

St. Raphael's Hospice fulfils its Mission Statement by accepting referrals from Hospital Clinical Nurse Specialists, District Nurses and General Practitioners of patients in the community who are in need of respite or palliative care. The Hospice has highly trained specialist doctors and nurses who operate both in the Inpatient Unit and patients' own homes, whether that is their own domestic setting or a care home. The Community Palliative Care Team Clinical Nurse Specialists and the Hospice's Community Palliative Care Consultant assess patients and adjust their medication to provide relief from pain and other symptoms whilst retaining maximum awareness and wellbeing for the patient.

The PsychoSocial Team assist the patient and their family and other loved ones during the course of the terminal illness and offer a Bereavement Service after the death of the patient where appropriate.

The Hospice provides an extensive educational programme both for its own staff and for GP's, nursing home and community staff. The education programme is designed to improve awareness of and support best practice in the delivery of palliative and end of life care.

The Hospice at Home Service provides professional nursing care to patients in their own homes whose preference is to die at home rather than in any other setting.

**Achievements and performance**

***Referrals, discharges and deaths***

The community service has been reconfigured to support responsiveness and adapt to the needs of the people to whom we provide services. There has been an increased emphasis on patients informing the level of care and support they need. This has led to an increase in the level of telephone support patients receive rather than face to face visits. The team proactively prioritise visits to ensure patients receive the right level of support and input when needed. This year the Community Palliative Care Team assessed 977 new patients (2018-19: 1,047) and undertook 2,972 - visits (2018-19: 3,051) to patients in their own homes. They made 12,234 telephone calls to patients and families (2018-19: 11,373) and a further 7,938 telephone calls to healthcare professionals (2018-19: 8,662). The Hospice at Home Service received 266 referrals and made 1,807 support visits (2018-19: 296 and 2,164). The Jubilee Centre (now, Wellbeing Centre) supported 211 patients (2018-19: 263) receiving 1,651 attendances (2018-19: 1,941) and our Psychosocial Team supported 287 people (2018-19: 284). The In Patient Unit admitted and cared for 207 patients (2018-19: 225) with a bed occupancy of 84% (2018-19: 84%) based on available beds

St. Raphael's Hospice focuses on patient-centred care which extends to the family and friends of the terminally ill patients. The clinical teams aim to deliver a high standard of expert care to ensure patients' symptoms are effectively managed, enabling them to have the best possible quality of life and death.

**Achievements and performance** (continued)

***Referrals, discharges and deaths*** (continued)

The Bereavement Support Service, which consists of a Bereavement Support Manager and many volunteers provide support to the patient's family at the time of bereavement. This service is part of the Psycho-Social and Pastoral Care Team which includes Counsellors, a Social Worker and a Pastoral Care Sister.

Education is a fundamental principle of the Hospice movement in general and St Raphael's actively supports that tradition. The Hospice aims to deliver quality End of Life Care education and training to all health care professionals to support best practice and improve standards of care. The Hospice delivered six three-day End of Life Care courses funded by The Health Education England, to Care Home and Community staff both qualified and HCA level in Merton CCG and two further three-day courses which were open to both Sutton and Merton care staff. The course included a Level 1 communication skills module "Sage and Thyme". As well as education courses the Hospice supports trainee GPs facilitating three-monthly educational placements on a regular basis and placements for student nurses from Kingston University. The Hospice continues to take the lead locally in the implementation of the Government End of Life Care objectives and continues to work collaboratively across all sectors to improve education and training in Palliative and End of Life Care.

The Hospice continues to provide at its own expense development posts for trainee Clinical Nurse Specialists in palliative care as well as facilitating the advanced training of Nurse Independent Prescribers.

***Achievements and performance in year***

Specific achievements during the year under review, which were reported last year as plans for future periods, include the following:-

**Achievements and performance** (continued)

***Achievements and performance in year*** (continued)

A new charitable company was created (St Raphael's Hospice, registered company number 11732567 and registered charity number, 1182636) in readiness for the agreed transfer of the activities of the Hospice to be made on 31 March 2020. However, the Covid-19 pandemic delayed the transfer and a new date has yet to be agreed.

The first phase of delivering the Clinical Action Plan has commenced with our medical team of consultants and doctors rotating their work between the Community and the IPU. We have also merged the management of the CPCT and Hospice at Home Teams and consolidated the use of MDT meetings as a core function of our clinical delivery.

The Wellbeing Centre was launched in January 2020 in newly refurbished space in our St Bede's conference centre. The men's den facilities were delivered in the foyer, pending the creation of bespoke space in 2020-21.

We have begun a programme of projects designed to improve the experience for our patients and their families as well as our staff and volunteers. We installed air-conditioning units to all rooms, improved our St Bede's education and training facilities, refurbished the Jubilee Room in readiness for the CPCT team and continued to improve the external gardens and grounds.

We recruited to two new roles within the donor-facing fundraising team and filled two important vacancies in order to commence our plans to improve our fundraising performance over the coming 3-4 years.

We refurbished and upgraded seven of our ten operating shops, improving our High Street profile and our customer, staff and volunteer experience.

We recruited to our Training and Education roles to ensure we are well placed to develop a training culture within the charity.

The Datix incident reporting system was installed and configured, though the full implementation and training remains outstanding.

The St Raphael's App was created and made available to professionals in India and Nepal who can benefit from the training and Q&A facility provided.

We installed Sage Accounting software to provide more transparent functionality and ease of recruitment of staff able to use the system.

We invested in our IT infrastructure, renewing the obsolete Citrix environment with a current version across all servers. The completion of the project was stalled by the pandemic and will be finalised in 2020-21.

## **Financial review**

### ***Financial position***

Net expenditure before transfers for the year ended 31 March 2020 was £307,000 compared with net expenditure of £237,000 in the previous year. We experienced a 9.7% increase in overall income from £5,507,000 to £6,041,000 whilst the costs of charitable activities rose/fell nearly 2% from £4,096,000 to £4,207,000 and cost of raising funds increased by 12% from £1,948,000 to £2,141,000.

Income from donations rose 8% to £1,286,000 (2018-19: £1,185,000), shop sales fell 7% to £948,000 (2018-19: £1,019,000) and income from Government sources rose 2% to £1,546,000 (2018-19: £1,515,000).

The direct costs for shops increased to £934,000 (2018-19: £916,000) to give an operating surplus of £14,000 (2018-19: £103,000) before the allocation of overheads of £220,000 (2018-19: £179,000). Meanwhile, the Lottery showed a net profit of £249,000 (2018-19: £315,000).

Legacies rose by £495,000 to £1,675,000 compared with £1,180,000 in the previous year. No grant was received from the Congregation in the year (2018-19: £300,000).

### ***Reserves policy***

Total funds at 31 March 2020 amounted to £7,748,000 (2018-19: £7,785,000) including designated funds of £4,276,000 (2018-19: £4,064,000). This 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 owed for tangible fixed asset additions held at the year end, and hence, the fund is not available for working capital as well as capital commitments.

The working capital available to the Hospice as at 31 March 2020, therefore, comprises the net current assets of £3,201,000 (2018-19: £3,721,000), of which £2,941,000 (2018-19: £3,345,000) represents free reserves. The Trustees have decided, in conjunction with the Management Team and in the context of its position as a work of the Daughters of the Cross, that the required level of free reserves should be between three and six months operating expenditure. The current level of free reserves is around seven months and this level will be reviewed in the light of future governance developments.

### ***The Hospice's assets***

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

### Plans for future periods

The main themes of management work include:

#### 1. Setting a date for Independence

The Hospice has put on hold its immediate plan to transfer its activities into a newly created charitable company (St Raphael's Hospice, registered company number 11732567 and registered charity number 1192636). The transfer was proposed to take place at the end of 31 March 2020 but, as a result in delays in the transfer of the CQC registration, this was postponed. The COVID-19 pandemic which caused those delays as CQC resource was re-focussed to crisis management, has added uncertainty to the plans agreed for the transfer. Agreeing a revised date is a key target for the next six months.

#### 2. Managing the COVID-19 situation

The whole Hospice team has been 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 take additional capacity from 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 others in the wider sector and becoming adept in the use of video conferencing and home-working.

The Hospice will need to continue to adapt to the changing circumstances as the year develops. This will include re-opening shops and offices with suitable controls in place; finding new ways to connect with and support our patients and their families virtually where face to face support is limited; addressing the post crisis impacts on staff welfare and being ready to utilise our experience in bereavement and loss to help other cope in the aftermath.

#### 4. Delivering on the first phase of the five year plan

Despite the uncertainty, the Hospice is determined to pursue its five year plan to reach a point of financial sustainability that does not rely upon the continued support of the Congregation of the Daughters of the Cross of Liege, 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 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 at a critical time for everybody, 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

### Plans for future periods, continued

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.

The programme to pursue these three strands of the plan will involve deliberate measures including the following:

- **Recruitment** – several key roles will be recruited in 2020-21. These include the Clinical Director to take forward the Clinical Action Plan and to lead all the medical and clinical teams, a full compliment of specialist consultants working in unity with our specialist nursing teams and able to rotate between IPU and Community work. These roles will undergird our excellence. We are also recruiting to a new, more senior Communications role to help drive our visibility and two more fundraising roles to assist with engagement.
- **Training** – a well trained workforce will deliver excellence. We will engage with the PAH Learning Zone to deliver our mandatory training and this will be supplemented by in-house training delivered by our education team and consultants. We will also engage with expertise in the charity retail sector to train our staff in this specific area whilst encouraging all staff to advance their skills.
- **Team Structures** – the Senior Management Team (SMT) will be re-scoped and extended to ensure that the breadth of skills available are brought together to drive and disseminate the actions. The SMT will support a small Exec that will meet weekly to maintain momentum. With an aim to minimise silo working we will work to connect our 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** – the Hospice recognises the value of our volunteers who perform a wealth of roles and also embed the Hospice into the communities they come from. We aim to involve all managers in specifying how volunteers can help their team improve service delivery and increase our recruitment and management of volunteers by targeted marketing.
- **Communications** – we will recruit to a new Communications role to bolster the resources available in this area. We will increase our visibility through social media and our website and use targeted marketing techniques to raise the profile of the Hospice's services throughout the Merton and Sutton boroughs.
- **Shops** – we will engage with sector specific expertise to overhaul our retail process including enhanced use of data, pricing policy, layout and stock rotation. We will train our staff in relevant skills and revise the structure through

**Plans for future periods, continued**

which they operate. We aim to open two new shops, one of which will be on Wimbledon Village High Street, a key geography we aim to reach.

- Fundraising - we will continue to develop our Fundraising team with an emphasis on engaging with local business, growing our supporter groups and increasing regular donors.
- Facilities - we will enhance the Hospice site by improving the reception area, re-flooring the ward areas and seeking funds to refresh our ward rooms. We will aim to source funding to create a bariatric room in order to cater for a growing demand for this specialist capacity.
- HR – we will upgrade our Select HR system to introduce a recruitment module and work to simplify our payroll process to reduce time and cost.
- IT – we will complete the transition to a newly upgraded Citrix environment and implement the Datix system. We will increase the internet capability at the Hospice to facilitate increased use of digital technology for working and for providing an enhanced environment for our patients.

Approved on behalf of the Management Team:

Gail Linehan and Nick Stevens  
Joint Chief Executive Officers

Date:

## Statement of financial activities Year ended 31 March 2020

DRAFT

	Notes	Unrestricted			Total funds 2020 £'000	Total funds 2019 £'000
		General fund £'000	Designated fund £'000	Restricted funds £'000		
<b>Income and expenditure</b>						
<b>Income from:</b>						
Donations and legacies	1	2,720	-	241	<b>2,961</b>	2,365
Other trading activities	2	1,404	-	-	<b>1,404</b>	1,527
Investments		19	-	-	<b>19</b>	21
Charitable activities						
. Clinical Commissioning Groups		1,546	-	-	<b>1,546</b>	1,515
. Other income		111	-	-	<b>111</b>	79
<b>Total income</b>		<b>5,800</b>	<b>-</b>	<b>241</b>	<b>6,041</b>	<b>5,507</b>
<b>Expenditure on:</b>						
Raising funds	3	2,141	-	-	<b>2,141</b>	1,948
Charitable activities	4	4,050	-	157	<b>4,207</b>	4,096
<b>Total expenditure</b>		<b>6,191</b>	<b>-</b>	<b>157</b>	<b>6,348</b>	<b>6,044</b>
<b>Net (expenditure) income before transfers</b>		<b>(391)</b>	<b>-</b>	<b>84</b>	<b>(307)</b>	<b>(537)</b>
Gross transfers between funds in connection with tangible fixed assets	11, 12	(107)	212	(105)	-	-
Transfer from the Congregation		-	-	-	-	300
<b>Net movement in funds</b>		<b>(498)</b>	<b>212</b>	<b>(21)</b>	<b>(307)</b>	<b>(237)</b>
<b>Reconciliation of funds:</b>						
Fund balances brought forward at 1 April 2019		3,345	4,064	376	<b>7,785</b>	8,022
Fund balances carried forward at 31 March 2020		<b>2,847</b>	<b>4,276</b>	<b>355</b>	<b>7,478</b>	<b>7,785</b>

A full comparative statement of financial activities is shown at note 17 to the financial statements.

Balance Sheet 31 March 2020

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	Notes	2020 £'000	2020 £'000	2019 £'000	2019 £'000
<b>Fixed assets</b>					
Tangible assets	7		4,276		4,064
<b>Current assets</b>					
Debtors	8	1,323		572	
Short term deposits		-		1,250	
Cash at bank and in hand		2,215		2,295	
			3,538		4,117
<b>Creditors:</b> amounts falling due within one year	9	(336)		(396)	
<b>Net current assets</b>			3,201		3,721
<b>Total net assets</b>			7,748		7,785
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Income funds					
Restricted funds	10		355		376
Unrestricted funds					
. Designated funds	11		4,276		4,064
. General fund	12		2,847		3,345
<b>Total funds</b>			7,478		7,785

Approved on behalf of St Raphael's Hospice Management Team by:

Joint Chief Executives

Approved on:

	Notes	2020 £'000	2019 £'000
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	A	(903)	467
<b>Cash flows from investing activities:</b>			
Investment income		19	21
Purchase of tangible fixed assets		(446)	(139)
<b>Net cash used in investing activities</b>		<b>(427)</b>	<b>(118)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(1,330)</b>	<b>349</b>
<b>Cash and cash equivalents at 1 April 2019</b>	B	<b>3,545</b>	<b>3,196</b>
<b>Cash and cash equivalents at 1 April 2020</b>	B	<b>2,215</b>	<b>3,545</b>

## Notes to the statement of cash flows for the year ended 31 March 2020

**A Reconciliation of net movement in funds to net cash provided by (used in) operating activities**

	2020 £'000	2019 £'000
<b>Net movement in funds (as per the statement of financial activities)</b>	<b>(307)</b>	<b>(237)</b>
<b>Adjustments for:</b>		
Depreciation charge	233	288
Investment income	(19)	(21)
Decrease (increase) in debtors	(750)	345
Increase (decrease) in creditors	(60)	92
<b>Net cash provided by operating activities</b>	<b>(903)</b>	<b>467</b>

**B Analysis of cash and cash equivalents**

	2020 £'000	2019 £'000
Cash at bank and in hand	2,215	2,295
Short-term deposits	--	1,250
<b>Total</b>	<b>2,215</b>	<b>3,545</b>

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

**Scope**

The financial statements disclose only the movement in funds and state of affairs of St Raphael's Hospice. St Raphael's Hospice is one of the charitable works of The Congregation of the Daughters of the Cross of Liege, charity registration number 1068661 and company registration number 3492921.

**Basis of accounting**

The financial statements have been prepared for the year to 31 March 2020 with comparative information provided in respect to the year to 31 March 2019.

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 part of 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.

**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 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.

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 page 13 for 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. Stocks are valued at the lower of cost and net realisable value and therefore have no value for financial statements.

### **Expenditure and the basis of apportioning costs**

Expenditure is recognised once there is a legal or constructive obligation to make a payment 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.
- b. The cost of charitable activities comprises all the costs of operating the Hospice, including all staff, supplies and property costs. It also includes 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:

◆ Freehold buildings	4%
◆ Computer and other equipment	20 - 33.33%
◆ Shop fixtures and fittings	33.33%
◆ Motor vehicles	25%

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

No depreciation is provided on freehold land.

### **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 monies which may be used towards meeting the charitable objectives of the Hospice but which have been designated for a specific purpose by the Chief Executive and his Management 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 the Chief Executive and his Management 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 scheme.

**1 Donations and legacies**

	Unrestricted funds £'000	Restricted funds £'000	<b>Total 2020 £'000</b>
Donations	1,045	241	<b>1,286</b>
Legacies	1,675	-	<b>1,675</b>
<b>2020 Total</b>	<b>2,720</b>	<b>241</b>	<b>2,961</b>

	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<i>Total 2019 £'000</i>
<i>Donations</i>	<i>1,095</i>	<i>90</i>	<i>1,185</i>
<i>Legacies</i>	<i>1,180</i>	<i>—</i>	<i>1,180</i>
<i>2019 Total</i>	<i>2,275</i>	<i>90</i>	<i>2,365</i>

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 worth of these benefits, estimated by the Management Team at £594,000 (2018-19: £526,000) has not been reflected in the financial statements.

**2 Other trading activities**

	Unrestricted funds £'000	Restricted funds £'000	<b>Total 2020 £'000</b>
Lottery income	456	-	<b>456</b>
Shop sales and related income	948	-	<b>948</b>
<b>2020 Total</b>	<b>1,404</b>	<b>-</b>	<b>1,404</b>

	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<i>Total 2019 £'000</i>
<i>Lottery income</i>	<i>508</i>	<i>—</i>	<i>508</i>
<i>Shop sales and related income</i>	<i>1,019</i>	<i>—</i>	<i>1,019</i>
<i>2019 Total</i>	<i>1,527</i>	<i>—</i>	<i>1,527</i>

**3 Raising funds**

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
<b>Raising funds</b>			
General appeal costs	780	-	780
	<u>780</u>	<u>-</u>	<u>780</u>
<b>Other trading activities</b>			
Cost of selling donated goods			
. Staff costs	603	-	603
. Other costs	551	-	551
	<u>1,154</u>	<u>-</u>	<u>1,154</u>
Lottery costs and prizes	207	-	207
<b>2020 Total</b>	<b><u>2,141</u></b>	<b><u>-</u></b>	<b><u>2,141</u></b>
Included above are operating lease rentals as follows:	<u>297</u>	<u>-</u>	<u>297</u>

	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
<i>Raising funds</i>			
<i>General appeal costs</i>	<i>660</i>	<i>—</i>	<i>660</i>
<i>Other trading activities</i>			
<i>Cost of selling donated goods</i>			
. Staff costs	573	—	573
. Other costs	522	—	522
	<u>1,095</u>	<u>—</u>	<u>1,095</u>
<i>Lottery costs and prizes</i>	<i>191</i>	<i>2</i>	<i>193</i>
<i>2019 Total</i>	<i><u>1,946</u></i>	<i><u>2</u></i>	<i><u>1,948</u></i>
<i>Included above are operating lease rentals as follows:</i>	<i><u>286</u></i>	<i><u>—</u></i>	<i><u>286</u></i>

**4 Charitable activities**

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Hospice costs			
. Staff costs	1,450	120	1,570
. Supplies	146	4	150
. Bought services	127	-	127
. Professional fees	30	3	33
. Establishment costs			
.. Depreciation	196	-	196
.. Rates	29	-	29
.. Heat and light	47	-	47
. Other costs			
.. Sundry	154	2	156
. Support costs			
.. Staff costs	630	-	630
.. Other costs	16	-	16
.. Auditor's remuneration (including VAT)	8	-	8
	<u>2,833</u>	<u>129</u>	<u>2,962</u>
CPCT and Hospice At Home			
. Staff costs	865	28	893
. Other expenses	144	-	144
. Support costs			
.. Staff costs	204	-	204
.. Auditor's remuneration (including VAT)	4	-	4
	<u>1,217</u>	<u>28</u>	<u>1,245</u>
<b>2020 Total</b>	<b>4,050</b>	<b>157</b>	<b>4,207</b>

**4 Charitable activities (continued)**

	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Hospice costs			
. Staff costs	1,510	39	1,549

. Supplies	183	8	191
. Bought services	140	—	140
. Professional fees	32	2	34
. Establishment costs			
.. Depreciation	270	—	270
.. Rates	29	—	29
.. Heat and light	45	—	45
. Other costs			
.. Sundry	42	3	45
. Support costs			
.. Staff costs	607	—	607
.. Other costs	30	—	30
.. Auditor's remuneration (including VAT)	10	—	10
	<u>2,898</u>	<u>52</u>	<u>2,950</u>
<i>CPCT and Hospice at Home</i>			
. Staff costs	823	15	838
. Other expenses	103	—	103
. Support costs			
.. Staff costs	201	—	201
.. Auditor's remuneration (including VAT)	4	—	4
	<u>1,131</u>	<u>15</u>	<u>834</u>
		—	
		—	
		—	
		—	
		—	
		—	
<i>2019 Total</i>	<u>4,029</u>	<u>67</u>	<u>4,096</u>

Support costs are calculated as follows:

- ◆ 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.

**5 Employees and staff costs**

Staff costs during the year were as follows:

	2020 £'000	2019 £'000
Wages and salaries	3,493	3,334
Payments to agency / bank staff	387	303
Social security costs	313	304
Other pension costs	180	163
	<b>4,373</b>	4,104
Other staff costs	32	49
	<b>4,405</b>	4,153

Staff costs were charged as follows:

	Total 2020 £'000	Total 2019 £'000
Cost of raising funds (Note 3)		
. Cost of generating donations and legacies		
.. Fundraising general appeal costs	466	377
. Fundraising trading		
.. Lottery	38	8
.. Shops selling donated goods	604	573
Charitable activities (Note 4)		
. Hospice costs	2,200	2,156
. CPCT and Hospice at Home	1,097	1,039
.		
	<b>4,405</b>	4,153

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

	2020 Number	2019 Number
Raising funds	35	29
Charitable activities	109	106
	<b>144</b>	135

The average number of bank staff during the year was 43 (2018-19: 44).

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

	2020 Number	2019 Number
Raising funds	30	25
Charitable activities	77	74
	<b>107</b>	99

**5 Employees and staff costs** (continued)

In addition to the above, 830 (2018-19: 818) part-time volunteers helped in the running of the Hospice and the shops.

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

	2020 No.	2019 No.
£60,001 - £70,000	1	3
£70,001 - £80,000	2	
£80,001 - £90,000	2	1
£90,001 - £100,000	1	1
£120,001 - £130,000		—
£130,001 - £140,000		1

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

**Key management personnel**

Key management personnel comprise the trustees, the Chief Executive Officer and the Management Team.

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).

The total employee benefits (including taxable benefits and employer's pension and national insurance contributions) of the key management personnel of the charity were £462,000 (2018-19: £507,000).

**6 Taxation**

St. Raphael's Hospice is one of the charitable works of the Congregation of the Daughters of the Cross of Liege, a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

**7 Tangible fixed assets**

	Freehold land and buildings £'000	Computer and other equipment £'000	Shop fixtures and fittings £'000	Motor vehicles £'000	Leasehold Properties £'000	Capital Projects £'000	2020 Total £'000
<b>Cost or valuation</b>							
At 1 April 2019	4,458	1,274	52	59	--		5,843
Additions	49	61	5	17	153	160	445
At 31 March 2020	4,507	1,335	57	76	153	160	6,288
Cost	1,146	1,335	57	76	153	160	2,927
Valuation (2014)	3,361	-	-	-	-	-	3,361
	4,507	1,335	57	76	153	160	6,288
<b>Depreciation</b>							
At 1 April 2019	604	1,103	13	59	-		1,779
Charge in year	127	84	9	-	13		233
At 31 March 2020	731	1,187	22	59	13	--	2,012
<b>Net book values</b>							
At 31 March 2020	3,727	134	35	-	140	240	4,276
At 31 March 2019	3,854	171	39	--	-	-	4,064

The Hospice's freehold land and buildings were valued as at 31 March 2014 by an external valuer, Nigel Grugeon FRICS of Reeves and Partners, Chartered Surveyors. Valuations were in accordance with the requirements of the RICS Valuation Standards and Financial Reporting Standard 102.

The basis of valuation was depreciated replacement cost. The depreciated replacement cost approach has been adopted to assess the market value as the specialised nature of the property meant that there were no market transactions of this type of asset, except as part of the business or entity.

Included in the valuation of freehold land and buildings is an amount for land at a valuation of £1,290,000 (2018-19: £1,290,000). This land on which the Hospice stands is owned by The Congregation of the Daughters of the Cross of Liege.

The historical cost of freehold land and buildings included at valuation is £2,162,000 (2018-19: £2,162,000).

**8 Debtors**

	2020 £'000	2019 £'000
Gift Aid recoverable	59	11
Prepayments	224	182
Accrued income (including legacies receivable)	1028	364
Daughters of the Cross	12	15
	1323	572

**9 Creditors: amounts falling due within one year**

	2020 £'000	2019 £'000
Trade creditors	63	131
Tangible fixed asset creditors	-	5
Social security and other taxes	87	118
Lottery income received in advance	62	65
Accruals and deferred income	124	77
	<b>336</b>	<b>396</b>

**10 Restricted funds**

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

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	At 31 March 2020 £'000
Bereavement support fund	—	120	(120)	
Daughters of Cross grant	300	-	(81)	219
Other restricted donations	76	121	(61)	136
	376	241	(262)	355

	At 1 April 2018 £'000	Income £'000	Expenditure £'000	At 31 March 2019 £'000
Bereavement support fund	—	35	(35)	—
Daughters of Cross grants:				
. Lottery investment grant	—	2	(2)	—
Other restricted donations	72	58	(54)	76
	72	95	(91)	76

The Bereavement support fund represents the funding of a bereavement support co-ordinator and related costs.

The Daughters of the Cross Lottery Investment Grant was a grant-in-aid to help the Hospice increase the numbers of members of its lottery.

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

In addition to the above, the Congregation provided funding of £300,000 during the year to be restricted for site enhancement. This is shown on the statement of financial activities as a transfer from the congregation.

**11 Designated funds**

The unrestricted funds of the Hospice include the following designated funds which have been set aside by the Chief Executive and his Management Team 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.

The capital commitment fund comprises monies designated to meet the cost of capital commitments for which funding is yet to be secured or will be met from general funds.

	At 1 April 2019 £'000	Transfer £'000	At 31 March 2020 £'000
Fixed asset fund	4,064	212	4,276
	4,064	212	4,276

	At 1 April 2018 £'000	Transfer £'000	At 31 March 2019 £'000
Fixed asset fund	4,213	(149)	4,064
	4,213	(149)	4,064

The transfer in the fixed asset fund represents the net movement in fixed assets over the year.

**12 Analysis of net assets between funds**

	Restricted funds £'000	General fund £'000	Designated fund £'000	Total 2020 £'000
Fixed assets	-	-	4,276	4,276
Current assets	355	3,183	-	3,538
Creditors: amounts falling due within one year		(336)	-	(336)
<b>Total net assets</b>	<b>355</b>	<b>2,847</b>	<b>4,276</b>	<b>7,478</b>

	Restricted funds £'000	General fund £'000	Designated fund £'000	Total 2019 £'000
Fixed assets	—	—	4,064	4,064
Current assets	376	3,741	—	4,117
Creditors: amounts falling due within one year	—	(396)	—	(396)
<b>Total net assets</b>	<b>376</b>	<b>3,345</b>	<b>4,064</b>	<b>7,785</b>

**12 Analysis of net assets between funds** (continued)

The total unrealised gains at 31 March 2020 constitutes a movement on revaluation and are as follows:

	<b>2020</b>	2019
	<b>£'000</b>	£'000
<b>Unrealised gains included above:</b>		
On tangible fixed assets	<b>1,115</b>	1,174
<b>Reconciliation of movements on unrealised gains:</b>		
Unrealised gains at 1 April 2019	<b>1,174</b>	1,233
Less: depreciation in respect to revalued amounts	<b>(59)</b>	(59)
<b>Total unrealised gains at 31 March 2020</b>	<b>1,115</b>	1,174

**13 Leasing commitments*****Operating leases***

At 31 March 2020 the Hospice had total commitments under non-cancellable operating leases as follows:

	<b>Land and buildings</b>	Land and buildings
	<b>2020</b>	2019
	<b>£'000</b>	£'000
Commitments falling due:		
Within one year	<b>286</b>	282
Within one to two years	<b>252</b>	252
Within two to five years	<b>476</b>	481
Thereafter	<b>303</b>	366
	<b>1,317</b>	1,381

**14 Related party transactions**

The financial statements do not include disclosure of all transactions between the Hospice and other entities that are part of The Congregation of the Daughters of the Cross of Liege. This is because as a daughter house controlled by the Congregation it is exempt from the requirement to disclose such transactions under FRS 102.

There were no other related party transactions.

**15 Capital commitments**

There were no capital commitments at either 31 March 2020 or 31 March 2019.

**16 Pension commitments**

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

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

The contributions payable for the year were £115,000 (2018-19: £97,000).

**16 Pension commitments** (continued)

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 £65,000 (2018-19: £66,000).

**17 Statement of financial activities – Year ended 31 March 2019**

	Notes	<u>Unrestricted funds</u>			Total funds 2019 £'000
		General fund £'000	Designated fund £'000	Restricted funds £'000	
<i>Income and expenditure</i>					
<i>Income from:</i>					
Donations and legacies	1	2,275	—	90	2,365
Other trading activities	2	1,527	—	—	1,527
Investments		21	—	—	21
<i>Charitable activities</i>					
. Clinical Commissioning Groups		1,512	—	3	1,515
. Other income		77	—	2	79
<b>Total income</b>		<b>5,412</b>	<b>—</b>	<b>95</b>	<b>5,507</b>
<i>Expenditure on:</i>					
Raising funds	3	1,946	—	2	1,948
Charitable activities	4	4,029	—	67	4,096
<b>Total expenditure</b>		<b>5,975</b>	<b>—</b>	<b>69</b>	<b>6,044</b>
<i>Net (expenditure) income before transfers</i>		(563)	—	26	(537)
<i>Gross transfers between funds in connection with tangible fixed assets</i>	11, 12	171	(149)	(22)	—
<i>Transfer from the Congregation</i>		—	—	300	300
<i>Net movement in funds</i>		(392)	(149)	304	(237)
<i>Reconciliation of funds:</i>					
<i>Fund balances brought forward at 1 April 2018</i>		3,737	4,213	72	8,022
<i>Fund balances carried forward at 31 March 2019</i>		<b>3,345</b>	<b>4,064</b>	<b>376</b>	<b>7,785</b>

Tabulated results for the last five years to 31 March 2020

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	2020 £'000	2019 £'000	2018 £'000	2017 £'000	2016 £'000
<b>Cost of providing Hospice care</b>					
Hospice costs	2,953	2,940	2,888	2,833	3,077
CPCT and Hospice at Home	1,241	1,142	1,011	1,016	1,033
Governance costs	20	23	22	22	21
<b>Total</b>	<b>4,214</b>	<b>4,105</b>	<b>3,921</b>	<b>3,871</b>	<b>4,131</b>
<b>Less: Non fundraising income</b>					
CCG funding	1,546	1,515	1,529	1,395	1,358
Interest receivable	19	21	16	12	38
Surplus on disposal of tangible fixed assets	-	-	-	-	-
<b>Deficit before shop income</b>	<b>(2,649)</b>	<b>(2,569)</b>	<b>(2,376)</b>	<b>(2,464)</b>	<b>(2,735)</b>
Shop income	948	1,019	1,007	1,095	1,067
Less: Shop expenditure	(1,149)	(1,089)	(1,043)	(1,021)	(1,007)
	(201)	(70)	(36)	74	60
Lottery income	456	508	520	498	419
Less: Lottery expenditure	(207)	(193)	(221)	(249)	(237)
	249	315	299	249	182
<b>Deficit before donations and legacies</b>	<b>(2,601)</b>	<b>(2,324)</b>	<b>(2,113)</b>	<b>(2,141)</b>	<b>(2,493)</b>
<b>Donations and legacies and sundry income</b>					
Legacies	1,675	1,180	1,691	709	786
Appeal income	1,286	1,185	1,194	1,211	1,270
	2,961	2,365	2,885	1,920	2,056
Other income	111	380	132	547	538
Less: Other fundraising expenditure	(778)	(658)	(603)	(650)	(631)
	2,294	2,087	2,414	1,817	1,963
<b>(Deficit) surplus for year and movement in funds</b>	<b>(307)</b>	<b>(237)</b>	<b>301</b>	<b>(324)</b>	<b>(530)</b>
<b>Net assets</b>	<b>7,478</b>	<b>7,785</b>	<b>8,022</b>	<b>7,721</b>	<b>8,045</b>

Detailed income and expenditure account 31 March 2020

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	2020 £'000	2020 £'000	2019 £'000	2019 £'000
<b>Income</b>				
. Donations received	1,286		1,185	
. Legacies	1,675		1,180	
		2,961		2,365
Lottery income		456		508
Shop sales and related income		948		1,019
Grant from DOC		-		302
Grants from Merton & Sutton and Wandsworth CCGs		1,546		1,515
Interest receivable		19		21
Other income		111		77
		6,401		5,807
<b>Expenditure</b>				
Raising funds				
Shop overheads				
Staff costs	433		435	
Supplies	26		23	
Bought services	57		75	
Establishment costs	359		313	
Administration and finance	43		53	
Professional fees	16		17	
Support costs				
. Staff costs	170		130	
. Other costs	50		49	
	1,154		1,095	
Fundraising general appeal costs				
Staff costs	373		331	
Establishment	30		24	
Administration				
. Admin and finance	38		39	
. Marketing and function	125		120	
. Other supplies	17		27	
. Security	3		4	
Professional Fees	19		15	
. Sundry	25		18	
Support costs				
. Staff costs	94		59	
. Other costs	56		23	
	780		660	
Fundraising lottery costs				
Prizes	82		84	
Staff costs	38		8	
Supplies	19		21	
Admin and finance	15		14	
Professional fees	33		40	
Bank charges	20		26	
	207		193	
<b>Balance carried forward</b>		2,141		1,948

**Detailed income and expenditure account** 31 March 2020

**DRAFT**

This page does not form part of the audited financial statements

	2020 £'000	2020 £'000	2019 £'000	2019 £'000
Balance brought forward		2,141		1,948
Charitable activities				
<i>Hospice costs</i>				
. Hospice staff costs	2,205		2,151	
. Supplies	150		191	
. Bought services	127		140	
. Professional fees	33		34	
	<u>2,515</u>		<u>2,516</u>	
<i>Establishment costs</i>				
. Depreciation	196		270	
. Rates	29		29	
. Heat and light	47		45	
	<u>272</u>		<u>344</u>	
<i>Other costs</i>				
. Admin and finance	31		35	
. Travel and entertainment	4		5	
. Insurance	13		10	
. Interest payable	-		-	
	<u>48</u>		<u>50</u>	
<i>Support costs</i>				
. Staff costs				
. Equipment hire	8		8	
. Other costs	111		22	
. Audit and accountancy	8		10	
	<u>127</u>		<u>40</u>	
		2,962		2,950
CPCT and Hospice at Home				
. Staff costs	893		838	
. Other expenses	16		22	
. Support costs				
.. Staff costs	204		201	
.. Other costs	128		81	
.. Audit and accountancy	4		4	
	<u>4</u>		<u>4</u>	
		1,245		1,146
Total expenditure		<u>6,348</u>		<u>6,044</u>
Net movement in funds		<u>(307)</u>		<u>(237)</u>

SRH Detailed Income and Expenditure					Current F'cast 2020-21	Budget 2020-21	Variance	
30th May 2020	Year To Date	Budget	Variance					
<b>NHS Grants</b>	254,864	255,518	(653)		1,529,184	1,533,105	(3,921)	
<b>NHS Other Fees</b>	0	1,204	(1,204)		16,090	17,294	(1,204)	
<b>Hospice Grants</b>	0	0	0		30,000	30,000	0	Govt support
<b>Other income</b>	445,300	6,374	438,926	Govt Grant to Hospices	779,420	38,244	741,176	
<b>Investment Income</b>	2,322	4,976	(2,653)		15,492	28,414	(12,922)	revised lower interest
<b>Orangery Income</b>	0	6,000	(6,000)	closed	18,000	36,000	(18,000)	
<b>Operating Income</b>	702,486	274,071	428,415		2,388,186	1,683,057	705,129	
<b>Staff Costs</b>	(501,612)	(541,336)	39,724	Delayed recruitment and furlough	(3,306,127)	(3,412,855)	106,728	
Training, Recruitment and subscriptions	(2,239)	(8,306)	6,067		(38,594)	(54,661)	16,067	most cost centres will be
Food and Catering	(2,582)	(6,787)	4,205	Orangery closed	(31,486)	(42,111)	10,624	
Cleaning and Waste Disposal	(5,430)	(5,241)	(190)		(35,985)	(31,436)	(4,550)	
Travel and Motoring Expenses	(821)	(5,482)	4,661	little travel	(17,921)	(22,388)	4,467	
Drugs, Dressings and Consumables	(17,535)	(19,835)	2,300		(108,082)	(111,654)	3,572	
Rates and Utilities	(14,569)	(14,660)	92		(74,750)	(74,850)	100	
Repairs and Maintenance	(8,513)	(12,540)	4,026		(75,404)	(80,236)	4,832	
Telephones, Postage, Stationery & IT	(9,638)	(13,211)	3,573		(60,673)	(64,246)	3,573	
Other Direct Costs	(2,313)	(6,898)	4,585		(27,287)	(41,103)	13,815	
Depreciation	(33,495)	(42,689)	9,194		(246,959)	(267,539)	20,580	
<b>Direct Cost of Service (incl Depreciation)</b>	(598,747)	(676,984)	78,237		(4,023,269)	(4,203,077)	179,808	
<b>Net Service Cost</b>	103,739	(402,913)	506,653		(1,635,083)	(2,520,020)	884,937	
<b>Staff Costs</b>	(80,701)	(103,215)	22,514	Delayed recruitment and furlough	(601,868)	(637,852)	35,984	
Training, Recruitment and subscriptions	(725)	(9,015)	8,290	little activity	(21,435)	(30,376)	8,941	
Telephones, Postage, Stationery & IT	(15,543)	(14,270)	(1,273)		(97,458)	(95,418)	(2,041)	
Professional Services	(8,715)	(9,002)	287		(63,116)	(63,403)	287	
Other Costs	(8,402)	(8,130)	(271)		(41,113)	(42,741)	1,629	
VAT	(26,923)	(5,500)	(21,423)	We cannot claim VAT back as planned (until independence)	(154,423)	(33,000)	(121,423)	non recovery until independent
<b>Support Costs</b>	(143,347)	(153,188)	9,841		(1,002,459)	(927,554)	(74,906)	
<b>Legacies</b>	0	165,000	(165,000)		802,357	1,000,000	(197,643)	lower asset values
<b>Donations</b>	139,990	204,016	(64,026)		836,373	1,343,256	(506,883)	few events or activities
<b>Gift Aid</b>	0	8,695	(8,695)		34,819	66,785	(31,966)	
<b>Staff Costs</b>	(58,499)	(89,796)	31,297	Delayed recruitment and furlough	(421,856)	(538,779)	116,923	
Training, Recruitment and subscriptions	(579)	(1,100)	521		(5,279)	(6,600)	1,321	
Rent, Rates and Utilities	(4,872)	(4,491)	(381)		(30,395)	(30,014)	(381)	
Repairs and Maintenance	(1,234)	(1,036)	(198)		(6,414)	(6,216)	(198)	
Telephones, Postage, Stationery & IT	(2,592)	(5,459)	2,867		(39,252)	(40,546)	1,294	
Communications and Marketing	(4,082)	(16,689)	12,607		(52,537)	(81,015)	28,478	few events or activities
Events	(3,235)	(15,469)	12,234		(45,132)	(94,625)	49,494	few events or activities
Other Costs	(3,431)	(9,695)	6,264		(47,760)	(63,874)	16,114	
<b>Net Fundraising Contribution</b>	61,465	233,975	(172,510)		1,024,924	1,548,372	(523,448)	
<b>Lottery Income</b>	69,149	86,965	(17,816)		460,912	523,766	(62,854)	fewer new players
<b>Staff Costs</b>	(6,152)	0	(6,152)	Staff member charged to lottery for first time	(36,909)			
Agency Staff	240	(19,200)	19,440	Agents paid for new recruits, but not recruiting	(24,195)	(108,700)	84,505	fewer success fees
Printing, Postage and Marketing	(266)	(11,902)	11,636		(26,651)	(38,287)	11,636	
Bank, Credit Card and Other Charges	(339)	(5,882)	5,543		(24,284)	(29,827)	5,543	
Lottery Prizes	(13,500)	(14,280)	780		(84,900)	(85,680)	780	
Management Company Costs	(8,459)	(6,991)	(1,468)		(43,416)	(41,948)	(1,468)	
<b>Net Lottery Contribution</b>	40,673	28,709	11,964		220,558	219,325	1,233	
<b>Shop Income</b>	891	163,263	(162,372)	Closed all month	470,499	1,100,432	(629,933)	shops closed half year
<b>Gift Aid</b>	0	11,948	(11,948)		35,221	57,224	(22,003)	
<b>Rent received</b>	1,950	0	1,950		1,950	0	1,950	
<b>Other Income</b>	51,667	0	51,667	Local Authority Grants	155,000	155,000	0	
<b>Staff Costs</b>	(21,984)	(84,673)	62,689	Most staff are furloughed	(455,209)	(560,060)	104,851	
Training, Recruitment and subscriptions	(450)	(1,418)	968		(4,359)	(5,327)	968	
Consumables and Goods for Resale	(100)	(3,400)	3,300		(14,400)	(24,200)	9,800	
Cleaning and Waste Disposal	(234)	(5,694)	5,461		(33,680)	(33,141)	(539)	
Rent, Rates and Utilities	(48,111)	(51,883)	3,772		(371,778)	(377,750)	5,972	
Repairs and Maintenance	(2,199)	(1,600)	(599)		(7,599)	(9,600)	2,001	
Depreciation	(6,580)	(7,103)	524		(55,297)	(55,820)	524	
Telephones, Postage, Stationery & IT	(1,546)	(4,051)	2,504		(17,420)	(21,626)	4,206	
Other Costs	(309)	(2,774)	2,466		(25,108)	(42,478)	17,370	
Bank, credit card and cash collection	(1,777)	(3,122)	1,345		(12,174)	(19,552)	7,378	
Professional Services	(6,410)	(2,000)	(4,410)	Start of Skyline Business Consultancy	(61,410)	(12,000)	(49,410)	Skyline consultancy
Insurance	(452)	(1,200)	748		(6,452)	(7,200)	748	
<b>Net Shops Contribution</b>	(35,644)	6,292	(41,936)		(402,215)	(11,099)	(391,116)	
<b>Net Shortfall before DoC funding</b>	26,887	(287,125)	314,012		(1,794,275)	(1,690,976)	(103,299)	
<b>Other income</b>	0	233,333	(233,333)	Budget assumed DoC grant would have been received	0	1,400,000	(1,400,000)	Original Budget assumed the grant
<b>Shortfall for period</b>	26,887	(53,791)	80,678		(1,794,275)	(290,976)	(1,503,299)	

St Raphael's Management Accounts 30 May 2020	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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Income from NHS	254,864	256,721	(1,857)	254,650	1,546,130	1,545,274	1,550,399	(5,125)	1,570,108	1,594,109	1,618,488	1,643,252	1,668,406	1,693,958
Other Income	447,622	17,350	430,273	11,065	175,599	842,912	132,202	710,710	138,617	132,068	142,144	143,722	145,687	147,738
Direct Cost of Services	(565,252)	(634,295)	69,043	(576,988)	(3,434,614)	(3,776,310)	(3,935,082)	158,772	(3,785,735)	(3,860,623)	(3,936,674)	(4,014,005)	(4,092,858)	(4,173,264)
Hospice Depreciation	(33,495)	(42,689)	9,194	(37,491)	(210,006)	(246,959)	(267,539)	20,580	(254,270)	(250,987)	(244,961)	(228,554)	(183,881)	(178,871)
<b>Net Service Cost</b>	<b>103,739</b>	<b>(402,913)</b>	<b>506,653</b>	<b>(348,763)</b>	<b>(1,922,891)</b>	<b>(1,635,083)</b>	<b>(2,520,202)</b>	<b>884,937</b>	<b>(2,331,280)</b>	<b>(2,385,433)</b>	<b>(2,421,003)</b>	<b>(2,455,585)</b>	<b>(2,462,646)</b>	<b>(2,510,439)</b>
Support Costs	(143,347)	(153,188)	9,841	(128,182)	(933,283)	(1,002,459)	(927,554)	(74,906)	(913,915)	(926,317)	(939,965)	(957,639)	(975,669)	(994,063)
<b>Net cost of Service to be funded</b>	<b>(39,608)</b>	<b>(556,101)</b>	<b>516,494</b>	<b>(476,945)</b>	<b>(2,856,174)</b>	<b>(2,637,542)</b>	<b>(3,447,574)</b>	<b>810,032</b>	<b>(3,245,195)</b>	<b>(3,311,750)</b>	<b>(3,360,968)</b>	<b>(3,413,225)</b>	<b>(3,438,315)</b>	<b>(3,504,502)</b>
<b>Fundraising Activity</b>														
Legacy Income	0	165,000	(165,000)	117	1,750,510	802,357	1,000,000	(197,643)	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000
Donor Income	139,990	212,710	(72,720)	168,847	1,240,373	871,192	1,410,041	(538,849)	1,313,862	1,749,576	2,079,221	2,200,605	2,288,629	2,380,174
Fundraising Costs	(78,525)	(143,735)	65,210	(105,288)	(629,760)	(648,625)	(861,669)	213,044	(852,506)	(879,321)	(896,669)	(913,440)	(930,147)	(948,547)
	<b>61,465</b>	<b>233,975</b>	<b>(172,510)</b>	<b>63,675</b>	<b>2,361,123</b>	<b>1,024,924</b>	<b>1,548,372</b>	<b>(523,448)</b>	<b>1,361,356</b>	<b>1,770,255</b>	<b>2,182,551</b>	<b>2,287,165</b>	<b>2,358,482</b>	<b>2,431,627</b>
Lottery Income	69,149	86,965	(17,816)	90,818	456,007	460,912	523,766	(62,854)	486,877	532,035	554,067	547,356	531,624	542,257
Lottery Costs	(28,476)	(58,256)	29,780	(39,421)	(206,984)	(240,354)	(304,441)	64,087	(259,719)	(259,645)	(253,151)	(248,137)	(252,018)	(257,058)
	<b>40,673</b>	<b>28,709</b>	<b>11,964</b>	<b>51,397</b>	<b>249,023</b>	<b>220,558</b>	<b>219,325</b>	<b>1,233</b>	<b>227,158</b>	<b>272,390</b>	<b>300,917</b>	<b>299,218</b>	<b>279,606</b>	<b>285,198</b>
Shop Income	54,508	175,211	(120,703)	159,233	948,503	662,669	1,157,655	(494,986)	1,482,931	1,862,157	2,254,150	2,589,483	2,738,022	2,792,783
Shop Costs	(90,151)	(168,918)	78,767	(176,548)	(934,027)	(1,064,885)	(1,168,754)	103,870	(1,432,711)	(1,744,600)	(2,091,622)	(2,202,963)	(2,214,043)	(2,238,439)
	<b>(35,644)</b>	<b>6,292</b>	<b>(41,936)</b>	<b>(17,315)</b>	<b>14,476</b>	<b>(402,215)</b>	<b>(11,099)</b>	<b>(391,116)</b>	<b>50,219</b>	<b>117,557</b>	<b>162,528</b>	<b>386,519</b>	<b>523,980</b>	<b>554,344</b>
<b>Shortfall before DOC Funding</b>	<b>-65%</b>	<b>4%</b>	<b>-11%</b>	<b>2%</b>	<b>-61%</b>	<b>-1%</b>	<b>-1%</b>	<b>3%</b>	<b>7%</b>	<b>15%</b>	<b>20%</b>			
	<b>26,887</b>	<b>(287,125)</b>	<b>314,012</b>	<b>(379,188)</b>	<b>(231,553)</b>	<b>(1,794,275)</b>	<b>(1,690,976)</b>	<b>(103,299)</b>	<b>(1,606,462)</b>	<b>(1,151,548)</b>	<b>(714,972)</b>	<b>(440,323)</b>	<b>(276,248)</b>	<b>(233,332)</b>
DOC Funding	0	233,333	(233,333)	0	0	0	1,400,000	(1,400,000)	1,440,000	2,616,000	576,000	432,000	180,000	72,000
	<b>26,887</b>	<b>(53,791)</b>	<b>80,678</b>	<b>(379,188)</b>	<b>(231,553)</b>	<b>(1,794,275)</b>	<b>(290,976)</b>	<b>(1,503,299)</b>	<b>(166,462)</b>	<b>1,464,452</b>	<b>(138,972)</b>	<b>(8,323)</b>	<b>(96,248)</b>	<b>(161,332)</b>

St Raphael's Management Accounts 30 April 2020	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Forecast 2019-20	Forecast 2020-21	Budget 2020-21	Variance	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Total Income	966,133	1,147,290	(181,157)	684,730	6,117,121	5,185,316	7,174,063	(1,988,746)	7,332,394	9,385,946	8,224,069	8,556,417	8,552,369	8,628,910
Total Cost	(939,246)	(1,201,081)	261,835	(1,063,918)	(6,348,674)	(6,979,592)	(7,465,039)	485,447	(7,498,856)	(7,921,493)	(8,363,041)	(8,564,739)	(8,648,617)	(8,790,243)
<b>Shortfall for period</b>	<b>26,887</b>	<b>(53,791)</b>	<b>80,678</b>	<b>(379,188)</b>	<b>(231,553)</b>	<b>(1,794,275)</b>	<b>(290,976)</b>	<b>(1,503,299)</b>	<b>(166,462)</b>	<b>1,464,452</b>	<b>(138,972)</b>	<b>(8,323)</b>	<b>(96,248)</b>	<b>(161,332)</b>

St Raphael's Management Accounts 30 April 2020														
Net Movement in Funds	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Budget 2020-21			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
						Forecast 2020-21	Budget 2020-21	Variance						
Surplus/(Loss) from Operation	26,887	(53,791)	80,678	(379,188)	(231,553)	(1,794,275)	(261,671)	(1,562,722)	(166,462)	1,464,452	(138,972)	(8,323)	(96,248)	(161,332)
Depreciation	40,179	50,168	(9,989)	20,011	233,035	328,557	327,615	95,523	332,045	330,144	342,117	321,493	244,331	220,871
Decrease/(Increase) in Debtor	314,481	(66,994)	381,475	(627,783)	(750,287)	859,523	145,133	1,609,810	(50,827)	1,163	(19,847)	1,143	36,132	1,121
(Decrease)/Increase in Credit	355,066	3,457,652	(3,102,586)	410,948	(59,763)	3,778,242	2,219,154	3,838,006	(1,429,579)	(889,567)	(565,555)	(421,489)	(169,466)	(61,442)
<b>Net cash (expended)/ generated by operations</b>	<b>736,613</b>	<b>3,387,035</b>	<b>(2,650,422)</b>	<b>(576,012)</b>	<b>(808,569)</b>	<b>3,172,048</b>	<b>2,430,231</b>	<b>3,980,616</b>	<b>(1,314,822)</b>	<b>906,192</b>	<b>(382,257)</b>	<b>(107,176)</b>	<b>14,750</b>	<b>(781)</b>
Purchase of Fixed Assets	(24,703)	(76,000)	51,297	0	(445,856)	(481,690)	(500,405)	(35,833)	(123,270)	(150,199)	(130,000)	(40,000)	(40,000)	(40,000)
Increase / (Decrease) in Cash	<b>711,911</b>	<b>3,311,035</b>	<b>(2,599,124)</b>	<b>(576,012)</b>	<b>(1,254,425)</b>	<b>2,690,358</b>	<b>1,929,826</b>	<b>3,944,783</b>	<b>(1,438,092)</b>	<b>755,993</b>	<b>(512,257)</b>	<b>(147,176)</b>	<b>(25,250)</b>	<b>(40,781)</b>

St Raphael's Management Accounts 30 April 2020														
Balance Sheet	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Fixed Assets	4,260,993	4,286,903	(25,910)	4,043,637	4,276,470	4,429,602	4,384,861	153,132	4,220,827	4,040,882	3,828,765	3,547,273	3,342,942	3,162,070
Debtors	1,083,472	813,020	270,451	1,209,348	1,397,953	462,642	600,894	(935,310)	513,469	512,306	532,152	531,010	494,877	493,756
<b>Cash at Bank</b>	<b>2,926,847</b>	<b>5,450,913</b>	<b>(2,524,067)</b>	<b>3,144,854</b>	<b>2,214,936</b>	<b>4,981,537</b>	<b>4,118,704</b>	<b>2,766,601</b>	<b>3,543,445</b>	<b>4,299,438</b>	<b>3,787,181</b>	<b>3,640,005</b>	<b>3,614,755</b>	<b>3,573,973</b>
Creditors	(691,322)	(3,801,818)	3,110,495	(816,655)	(336,256)	(4,114,955)	(2,563,776)	(3,778,698)	(2,685,376)	(1,795,809)	(1,230,254)	(808,765)	(639,299)	(577,857)
<b>Net Assets</b>	<b>7,579,989</b>	<b>6,749,019</b>	<b>830,970</b>	<b>7,581,184</b>	<b>7,553,102</b>	<b>5,758,827</b>	<b>6,540,683</b>	<b>(1,794,275)</b>	<b>5,592,365</b>	<b>7,056,817</b>	<b>6,917,845</b>	<b>6,909,522</b>	<b>6,813,275</b>	<b>6,651,943</b>

# Finance and Resources Director's Report

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## Recommendations

1. It is recommended that the Sub-Committee:
  - a. Notes that the draft management accounts surplus of £26,887 for the 2 months to 31<sup>st</sup> May 2020.
  - b. The latest draft of the March 2020 management accounts shows a shortfall of £(231,553) following legacy receipts after the year end. The most recent receipt (of £75k) still needs to be amended in the draft statutory accounts.
  - c. The audit fieldwork has been completed from afar and Neena has worked very hard to service the needs of distance auditing.

## Report

### Finance

#### 2. May Accounts – Income and Expenditure

The May 2020 draft management account summary with balance sheet/cash movement is attached together with a more detailed I&E account. There will be some late changes (the furlough figures are yet to be finalised).

The small surplus arises after including the grant from Govt. of £446k and a one third portion of the Local Authority business support grants for our shops (we received £155k in cash and have assigned this across the six months of expected major disruption).

Total costs for the month were £505k (budget £602k) before the beneficial impact of a £49k claim for the salary costs of furloughed staff. Costs year to date are £1.04m (before furlough of £98k) compare to a budget of £1.2m.

The cost savings arise from vacancies that cannot currently be filled and from lower activity levels, particularly in the shops and fundraising.

Income from donations reached £140k, now down on last year by 20% and 35% below plan. The team have been worked very hard to process all the income at the same time as re-organising for the year ahead and setting up virtual alternative appeals! Lottery income is also down by around 30%.

#### 3. May Accounts – Balance Sheet

Cash stood at £2.9m at the end of May, an increase of £700k over March following receipt of £500k of legacies that related to the March YE.

Debtors includes further legacies due and also some NHS regular funding, the latter relates to future months and is therefore also reflected in the creditors.

#### 4. Forecast 2020-21

We remain in a position where forecasting the income for the year is uncertain. The assumptions that we have applied are as follows (compared to original Budget):

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Annual
Donation Income	88%	48%	30%	30%	50%	50%	60%	60%	60%	70%	70%	85%	58%
Shop Income	0%	1%	0%	0%	0%	25%	50%	50%	75%	90%	90%	90%	39%
Lottery Income	95%	70%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

The April and May are actuals and show the slowdown in May in particular. The impact of social distancing may cause these assumptions to be optimistic.

In addition we have assumed that the Govt. grant will continue for June at a lower level (£100k) and that the following three months yield a further £225k. Hospice UK are negotiating for this second quarter at present.

These assumptions result in income being £1.9m below the 2019-20 level although this will be partially offset by £900k of grant income.

The current estimate is that costs will £605k below the plan but that we will not be able to recover £120k of VAT (as we would have been able to as an independent hospice) and so the net reduction is £485k.

We assume that the planned recruitment of staff (consultant team, senior nurse, filling current vacancies and recruiting to EA and Comms roles) will be delayed beyond the summer. Our furlough support will continue in part to August (although some staff are being “un-furloughed” as we prepare for “un-locking” the charity shops etc).

***Looking further out – the figures presented assume that SRH draws down on £1.7m of the contingency in 2023 in addition to the core £3.6m. These assumptions behind this need to be considered in due course and this presentation must be fully caveated as being for illustration only.***

#### 5. Statutory Accounts Audit 2019-20

The Buzzacott team have almost completed the field work element of their audit whilst working from home. This did entail significantly more involvement for Neena and the team as they had to find and scan documents that would usually be found by the auditors themselves.

As yet we have not been informed of any adjustments to be recommended. The clearance meeting is scheduled for 29<sup>th</sup> June and the final accounts will be passed to DoC for 24<sup>th</sup> July.

In preparing the audit files Neena has decided to re-assign some “restricted funds” to be “designated funds” and this is not yet reflected in the attached draft. Similarly, we have had legacy receipts since the draft was provided to the auditor which means we can now quantify uncertain amounts in the accounts. These will also be adjusted for.

## IT

6. John Groom has returned from paternity leave and will be on site part of the week with his colleagues. He will press ahead with finalising the new Citrix environment alongside other projects.
7. The team have continued to support all staff working remotely and via zoom and Teams. We are currently thinking that Zoom operates best for larger groups, whilst Teams allows for small meetings and 1:2:1s more effectively.

## Facilities

8. The role which supported the facilities team with admin and managed the bookings for St Bede’s is no longer required and therefore Lesley Elsdon has been made redundant
9. The facilities team have embraced working across the retail sites as well as the hospice site and is supporting the retail changes. They have also painted the old triage office to enable our ACC team to move and socially distance more effectively.
10. The replacement of windows in the reception area of the hospice with four (bi-fold) doors will commence next week and should be completed in the month. This will enable access to the chapel courtyard both visually and physically. We propose to add a step and wheelchair friendly slope in due course.

Nick Stevens

Joint CEO

13<sup>th</sup> June 2020

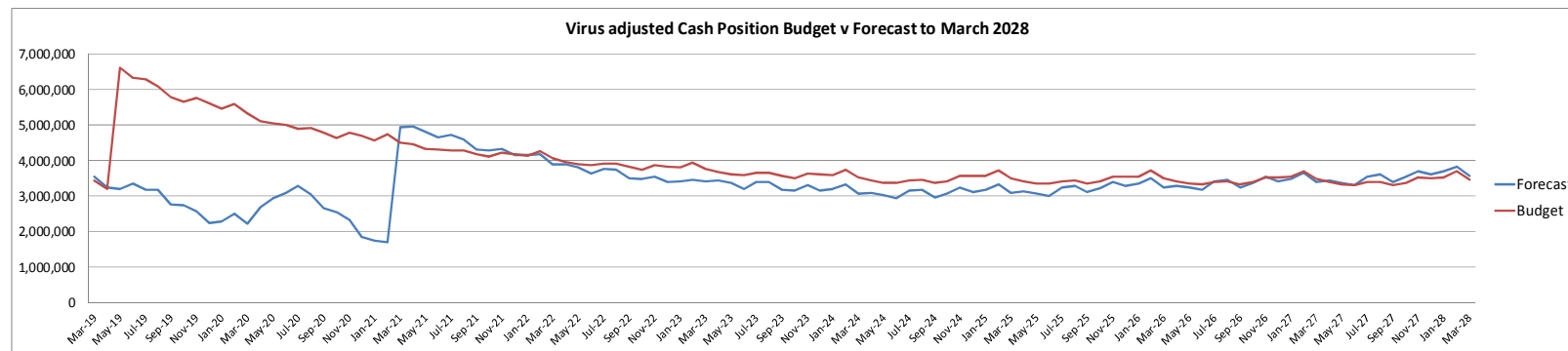
# Post Covid Outlook – 3 scenarios

Nick Stevens

16<sup>th</sup> June 2020

# 100% Version

This version assumes we take the challenge of COVID-19 in 2020-21 and bounce back to 100% of the current plans for next five + years.



<b>DoC Grants</b>			<b>Assumptions</b>		<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
Core Funding	Mar-2021	£3,600,000	Donations % of original plan		65%	100%	100%	100%	100%	100%	100%	100%
Contingency utilised	Mar-2023	£240,000	Shops % of original plan		37%	100%	100%	100%	100%	100%	100%	100%
Contingency remaining	Mar-2023	<b>£2,460,000</b>	Lottery % of original plan		80%	100%	100%	100%	100%	100%	100%	100%
Income (ex DoC)					£5,194,982	£6,347,024	£7,095,775	£7,870,390	£8,355,224	£8,626,941	£8,805,899	£8,990,269
Costs					£(6,940,039)	£(7,565,357)	£(7,979,982)	£(8,424,452)	£(8,625,476)	£(8,714,663)	£(8,858,066)	£(9,012,016)
<b>Shortfall before DoC</b>					<b>£(1,745,057)</b>	<b>£(1,218,333)</b>	<b>£(884,207)</b>	<b>£(554,062)</b>	<b>£(270,253)</b>	<b>£(87,722)</b>	<b>£(52,167)</b>	<b>£(21,748)</b>
Cash Movement (ex DoC)					£(877,251)	£(1,058,934)	£(701,303)	£(356,318)	£18,168	£162,809	£140,384	£185,073

In essence this retains the characteristics of the original plans – albeit updated and delayed. We have had higher legacies than expected and also agreed a drawdown of £240k for delay in retail. That aside, the contingency would be available for the pre-existing risks.

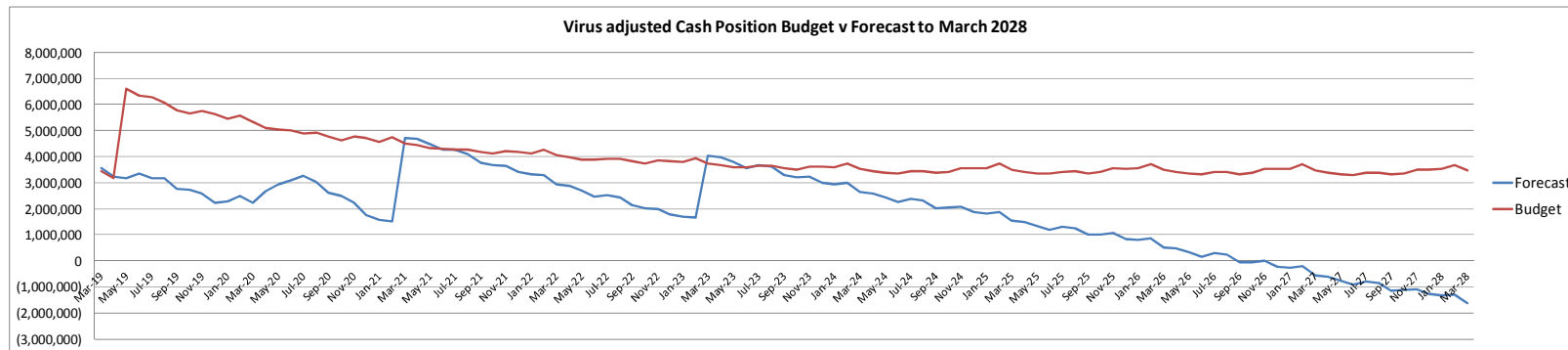
# 100% Version - Difference to March 2019 ten year plan in original report

St Raphael's Original ten year plan => forecast difference (2020-21 COVID adjusted forecast => back to latest plan thereafter 100%)											
	Actuals 2017-8	Actuals 2018-9	Actuals 2019-20	Forecast 2020- 21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	0	3,884	34,733	33,878	58,711	82,712	107,091	131,855	157,010	182,562	208,518
Other Income	0	5,412	50,866	718,555	3,609	3,457	2,104	(3,791)	(146)	(1,161)	(2,256)
Direct Cost of Services	0	(302,313)	(98,211)	(320,923)	(281,141)	(285,937)	(290,494)	(294,901)	(299,373)	(303,910)	(308,513)
Hospice Depreciation	0	(514)	49,814	25,467	(2,227)	(12,918)	(27,415)	(34,277)	1,137	9,964	9,797
Support Costs	0	363,711	340,936	62,411	159,534	168,852	177,372	182,323	187,386	192,563	197,857
<b>Net cost of Service to be fur</b>	<b>0</b>	<b>70,181</b>	<b>378,138</b>	<b>519,389</b>	<b>(61,514)</b>	<b>(43,833)</b>	<b>(31,342)</b>	<b>(18,790)</b>	<b>46,014</b>	<b>80,018</b>	<b>105,404</b>
<b>Fundraising Activity</b>											
Legacy Income	0	180,296	750,510	(197,643)	(100,000)	(100,000)	0	0	0	0	0
Donor Income	0	(26,631)	(96,242)	(652,955)	(243,086)	(159,147)	(16,530)	23,036	23,957	24,916	25,912
Fundraising Costs	0	19,534	202,642	266,421	69,873	70,704	72,376	75,005	78,086	79,871	81,696
	<b>0</b>	<b>173,198</b>	<b>856,910</b>	<b>(584,176)</b>	<b>(273,213)</b>	<b>(188,443)</b>	<b>55,846</b>	<b>98,041</b>	<b>102,044</b>	<b>104,787</b>	<b>107,608</b>
Lottery Income	0	(6,245)	(93,379)	(158,265)	7,199	38,148	37,809	25,020	10,717	(2,396)	(15,771)
Lottery Costs	0	2,816	18,207	(4,239)	(75,079)	(70,148)	(57,279)	(46,121)	(45,722)	(46,636)	(47,569)
	<b>0</b>	<b>(3,428)</b>	<b>(75,172)</b>	<b>(162,504)</b>	<b>(67,881)</b>	<b>(32,000)</b>	<b>(19,470)</b>	<b>(21,101)</b>	<b>(35,005)</b>	<b>(49,032)</b>	<b>(63,339)</b>
Shop Income	0	13,394	(135,623)	(679,780)	(225,075)	(202,509)	(238,809)	(146,835)	(53,022)	(54,082)	(55,164)
Shop Costs	0	3,835	89,879	182,059	85,180	106,121	102,439	57,192	55,125	44,739	46,405
	<b>0</b>	<b>17,229</b>	<b>(45,744)</b>	<b>(497,722)</b>	<b>(139,895)</b>	<b>(96,388)</b>	<b>(136,370)</b>	<b>(89,643)</b>	<b>2,103</b>	<b>(9,343)</b>	<b>(8,759)</b>
<b>Shortfall before DOC Fundin</b>	<b>0</b>	<b>257,180</b>	<b>1,114,132</b>	<b>(725,013)</b>	<b>(542,503)</b>	<b>(360,664)</b>	<b>(131,336)</b>	<b>(31,494)</b>	<b>115,156</b>	<b>126,430</b>	<b>140,915</b>
DOC Funding	0	315,500	0	0	1,440,000	1,140,000	576,000	432,000	180,000	72,000	0
	<b>0</b>	<b>572,680</b>	<b>1,114,132</b>	<b>(725,013)</b>	<b>897,497</b>	<b>779,336</b>	<b>444,664</b>	<b>400,506</b>	<b>295,156</b>	<b>198,430</b>	<b>140,915</b>

*Remember that this shows the difference to original, not totals per se. In March 2019, when the original report was presented, we knew the 2017-18 results (hence NIL difference), but the 2018-9 results were not known and ultimately proved to be better than anticipated and hence we see a difference to the estimates presented in the report.*

# 80% Version

This version assumes that following the challenge of COVID-19 in 2020-21 we only bounce back to 80% of the current plans and that this remains the case. There is still a lot of growth, but we only achieve 80% of the expected income.



<u>DoC Grants</u>			<u>Assumptions</u>	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Core Funding	Mar-2021	£3,600,000	Donations % of original plan	56%	80%	80%	80%	80%	80%	80%	80%
Contingency utilised	Mar-2023	£2,700,000	Shops % of original plan	30%	80%	80%	80%	80%	80%	80%	80%
Contingency remaining	Mar-2023	£0	Lottery % of original plan	80%	80%	80%	80%	80%	80%	80%	80%
			Income (ex DoC)	£4,971,819	£5,598,720	£6,173,552	£6,843,802	£7,215,816	£7,432,984	£7,574,294	£7,719,226
			Costs	£(6,940,039)	£(7,548,359)	£(7,963,808)	£(8,410,539)	£(8,613,513)	£(8,702,699)	£(8,845,863)	£(8,999,569)
			<b>Shortfall before DoC</b>	<b>£(1,968,220)</b>	<b>£(1,949,639)</b>	<b>£(1,790,256)</b>	<b>£(1,566,736)</b>	<b>£(1,397,697)</b>	<b>£(1,269,716)</b>	<b>£(1,271,569)</b>	<b>£(1,280,343)</b>
			Cash Movement (ex DoC)	£(1,100,414)	£(1,790,240)	£(1,607,353)	£(1,368,993)	£(1,109,276)	£(1,019,185)	£(1,079,019)	£(1,073,523)

Although the whole contingency is deployed, we do not recover the position and continue to leak £1m per year cash.....even if legacies hold up and salary inflation does not rise at a faster rate.

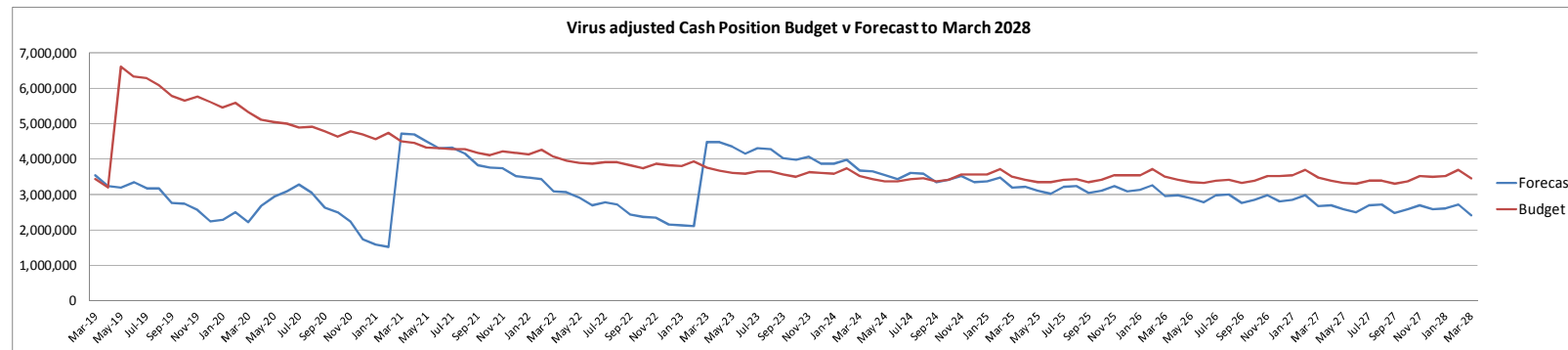
# 80% Version - Difference to March 2019 ten year plan in original report

St Raphael's Original ten year plan => forecast difference (2020-21 COVID adjusted forecast => back to latest plan thereafter 80%)											
	Actuals 2017-8	Actuals 2018-9	Actuals 2019-20	Forecast 2020- 21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	0	3,884	34,733	33,878	58,711	82,712	107,091	131,855	157,010	182,562	208,518
Other Income	0	5,412	50,866	718,555	2,936	(26,348)	(29,558)	(43,300)	(46,669)	(47,875)	(49,169)
Direct Cost of Services	0	(302,313)	(98,211)	(320,923)	(281,141)	(285,937)	(290,494)	(294,901)	(299,373)	(303,910)	(308,513)
Hospice Depreciation	0	(514)	49,814	25,467	(2,227)	(12,918)	(27,415)	(34,277)	1,137	9,964	9,797
Support Costs	0	363,711	340,936	62,411	159,534	168,852	177,372	182,323	187,386	192,563	197,857
<b>Net cost of Service to be funded</b>	<b>0</b>	<b>70,181</b>	<b>378,138</b>	<b>519,389</b>	<b>(62,188)</b>	<b>(73,639)</b>	<b>(63,004)</b>	<b>(58,300)</b>	<b>(509)</b>	<b>33,305</b>	<b>58,491</b>
<b>Fundraising Activity</b>											
Legacy Income	0	180,296	750,510	(197,643)	(100,000)	(100,000)	0	0	0	0	0
Donor Income	0	(26,631)	(96,242)	(785,146)	(571,552)	(547,942)	(454,260)	(440,249)	(457,859)	(476,174)	(495,220)
Fundraising Costs	0	19,534	202,642	266,421	69,873	70,704	72,376	75,005	78,086	79,871	81,696
	<b>0</b>	<b>173,198</b>	<b>856,910</b>	<b>(716,367)</b>	<b>(601,679)</b>	<b>(577,238)</b>	<b>(381,885)</b>	<b>(365,244)</b>	<b>(379,773)</b>	<b>(396,302)</b>	<b>(413,525)</b>
Lottery Income	0	(6,245)	(93,379)	(158,265)	(115,381)	(93,044)	(95,787)	(108,538)	(122,552)	(135,664)	(149,039)
Lottery Costs	0	2,816	18,207	(4,239)	(58,081)	(53,974)	(43,366)	(34,157)	(33,758)	(34,433)	(35,122)
	<b>0</b>	<b>(3,428)</b>	<b>(75,172)</b>	<b>(162,504)</b>	<b>(173,462)</b>	<b>(147,018)</b>	<b>(139,153)</b>	<b>(142,696)</b>	<b>(156,310)</b>	<b>(170,098)</b>	<b>(184,161)</b>
Shop Income	0	13,394	(135,623)	(770,753)	(521,661)	(574,940)	(689,639)	(664,732)	(600,626)	(612,639)	(624,891)
Shop Costs	0	3,835	89,879	182,059	85,180	106,121	102,439	57,192	55,125	44,739	46,405
	<b>0</b>	<b>17,229</b>	<b>(45,744)</b>	<b>(588,694)</b>	<b>(436,481)</b>	<b>(468,819)</b>	<b>(587,200)</b>	<b>(607,540)</b>	<b>(545,501)</b>	<b>(567,899)</b>	<b>(578,486)</b>
<b>Shortfall before DOC Funding</b>	<b>0</b>	<b>257,180</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>(1,273,809)</b>	<b>(1,266,714)</b>	<b>(1,171,241)</b>	<b>(1,173,780)</b>	<b>(1,082,094)</b>	<b>(1,100,995)</b>	<b>(1,117,681)</b>
DOC Funding	0	315,500	0	0	1,440,000	1,140,000	576,000	432,000	180,000	72,000	0
	<b>0</b>	<b>572,680</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>166,191</b>	<b>(126,714)</b>	<b>(595,241)</b>	<b>(741,780)</b>	<b>(902,094)</b>	<b>(1,028,995)</b>	<b>(1,117,681)</b>

*Remember that this shows the difference to original, not totals per se. In March 2019, when the original report was presented, we knew the 2017-18 results (hence NIL difference), but the 2018-9 results were not known and ultimately proved to be better than anticipated and hence we see a difference to the estimates presented in the report.*

# 80-100% Version

This version assumes that following the challenge of COVID-19 in 2020-21 we reach 90% of the donations target next year and then gradually reach the full target after five years. Shops move from 80% to 90% only and Lottery stays at 80%.



<u>DoC Grants</u>			<u>Assumptions</u>	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Core Funding	Mar-2021	£3,600,000	Donations % of original plan	65%	90%	90%	95%	95%	100%	100%	100%
Contingency utilised	Mar-2023	£2,700,000	Shops % of original plan	37%	80%	85%	90%	90%	90%	90%	90%
Contingency remaining	Mar-2023	£0	Lottery % of original plan	80%	80%	80%	80%	80%	80%	80%	80%
			Income (ex DoC)	£4,971,819	£5,763,042	£6,466,193	£7,403,021	£7,852,007	£8,219,789	£8,364,956	£8,543,065
			Costs	£(6,940,039)	£(7,548,359)	£(7,963,808)	£(8,410,539)	£(8,613,513)	£(8,702,699)	£(8,845,863)	£(8,999,569)
			<b>Shortfall before DoC</b>	<b>£(1,968,220)</b>	<b>£(1,785,317)</b>	<b>£(1,497,615)</b>	<b>£(1,007,518)</b>	<b>£(761,506)</b>	<b>£(482,910)</b>	<b>£(480,908)</b>	<b>£(456,505)</b>
			Cash Movement (ex DoC)	£(1,100,414)	£(1,625,918)	£(1,314,712)	£(809,774)	£(473,085)	£(232,380)	£(288,357)	£(249,684)

Deploying the whole contingency keeps SRH with £3m cash in 2024-5 but there is a continual leakage of £0.25m per year. Other risks would not be mitigated.

# Mixed Version - Difference to March 2019 ten year plan in original report

St Raphael's Original ten year plan => forecast difference (2020-21 COVID adjusted forecast => back to latest plan thereafter mixed 80-100%)											
	Actuals 2017-8	Actuals 2018-9	Actuals 2019-20	Forecast 2020- 21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	0	3,884	34,733	33,878	58,711	82,712	107,091	131,855	157,010	182,562	208,518
Other Income	0	5,412	50,866	718,555	3,025	(21,212)	3,178	1,321	(226)	(29,558)	(31,327)
Direct Cost of Services	0	(302,313)	(98,211)	(320,923)	(281,141)	(285,937)	(290,494)	(294,901)	(299,373)	(303,910)	(308,513)
Hospice Depreciation	0	(514)	49,814	25,467	(2,227)	(12,918)	(27,415)	(34,277)	1,137	9,964	9,797
Support Costs	0	363,711	340,936	62,411	159,534	168,852	177,372	182,323	187,386	192,563	197,857
<b>Net cost of Service to be funded</b>	<b>0</b>	<b>70,181</b>	<b>378,138</b>	<b>519,389</b>	<b>(62,098)</b>	<b>(68,503)</b>	<b>(30,268)</b>	<b>(13,679)</b>	<b>45,933</b>	<b>51,621</b>	<b>76,333</b>
<b>Fundraising Activity</b>											
Legacy Income	0	180,296	750,510	(197,643)	(100,000)	(100,000)	0	0	0	0	0
Donor Income	0	(26,631)	(96,242)	(785,146)	(407,319)	(353,545)	(125,962)	(92,785)	23,957	24,916	25,912
Fundraising Costs	0	19,534	202,642	266,421	69,873	70,704	72,376	75,005	78,086	79,871	81,696
	<b>0</b>	<b>173,198</b>	<b>856,910</b>	<b>(716,367)</b>	<b>(437,446)</b>	<b>(382,840)</b>	<b>(53,587)</b>	<b>(17,780)</b>	<b>102,044</b>	<b>104,787</b>	<b>107,608</b>
Lottery Income	0	(6,245)	(93,379)	(158,265)	(115,381)	(93,044)	(95,787)	(108,538)	(122,552)	(135,664)	(149,039)
Lottery Costs	0	2,816	18,207	(4,239)	(58,081)	(53,974)	(43,366)	(34,157)	(33,758)	(34,433)	(35,122)
	<b>0</b>	<b>(3,428)</b>	<b>(75,172)</b>	<b>(162,504)</b>	<b>(173,462)</b>	<b>(147,018)</b>	<b>(139,153)</b>	<b>(142,696)</b>	<b>(156,310)</b>	<b>(170,098)</b>	<b>(184,161)</b>
Shop Income	0	13,394	(135,623)	(770,753)	(521,661)	(481,833)	(464,224)	(405,783)	(326,824)	(333,360)	(340,027)
Shop Costs	0	3,835	89,879	182,059	85,180	106,121	102,439	57,192	55,125	44,739	46,405
	<b>0</b>	<b>17,229</b>	<b>(45,744)</b>	<b>(588,694)</b>	<b>(436,481)</b>	<b>(375,711)</b>	<b>(361,785)</b>	<b>(348,592)</b>	<b>(271,699)</b>	<b>(288,621)</b>	<b>(293,622)</b>
<b>Shortfall before DOC Funding</b>	<b>0</b>	<b>257,180</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>(1,109,487)</b>	<b>(974,073)</b>	<b>(584,792)</b>	<b>(522,747)</b>	<b>(280,032)</b>	<b>(302,311)</b>	<b>(293,842)</b>
DOC Funding	0	315,500	0	0	1,440,000	3,600,000	576,000	432,000	180,000	72,000	0
	<b>0</b>	<b>572,680</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>330,513</b>	<b>2,625,927</b>	<b>(8,792)</b>	<b>(90,747)</b>	<b>(100,032)</b>	<b>(230,311)</b>	<b>(293,842)</b>

*Remember that this shows the difference to original, not totals per se. In March 2019, when the original report was presented, we knew the 2017-18 results (hence NIL difference), but the 2018-9 results were not known and ultimately proved to be better than anticipated and hence we see a difference to the estimates presented in the report.*

# Discussion

- We do not know the future economic scene but need to be able to plan for options.
  - What assumptions should we consider?
  - Plan B?
  - Contingency level in a new risk environment?
  - Not to lose sight of the original plan (EVE)?
  - Use our budget wisely, not just cut it – ie volunteer growth could ultimately save costs?