

St Raphael's Hospice

Meeting of the Board of Trustees

To be held by video call at 13:30 on Wednesday 26th January 2022

TO BE PRESENT:

Trustees:

Norman McWhinney (NM) (*Chair*) **Alan Cogbill (AC)** (*Vice-Chair*) **Grahame Darnell (GD)**

Sister Veronica Hagen (Sr VH) **Paul Holmes (PH)** **Bernard Marley (BM)**

Roderick O'Connor (RO'C) **Sister Kathleen O'Reilly (Sr KO'R)** **Joe Ryan (JR)**

Dr Joy Tweed (JT)

In attendance:

Gail Linehan (GL) (*Joint CEO*) **Nick Stevens (NS)** (*Joint CEO*) **Carrie Chill (CC)** (*Board Advisor*)

Ed Cook (EC) (*Advisor to DoC & Finance Committee member*) **Steve Mulhall (SM)** (*HR Committee member – observer*) **Jenny Strawson (JS)** (*Lead Consultant*)

Rebecca Trower (RT) (*Clinical Director*) **Sara Jane Woods (SJW)** (*Director of Income Generation*) **Anna Machin (PM)** (*Clerk*)

1 - Purpose: Discussion/ Approval/ Policy/ Information

Item	Description	Purpose ¹	Lead	Timing
1.	Welcome and apologies for absence	-	Chair	1.30-1.35
2.	Declarations of interest	-	Chair	
3.	Minutes of Board meeting held on 24 th November 2021 & Actions List	Approval	Chair	1.35-1.45
4.	Joint CEO Report inc. update on Integrated Care System (ICS) discussion	Discussion	GL, NS	1.45-2.10
5.	Committee Chair updates & meeting minutes: <ul style="list-style-type: none"> 11th January HR inc. update on Equality and Diversity 14th January Clinical Quality & Governance 18th January Fundraising & Communications 18th January Finance & Resources inc. verbal update on Ethical Investment Policy 	Discussion	Committee Chairs	2.10-2.30
--	<i>Break</i>	-	-	2.30-2.40
6.	Fundraising Report inc. update on Campaign	Discussion	SJW	2.40-3.00
7.	Finance discussion: <ul style="list-style-type: none"> 2021/22 Finance & Resources Report 2022/23 Management Plan and Budget – high-level priorities inc. discussion on Remuneration Committee paper and inflationary assumptions 	Discussion	GL, NS	3.00-3.30
8.	Governance update; hasymcintyre proposal	Discussion	Clerk	3.30-3.40
9.	Any Other Business & Date of Next Meeting	-	Chair	3.40-3.45
10.	T-Time (trustee only session)	Discussion	Chair	3.45-4.00
11.	Staff survey outcomes	Information	-	-
12.	Safeguarding Audit Report	Information	-	-

Dates of upcoming meetings:

- Wednesday 9th February, (strategy meeting including lunch and Hospice visit – aim to hold in person with Zoom dial-in option, dependent on Hospice and government guidance at the time and feedback from Board at 26th January meeting – 11am-4pm)
- Wednesday 4th May, 1-5pm
- Wednesday 20th July, 1-5pm
- Wednesday 26th October, 1-5pm

St Raphael's Hospice

Minutes of a Meeting of the Board of Trustees

Held at 13:30 on 24th November 2021

By video call

Trustees:

Norman McWhinney (NM) (<i>Chair</i>)	Roderick O'Connor (RO'C)	Paul Holmes (PH)
Sister Veronica Hagen (Sr VH) – items 1-9	Alan Cogbill (AC) (<i>Vice-Chair</i>)	Dr Joy Tweed (JT)
Marian Norman (MN)	Joe Ryan (JR)	Sister Kathleen O'Reilly (Sr KO'R)
Bernard Marley (BM)		

In attendance:

Gail Linehan (GL) (<i>Joint CEO</i>)	Nick Stevens (NS) (<i>Joint CEO</i>)	Sara Jane Woods (SJW) (<i>Director of Income Generation</i>)
Ed Cook (EC) (<i>Advisor to DoC & Finance Committee member</i>)	Michelle Rahmin (MR) (<i>Director of Transformation & Deputy Executive Locality Director, SWL CGG – item 5</i>)	Rebecca Trower (RT) (<i>Clinical Director</i>)
Carrie Chill (CC) (<i>Board Advisor</i>) – items 1-9	Anna Machin (AM) (<i>Clerk</i>)	

Welcome and apologies for absence

1.1 The Chair welcomed Trustees to the meeting. There were no apologies sent to the meeting.

2. Declarations of interest

2.1. The Board were asked to note that the brother of Norman McWhinney's (Board Chair) daughter-in-law is a Partner in the Private Investment team at Sarasin & Partners. They have never met in person and this was not known at the point of choosing Sarasin as investment advisor for the Hospice and did not inform the choice made by the charity. There were no further declarations of interest in relation to items on the meeting agenda.

3. Minutes of Board meeting held on 22nd September 2021 & Actions List

3.1. The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings, subject to one drafting change. It was confirmed that joint recruitment with other local Hospices had not been taken further. The staff survey has been launched and the deadline will be extended into mid-December.

3.2. Trustees reviewed the Action List:

- 25.11.20/04 - Organise Safeguarding training for Trustees - Norman McWhinney and Alan Cogbill had recently attended a full training session.
- 180/03 - HLRO report to be signed off by NM; 20.01.21/05 - Add 'closing the loop' as mitigating action for clinical incidents on Clinical Risk Register; 22.09.21/03 - Adjust risk register for residual risk on staff recruitment – these actions have now been completed.
- Remaining actions were on the meeting agenda for consideration by Trustees.

4. Joint CEO Report

4.1 Gail Linehan updated on headline points from the Joint CEO Report:

- Following approval at September Board meeting, the Joint CEOs had moved to implement the Agenda for Change. The information that was initially sent out to staff did not include the 3% uplift agreed by the NHS (as at the time it was understood that this had not yet been ratified), and separately some staff understood their pay to have been reduced when they viewed the basic pay for their banding, rather than the fact that the combination of the basic pay with the Outer London weighting led to increased overall pay. Open meetings have now been held with staff and their main questions related to communication of salaries on mortgage applications and in moving to potential future roles. All but two staff (who themselves would not benefit from the change in pay scales) have moved to the Agenda for Change.
- Recruitment in IPU is still pressured with 15% WTE staff vacancies for Registered Nurses. These posts are being filled with part-time Agency nurses, with the team currently able to support 6-8 beds.
- Volunteer recruitment remains a challenge in the Retail sector although progress is being made.
- Covid-19 policies are reviewed on a monthly basis with rigorous procedures in place including Lateral Flow and PCR testing, mask wearing and precautions for on-site visitors.
- £150k has been received from the CCG towards Covid-19 impacts for the first six months of the year and £60k towards increased CNS cover at weekends until March 31st 2022.
- Reflections on the incident raised with the Fundraising & Communications Committee at the Sutton Shop, relating to a threat from the member of the public, are being actioned through provision of lone worker alarms, staff communications and training. The Board received assurance that the steps taken had been recorded on internal systems and that the staff member affected had received support from the Director of Income Generation and through the Employee Assistance Programme (EAP).
- The Fundraising team have facilitated a meeting on a planned Fundraising Campaign with staff, volunteers and two Board members. Key outcomes were to consider the demographic analysis of present donors, and also link between the Fundraising and Clinical teams to fully profile the Hospice's work.
- The Lottery license has been approved for St Raphael's as an independent charity.

4.2. Paul Holmes (HR Committee Chair) and Joy Tweed (rotating Clinical Quality & Governance Committee Chair) shared reflections from the in-depth discussions at Committee meetings on the Agenda for Change. The Joint CEOs had been commended for their work to maintain open channels with staff, and internal communications was raised as an area for continued review. It was agreed that staff morale would be added to the Risk Register. **(Action: 24.11.21/01 – GL, NS).**

5. The healthcare landscape for Hospices – presentation from Michelle Rahmin

5.1. Michelle Rahmin shared a detailed presentation on Integrated Care Systems (ICS), which are coming into statute from April 2022, highlighting the following key points:

- ICSs are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners to collectively plan health and care services to meet the needs of their population.
- ICSs have four main roles relating to supporting primary care networks (PCNs), joining up health care provision, identifying people and families at risk, and coordinating local contributions to health, social and economic development.
- There is a single place-based partnership roadmap in place for Sutton. The Sutton Primary Care Network has been advanced in its thinking to work together across the Borough, whilst providing deep service at neighbourhood level.

- Within the governance structure, the Place-Based Board is accountable to the SWL NHS ICS Board through an Accountability Agreement. There is also important guidance issued by NSHE around people and community engagement.
- 5.2. The Board thanked Michelle Rahmin for the presentation and explored the ICS accountability structures and governance in more detail. The Board requested further information to be shared on the approach to ICSs in Merton to be shared at the next meeting. **(Action: 24.11.21/02 – GL).**
- 5.3. The Board and Executive team encouraged close working between the Hospice and ICS as a place-based partnership. Michelle Rahmin would explore opportunities for joint working with the ICS team and communicate back to the Joint CEOs. **(Action: 24.11.21/03 – GL with MR).**

6. Committee Chair updates & meeting minutes

6.1. 29th October Clinical Quality & Governance Committee - Joy Tweed confirmed that key focus of the meeting included the Agenda for Change discussion covered under the Joint CEO report, and an in-depth review of the Risk Register. Eva Kalmus (co-opted Committee member) had joined the Committee for her first meeting.

6.2. 17th November Fundraising & Communications Committee – Rod O’Connor updated that Retail is performing well, volunteer numbers have increased to 138 and there will be a further outreach campaign in January. The Communications team continue to work closely with Fundraising. Thanks were expressed to Marian Norman for her significant contribution during her time as Committee member.

6.3. 23rd November HR Committee - Paul Holmes updated on the report from Ginny Toubal on volunteer management and Retail recruitment. 60 responses to the staff survey had been received so far and outcomes will be discussed at the January 2022 HR Committee meeting. There was an update on Equality and Diversity, actions in the Management Plan, staff vaccination, and approval of a new Menopause Policy. A prospective co-opted Committee member had observed the meeting. Marian Norman is stepping down as Speaking Up Trustee so a new appointment must be made.

6.4. 10th November Finance & Resources Committee - Joe Ryan shared that there is a shortfall of £250k including £500k from DoC for the six months to September 2021 which is ahead of budget primarily due to legacies. The Committee had discussed the approach to mitigating the additional £250k spend to implement the Agenda for Change. £600k had been requested from the CCG for Covid-19 impacts, and a contribution of £150k has been received. It is anticipated that a further £100k may be forthcoming. An external audit retender was agreed with three firms identified, with tender meetings scheduled to take place in early December. It is planned to transfer the first £200k tranche to Sarasin following the Board meeting and discussion on the Investment Policy.

7. Fundraising Report & update on Appeal

7.1. Sara Jane Woods confirmed that the Fundraising Campaign meeting had been useful to discuss key messages, with a key focus on the Campaign supporting the Hospice’s nurses. Skyline will complete their work with the Hospice at the end of November, which has been hugely valuable. Fundraising event preparations continue including for Light Up a Life, and a high-profile celebrity who has agreed to judge an ethical fashion show for the Hospice. Volunteer numbers are particularly strong for drivers, the Wimbledon Shop and Donation Centre and it is a priority to launch the new campaign in January for more Retail volunteers.

8. Finance Report

8.1. Nick Stevens noted that Covid-19 restrictions are impacting Challenge, Community and Events income. Retail is performing better than expected and there has been strong feedback on the Shops. The Agenda for Change budgetary impact has been mitigated by reducing planned expenditure in other areas however it does ‘hard-code’ costs into the budget in future years.

- 8.2. It is likely that further funding will be received from the CCG in February 2022 and this will be dependent in part on the Hospice's income received in the second six months of the year. The Board noted that the local approach to commissioning is changing and received assurance that the Hospice holds links to relevant local stakeholders. For example, £60k additional funding was received from the CCG towards clinical staffing at weekends. The meeting with the SWL CCG on 9th November had helped to raise awareness of the Hospice's work.
- 8.3. Nick Stevens updated on progress against the targets set at the point of transfer of the Hospice in October 2021. At that point, the impacts of Covid-19 were not fully known, and neither were the success in government funding and legacies during 2020/21. The Hospice is broadly on target in terms of income so far with more income from the CCG and Covid grants received during 2020/21, and expenditure sitting £170k under plan despite lower than expected donations.
- 8.4. The Hospice will hold £2.5m more cash than initially expected by March 2022. For 2022/23 and beyond, the Hospice is £500k behind plan due to the combined impacts of Covid-19 and additional staff costs, with £1.5m more cash than expected at the end of 2023/24. The forward-look has been updated to take account of the impacts of the pandemic on Lottery, Retail and fundraised income. The combination of the changes to the budget lowers the cash projection as at the end of 2027-28 from £3.5m in the July estimates to £2.5m.
- 8.5. The Board reviewed and approved the Investment Policy, subject to the extension of the Ethical Investment section following the meeting. The Board discussed the approach to Sanctity of Life matters, following an update from Sarasin. It was agreed that the Sarasin Ethical Investment Policy would be circulated to Trustees with Jonathan Waterfield from DoC in copy for review. Trustees approved the transfer of investment funds to Sarasin subject to review of this Policy by email. **(Action: 24.11.21/05 – AM)**.

9. Governance update

- 9.1. Joe Ryan volunteered, and was appointed to, the role of Safeguarding Link Trustee. Anna Machin would send the finalised role description and training information in follow up to the meeting. **(Action: 24.11.21/05 – AM)**.
- 9.2. The Board noted the 2022 meeting dates, and that the January Board meeting would be held virtually. The February Strategy meeting would run from 11am-4pm and be held in person if possible. The calendar invites would be updated accordingly. **(Action: 24.11.21/06 – AM)**.
- 9.3. Trustees noted the update on IT, Information Governance & Health and Safety.
- 9.4. The Board approved the appointment of Dr Eva Kalmus to the Clinical Quality & Governance Committee and Norman McWhinney to the HR Committee to replace Marian Norman.

10. Any Other Business & Date of Next Meeting

- 10.1. Gail Linehan shared a proposal for the Consultant team to be represented at the Board meeting and on the Executive team, through the rotating Lead Consultant role. The Lead Consultant would now report to the Joint CEOs with close working alongside the Clinical Director. The three Consultants work as a peer-led team, rotating as Lead every 18 months. The Board were content with this approach. Meeting invites would be shared with the Lead Consultant and an organisational Organogram would be shared with the Board. **(Action: 24.11.21/07 – AM)**.
- 10.2. No further items were raised under any other business. The date of the next meeting was confirmed as Wednesday 26th January 2022.
- 10.3. The Chair, Board, and Executive team expressed their huge thanks to Marian Norman for her expertise, experience, well respected opinions and time dedicated to the Hospice during her time as Board member.

Signed: _____ Date: _____

ACTION LIST

SAINT RAPHAEL'S HOSPICE TRUSTEE BOARD ACTION LIST FOR JANUARY 2022 MEETING

Reference	Lead	Description	Target Date for Completion	Comments
180/03	GL	HLRO report to be signed off by NM		Complete
25.11.20/04	GL, RT	Organise Safeguarding training for Trustees		Complete
20.01.21/03	SJW	Develop paper for FR& Comms Committee and Board giving further detail on plans for Retail	Planned for November 2021	Complete – discussion at January 2022 Committee meeting
22.07/01; 23.09/01	NM, AM	Bring Charity Governance Code for review at future Board meeting	November 2021	Complete – on meeting agenda as framework for Governance Review
24.11.21/04	AM, NS	Share detail on Sarasin Ethical Investment Policy with Trustees and DoC	November 2022	Complete
24.11.21/06	AM	Update January and February Board calendar invites	November	Complete
24.11.21/07	AM	Share Board meeting invites with Lead Consultant and Organogram with Trustees	November	Complete
24.11.21/01	GL, NS	Add risk relating to Staff Morale to risk register	January 2022 meeting	Complete
21.07.21/01	SJW, GL, NS	Discuss potential link to St Anthony's Hospital in relation to garden project inc. Hospital using garden space, promoting appeal to clients and security arrangements for garden at night		N/A – approach to Campaign shifted
24.11.21/02	GL	Share further information on the approach to Integrated Care System (ICS) in Merton	January 2022 meeting	Update to be provided as part of Joint CEO Report item
169/07	GL	Incorporate customer care/conflict/complaints management training into mandatory training		WIP Content of Mandatory Training under review.
23.09/11	NM, AC, NS, GL	Bring together schedule of Provider visits	Spring 2021	On hold for now due to Covid-19 restrictions

ACTION LIST

Reference	Lead	Description	Target Date for Completion	Comments
24.03.21/01	GL, NS	Take forward discussions with Diverse Matters re timing and cost of Equality Audit, including reviewing an existing example of Audit Report	April 2022 meeting	Baseline data report being brought together
22.09.21/06	NM, AM	Discuss appropriate number of Trustees on Board	February 2022 meeting	To be considered at Strategy meeting as part of discussion on outcomes of Board self-review
22.09.21/07	NM, AM	Discuss training for Trustees	February 2022 meeting	To be considered at Strategy meeting as part of discussion on outcomes of Board self-review
24.11.21/03	GL, Michelle Rahmin	Explore opportunities for joint working with the ICS team and St Raphael's	January 2022 meeting	Update to be given as part of Joint CEO Report
24.11.21/05	AM, JR	Take forward Safeguarding Link Trustee appointment and training	January 2022 meeting	On meeting agenda

St Raphael's Hospice
Meeting of the HR Committee held by Video Call
At 10:00am on Tuesday 11th January 2022

Members: Paul Holmes (PH - Chair)
Norman McWhinney (NM - Trustee)

In attendance: Gail Linehan (GL – Joint CEO)
Steve Mulhall (SM – prospective Committee member)
Nick Stevens (NS – Joint CEO)
Anna Machin (Clerk – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
2.2. Actions List	Include information on staff injury insurance with prospective and existing staff as component of staff benefits	Kelly Channer, Nick Stevens	By April meeting	22/01/11-01
4.2. Staff survey outcomes	Share Action Plan with HR Committee, and staff	Kelly Channer	April meeting	22/01/11-02
	Place Staff Survey outcomes on January Board agenda	Anna Machin	Immediate	22/01/11-03
	Hold follow up discussion with Birdsong to inform 2022 survey	Kelly Channer	By April meeting	22/01/11-04
7. HR Risk Register	Make requested updates to Risk Register	Kelly Channer	By April meeting	22/01/11-05

1. Welcome, apologies for absence and declarations of interest

Steve Mulhall was welcomed to the meeting as a prospective Committee member. Apologies were received and accepted from Kelly Channer and Ginny Toubal due to sickness absence. There were no declarations of interest in relation to items on the meeting agenda.

2. Review of minutes from 23rd November 2021 HR Committee meeting

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

2.2. Actions List - The Committee reviewed the actions arising from the previous meeting:

- Update on staff survey; update on Equality and Diversity plans; staff vaccination data – these items were on the meeting agenda.
- Share additional information requested by Committee on insurance arrangements by email for approval - Nick Stevens updated on the details of the staff injury insurance policy. The Committee approved proceeding with the insurance and recommended including information on this staff benefit with prospective and existing employees.

- Add average age of starters and leavers to HR report – this would be added with a differentiation between Clinical and Non-Clinical staff.
- Bring together summary of all key HR changes from past two years – this would be brought to the next meeting including a progress update on the HR Management Plan.
- Menopause Policy – this Policy will be subject to final review then shared with guidance for Managers.

3. Volunteer Management

Gail Linehan provided a verbal update on volunteer management. The main priority for December was to ensure continued provision of Reception and Retail volunteers during a time of Covid-19 absences. The team have stepped up to ensure and offer cover, including for the Volunteer Services Manager, and a new Hospice Neighbour Volunteer Manager has been recruited. The Volunteer Recruitment Campaign that the Hospice had planned for January 2022 has been postponed to April due to high Covid-19 levels and the continued need for volunteers in the NHS to deliver the vaccination drive. Volunteers who supported over Christmas received a token of appreciation from the team.

The Committee asked about the impact of Covid-19 absence on shop closure. Carshalton Beeches is fully closed due to refurbishment, and the remaining shops are open but close if required due to absence, with the process overseen rigorously by the Director of Income Generation. Shops are performing well when they are open and the Donation Centre continues to have a strong cadre of volunteers.

4. Update on HR Activity and Management Plan

4.1. HR Report - Nick Stevens updated on the staff vaccination rates. A very small number of Clinical staff are not vaccinated due to specific medical reasons, and a small number of non-Clinical staff for personal reasons. The Committee received assurance that risk assessments are in place to work with those staff and consider any adaptations needed to their roles to ensure staff safety.

The Sickness Absence Policy has been updated to reflect that staff are needing to isolate periodically due to Covid-19, and mirror the recent change to NHS policy whereby the maximum threshold of days of sickness absence before moving to below full pay is waived until the end of March 2022. The HR team invest significant time in recording staff absence and any implications for pay.

4.2. Staff survey outcomes – Gail Linehan and Nick Stevens reflected their perspectives on the key outcomes, which had a 45% response rate and have also been benchmarked against other Hospices for the first time. The survey shows that staff enjoy their work, feel they are making a difference, understand the 'EVE' strategy, and despite the challenges Covid-19 staff have not expressed that their workload is overwhelming. The main area for development is on ensuring even more regular internal communications including between Departments.

It is encouraging that St Raphael's is broadly in line with other Hospices and that the challenges around the transition to the Agenda for Change discussions did not translate into more negative responses overall than the prior year, although the question on Fair Pay showed a lower score. The Committee asked for an explanation of the score on the Job Security question. Nick Stevens confirmed that this would relate to the transparency with the team that there is a structural deficit that will be reduced carefully over time through the EVE strategy.

In terms of next steps, the Committee requested that the Action Plan on staff survey outcomes be brought to the next meeting. The headline outcomes and actions would be shared with staff, and also at the January Board meeting as context for the February

Strategy discussion. Advice would be sought from Birdsong on the balance of anonymity vs headline data on respondents (e.g. their Department) to support analysis of outcomes, and request that next year's Survey Report could include an Executive Summary.

4.3. High-level Hospice staffing structure – Nick Stevens updated on the plan to put in place the Lead Consultant role, and promote the IT & Facilities Manager to a Director role based on strong performance, with both sitting on the Executive team.

5. Equality and diversity inc. equality monitoring data from staff survey

Gail Linehan shared details of the upcoming meeting with a specialist in this area and an update would be given at the next meeting.

6. Speaking Up

Paul Holmes has been formally appointed as nominated Trustee by the Board in place of Marian Norman who stepped down as Trustee at the end of December. There were no concerns raised under the Speaking Up policy to report to the Committee.

7. HR Departmental Risk Register

The Committee noted the written Risk Register, which showed the greatest HR risk currently relates to staff absence, wellbeing and vacancies associated with Covid-19. The Joint CEOs wished to formally record their thanks for colleagues who provided cover over the Christmas and New Year period when the Omicron variant led to more absence and self-isolation.

It was agreed that the document would be updated with the following changes ready for full discussion at the next meeting:

- The scoring for risks would be reviewed, and would be ordered with the highest risks first.
- A Volunteer Risk Register would be developed to sit alongside this document which focuses on staff.
- This Risk Register would be reviewed on a quarterly basis, and the highest risks would be reflected on the Corporate Risk Register.

8. Any Other Business and Dates of future meetings

The Safeguarding Adults Policy would be overseen by the Clinical Quality & Governance Committee going forwards.

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

- Tuesday 5th April 2022, 10am-12pm
- Tuesday 5th July 2022, 10am-12pm
- Tuesday 11th October 2022, 10am-12pm
- Wednesday 7th December 2022, 10am-12pm (Remuneration Committee)

The meeting ended at 11.15am

Approved.....

Date.....

St Raphael's Hospice
Minutes of a Meeting of the Clinical Quality & Governance Committee
Held using Zoom Video Conferencing
At 10:00 on Friday 14th January 2022

Members: Dr Carrie Chill – Board Advisor & Committee member (CC)
 Alan Cogbill – Trustee & Committee member (AC)
 Dr Eva Kalmus – Co-opted Committee member (EK)
 Norman McWhinney – Board Chair & Committee member (NM)
 Dr Joy Tweed – Trustee & Committee member (JT)

In attendance: Gail Linehan – Joint CEO (GL)
 Nick Stevens – Joint CEO (NS)
 Dr Jenny Strawson – Consultant (JS)
 Rebecca Trower – Clinical Director (BT)
 Anna Machin (Clerk – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
5. Clinical Risk Register	Provide update on data showing number of instances when Admission refused based on staff capacity, including due to Covid-19	Rebecca Trower	1 st April meeting	2022/14/01-01
7. CAP 2021/22	Bring together document to frame progress outlined in CAP	Rebecca Trower	1 st April meeting	2022/14/01-02
6. Minutes of meetings	Benchmark level of Safeguarding referrals vs. other local Hospices	Rebecca Trower, with colleagues	1 st April meeting	2022/14/01-03
	Take forward arranging Safeguarding Link Trustee visit	Rebecca Trower, Joy Tweed	By 1 st April meeting	2022/14/01-04
	Provide update on conversations regarding staff vaccination	Rebecca Trower	1 st April meeting	2022/14/01-05

1. Welcome and apologies for absence

Dr Carrie Chill took the Chair. Apologies were received and accepted from Alex Rudkin.

2. Review of minutes from last meeting

The minutes of the 29th October 2021 meeting were reviewed and approved as an accurate record of proceedings subject to one correction.

3. Action list from previous meetings

Committee members reviewed the matters arising:

- 21/05/14-02 – Ensure HR Committee consider position on staff contracts and vaccination – this will be a standing item in the Report for each meeting.
- 21/07/16-01 – Explore option to recruit agency nurse for night shifts – the Hospice continues to conduct outreach.
- 21/07/16-04 – Update on equality and diversity Working Group on patient behaviour towards staff – this meeting has not been held due to the pressures of Covid-19 but is a priority to plan.
- 21/07/16-07 - Consider further ways to help inform patients of Hospice support compared to other services – the Information Booklet has not yet been printed.
- 21/10/20-01 – Share FAQs from drop-in sessions on Agenda for Change with all staff – this was not circulated as there was strong attendance at face-to-face meetings.
- 21/09/29-02 – Update Clinical Risk Register – the suggested change has been made.
- 21/10/29-03 – Update on support for younger patients – this will be presented at a meeting later in the year.

4. Evidence of Excellent Practice Register

The Committee noted the range of good practice examples of staff and volunteers going above and beyond, including the decision to keep existing patients in the Hospice during the Christmas period so that they could be visited by families, swift issuing of the death certificate for a Muslim patient to enable the funeral to be organised quickly, and responsive service across the Hospice and Community teams. The Committee and colleagues discussed the process sitting behind the complex decision-making on patients moving on from the Hospice into nursing homes. This is guided by the Multi-Disciplinary Team (MDT), and knowledge of the patient and family.

5. Clinical Risk Register

Rebecca Trower highlighted that the highest priority risk related to staff absence caused by Covid-19. The number of bank staff, including registered nurses, has increased in the last 2-3 months. Certain staff will retire, or reduce hours, in coming months. A Band 7 Ward Sister post is being advertised for internal recruitment as part of providing more job opportunities for existing staff. Feedback from student nurses has been strong.

The IT system failure risk has been reduced down due to efforts by the IT and data teams on business continuity and securing back-up staff cover.

The prior challenges relating to the communication of the move to the Agenda for Change have not translated into more negative staff survey results. It was agreed that the residual risk would be raised in order to keep monitoring this area.

The Committee requested an update on the impact of the Omicron variant. The levels of staff absence have not compared to the wave of Delta in the previous winter. Staff went above and beyond over the Christmas to provide cover, and the bed occupancy was reviewed and flexed frequently based on staffing levels. Staff worked between the Ward and Community teams as needed, and the benefits were shown of having a First, Second and at times Third On-Call rota in collaboration with other local Hospices.

The Committee asked for an update at the next meeting on the data showing instances when Admission is denied based on insufficient staffing capacity due to Covid-19, which could be captured through Datix or the Capacity Tracker.

6. Clinical Quality & Governance Report

Rebecca Trower shared key highlights from the Report:

- The Covid-19 policies continue to be reviewed rigorously, in line with the latest guidance and staff undertake regular testing. The Wellbeing Centre activities have been moved online during the current wave.
- Community have been working in locality teams for six months so a review of progress against original goals will be held. There is a focus on providing training for HCAs to undertake new tasks. The £60k CCG funding to support weekend provision will be used to fund a substantive post, and if the funding is not continued, this will be managed through natural attrition.
- Safeguarding referrals made by the Hospice are being upheld by the Local Authority (LA) which shows sound decision-making and the outcomes of staff training.

The Committee asked for an update on Datix implementation. It was confirmed that the system has been well received and sped up the process of logging information, and the roll-out was accompanied by a bespoke training video.

The Committee asked for further contextual information to the two main complaints. The main learning for the first complaint related to the challenge in finding appropriate nursing home accommodation for younger patients. The Committee and colleagues discussed the potential benefits and risks associated with acting to either provide provision on-site, or support the attraction of funding to enable better local provision in care homes, with it in mind that the Hospice's primary purpose is palliative end of life care.

With the second complaint, it was not supported by other members of the family, and it was in many ways a symptom of the range of different services supporting the family. It demonstrates the need for more capacity and coordination in the health system, and also practically shows the importance of close working with District Nurses. In both cases, a staff member from St Raphael's visited the family.

7. Clinical Action Plan (CAP) 2021/22

The Committee noted the extent of progress on actions in the CAP in the face of Covid-19. It is still a goal to introduce Schwartz Rounds, review the Hospice at Home service, and introduce a new assessment tool to support patients' carers. For several of the objectives, they relate to ongoing improvement in provision rather than a specific 'SMART' goal. It was agreed that a document would be brought together to frame the CAP priorities, and differentiate between ongoing work, in-year targets and stretch targets.

8. Minutes of meetings and other documents

The Committee discussed the content of the Safeguarding Audit Report, and received assurance on the strong Safeguarding culture, training and internal awareness on how to access the relevant policies. 100% of concerns have been reported to the CCG, primarily through the Community team, and these primarily relate to areas including hoarding, abuse, self-neglect and fire risk. The Committee requested that the level of referrals should be benchmarked compared to other local Hospices.

Rebecca Trower raised a small number of staff have not yet been vaccinated due to specific medical reasons. It will be mandatory for all patient-facing staff to be vaccinated from 1st April 2022. Conversations have been initiated with these staff members, and the Hospice is ensuring sensitivity, privacy impact assessments, and potential approaches to redeployment of staff if needed, depending on the outcome of the relevant risk assessments. The Committee reflected the mature approach being taken to these conversations and asked for an update at the next meeting.

9. Any Other Business and Dates of future meetings

There were no items raised under Any Other Business. The date of the next meeting was confirmed as Friday 1st April from 10am-12pm, which is due to be held in person, dependent on the Covid-19 guidance at the time.

The meeting ended at 11.50am.

Approved..... Date.....

ITEM 07

Communications & Fundraising Report

Aim

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Recommendations

It is recommended that the Committee note the activity and developments since the last meeting.

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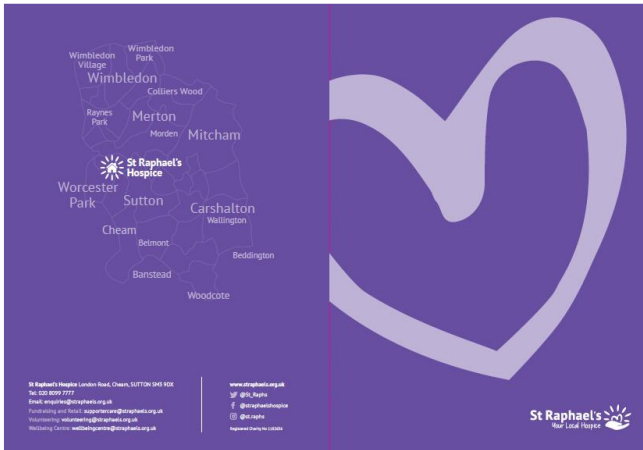
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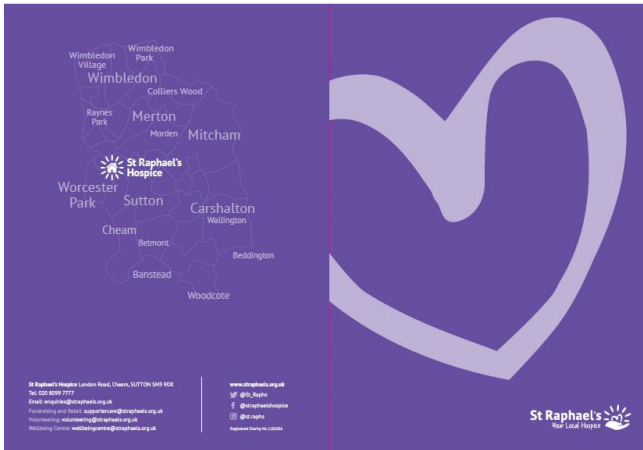
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Finance and Resources Report

Recommendations

1. It is recommended that the Committee:

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

Finance

2. Management Accounts – Income and Expenditure

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

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

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

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

3. Management Accounts – Balance Sheet

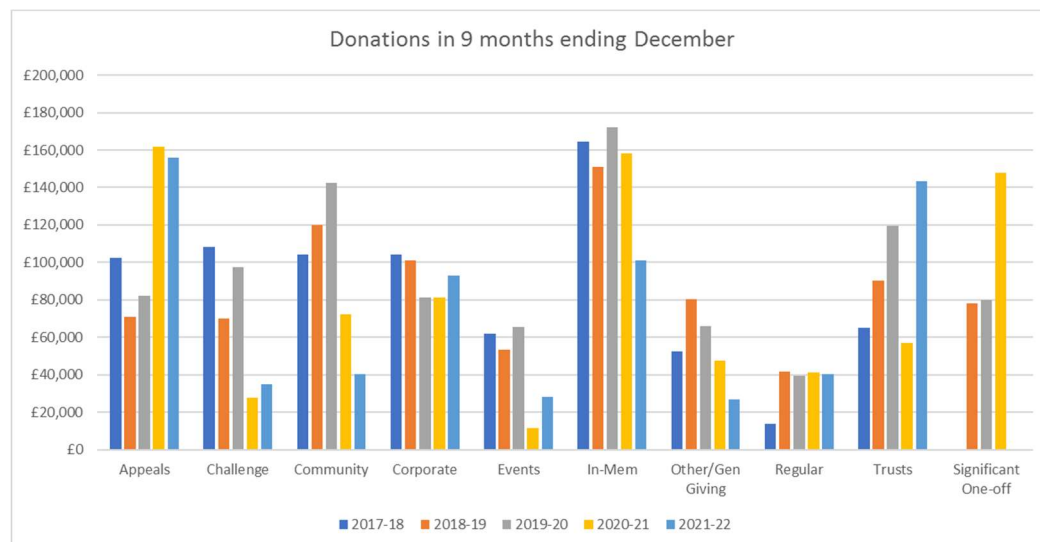
Cash stood at £6.5m at the end of December, £137k down from March year-end. This is £1.5m above plan, partly due to our not yet having been invoiced for all the IPU refresh costs and partly to the improved results last year. Debtors are £450k above plan as there continue to be significant legacy balances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

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

4. Donations

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

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

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

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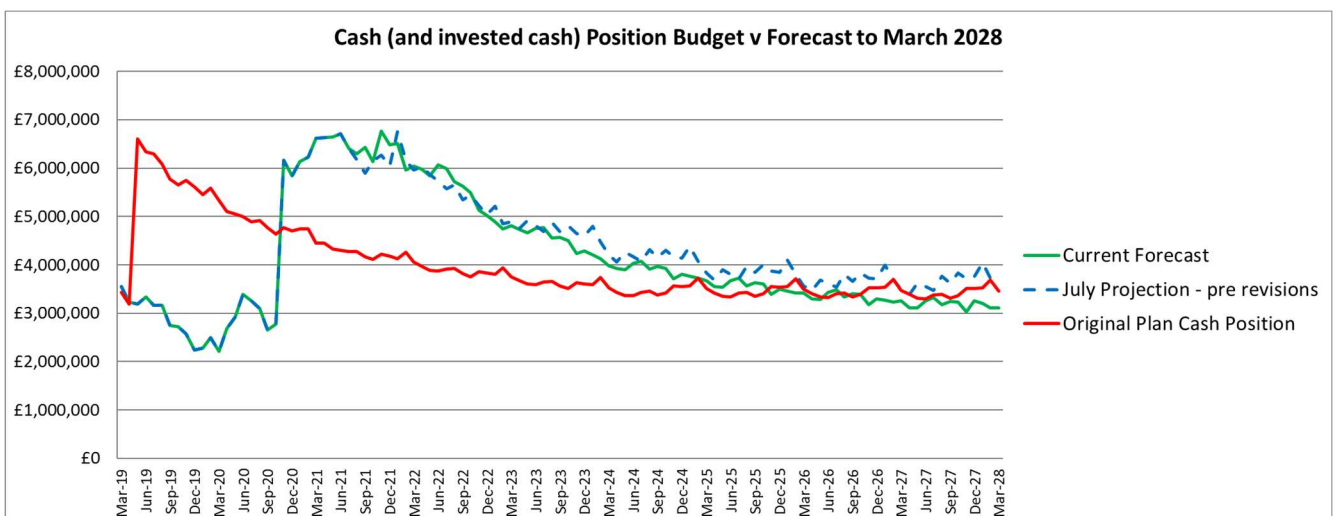
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Nick Stevens, Joint CEO and John Groom, Head of IT and Facilities

13th January 2022

Finance and Resources Report

Recommendations

1. It is recommended that the Committee:

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

Finance

2. Management Accounts – Income and Expenditure

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

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

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

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

3. Management Accounts – Balance Sheet

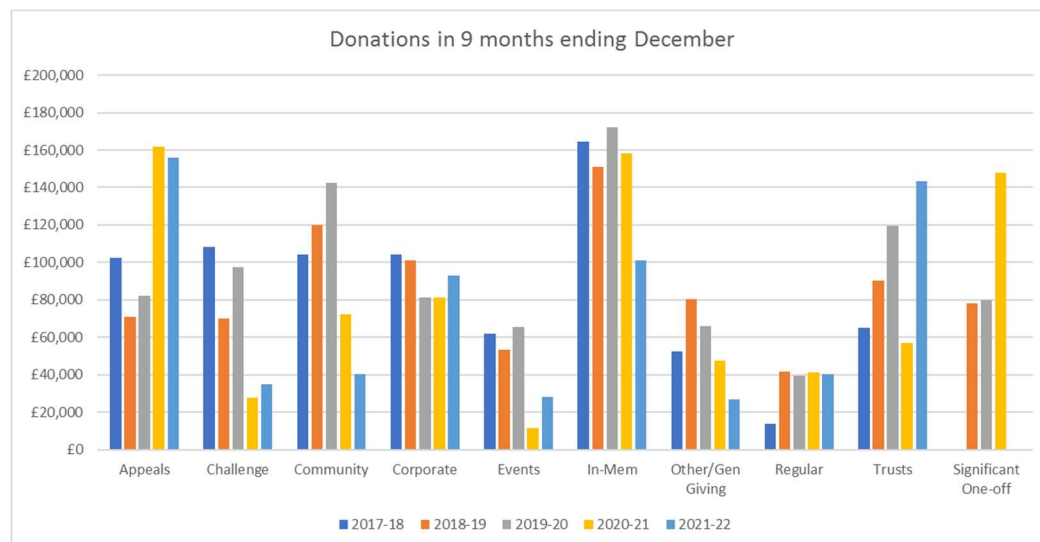
Cash stood at £6.5m at the end of December, £137k down from March year-end. This is £1.5m above plan, partly due to our not yet having been invoiced for all the IPU refresh costs and partly to the improved results last year. Debtors are £450k above plan as there continue to be significant legacy balances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

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

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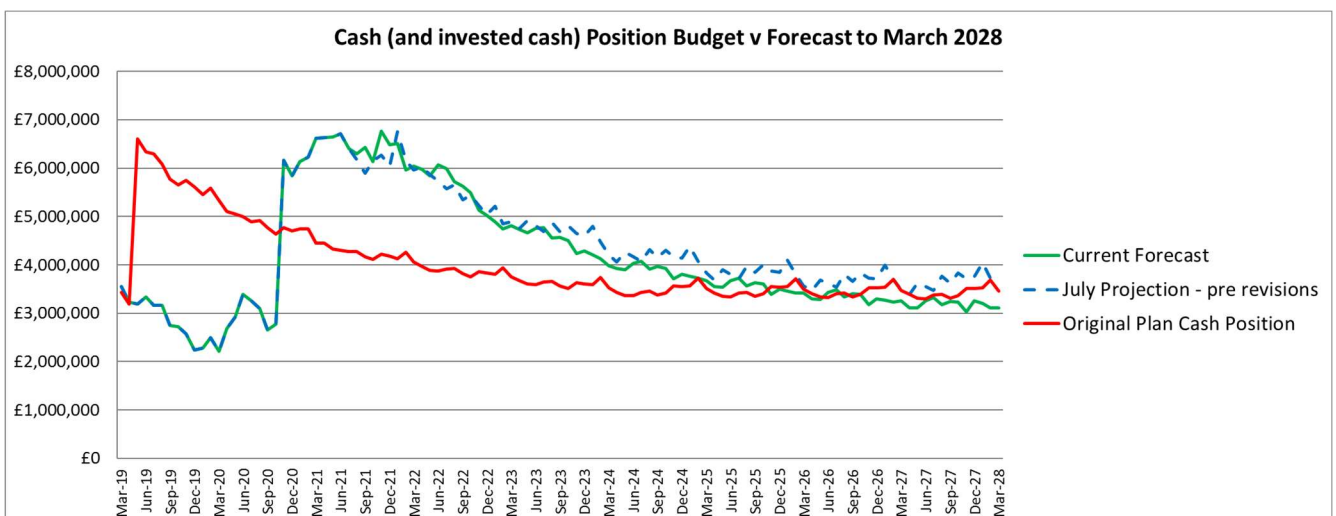
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13th January 2022

Report for Remuneration Committee December 2021

Pay Review April 2022

St Raphael's Background

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

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

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

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

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

Economic Background

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

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

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

Living Wage

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

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

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

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

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

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

Other Increases

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

Budget implication

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

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

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

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

Recommendation

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

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

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

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

Governance Report to St Raphael's Hospice Board of Trustees

January 2022 Board meeting

1. 2022 Board self-evaluation & February Board meeting plans

We discussed at the November Board meeting, that we would undertake a Board self-review in spring, and the results would be brought to the February Strategy Meeting for discussion. The outcomes will be used to feed into the annual review of the Scheme of Delegation and Terms of Reference and also plans for Board/ Committee agendas and training.

The self-review assesses ourselves as a board against the seven Principles outlined in the Charity Governance Code published with the Charity Commission. The Large Charities version applies to St Raphael's Hospice, and [can be found here](#).

The [link to the Self-Evaluation Form is here](#) and responses are due by 31st January.

The outcomes of the Self-Evaluation will be discussed at the 9th February Board meeting. At this Board meeting, we will discuss plans for that meeting including in-person/ virtual attendance.

2. Approval of governance appointments

Approval is sought for the Board for the following appointments:

- Norman McWhinney as Nominated Individual for the Hospice
- Joy Tweed as Safeguarding Link Trustee
- Steve Mulhall as co-opted HR Committee member.

3. Approval of appointment of external auditors

Trustees will be aware that the Finance Committee, under the leadership of Joe Ryan (Chair), took forward meetings with potential audit firms. This follows good practice in charity governance to retender audit periodically.

The stand-out firm through the tender meetings was haysmcintyre. The proposal is provided as an appendix to this paper for Trustees' review. The Finance Committee are recommending the appointment of haysmcintyre as external auditors, to take over from Buzzacott.

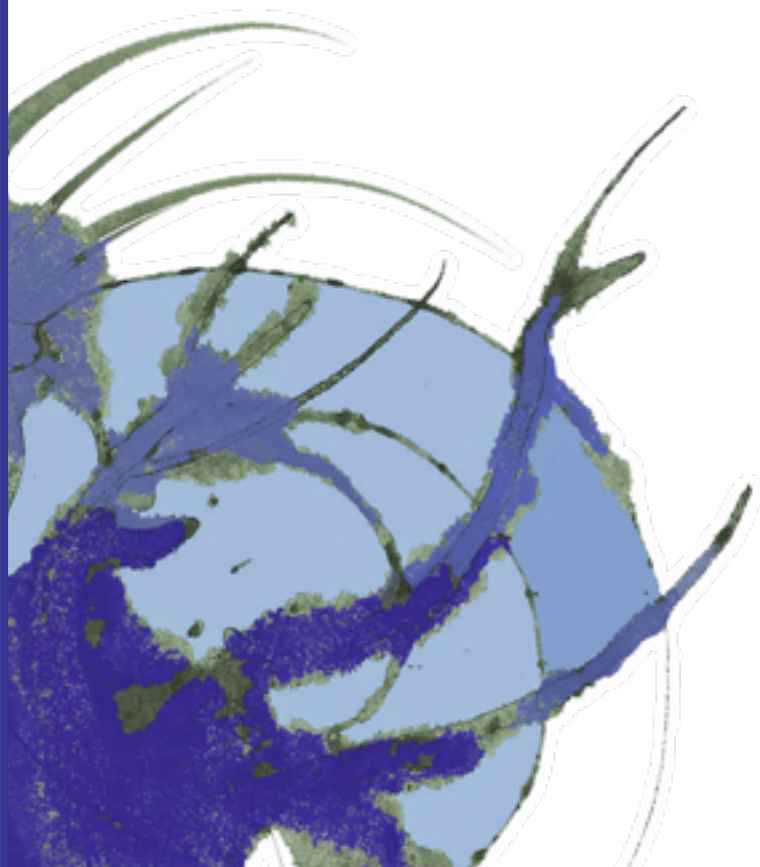
birdsong
charity consulting



Hospice Survey 2021
St Raphael's Hospice
Overall Results

Birdsong Charity Consulting
Pear Tree Cottage
Naseby Road
Clipston
Market Harborough
LE16 9RZ

01858 525258
info@birdsong.co.uk
birdsong.co.uk



Introduction

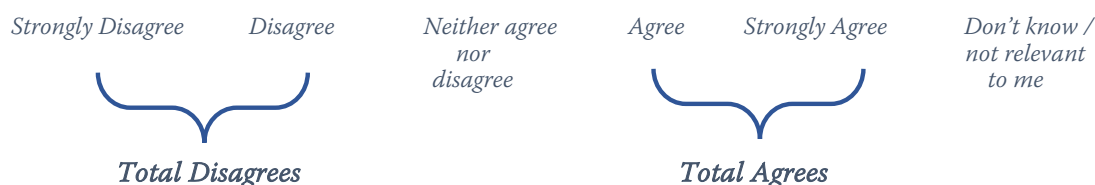
This report sets out the results of the 2021 Hospice Survey for St Raphael's Hospice.

The Hospice Survey's 2021 main collective-participation period took place during summer 2021 and a second period took place in the Autumn/early winter. The survey was run by Birdsong Charity Consulting, on behalf of Hospice UK. Approximately 5,500 responses were received altogether – 3,700 from paid staff and 1,300 from volunteers. There were 34 participating hospices and their responses make up the *All Hospices 2021* benchmark. The list of participating hospices can be found in Appendix 1.

Birdsong ran the same survey for St Raphael's Hospice between November and December 2021. 77 staff from St Raphael's Hospice took the survey. This report shows the overall results and compares the responses with the *All Hospices 2021* benchmark (using paid staff data only).

The data in this report

For each of the 44 Hospice Survey opinion questions, respondents selected from six choices. This report uses 'total agree' and 'total disagree' percentages in its summary sections:



The report is organised into five parts (plus the appendix):

Survey headlines

This section compares the overall level of 'total agree' responses with the *All Hospices 2021* benchmark. It also highlights the top ten and bottom ten agree and disagree responses across the survey, as well as the top and bottom ten variances with the *All Hospices 2021* benchmark.

Summary agree responses

This section provides the 'total agree' responses, compared with the 2021 benchmark.

Summary disagree responses

This section provides the 'total disagree' responses, compared with the 2021 benchmark.

Detailed survey results

This section provides a detailed breakdown of the responses to each survey question, compared with the 2021 benchmark.

Engagement overview

The final section of the report includes the new Birdsong Engagement Index as well as a table detailing where (if any) responses were given as 'don't know / not relevant to me'.

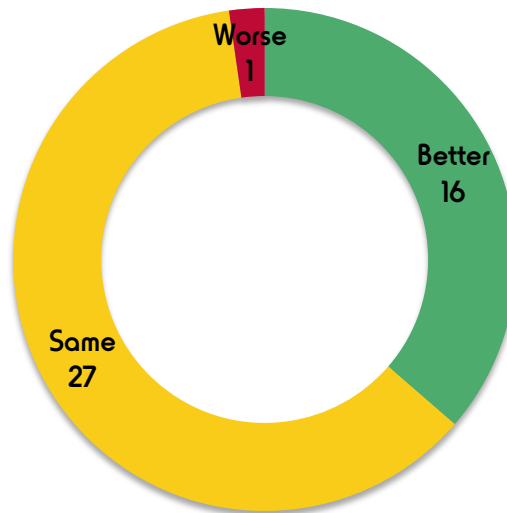
Survey headlines

In the following chart, the sum of the “Agree” and “Strongly Agree” responses to each question is compared and the chart shows how many questions are better, the same or worse.

Differences of less than 5% are categorised as “Same”.

Overall comparison with All Hospices 2021 benchmark

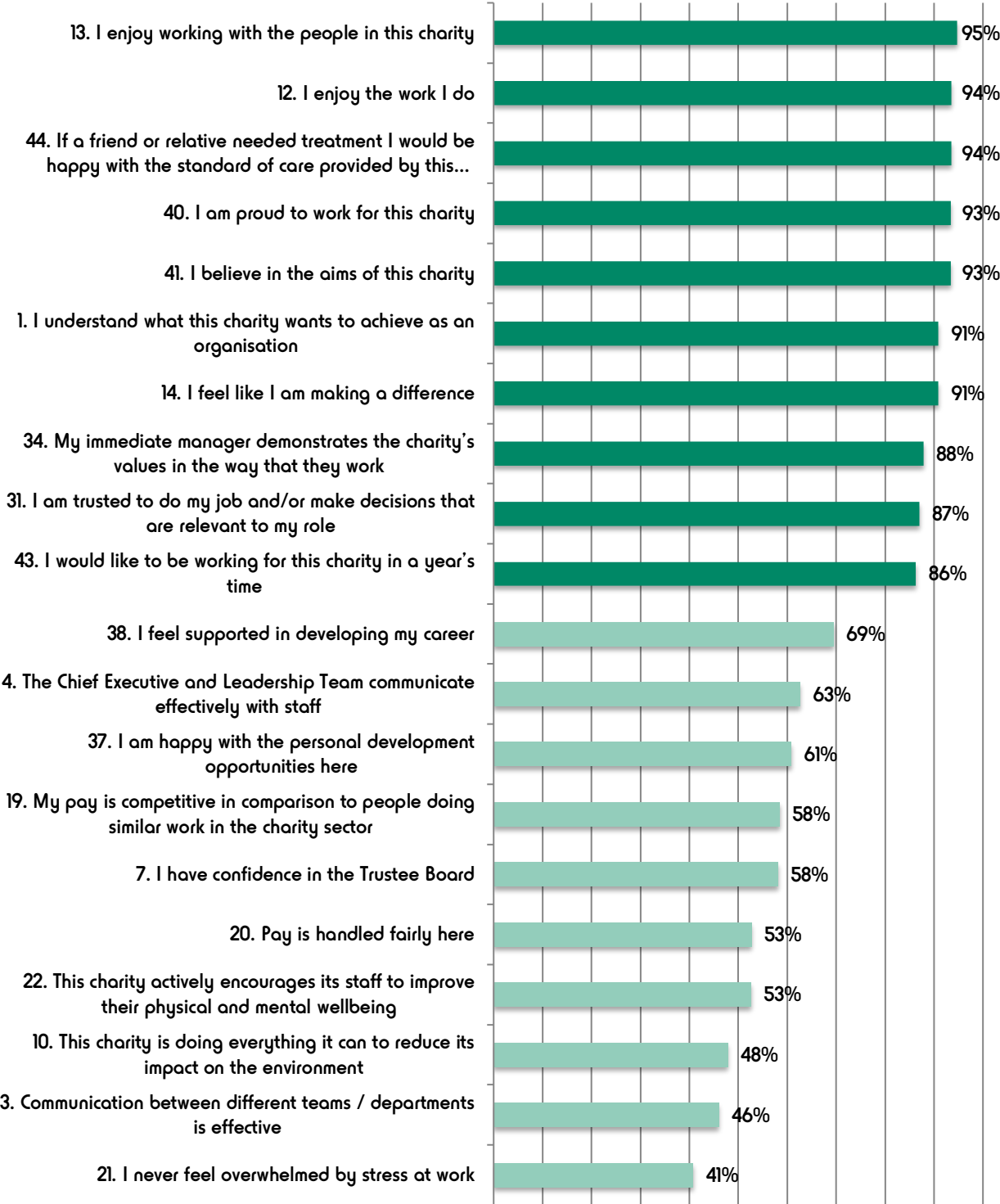
St Raphael's Hospice total agree comparison with All Hospices benchmark



Top and bottom responses across the survey – agree responses

This chart highlights St Raphael’s Hospice’s top and bottom ten scoring questions - from the agree responses. This provides an indication of where staff are most and least *satisfied*.

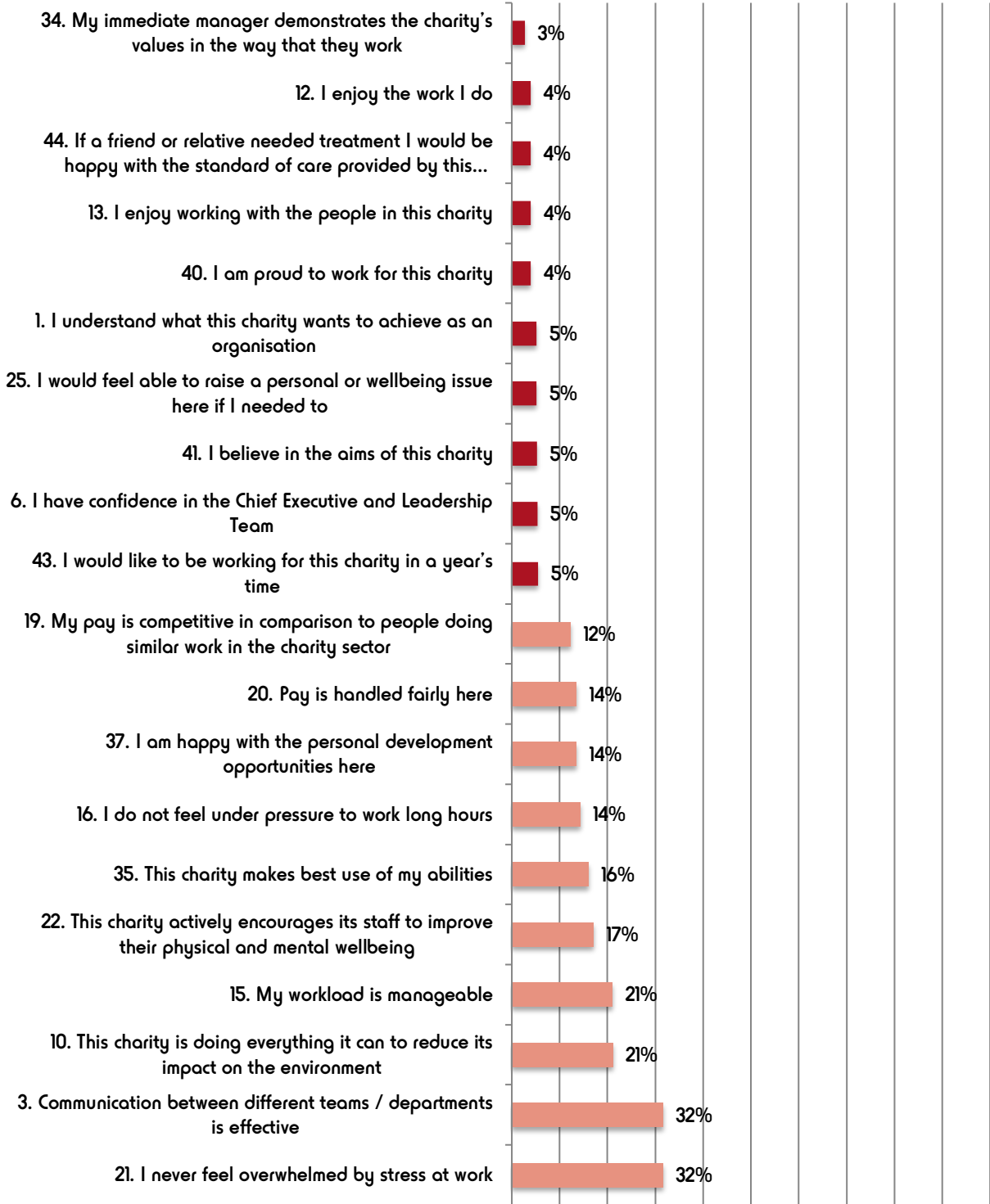
St Raphael's Hospice top and bottom total agree responses



Top and bottom responses across the survey – disagree responses

This chart highlights St Raphael’s Hospice’s top and bottom ten scoring questions - from the disagree responses. This provides an indication of where staff are least and most *dissatisfied*.

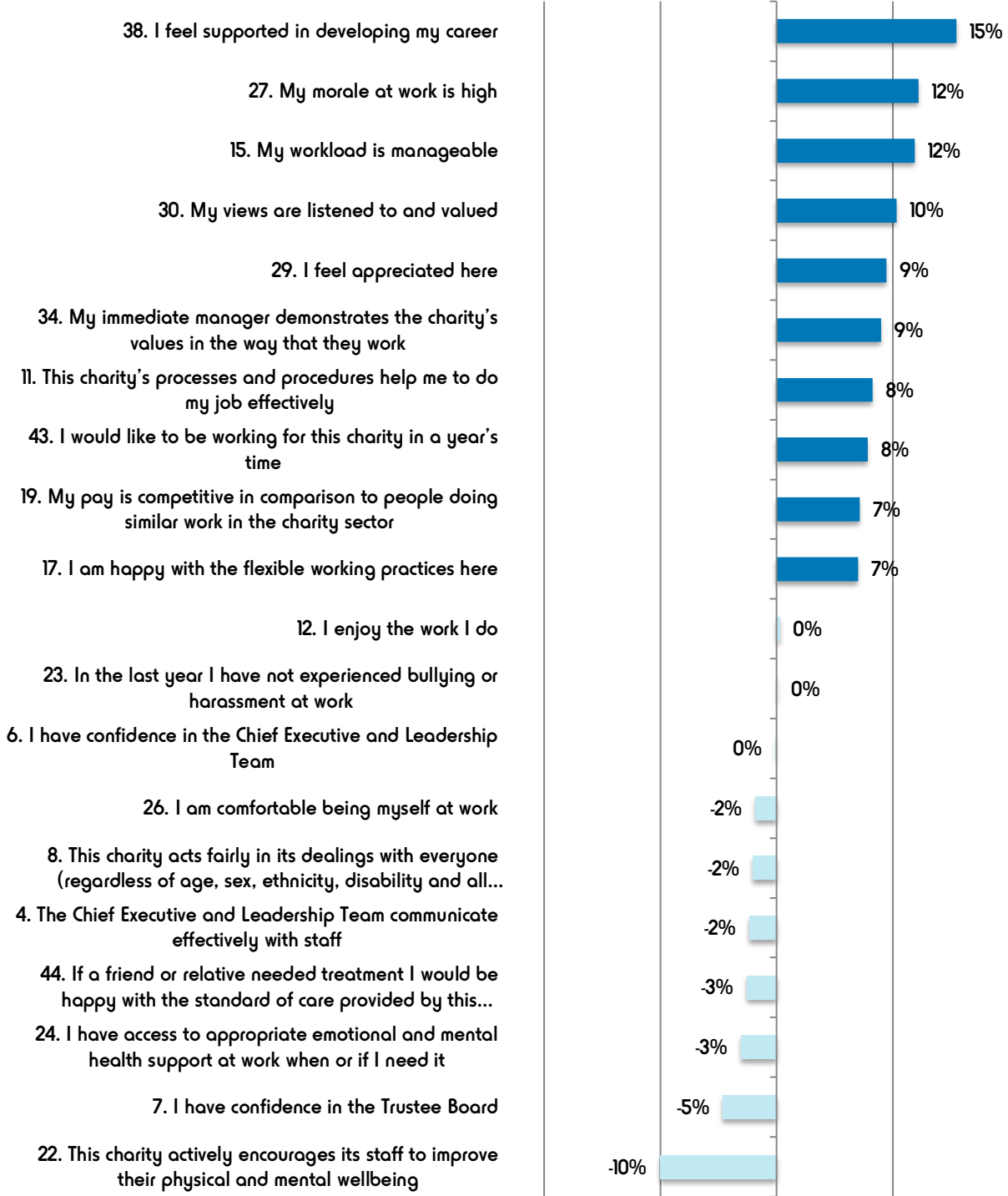
St Raphael's Hospice top and bottom total disagree responses



Top and bottom agree comparisons with the All Hospices benchmark

This chart highlights the top and bottom ten variances with the *All Hospices 2021* benchmark.

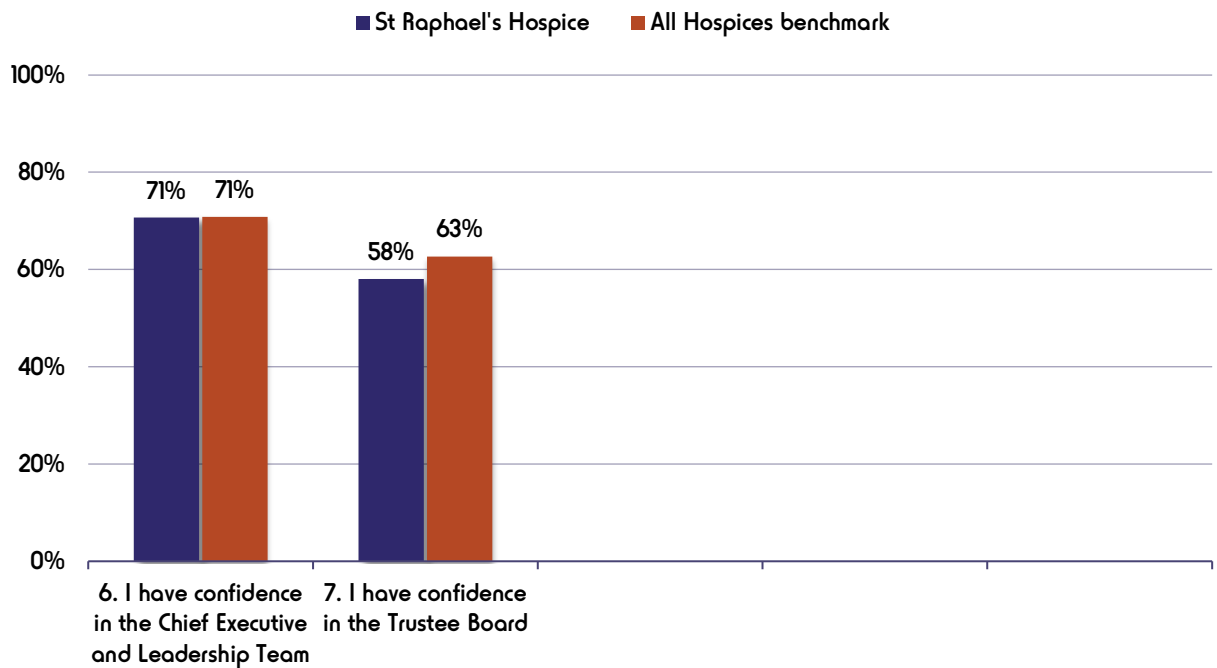
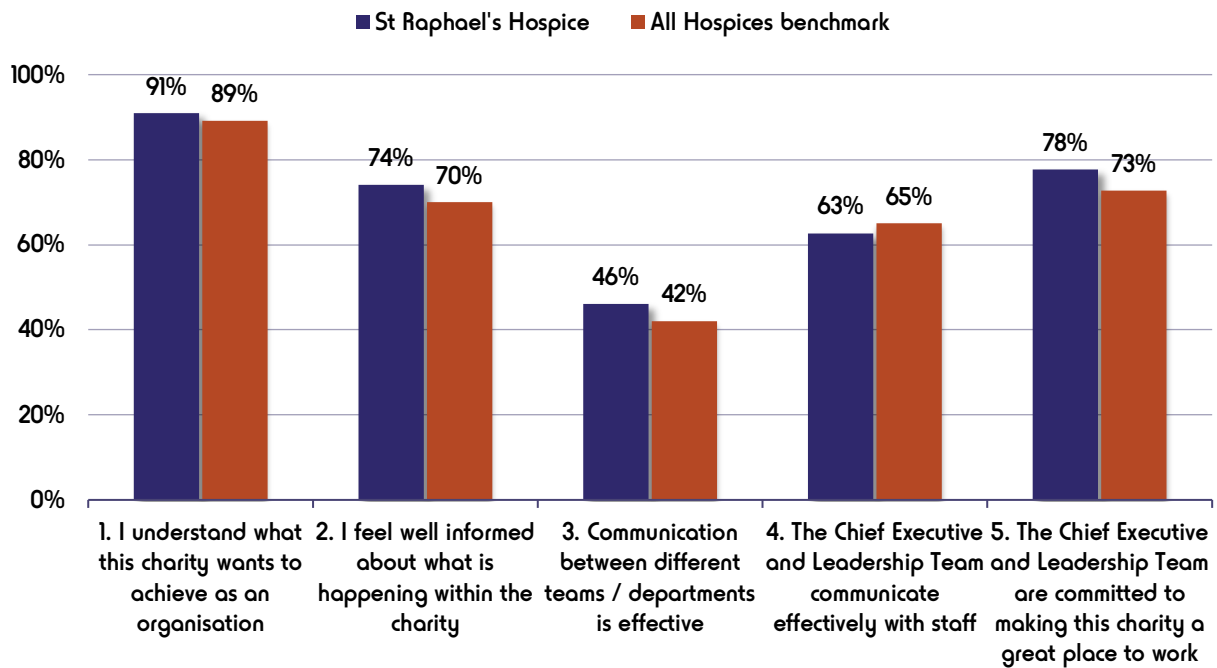
St Raphael's Hospice top and bottom total agree comparison with All Hospices benchmark



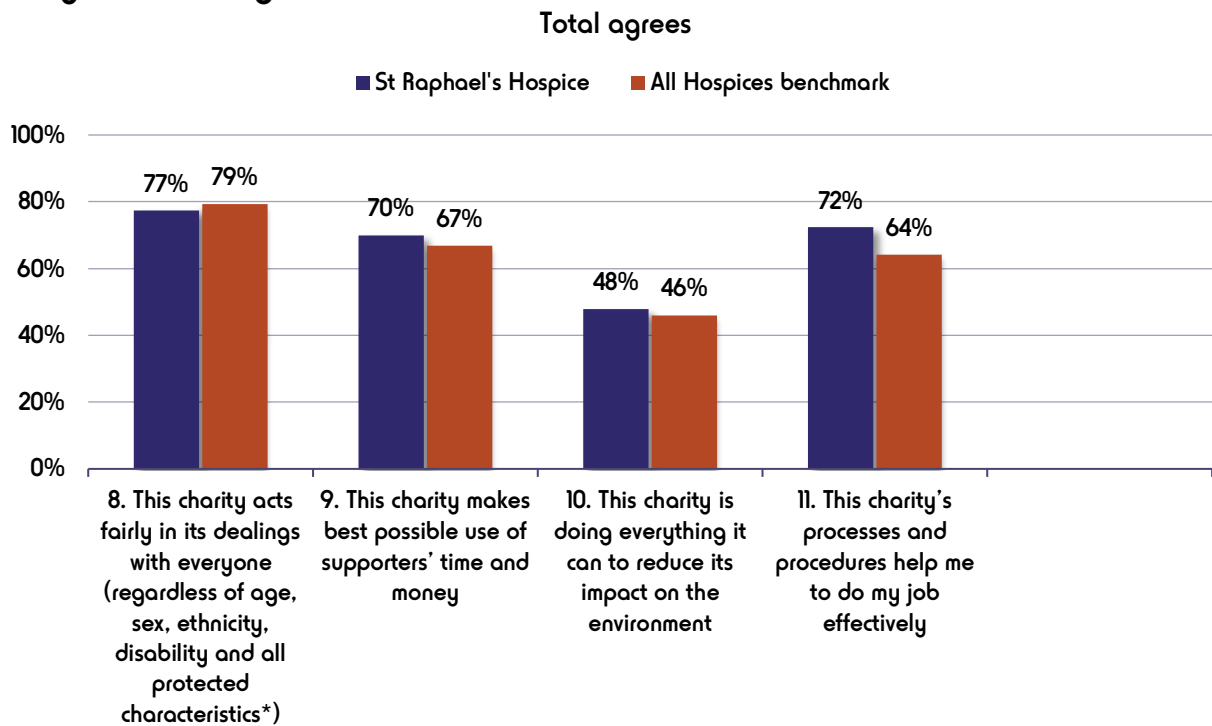
Summary agree responses

Communication and leadership

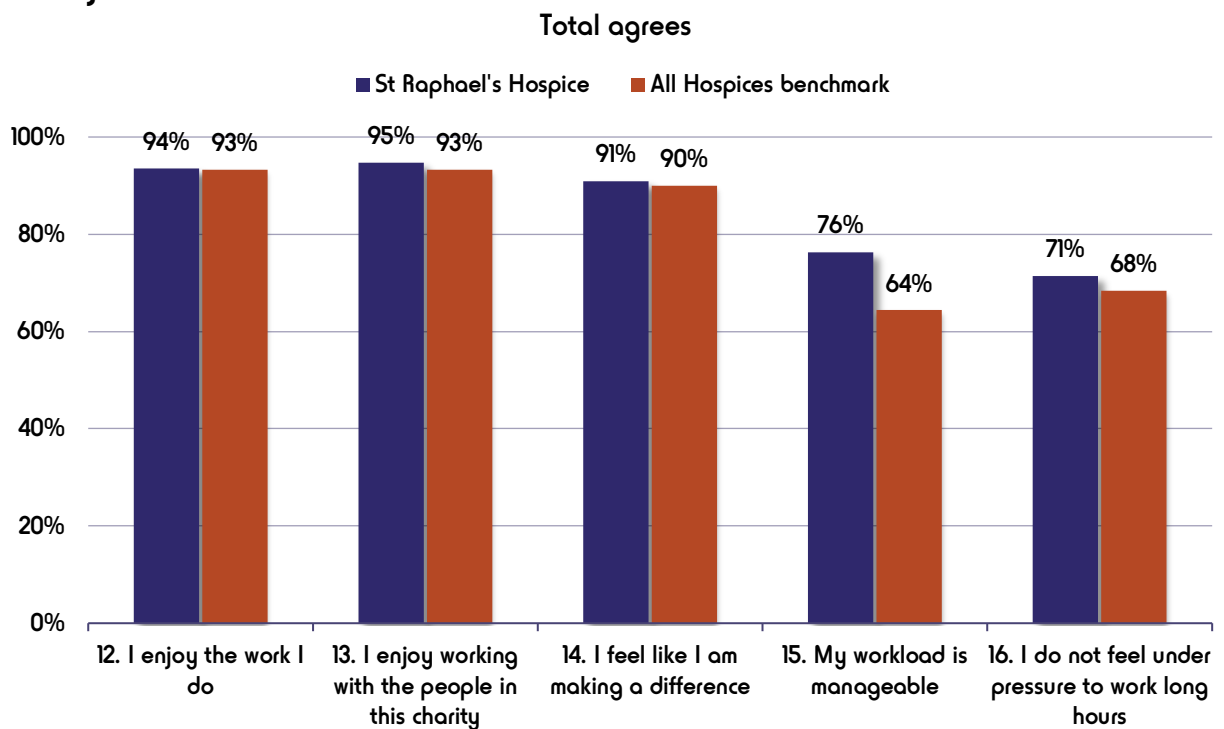
Total agrees



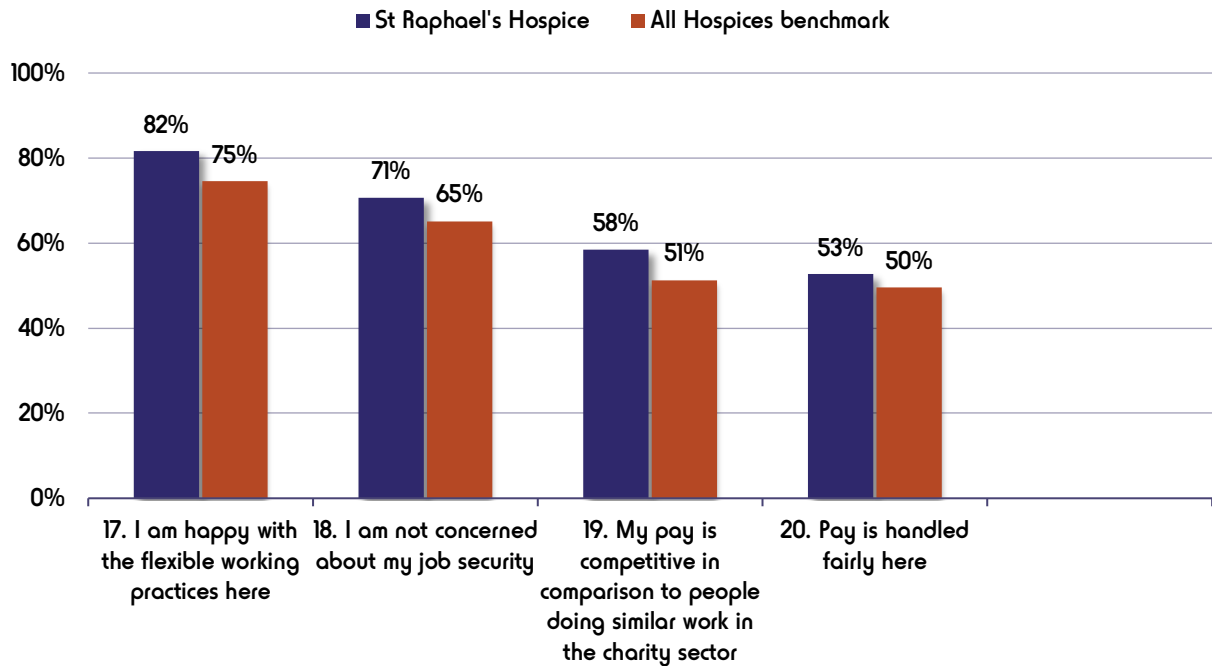
Ways of working



Your job

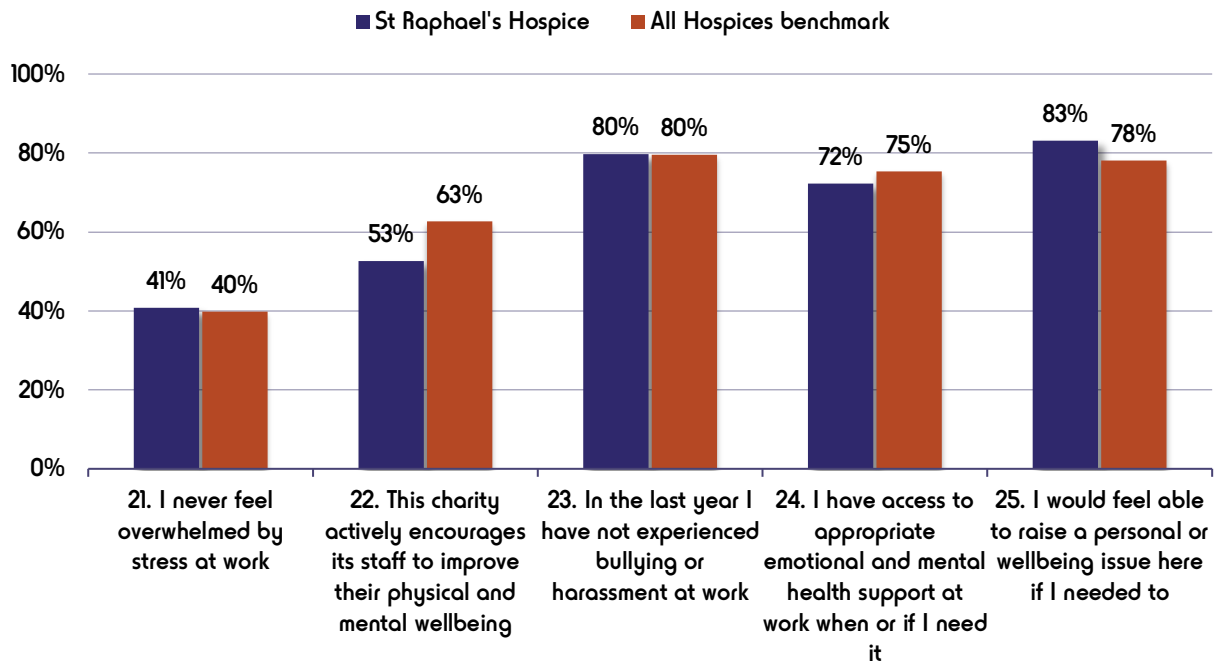


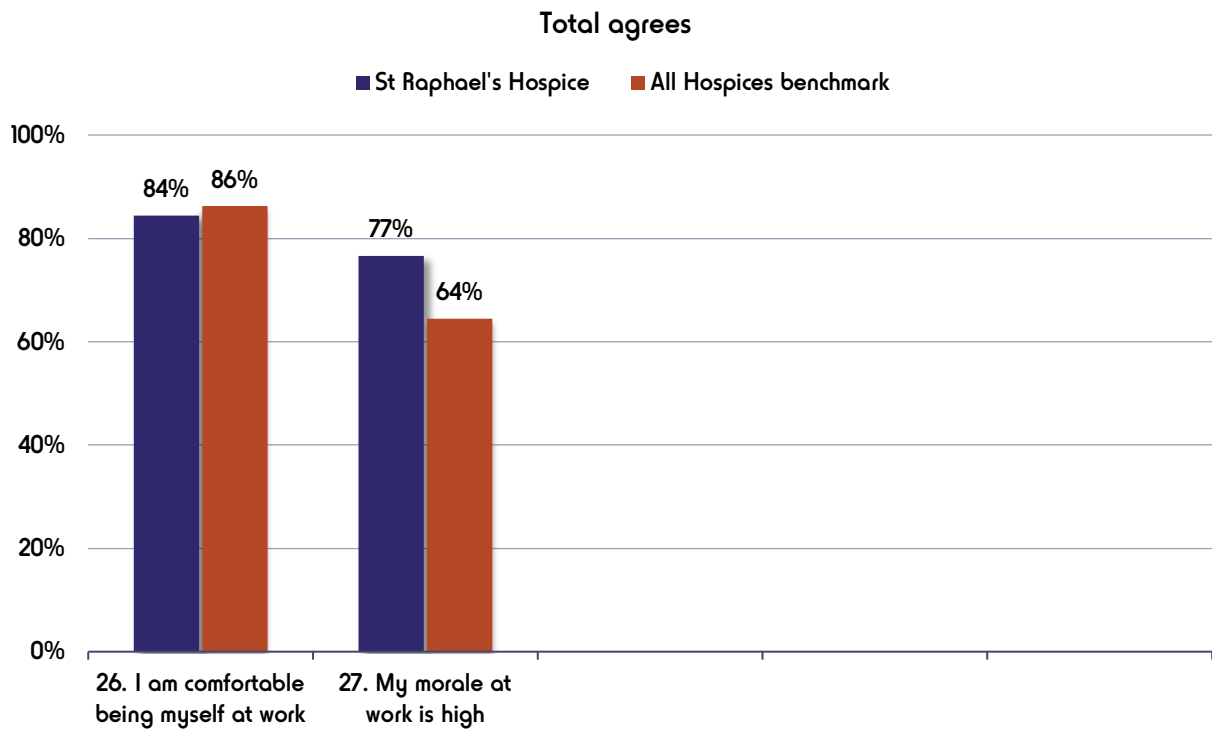
Total agrees



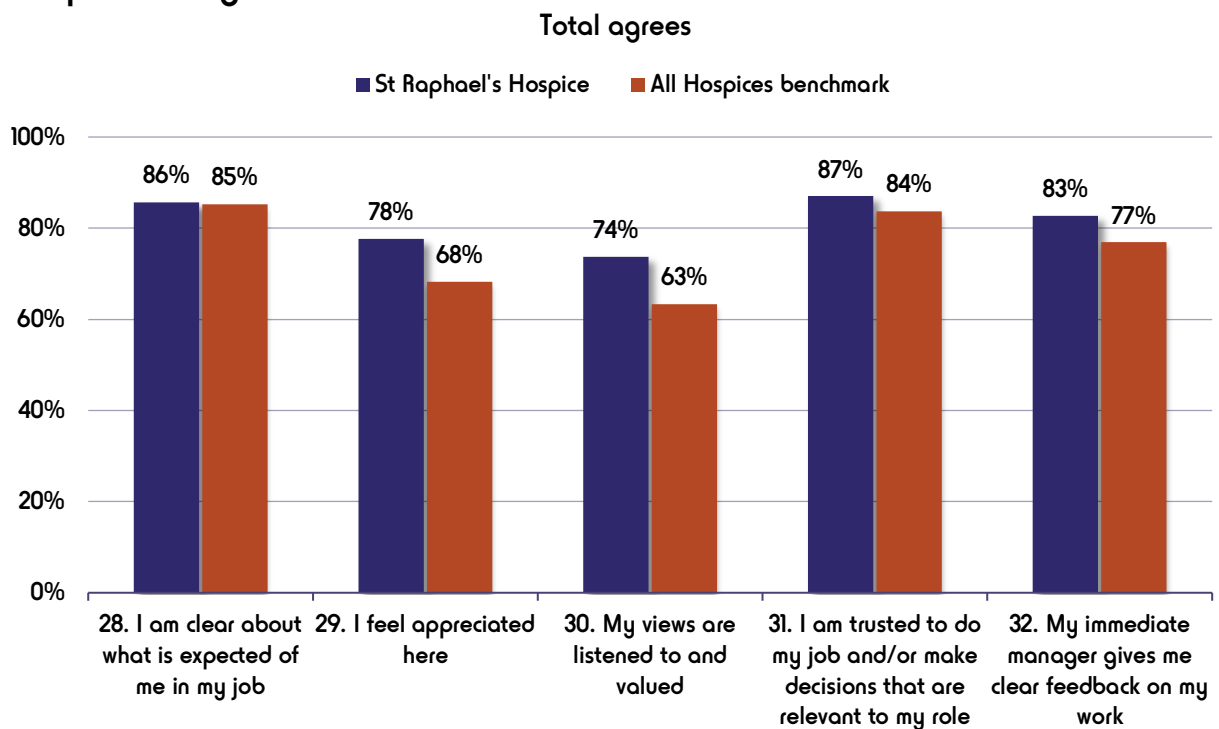
Your wellbeing

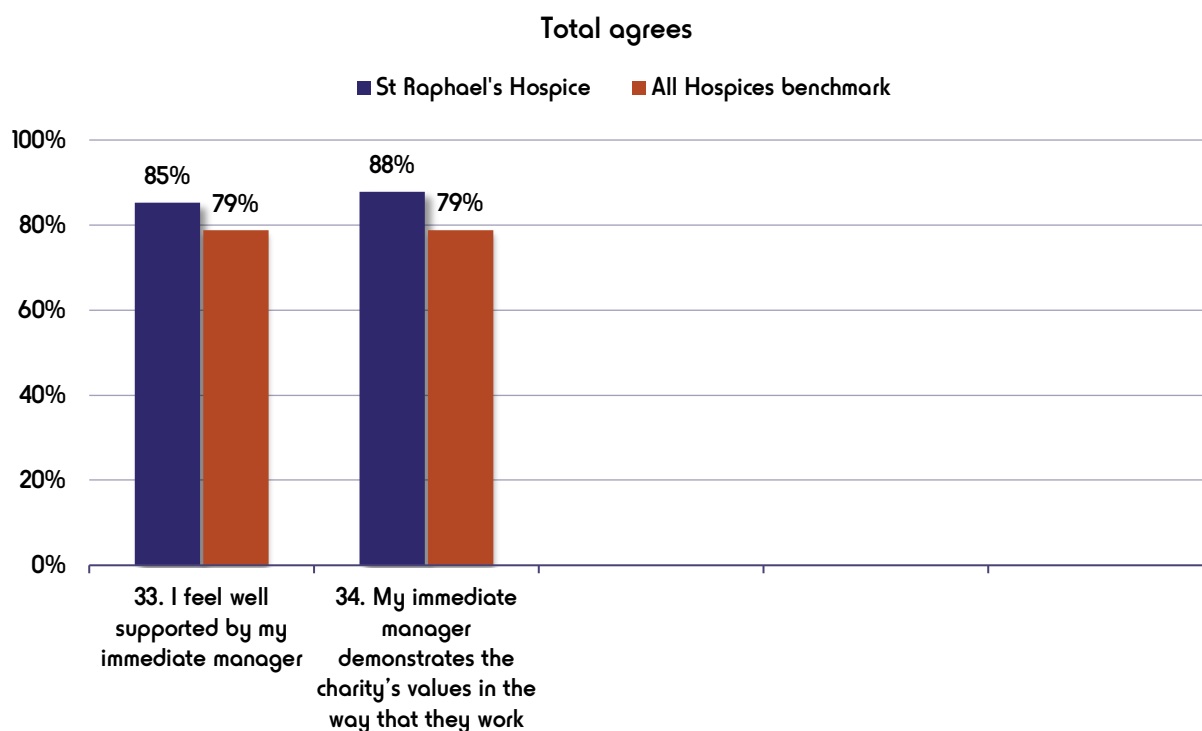
Total agrees



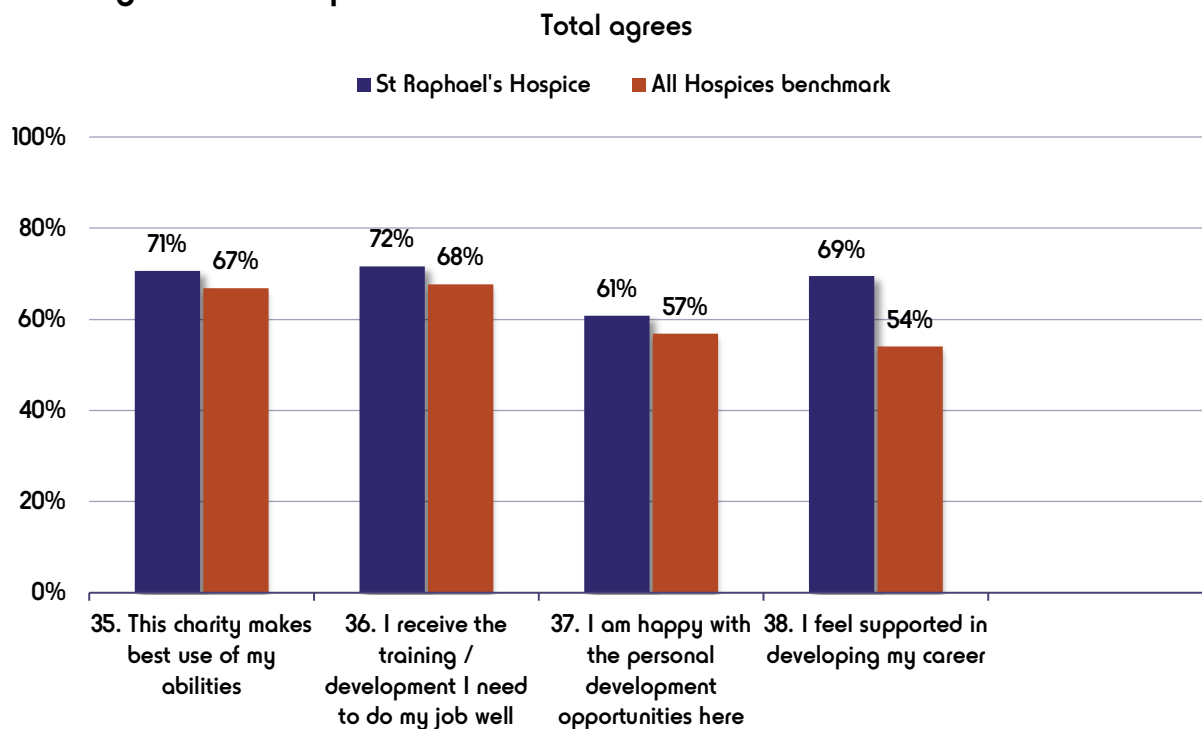


People management

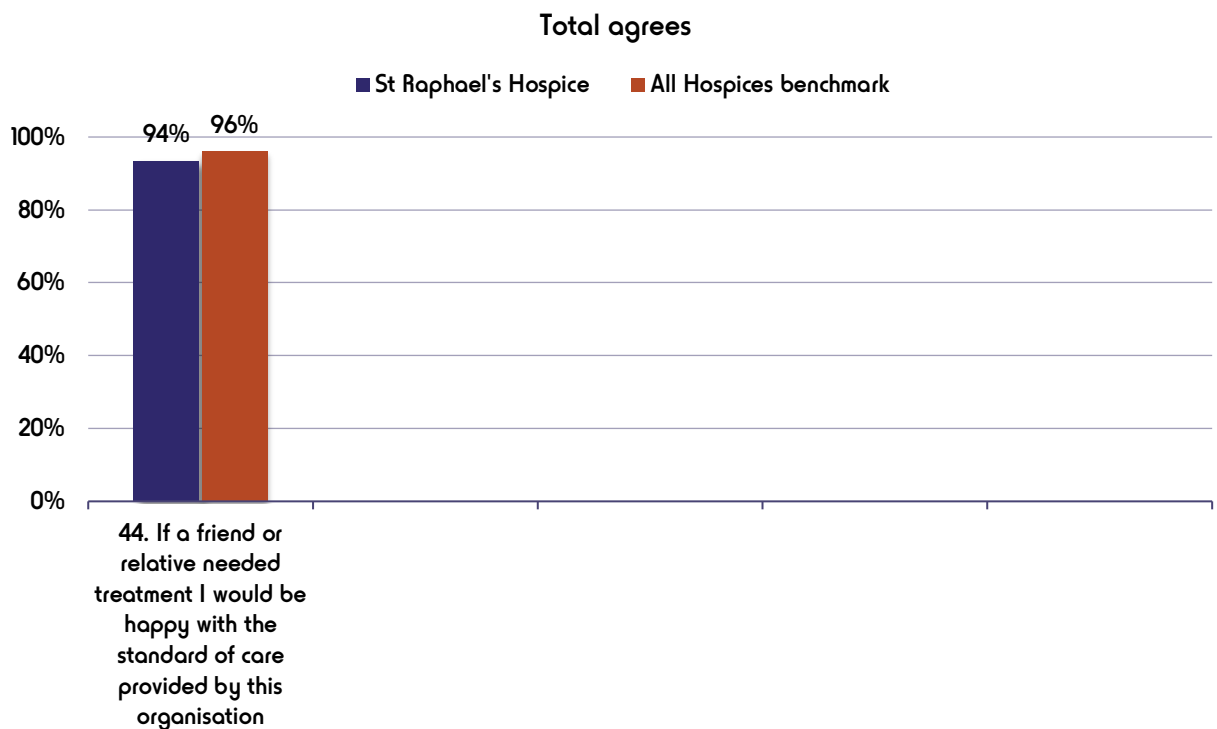
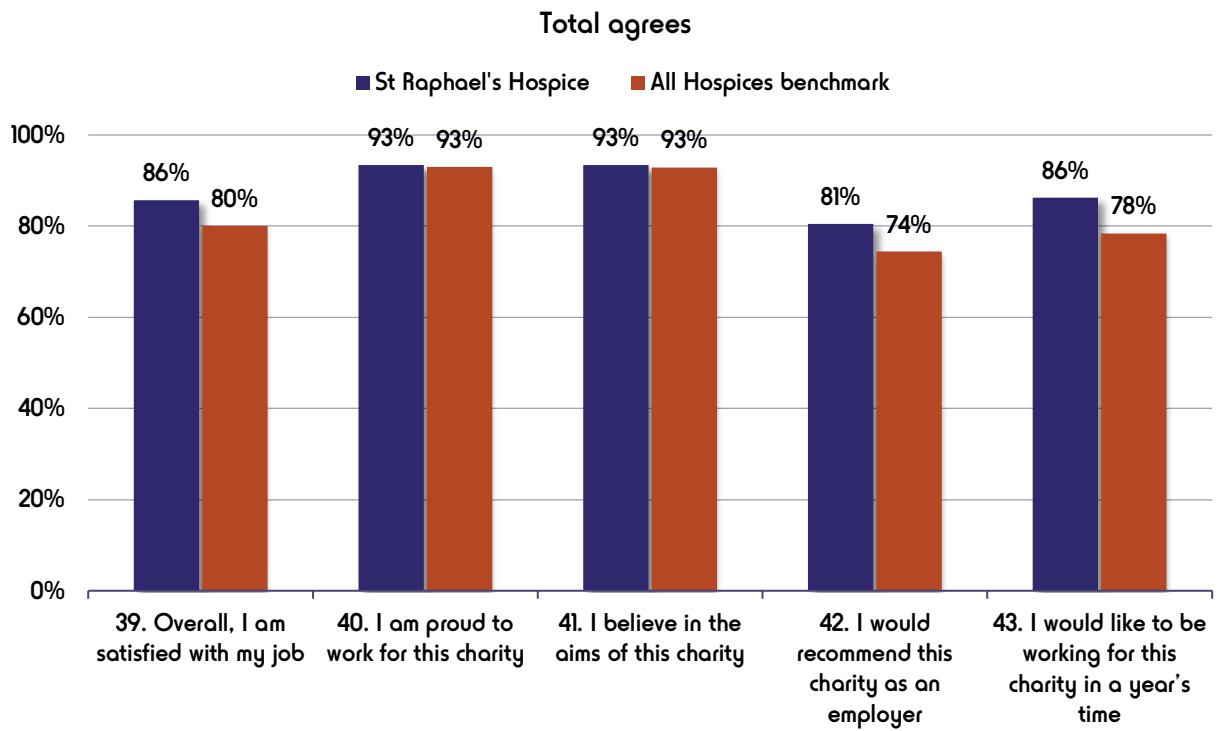




Training and development

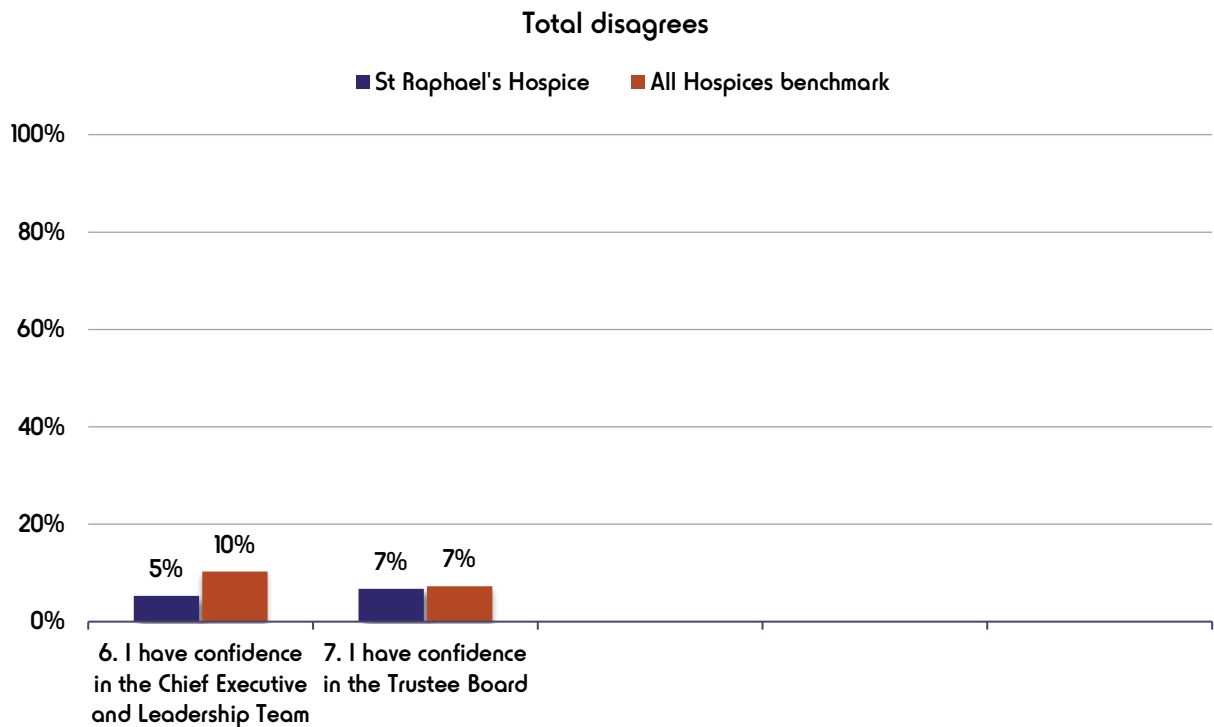
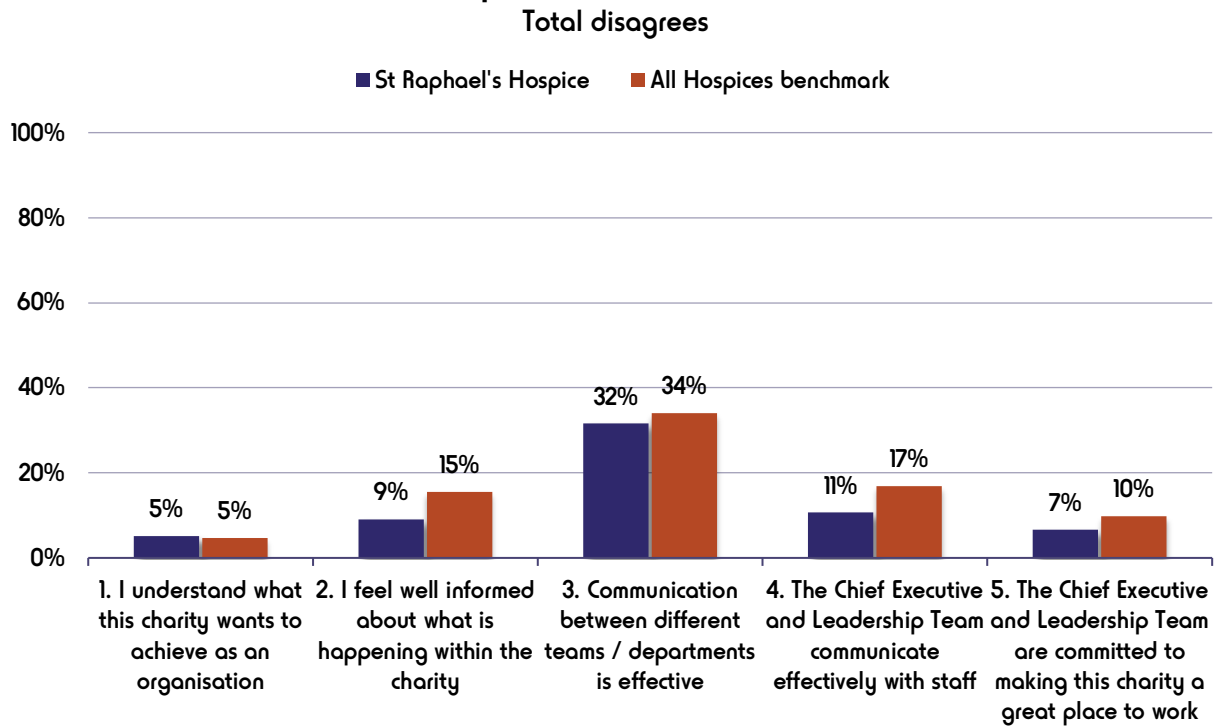


Overall

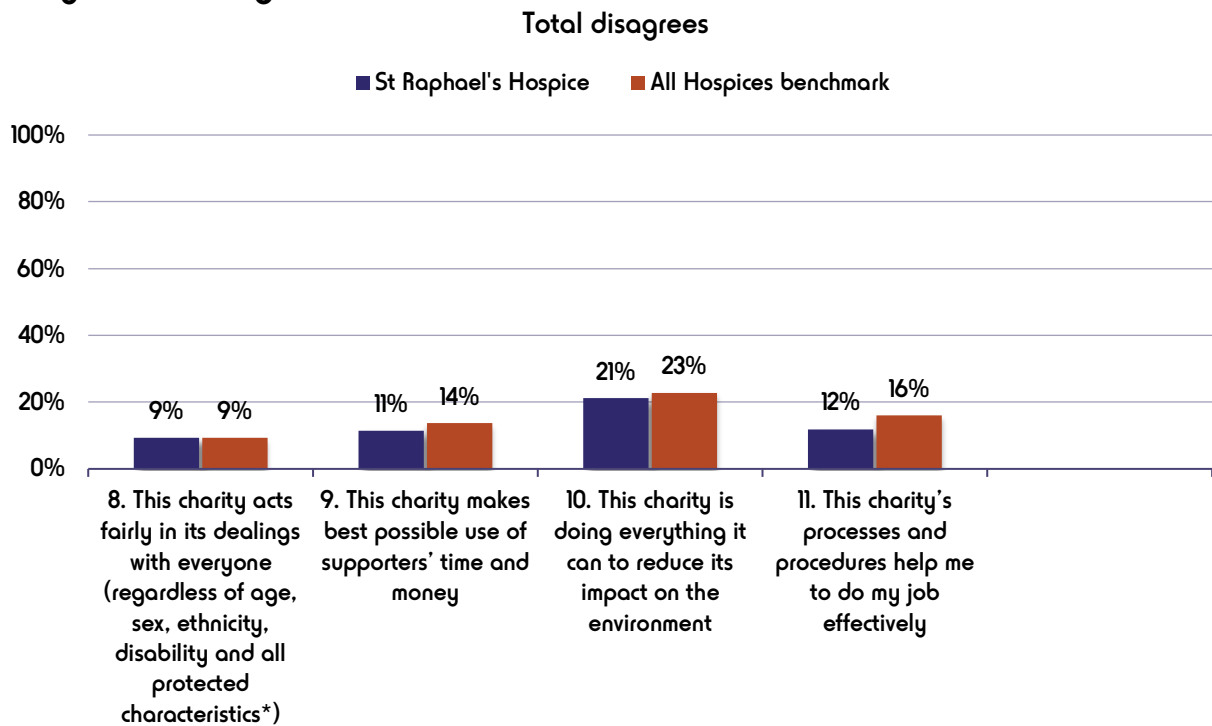


Summary disagree responses

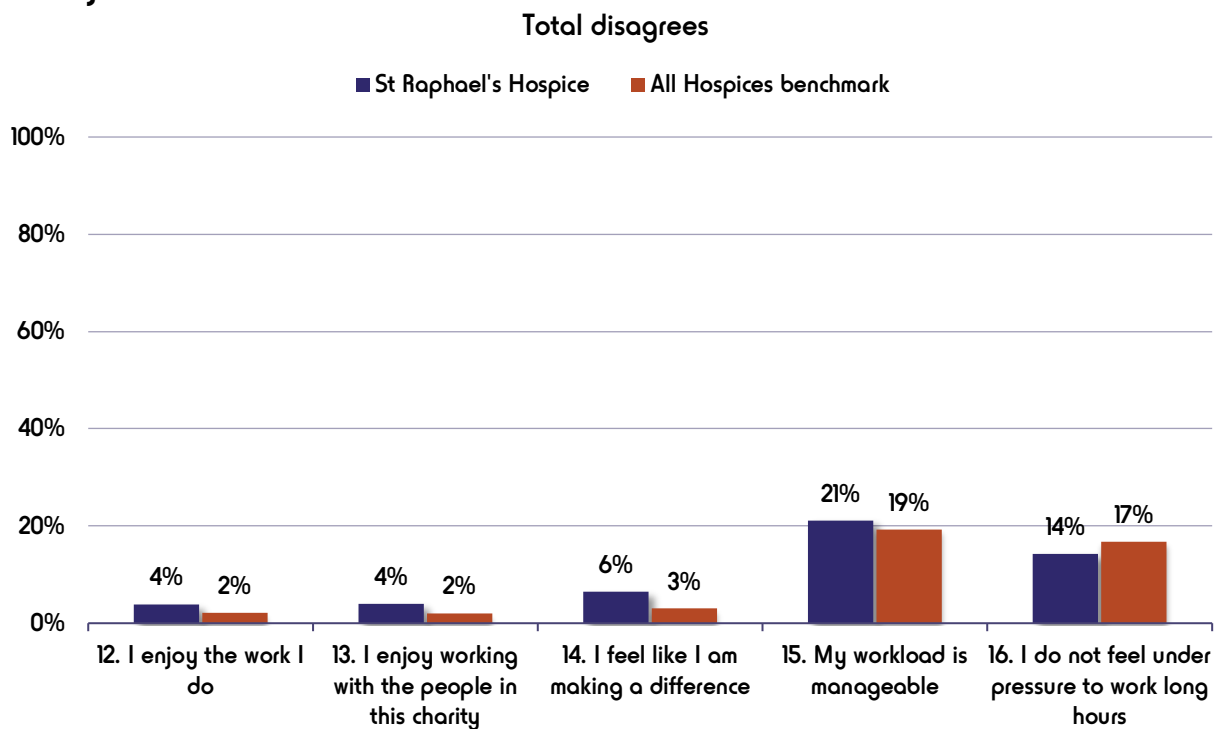
Communication and leadership



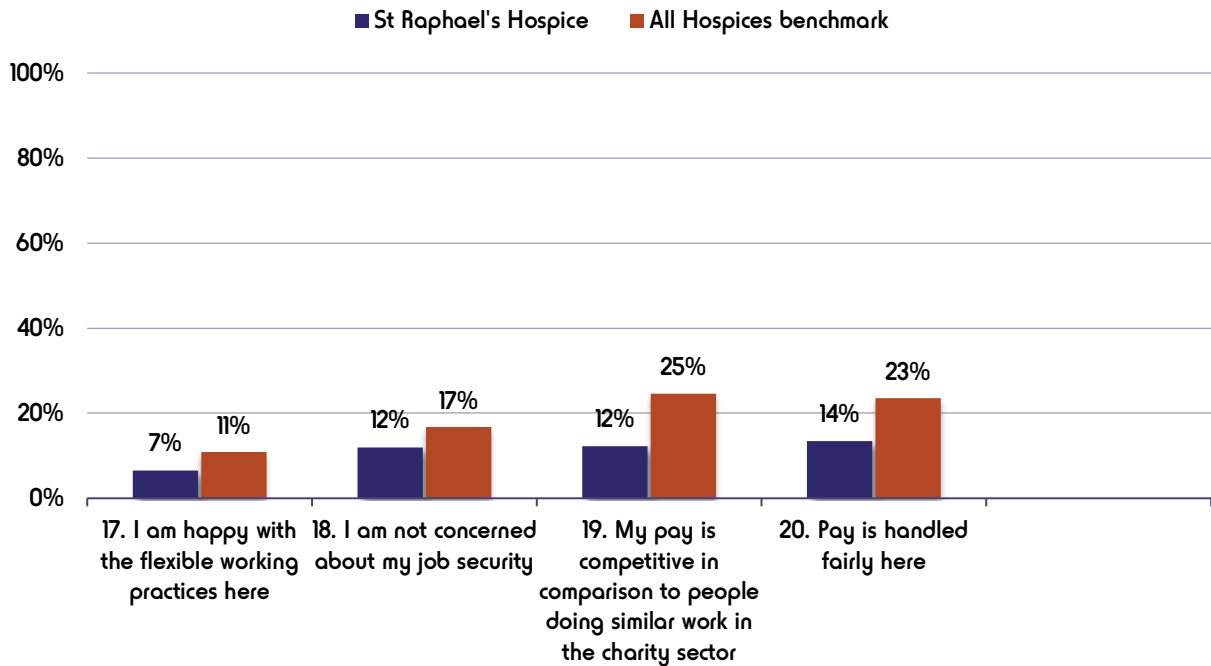
Ways of working



Your job

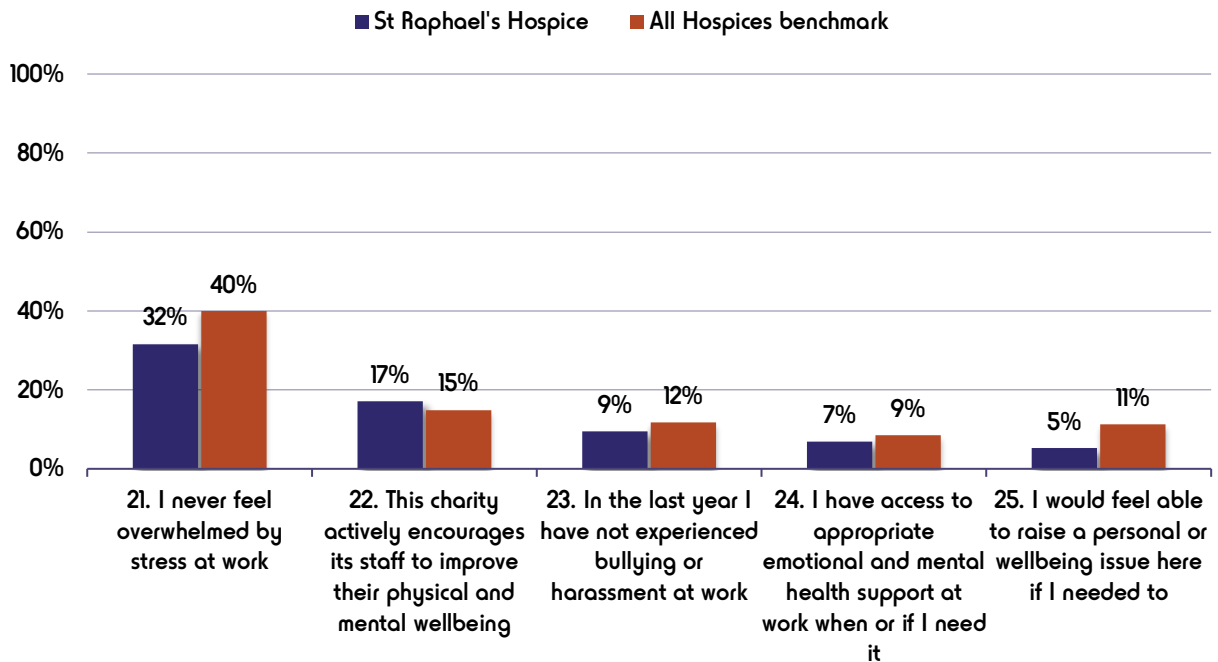


Total disagrees

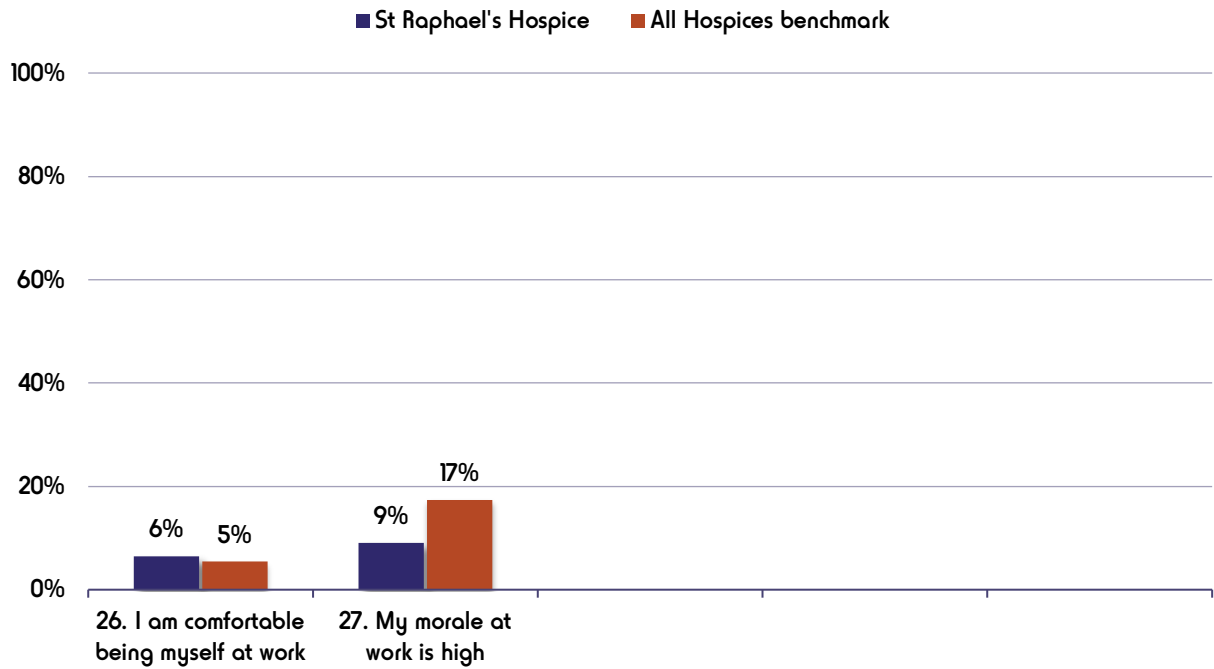


Your wellbeing

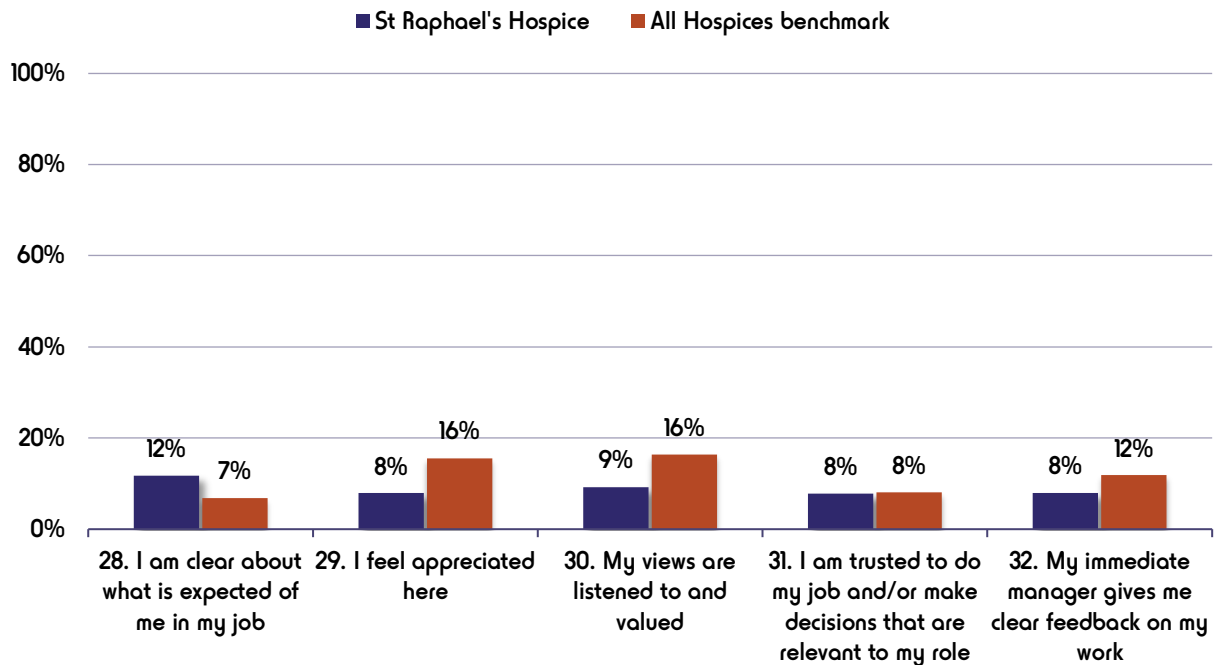
Total disagrees



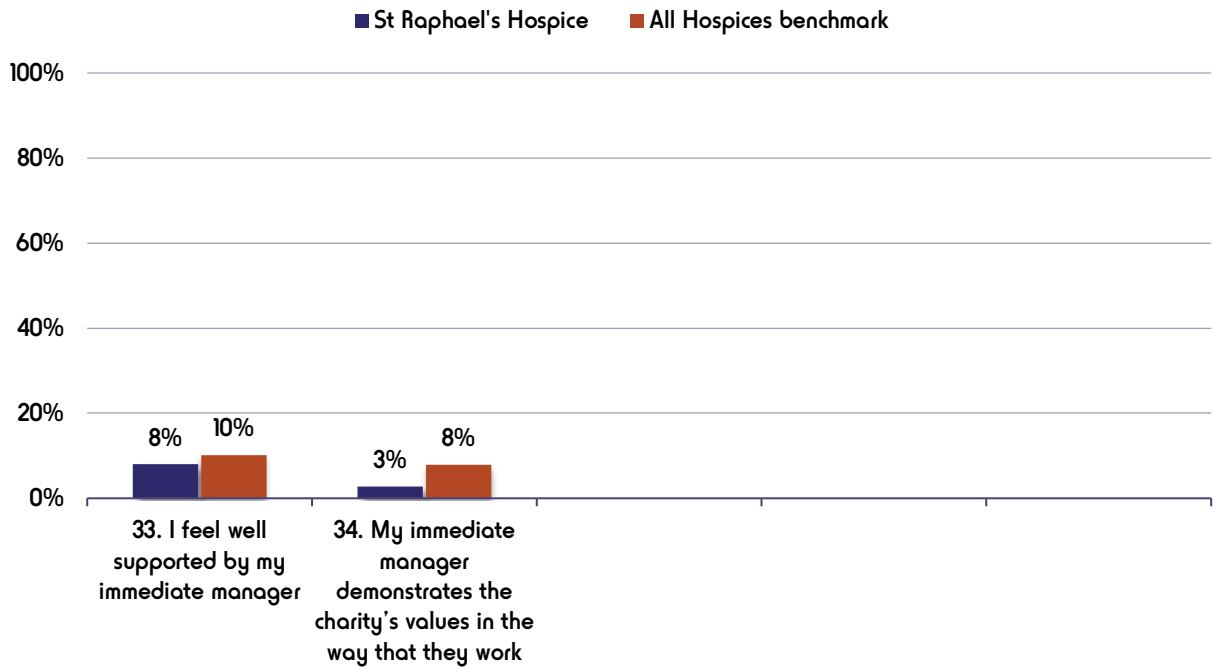
Total disagrees



People management

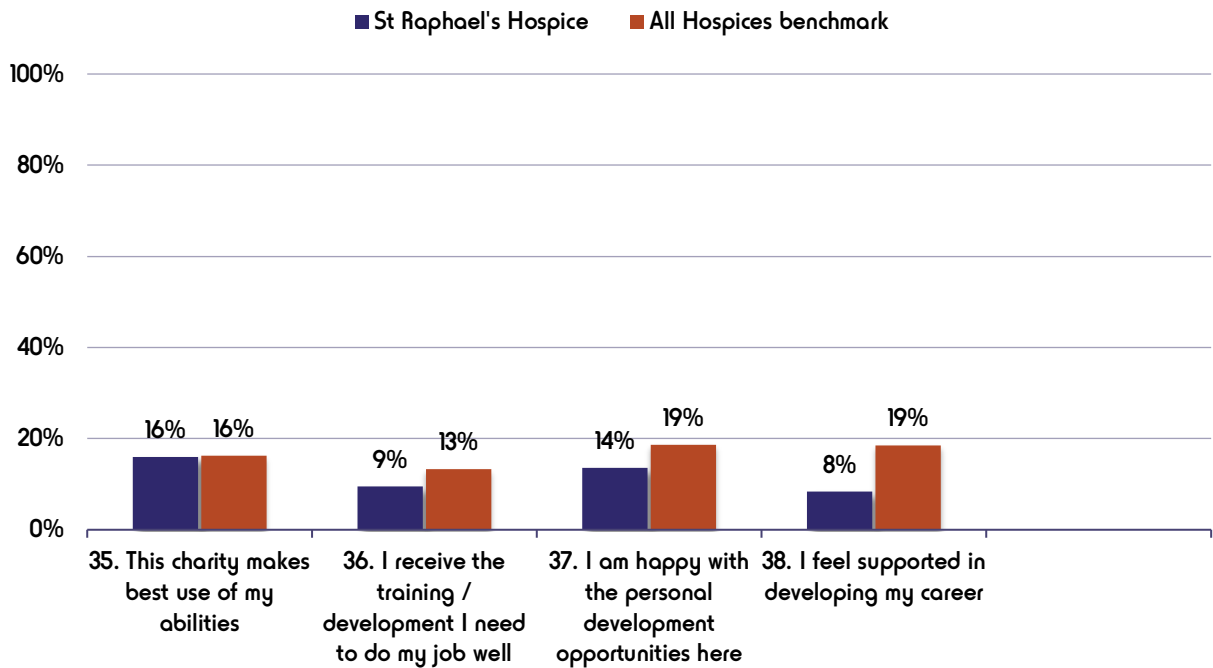


Total disagrees

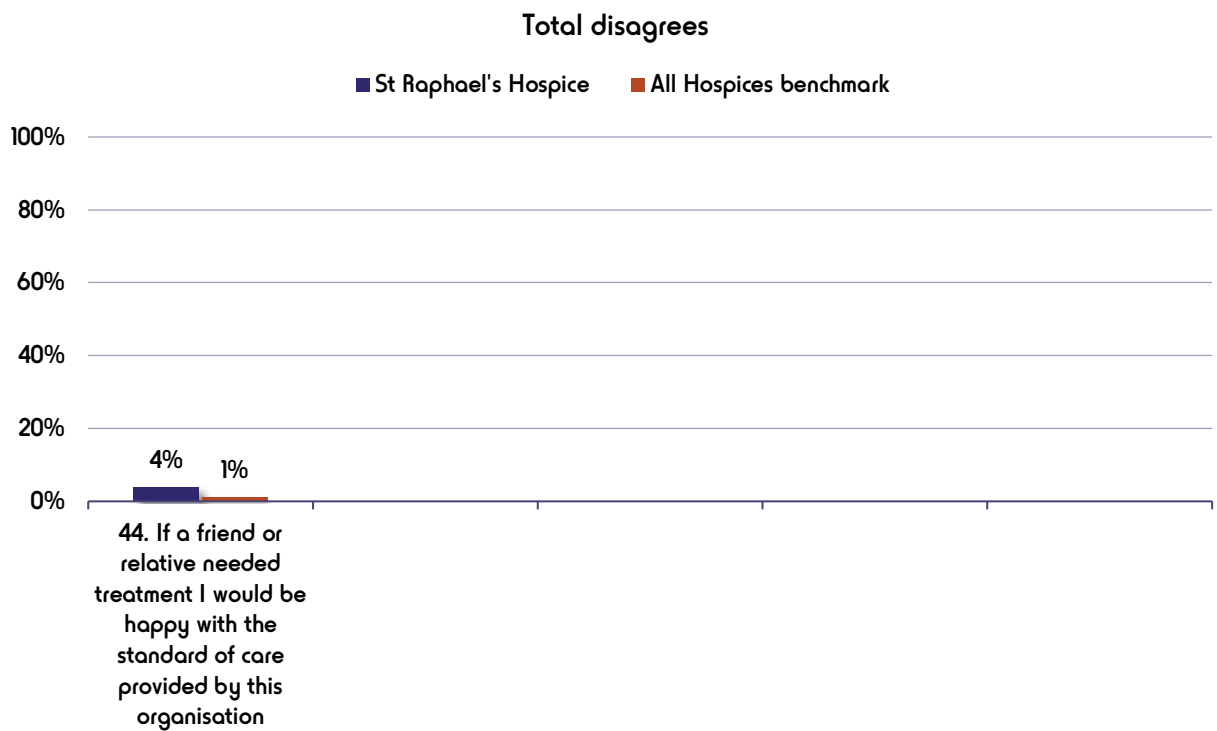
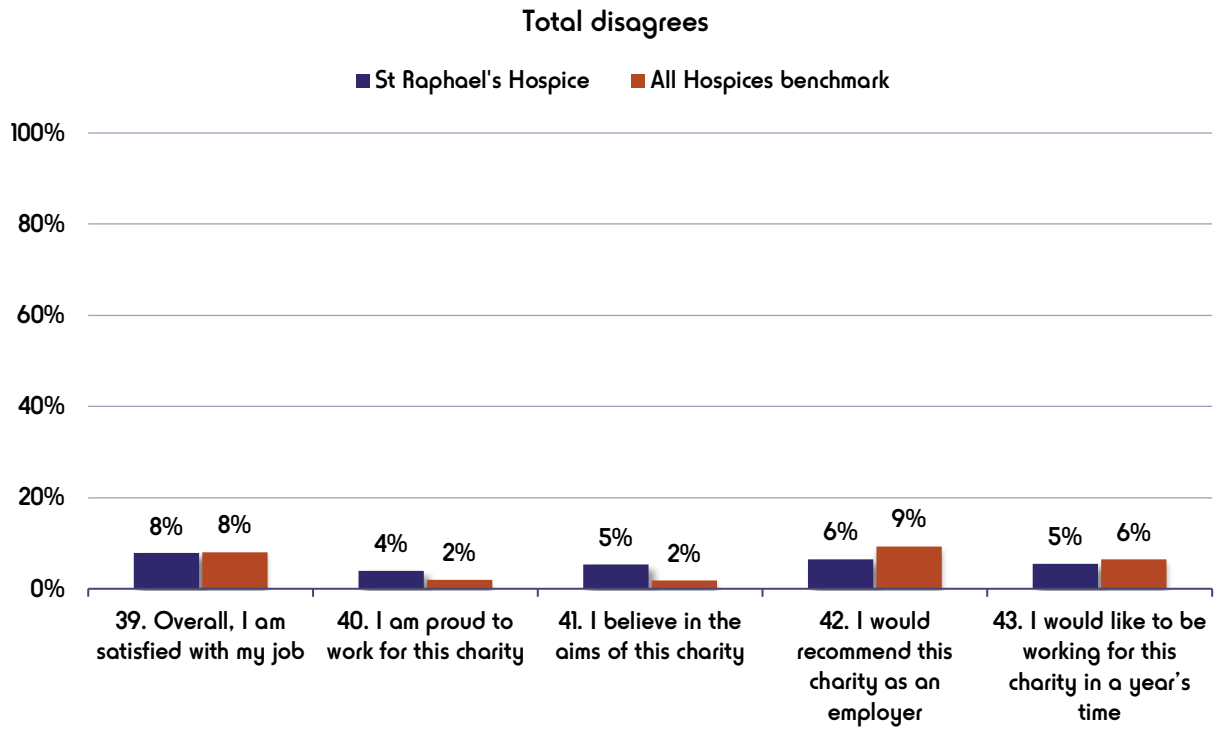


Training and development

Total disagrees

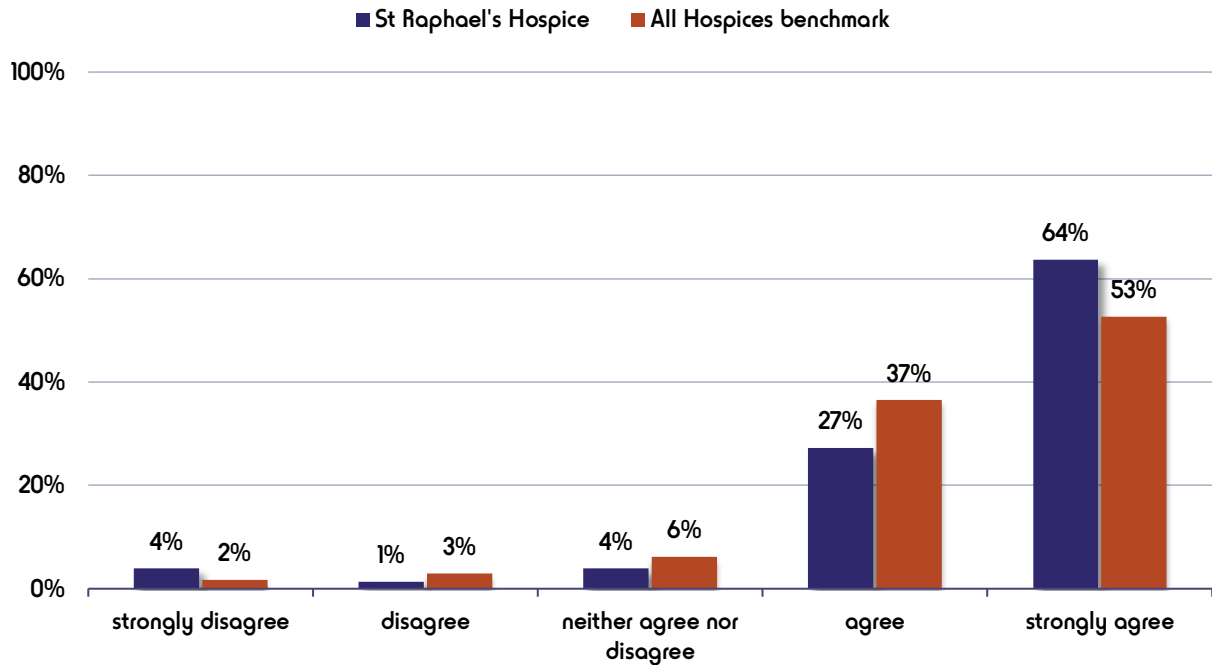


Overall

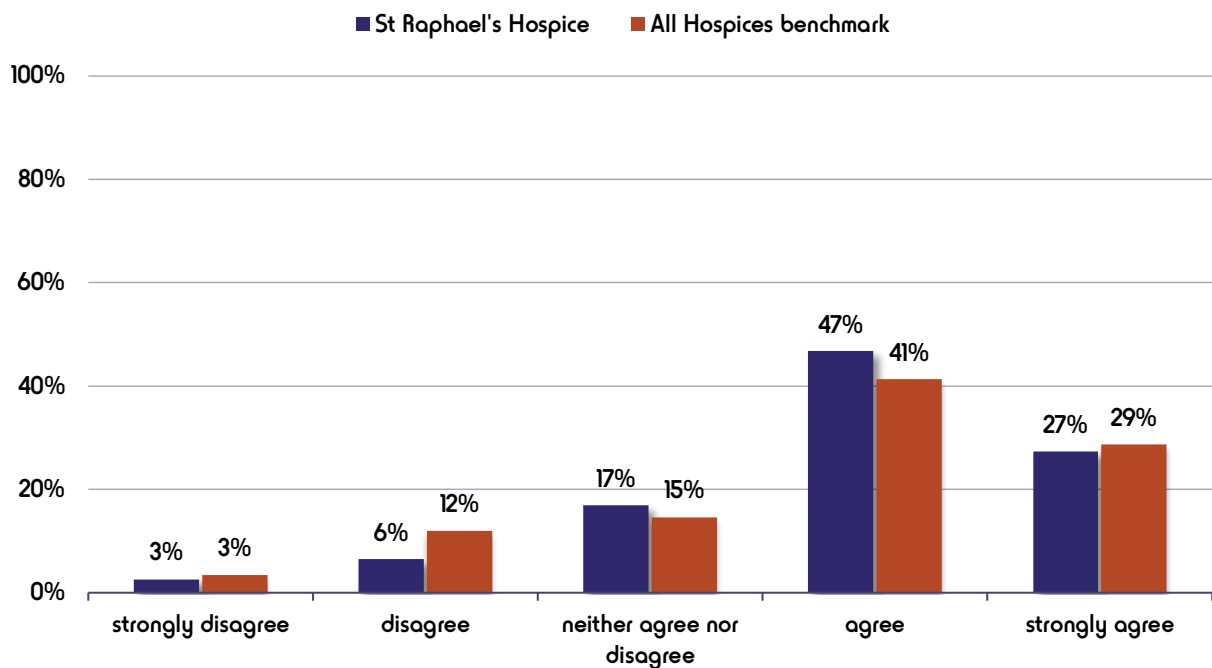


Communication and leadership

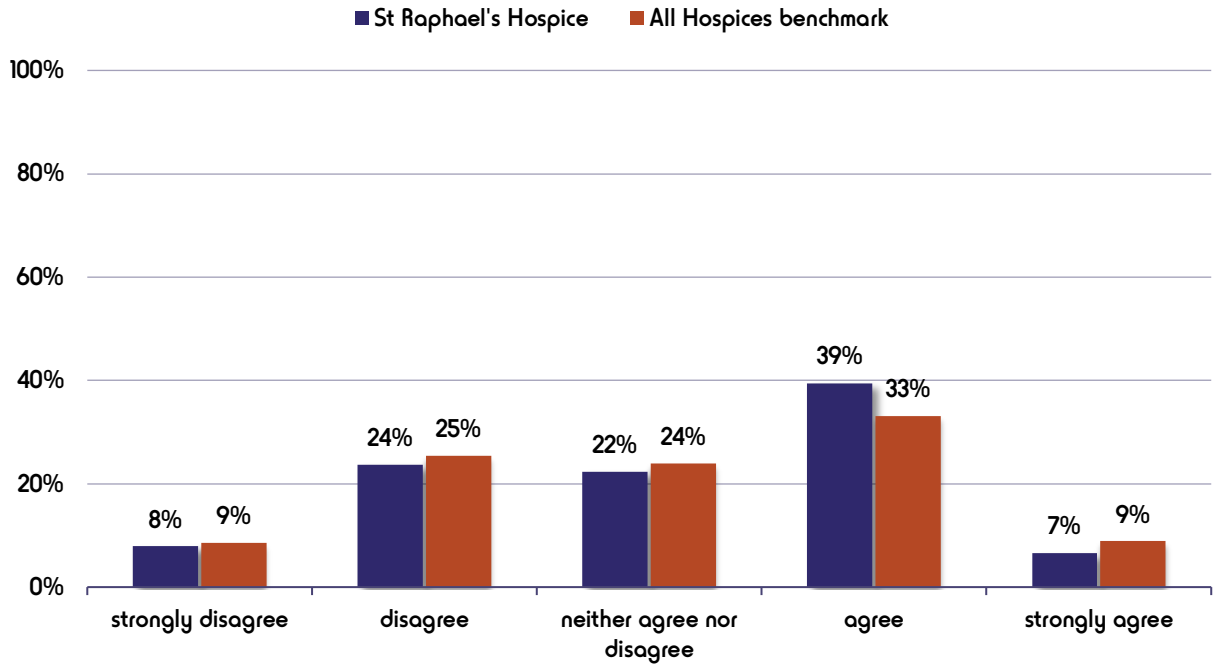
1. I understand what this charity wants to achieve as an organisation



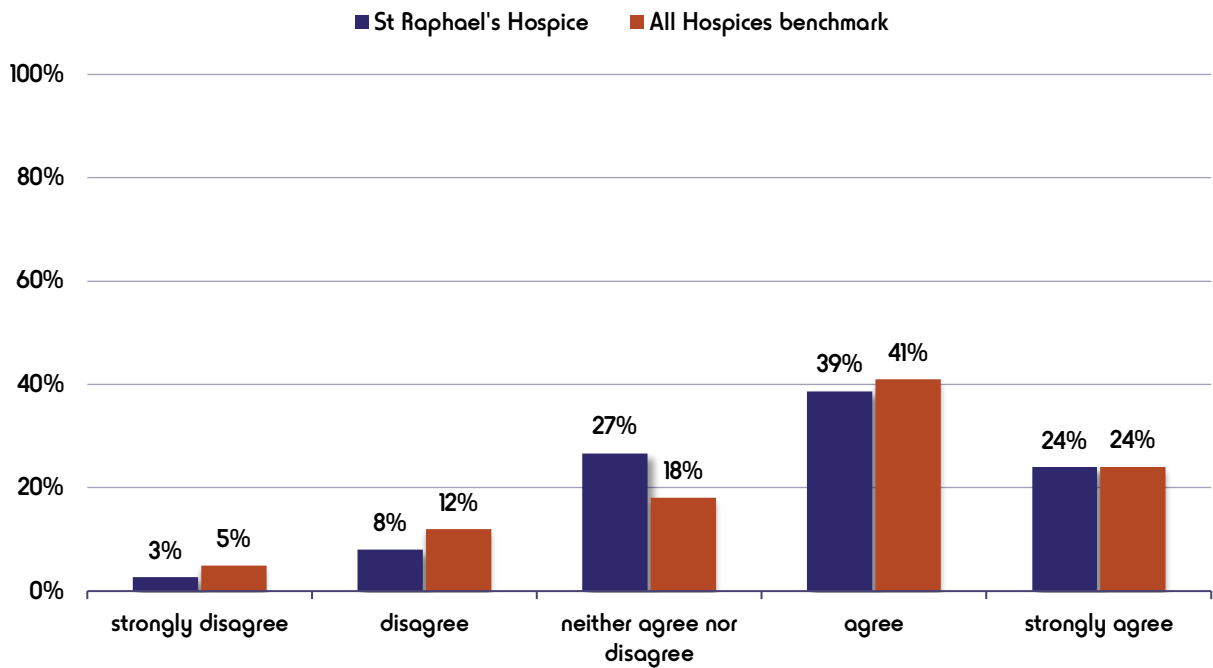
2. I feel well informed about what is happening within the charity



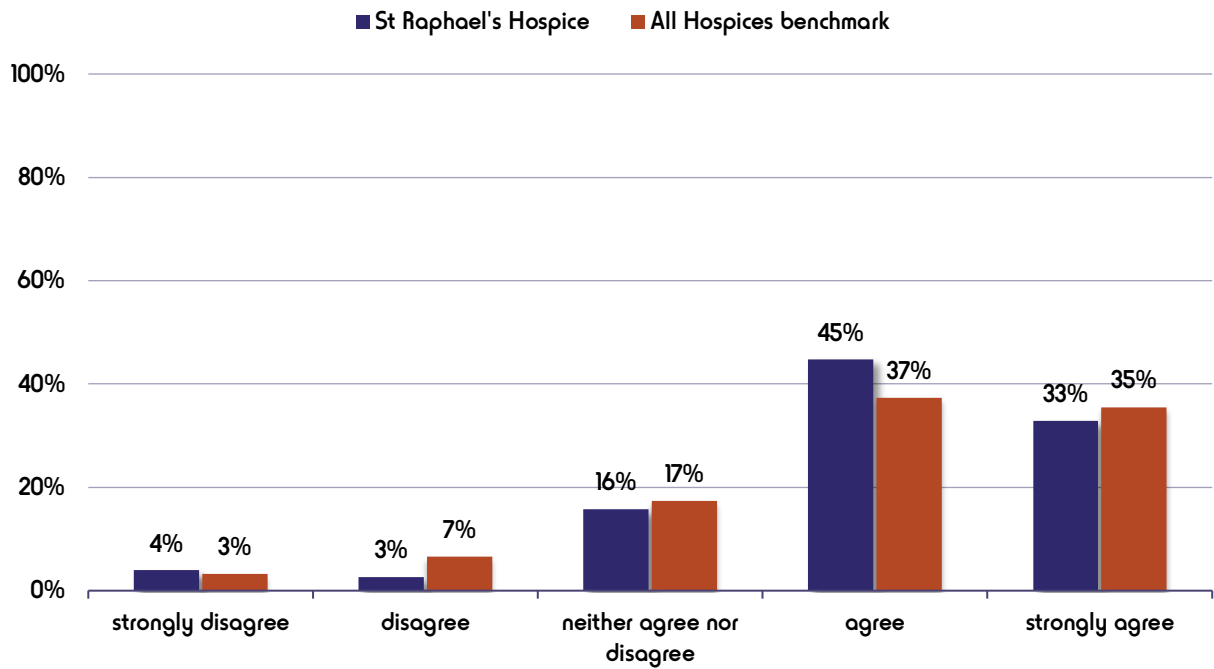
3. Communication between different teams / departments is effective



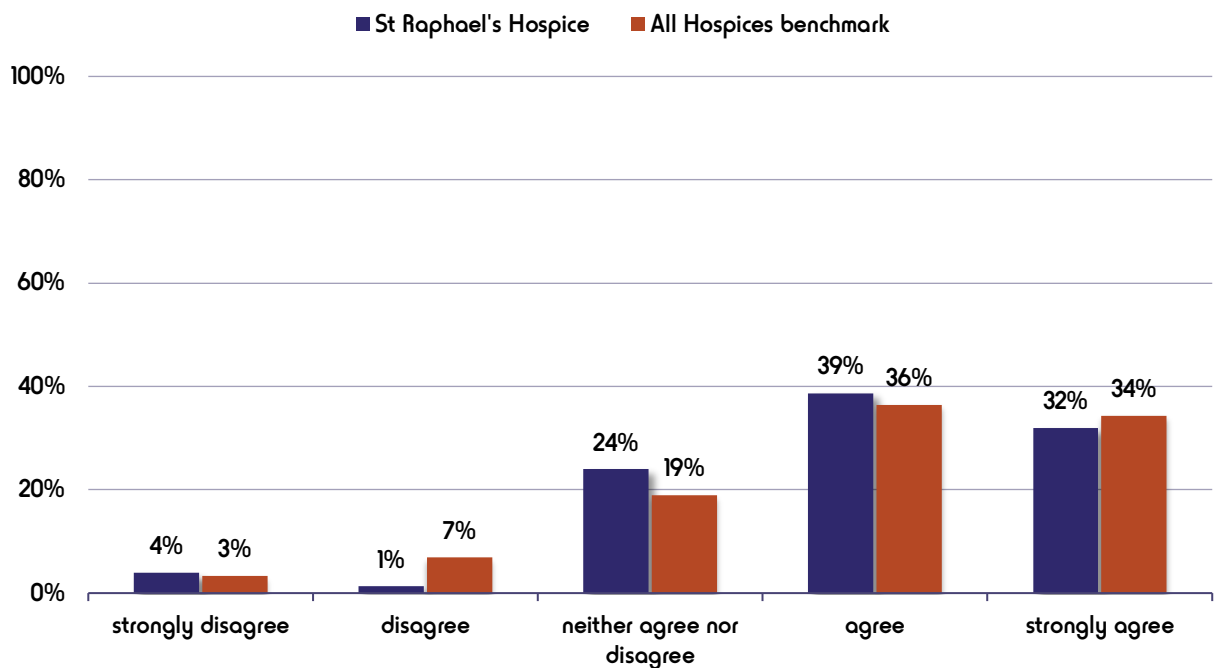
4. The Chief Executive and Leadership Team communicate effectively with staff



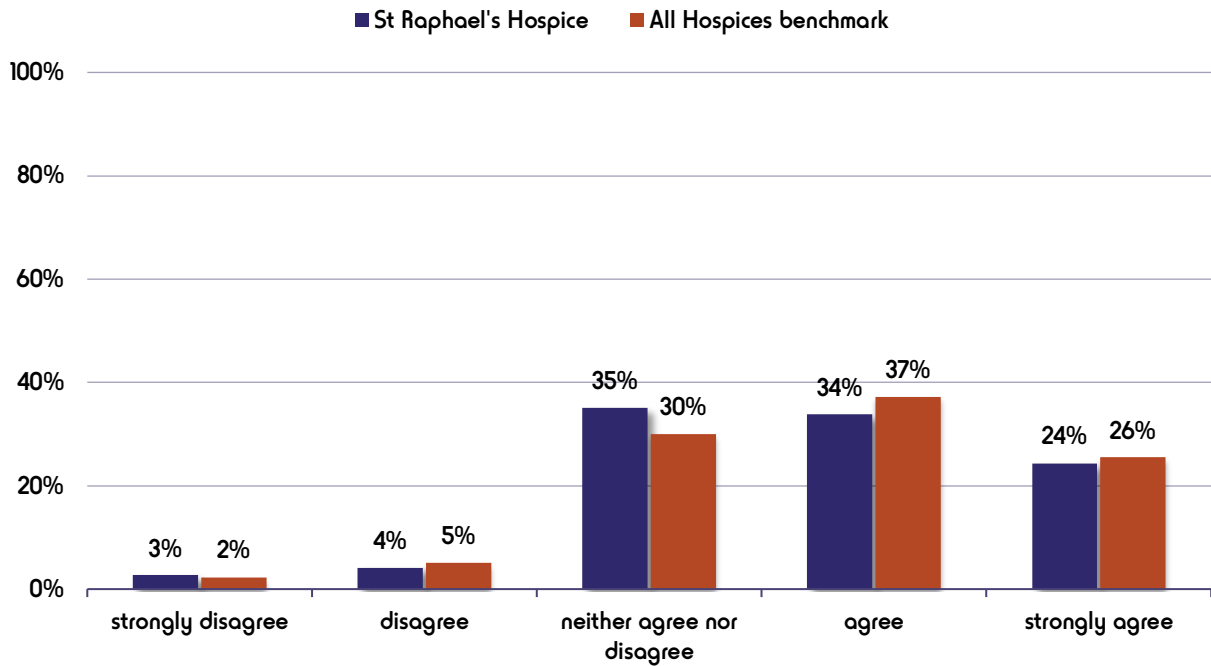
5. The Chief Executive and Leadership Team are committed to making this charity a great place to work



6. I have confidence in the Chief Executive and Leadership Team

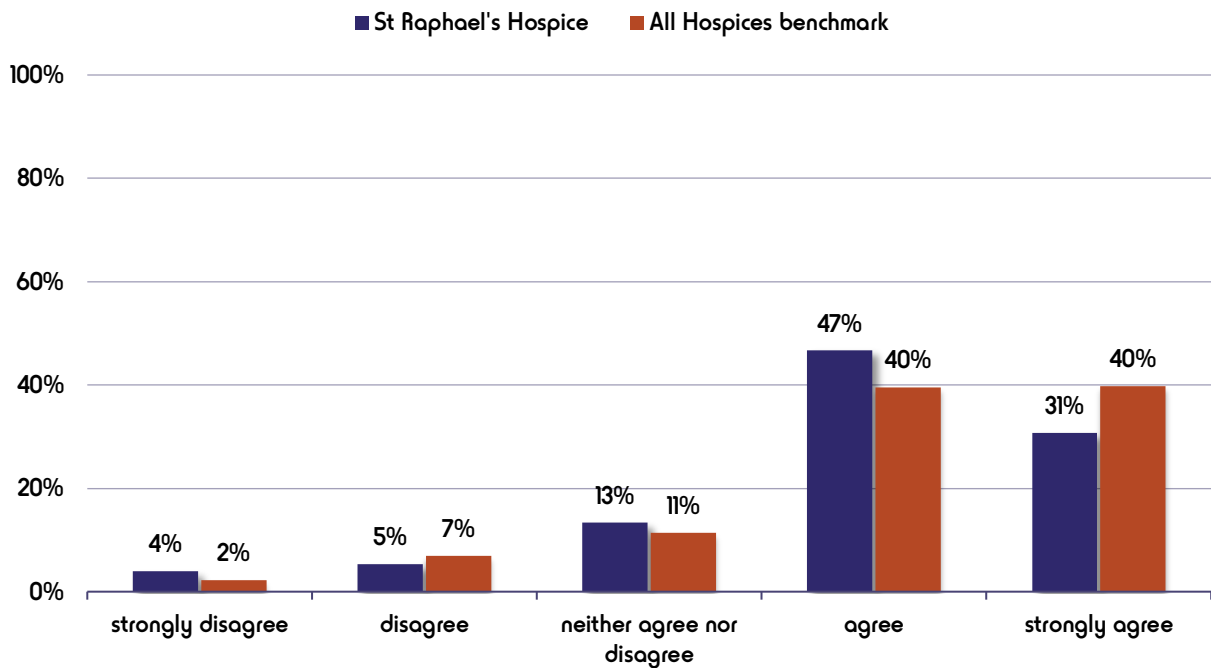


7. I have confidence in the Trustee Board

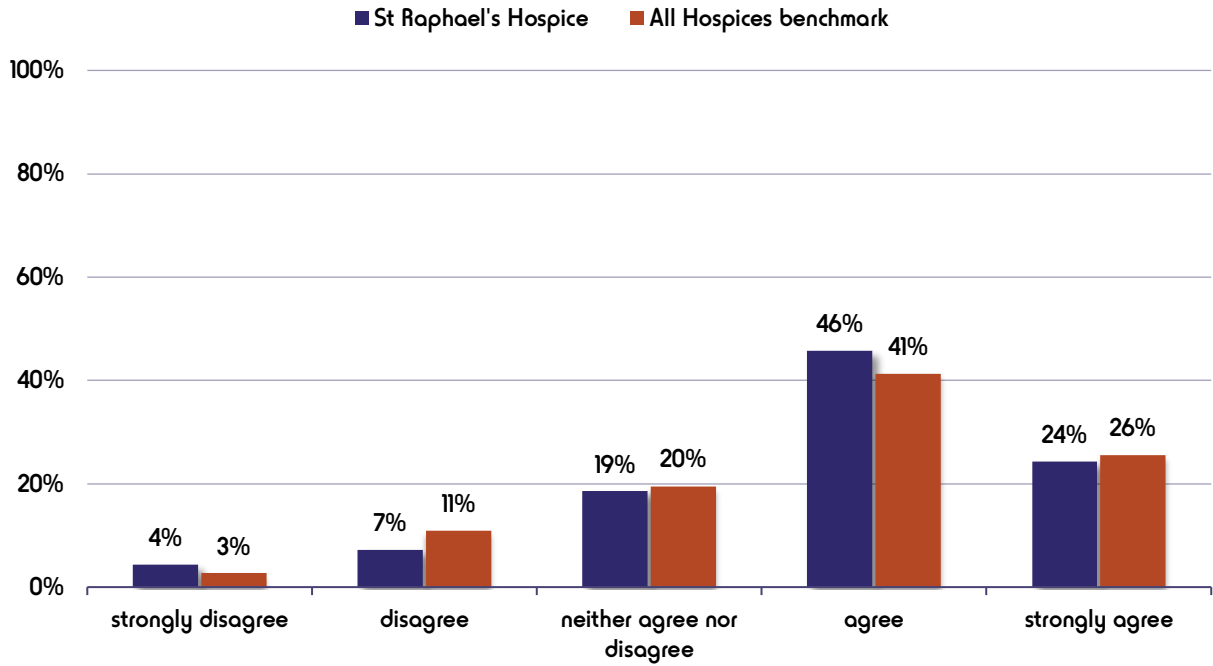


Ways of working

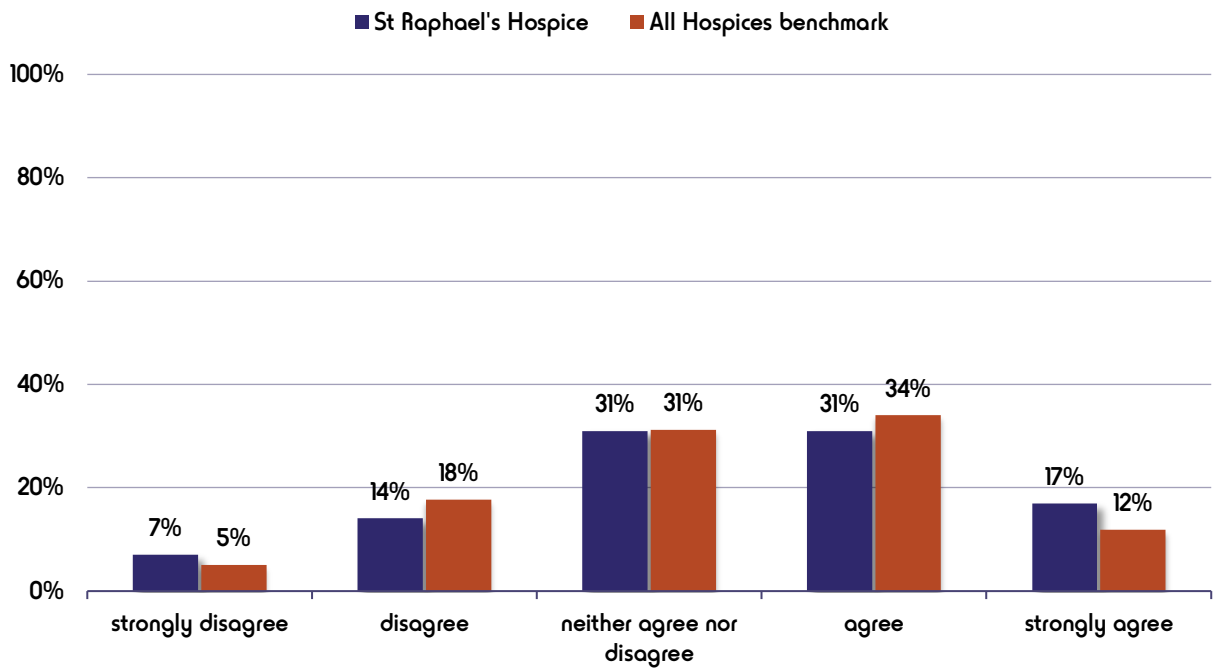
8. This charity acts fairly in its dealings with everyone (regardless of age, sex, ethnicity, disability and all protected characteristics*)



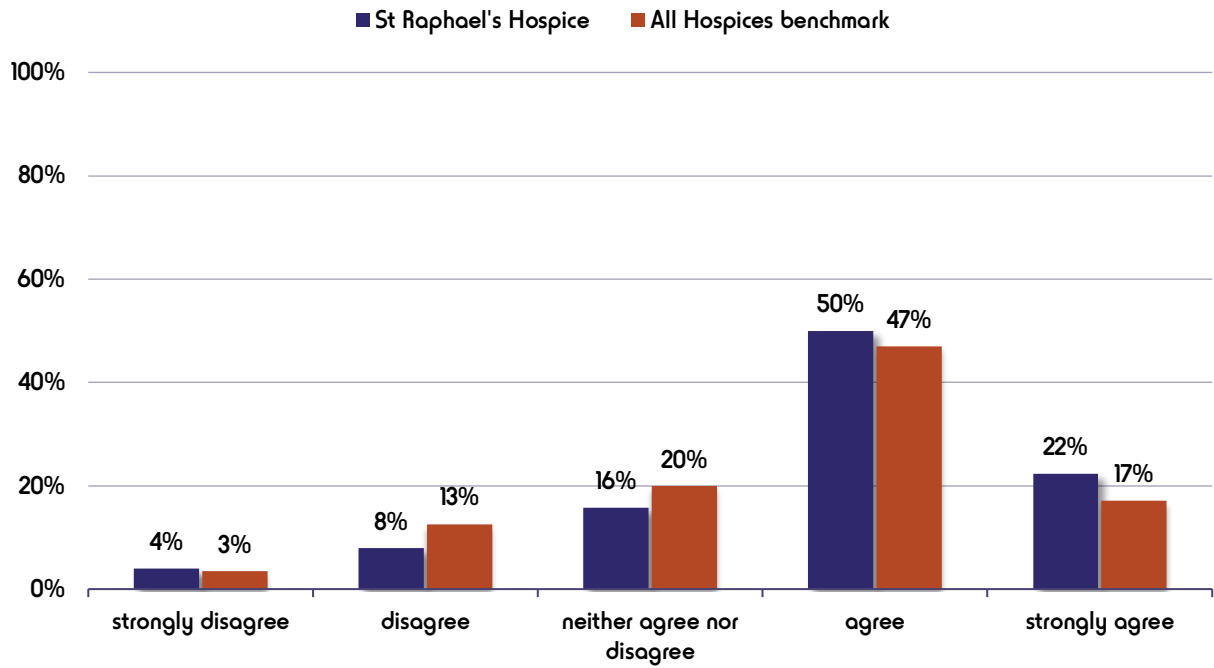
9. This charity makes best possible use of supporters' time and money



10. This charity is doing everything it can to reduce its impact on the environment

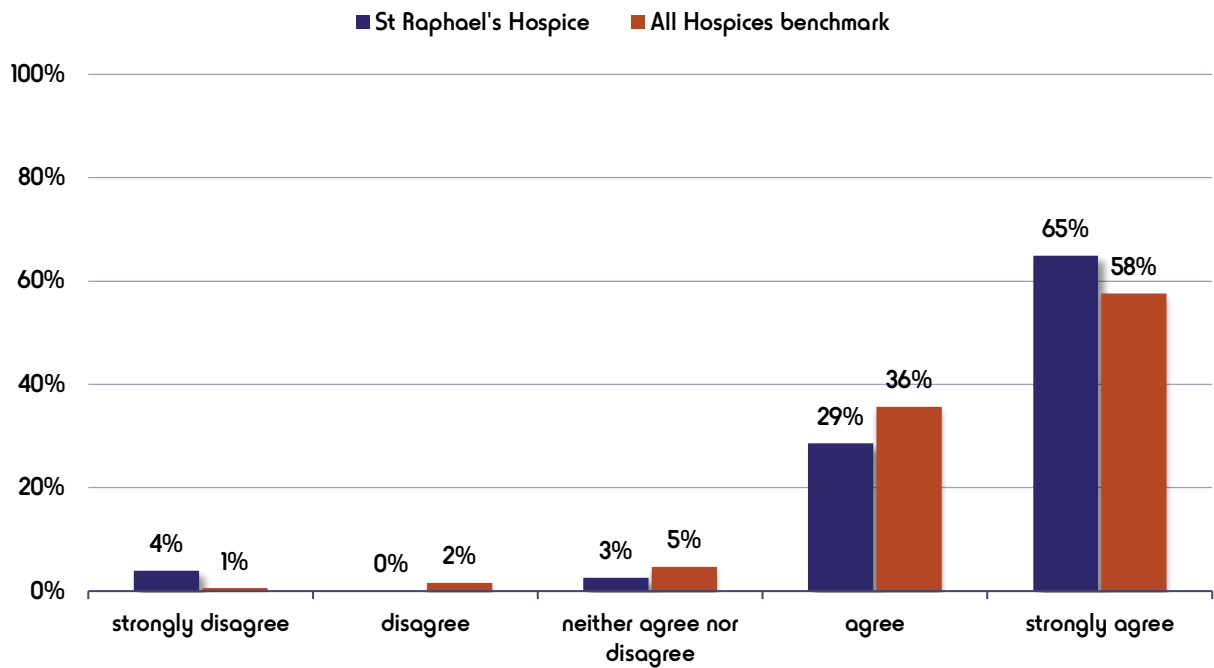


11. This charity's processes and procedures help me to do my job effectively

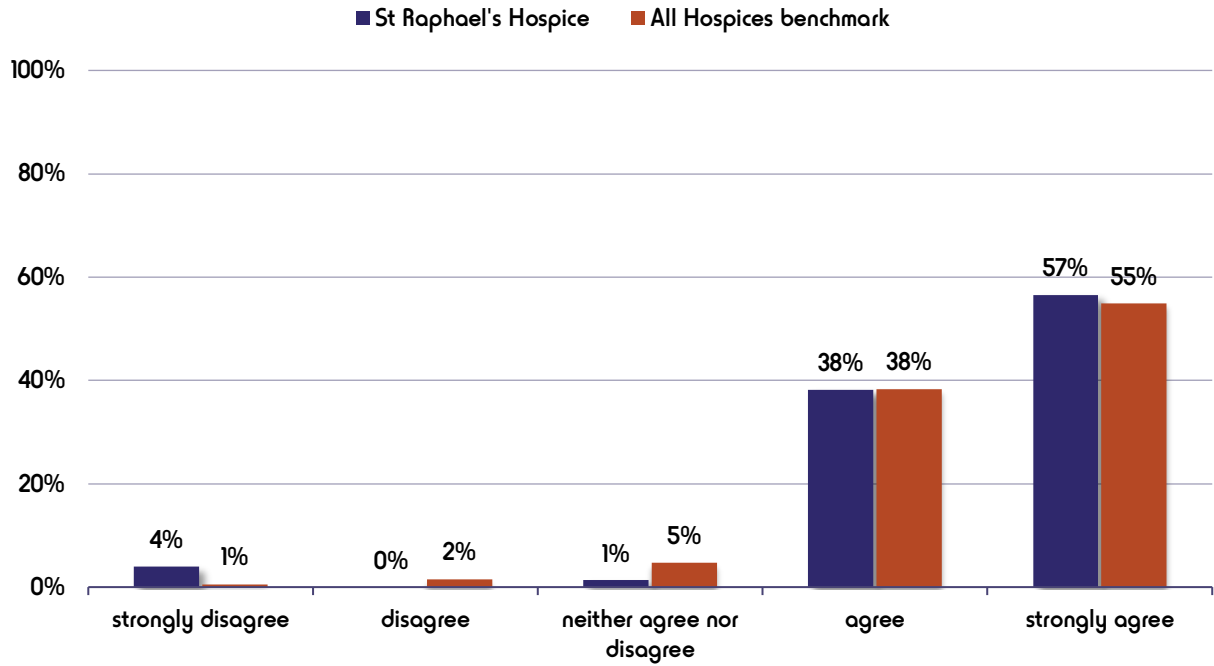


Your job

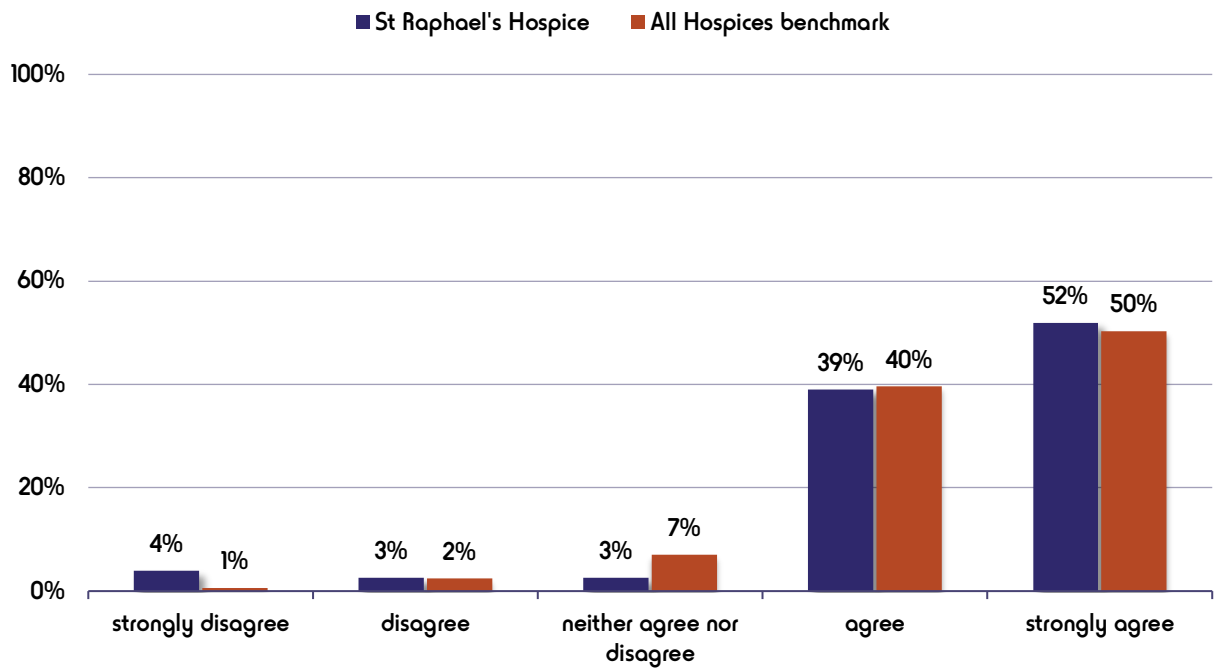
12. I enjoy the work I do



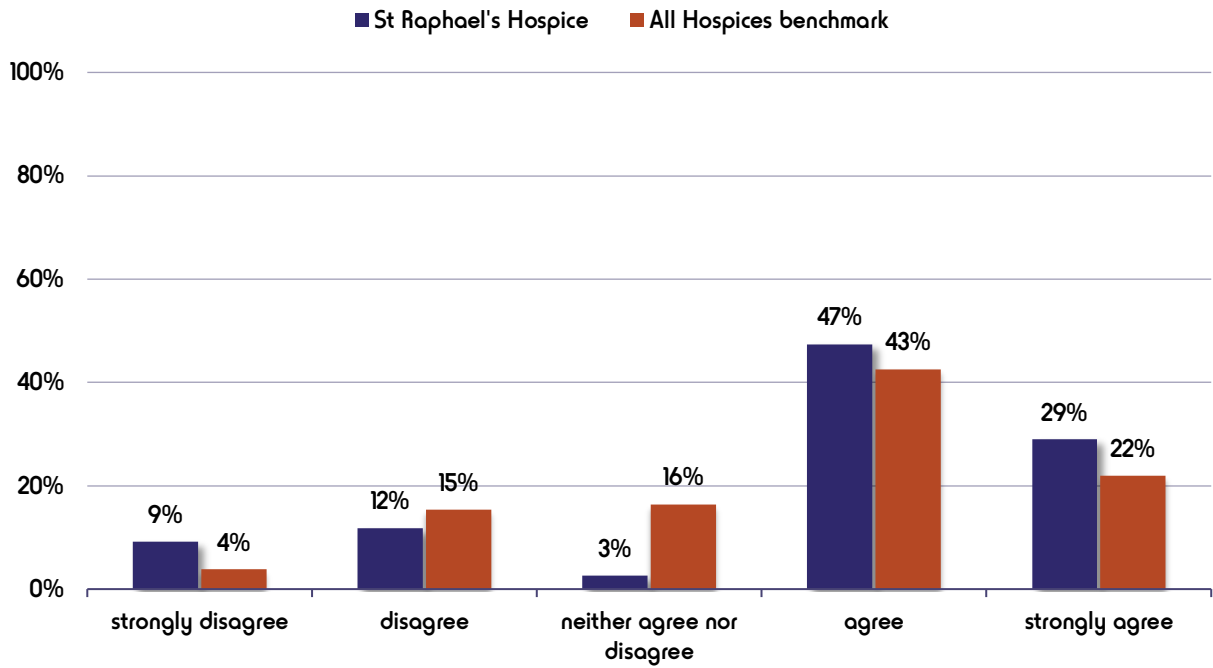
13. I enjoy working with the people in this charity



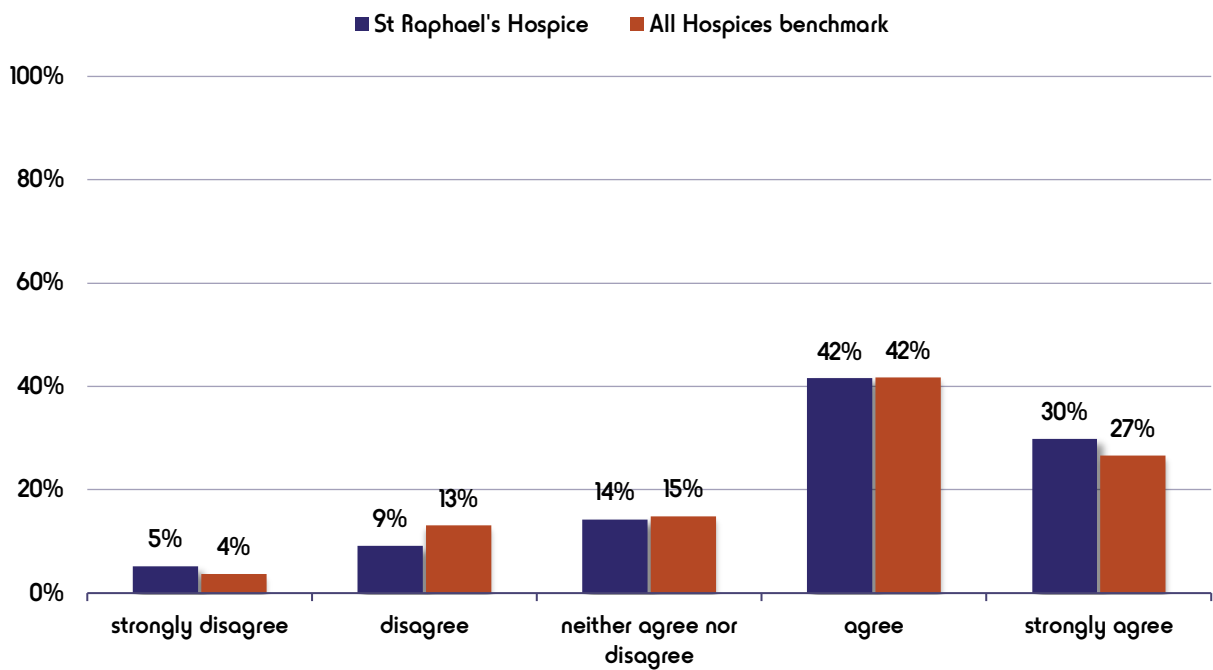
14. I feel like I am making a difference



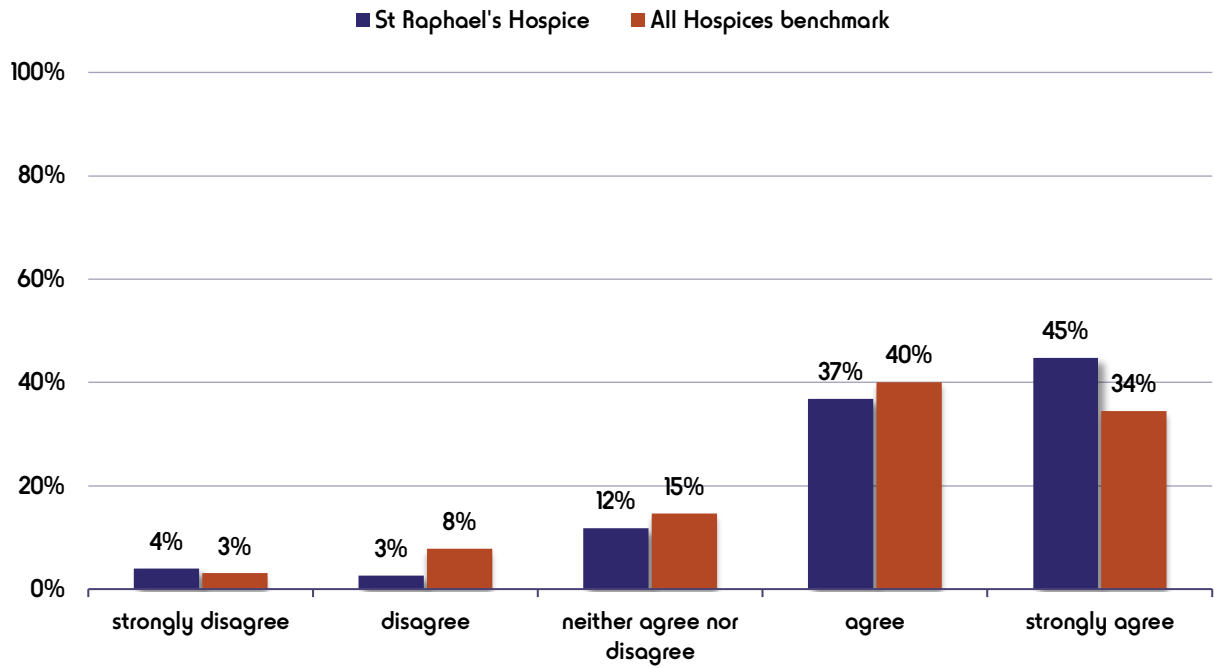
15. My workload is manageable



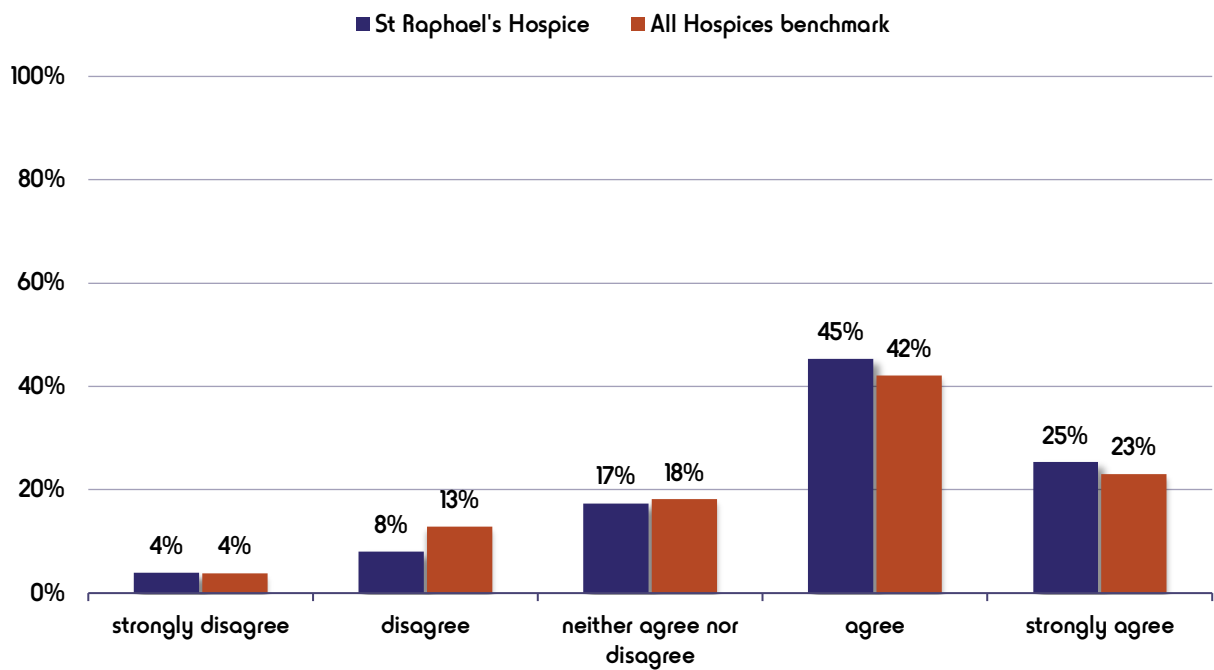
16. I do not feel under pressure to work long hours



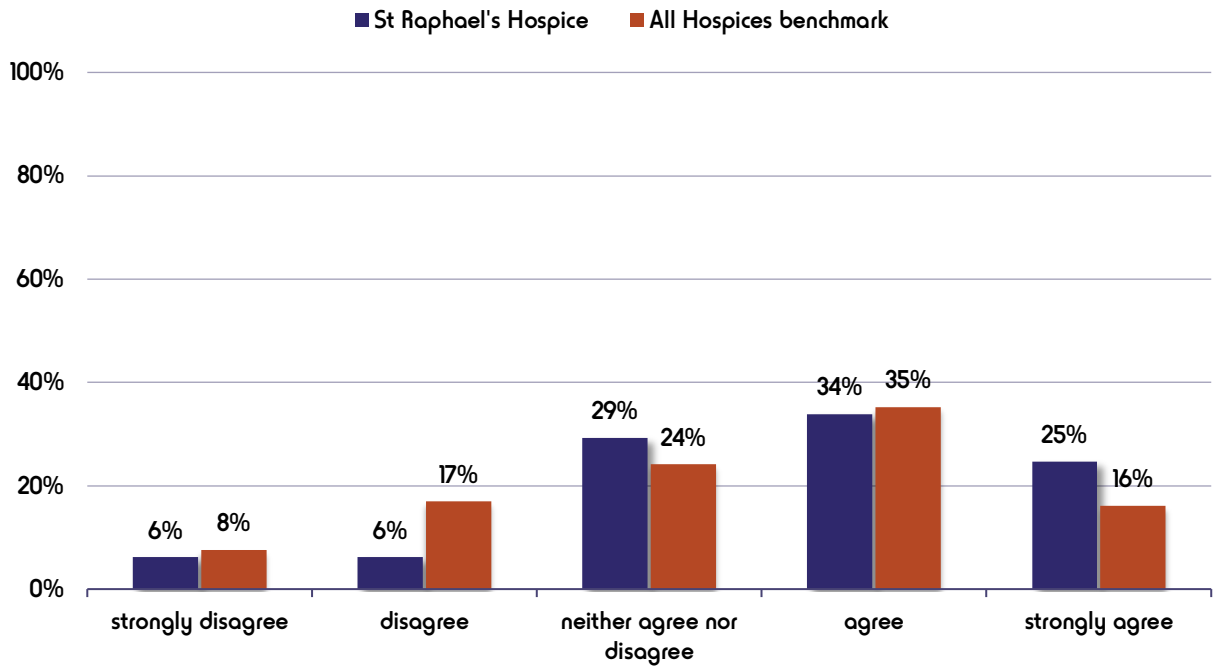
17. I am happy with the flexible working practices here



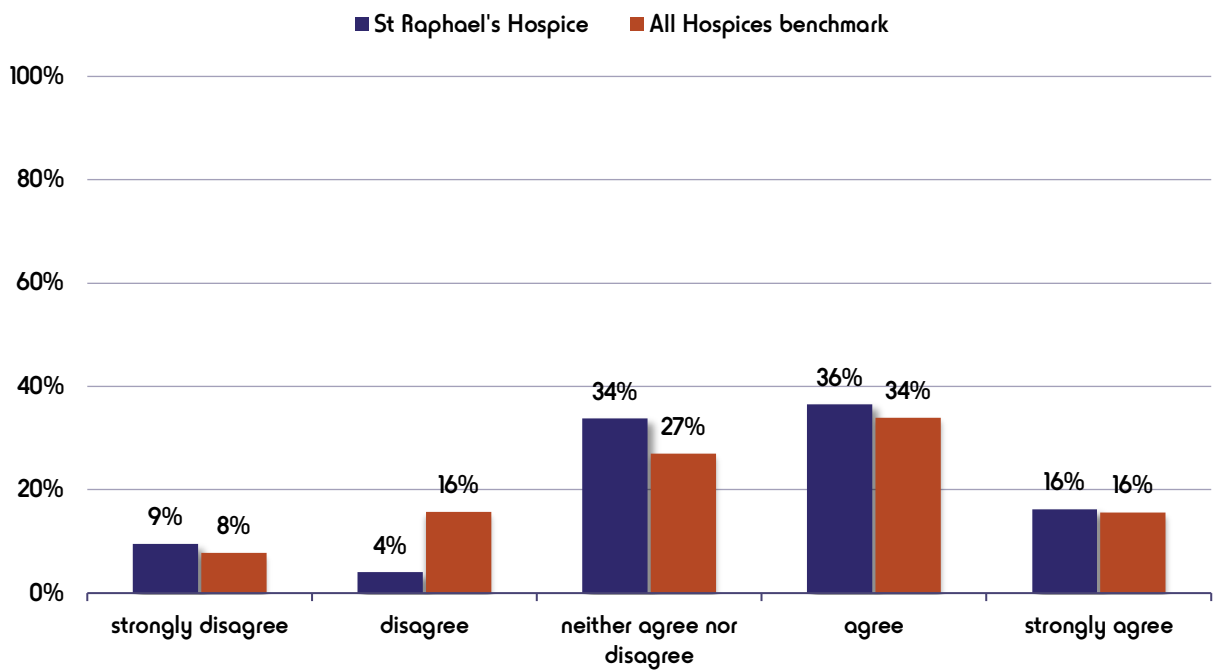
18. I am not concerned about my job security



19. My pay is competitive in comparison to people doing similar work in the charity sector

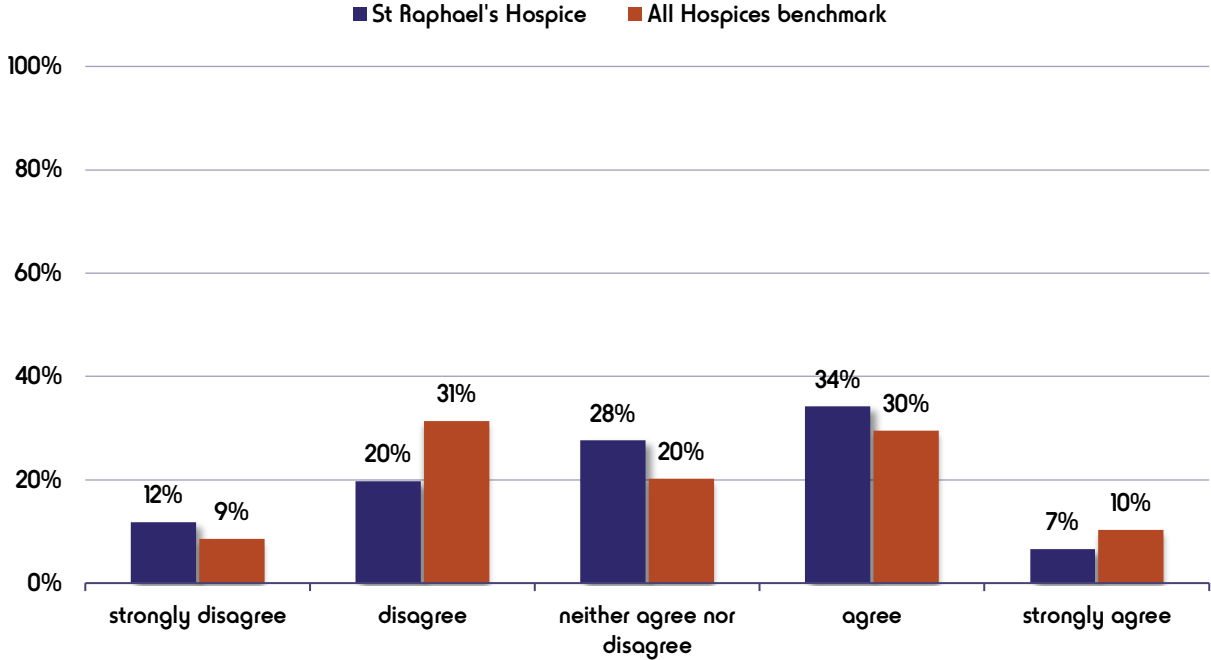


20. Pay is handled fairly here

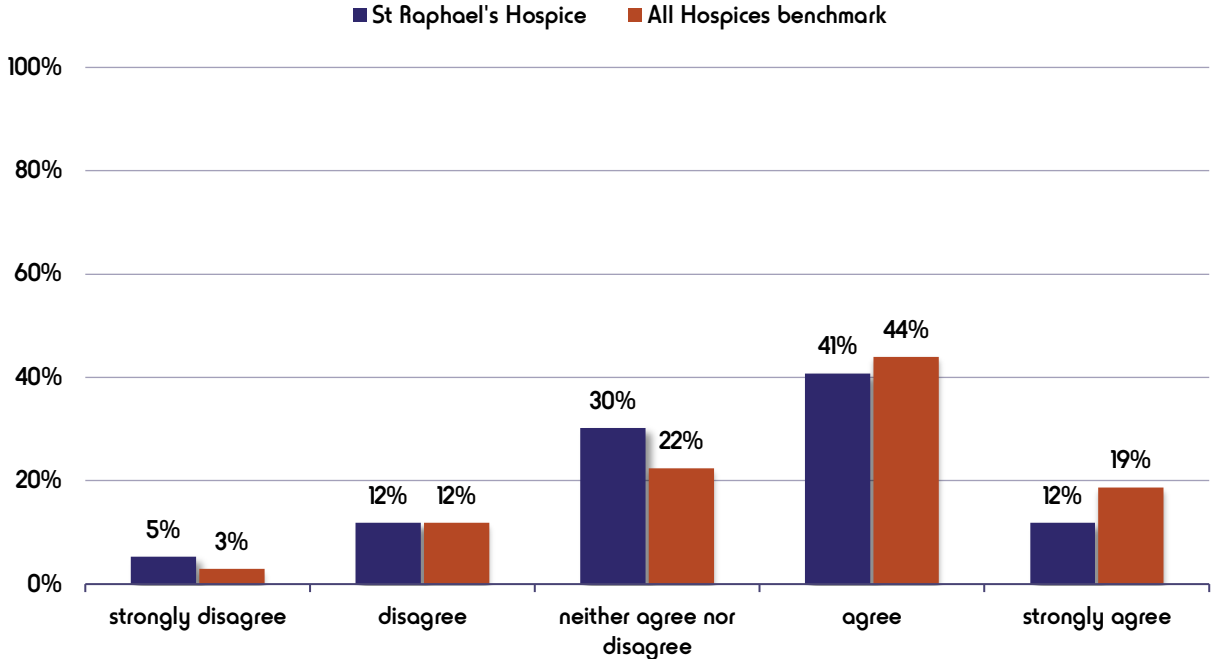


Your wellbeing

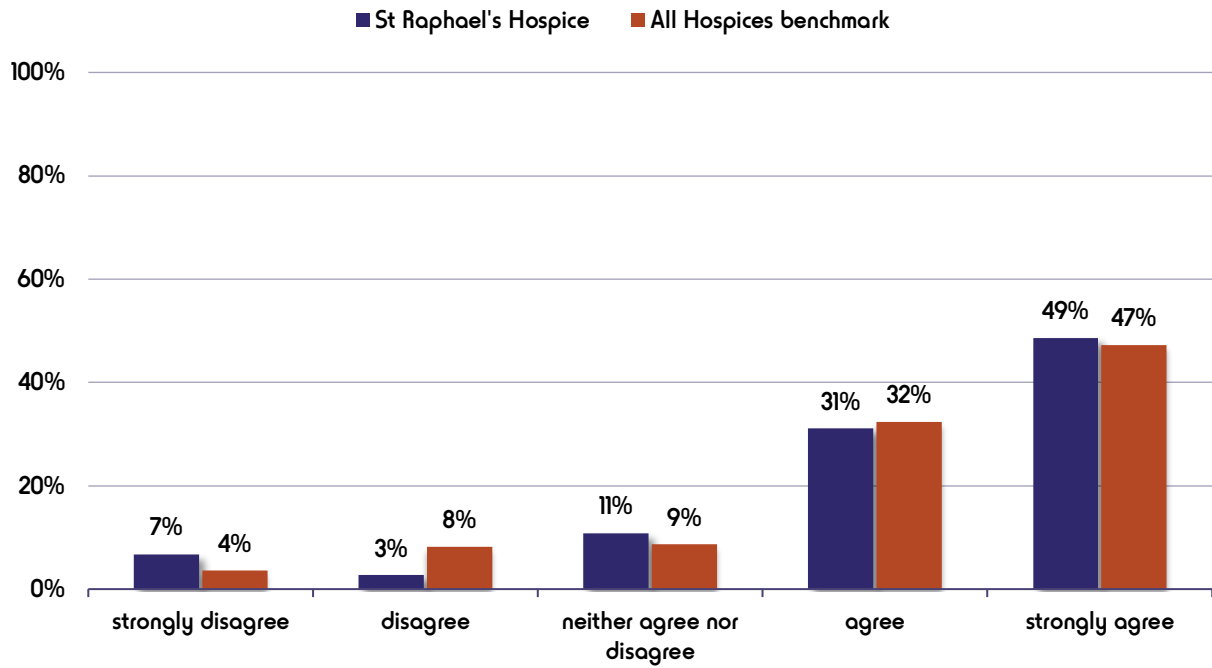
21. I never feel overwhelmed by stress at work



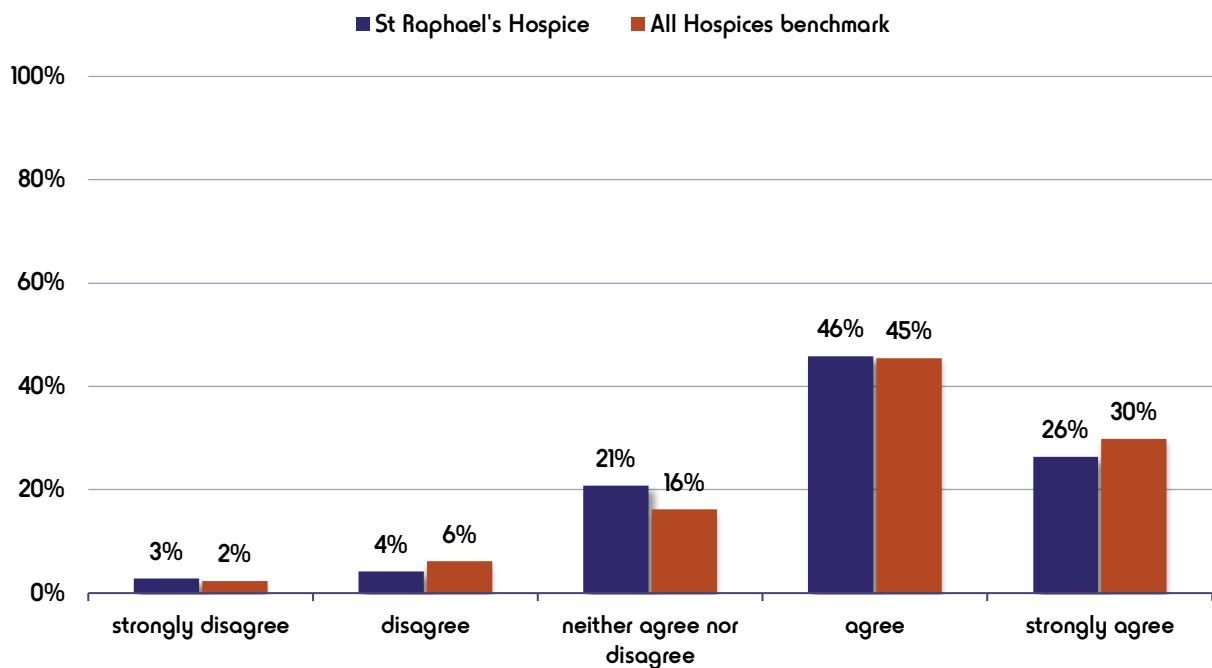
22. This charity actively encourages its staff to improve their physical and mental wellbeing



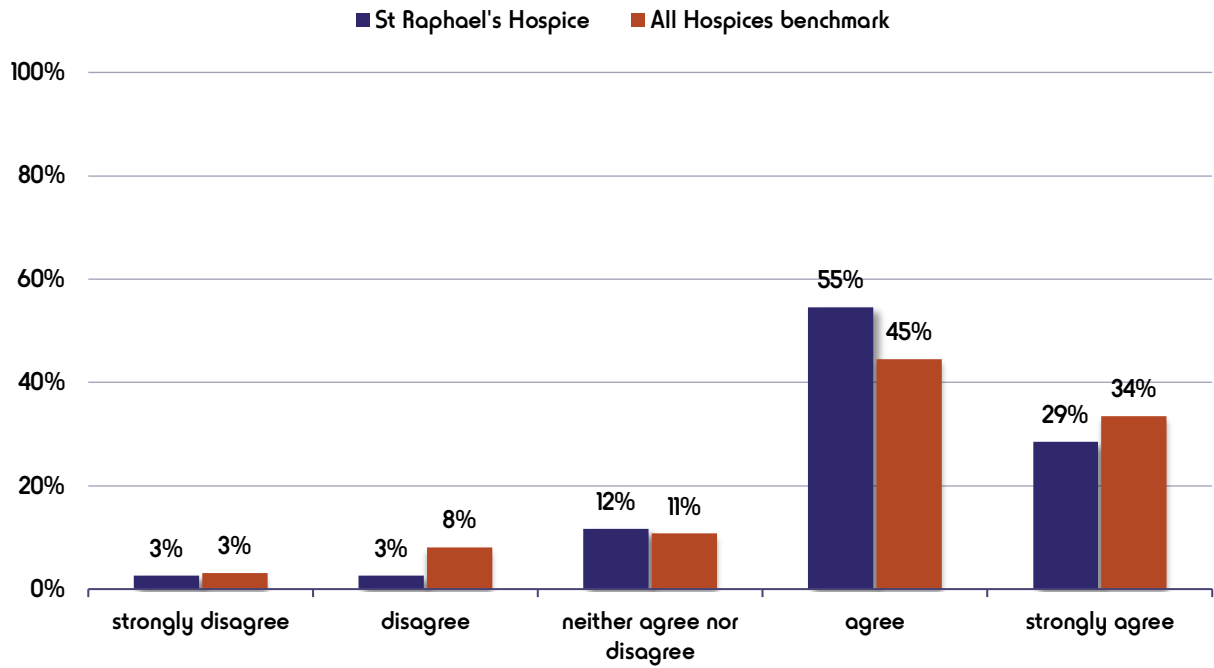
23. In the last year I have not experienced bullying or harassment at work



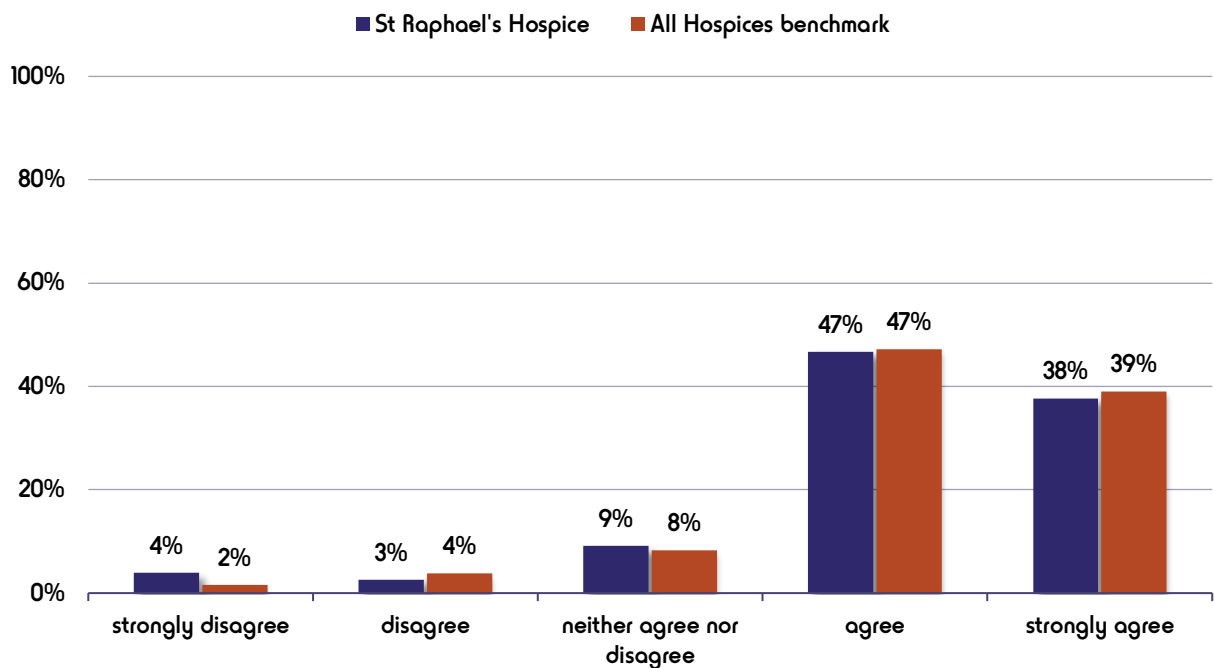
24. I have access to appropriate emotional and mental health support at work when or if I need it



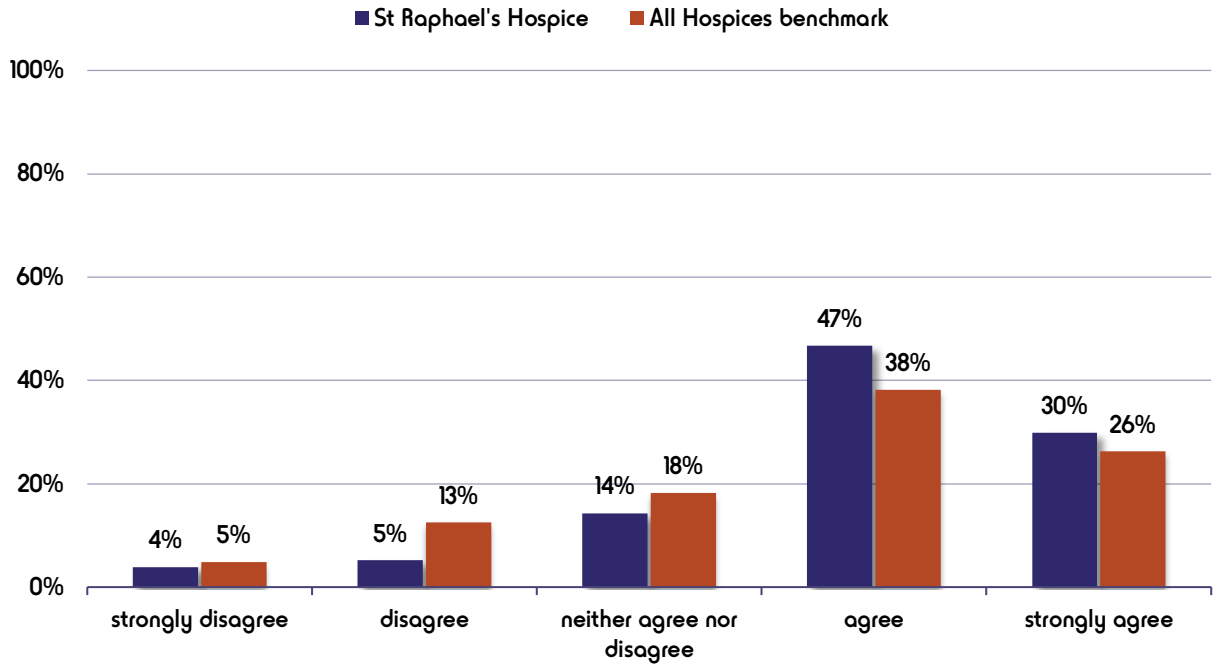
25. I would feel able to raise a personal or wellbeing issue here if I needed to



26. I am comfortable being myself at work

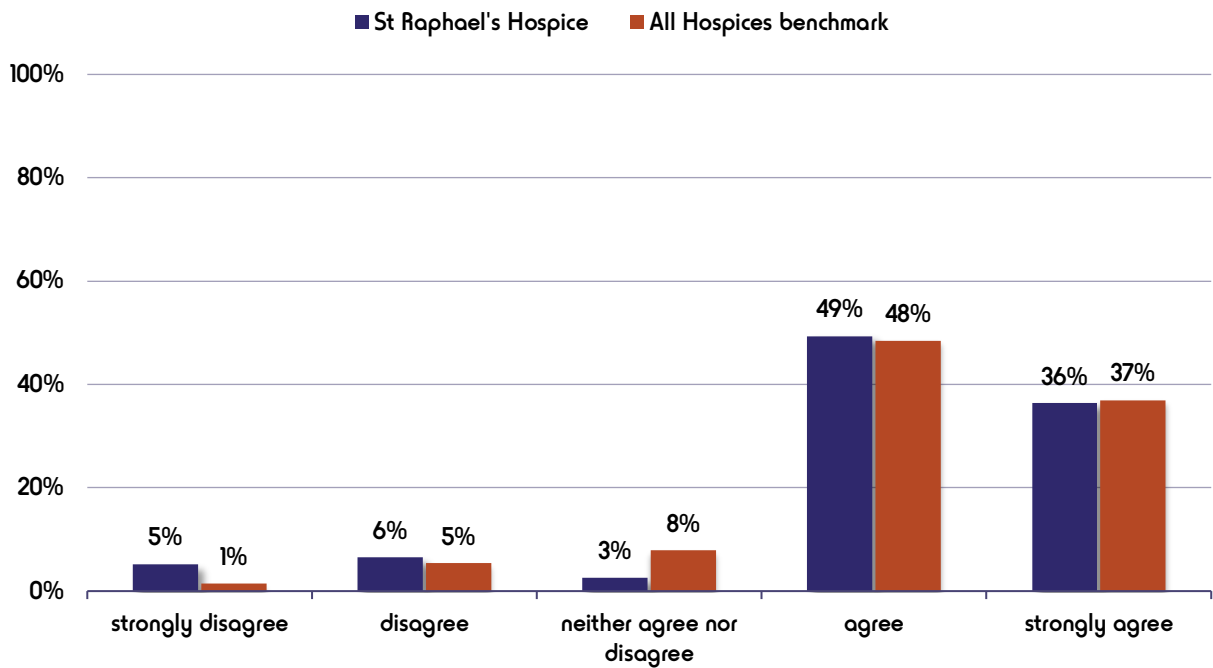


27. My morale at work is high

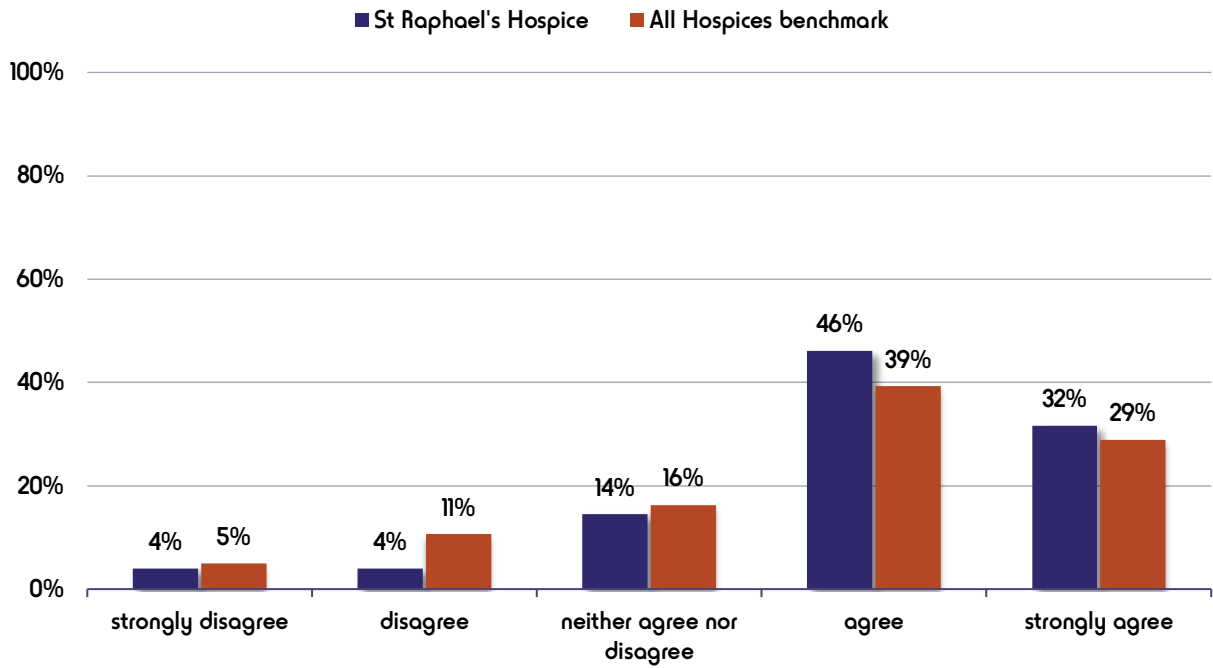


People management

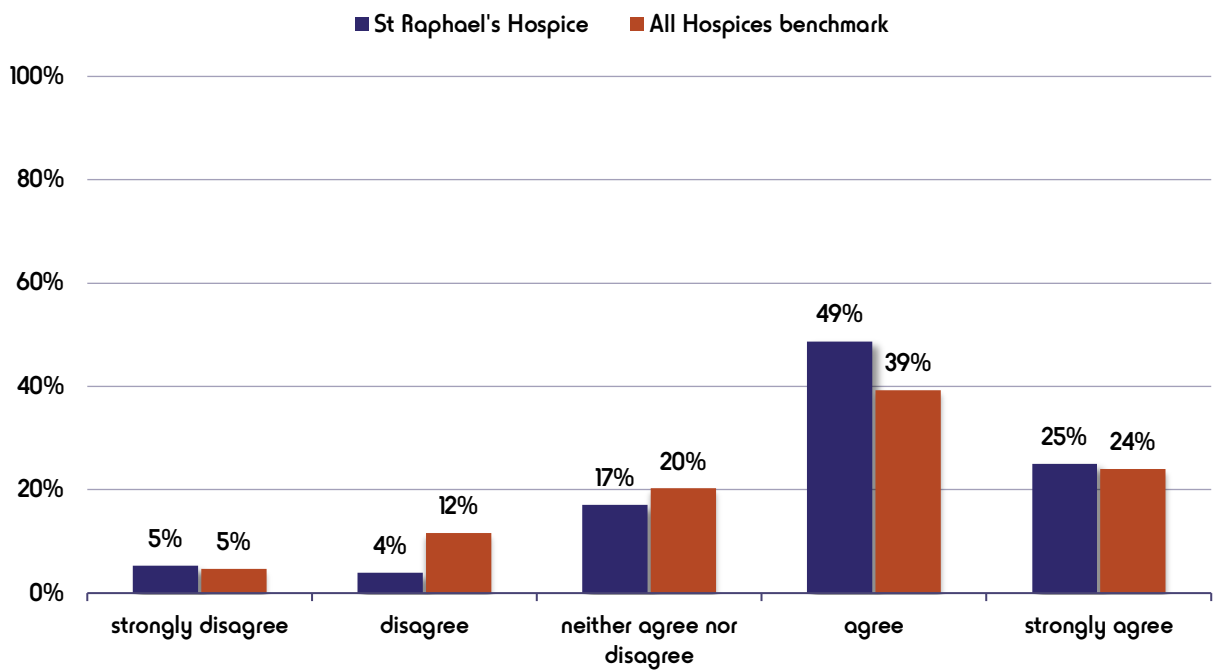
28. I am clear about what is expected of me in my job



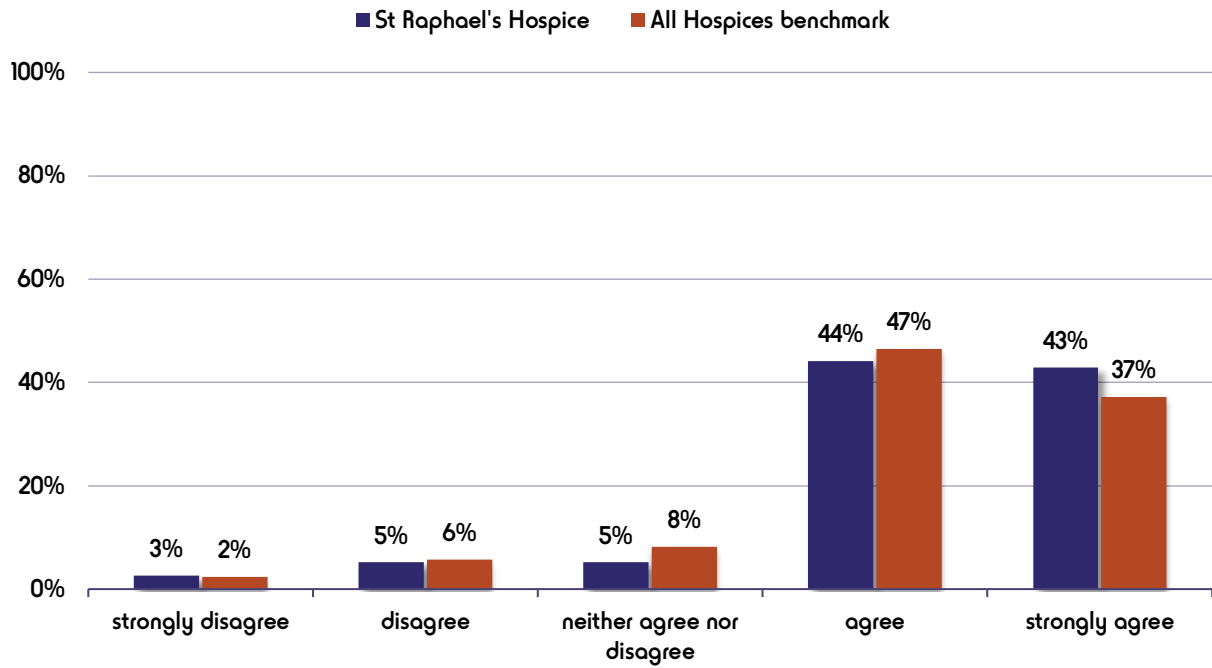
29. I feel appreciated here



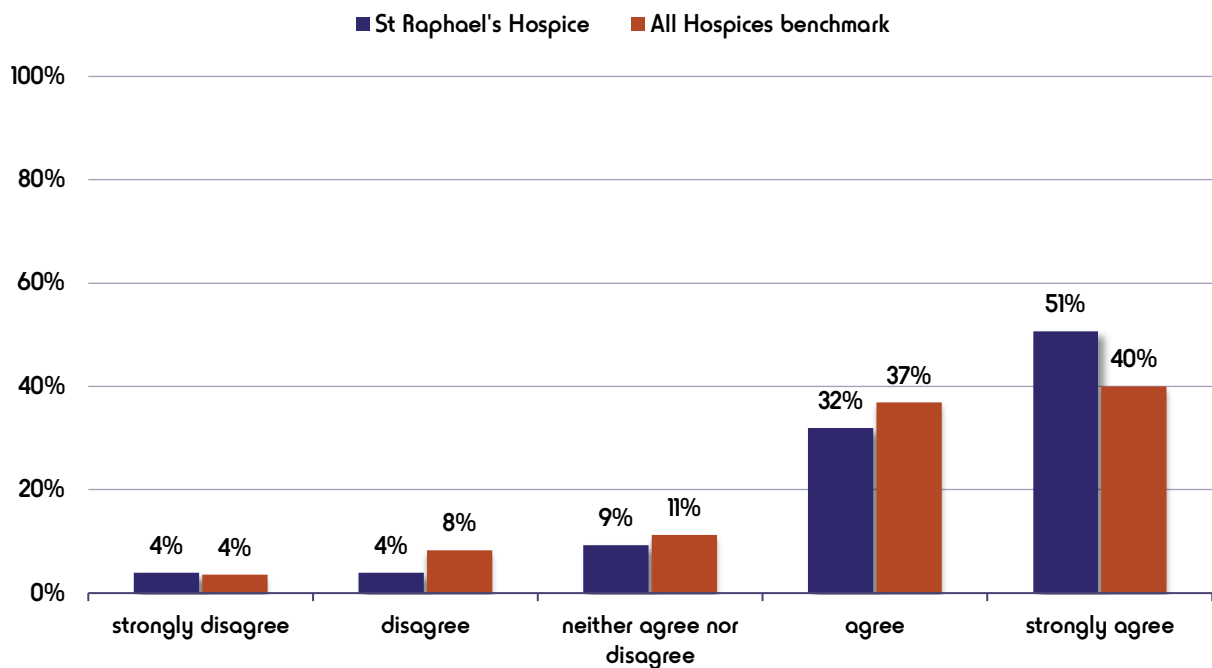
30. My views are listened to and valued



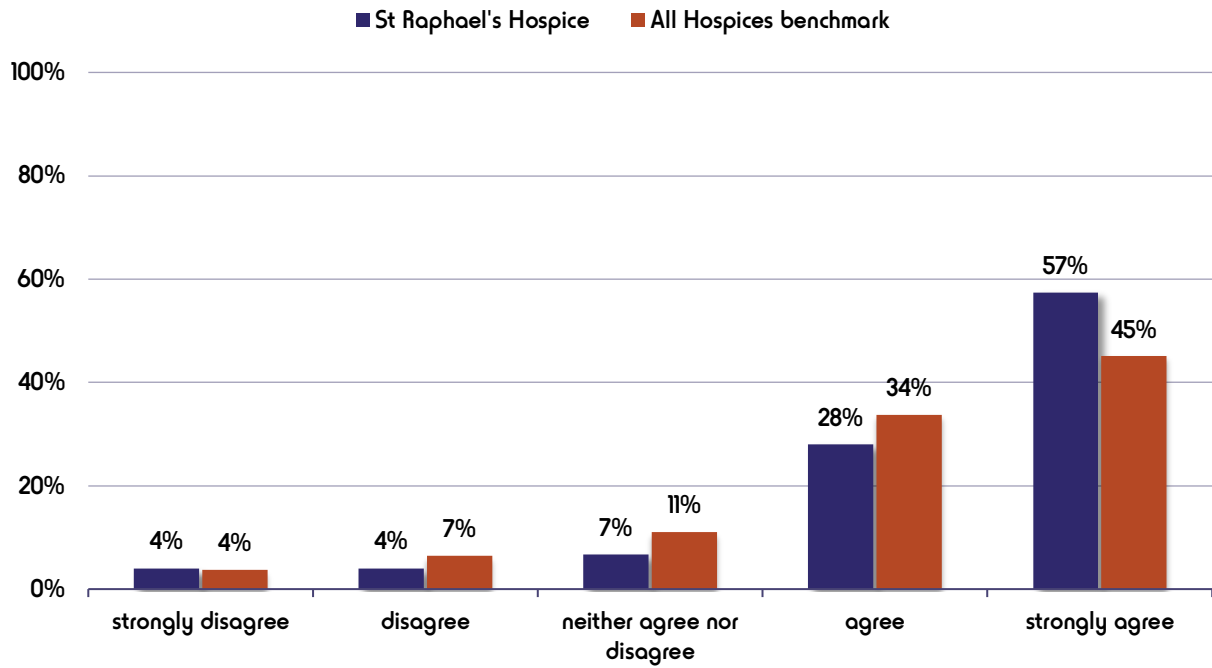
31. I am trusted to do my job and/or make decisions that are relevant to my role



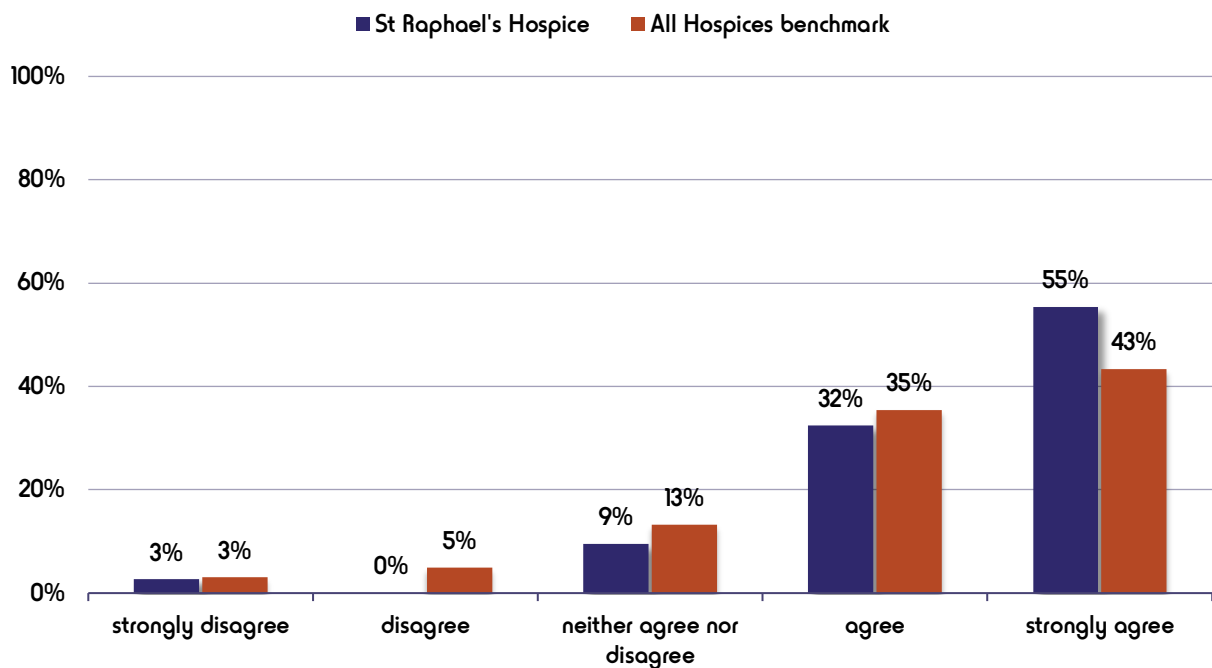
32. My immediate manager gives me clear feedback on my work



33. I feel well supported by my immediate manager

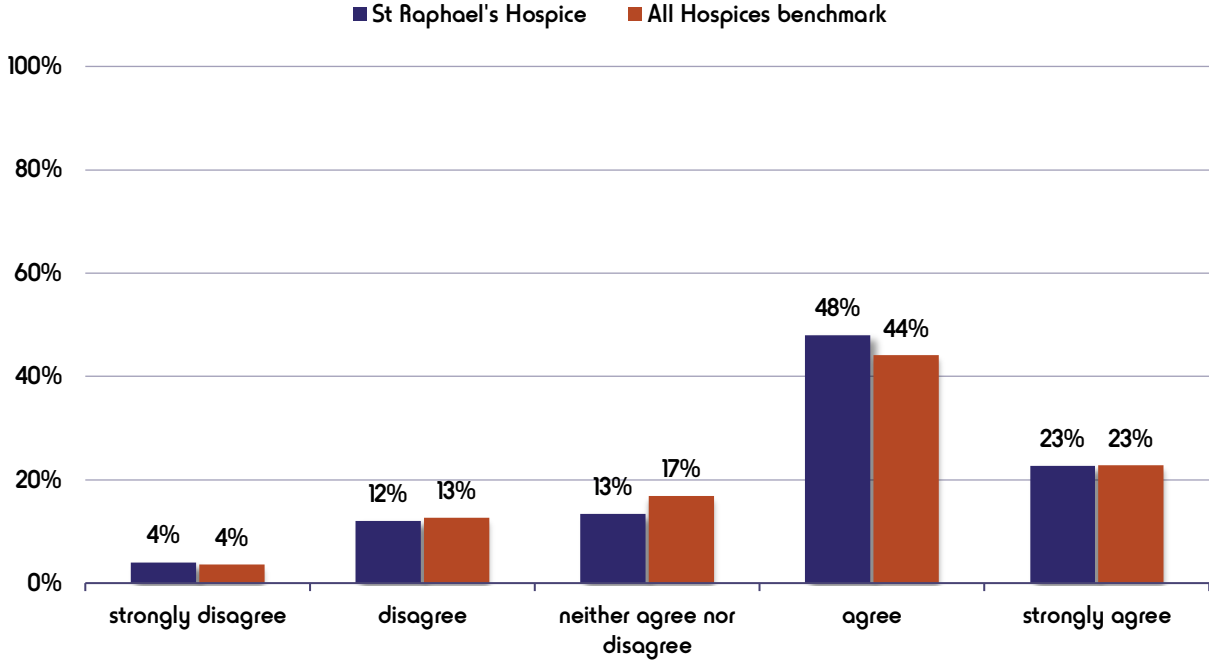


34. My immediate manager demonstrates the charity's values in the way that they work

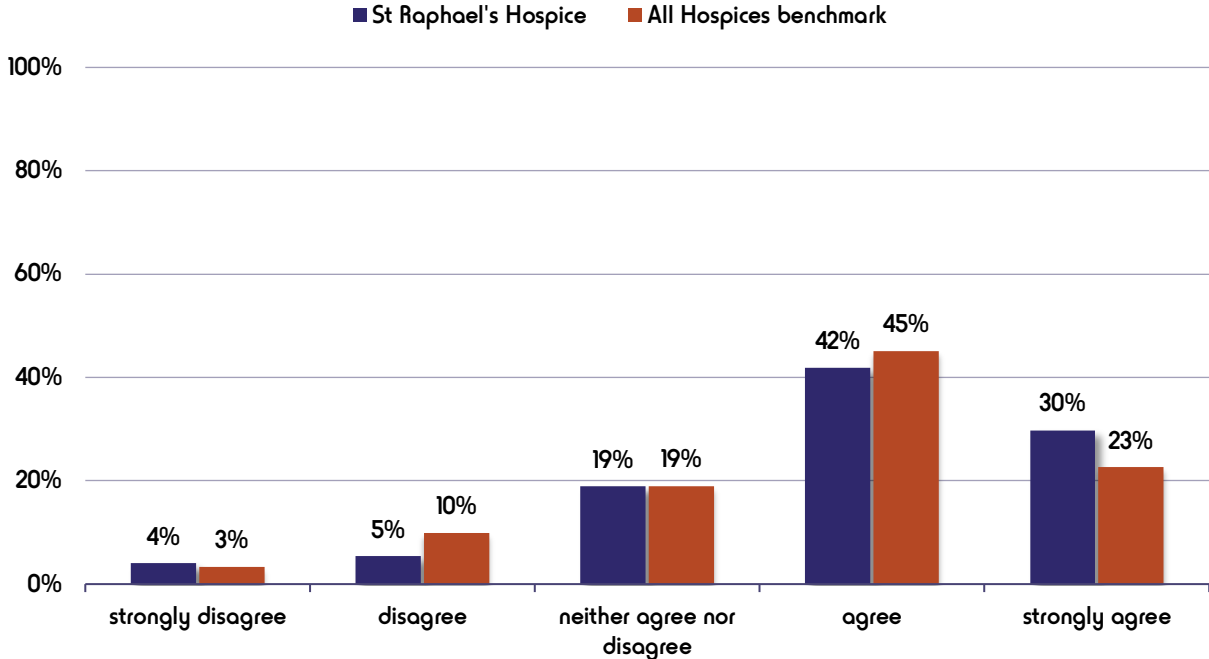


Training and development

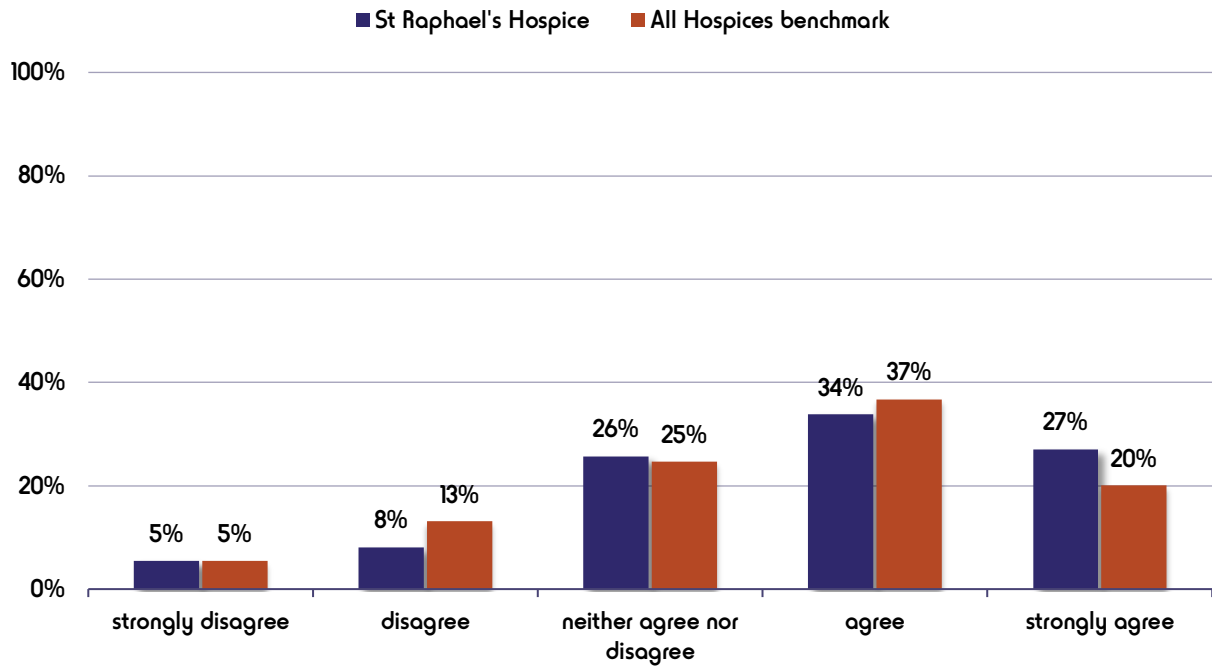
35. This charity makes best use of my abilities



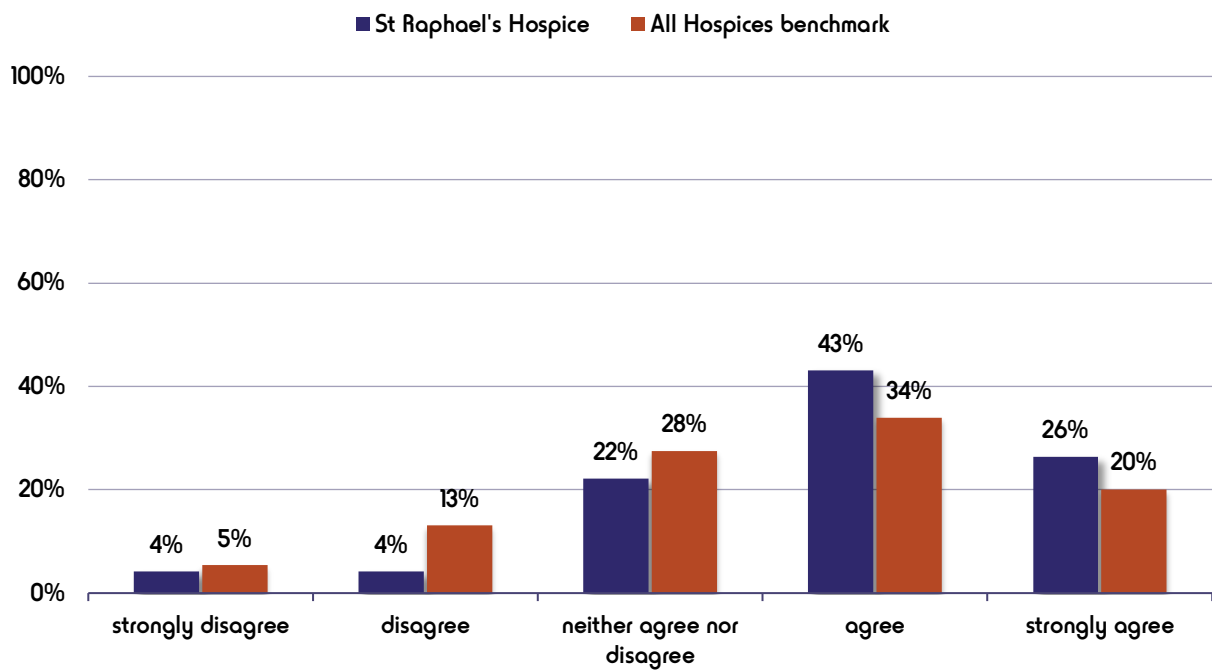
36. I receive the training / development I need to do my job well



37. I am happy with the personal development opportunities here

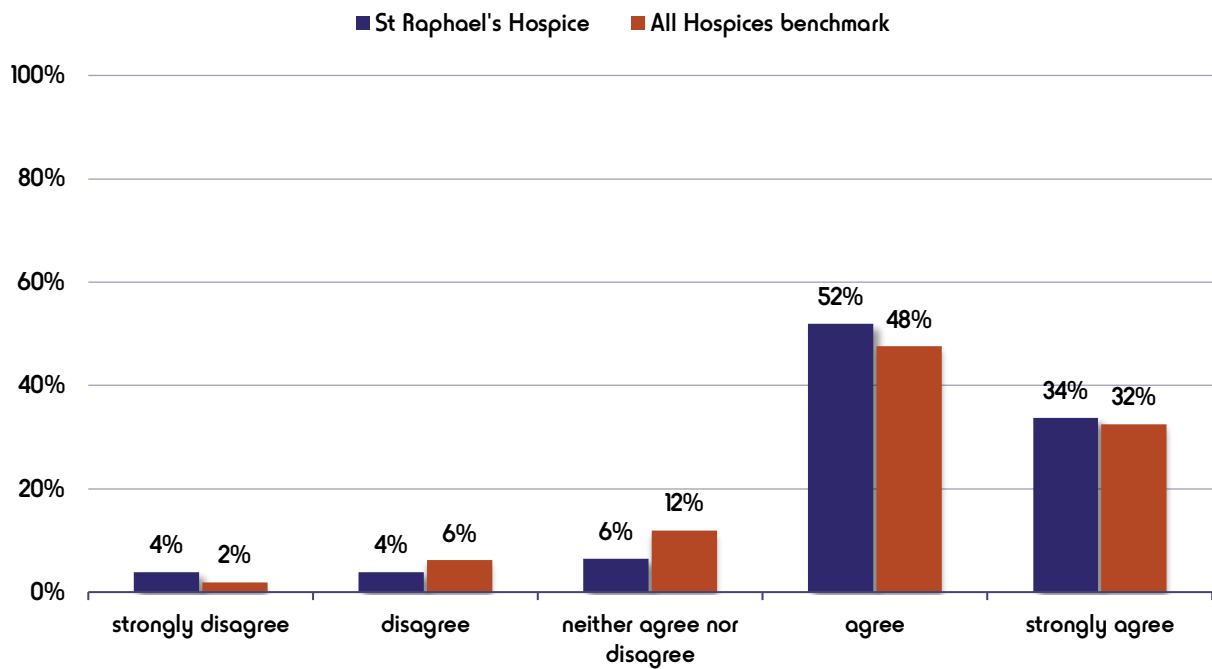


38. I feel supported in developing my career

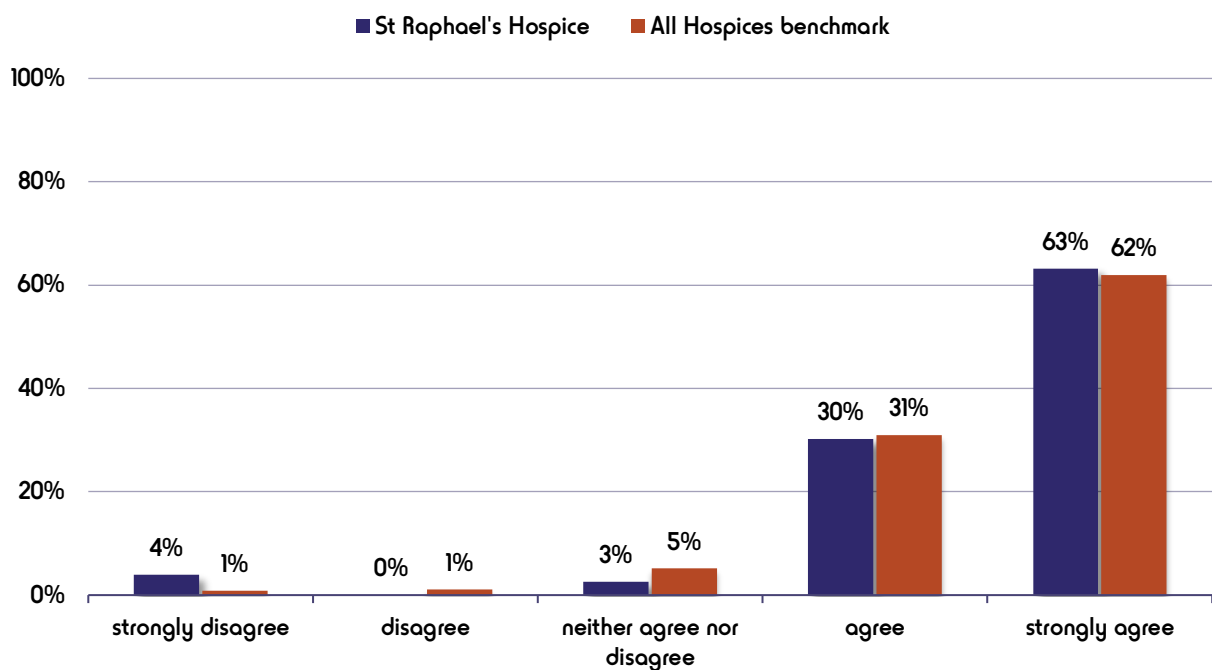


Overall

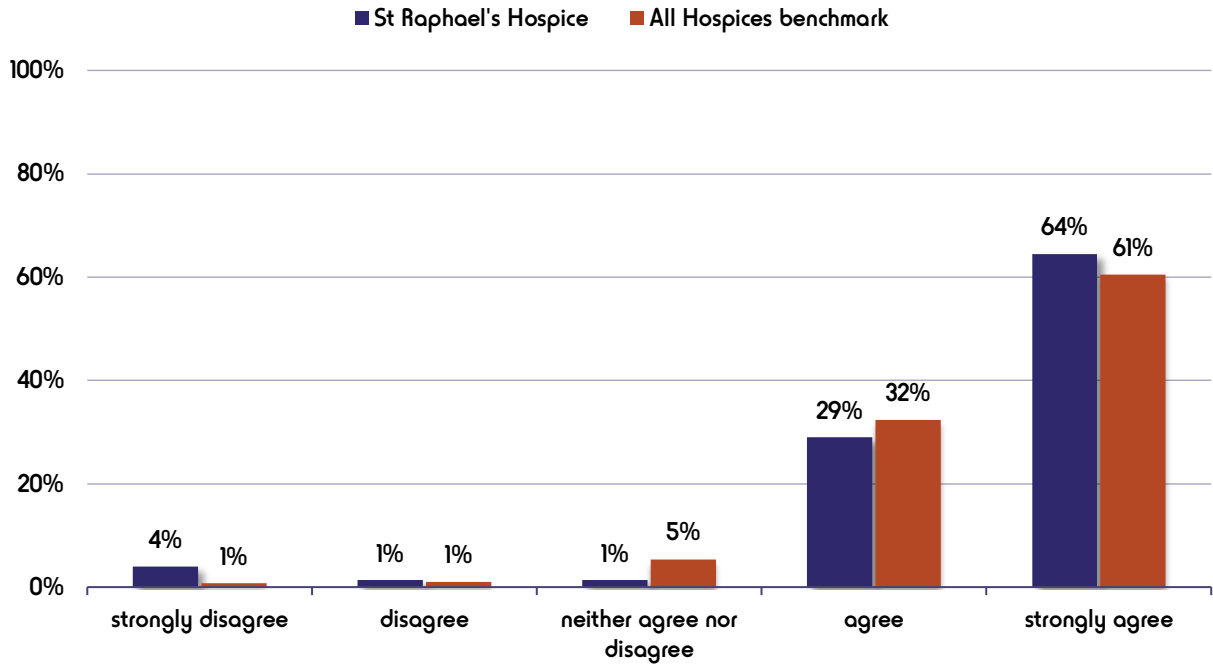
39. Overall, I am satisfied with my job



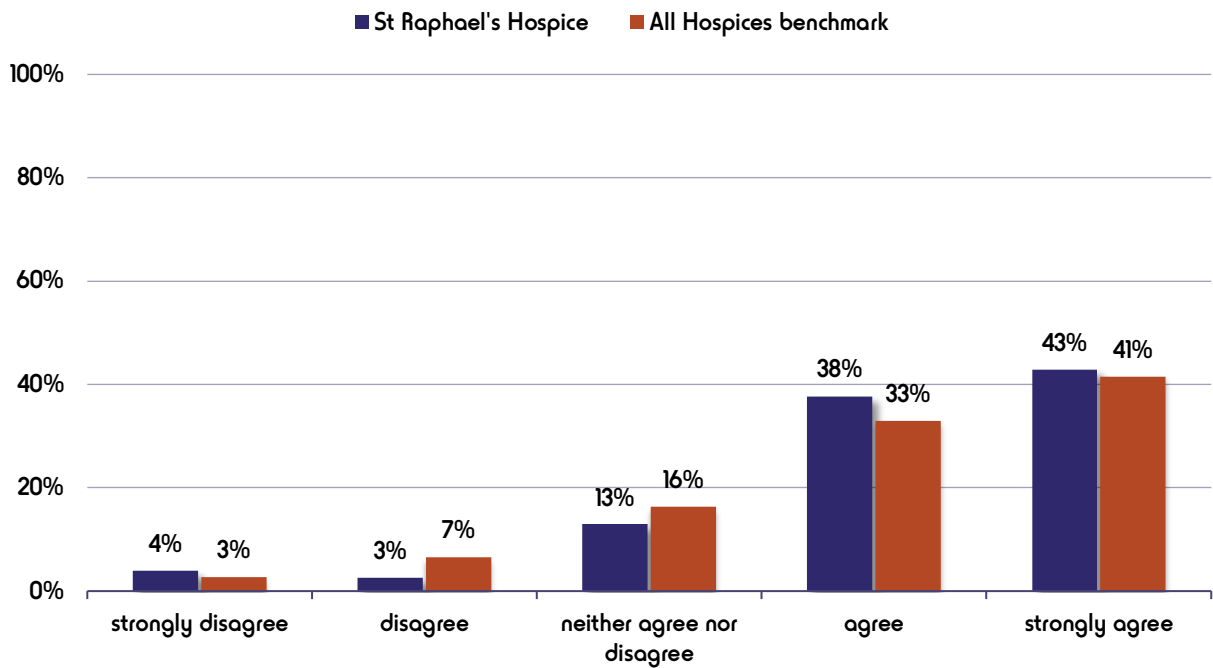
40. I am proud to work for this charity



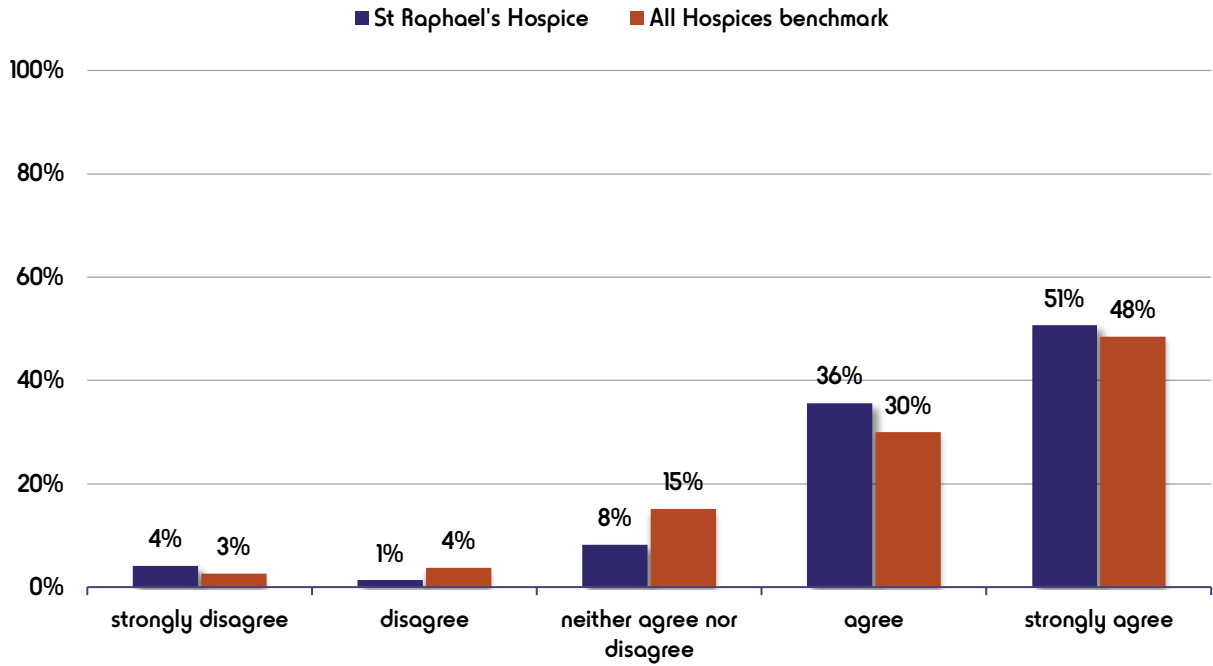
41. I believe in the aims of this charity



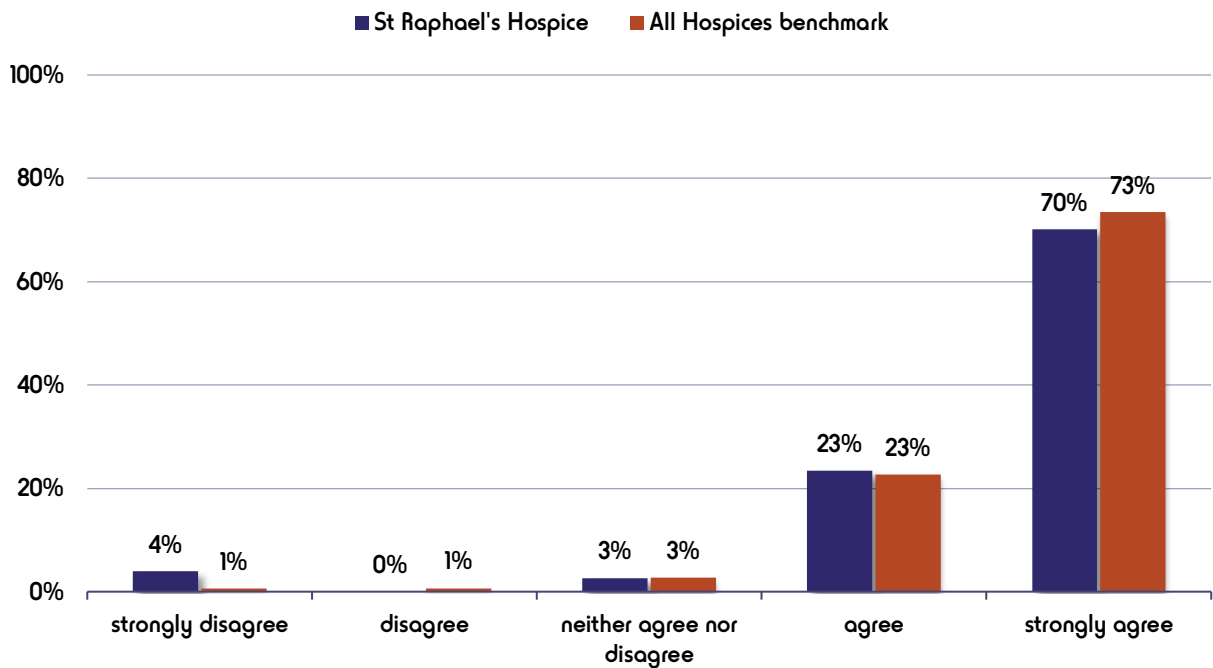
42. I would recommend this charity as an employer



43. I would like to be working for this charity in a year's time



44. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation



Engagement overview

To provide an 'at a glance' picture of engagement, Birdsong has identified seven key engagement indicators from the survey questionnaire. These are questions that, through close examination of our benchmarks over the years, we deem as some of the most significant indicators of engagement.

This table shows the Total Agree score for St Raphael's Hospice for each of the Birdsong Key Indicators, compared to the collective score for All Hospices participating in the 2021 Hospice Survey.

Birdsong Key Engagement Indicators	Your charity's Total Agree Score	Benchmark
The Chief Executive and Leadership Team are committed to making this charity a great place to work	78%	73%
I feel like I am making a difference	91%	90%
I am comfortable being myself at work	84%	86%
My morale at work is high	77%	64%
I feel appreciated here	78%	68%
I am proud to work for this charity	93%	93%
I would recommend this charity as an employer	81%	74%
Overall Engagement Index Score: St Raphael's Hospice	83%	78%

Survey question engagement levels

This table records the total response count for all questions and the number of responses that were given as “don’t know / not relevant to me”. Gathering and recording this information provides further insight into staff engagement levels with survey topic areas.

For questions where more than 15% of respondents did not engage the counts are highlighted in **red**. Where this occurred for more than 10% of respondents the counts are highlighted in **yellow**. The questions are listed in the order they appeared in the survey.

Survey Engagement Levels - Charity Pulse 2021
St Raphael's Hospice

Survey sections / questions:	Counts:	
	Total responses per question	Don't know / not relevant' answers
Communication and leadership		
1. I understand what this charity wants to achieve as an organisation	77	0
2. I feel well informed about what is happening within the charity	77	0
3. Communication between different teams / departments is effective	77	1
4. The Chief Executive and Leadership Team communicate effectively with staff	76	1
5. The Chief Executive and Leadership Team are committed to making this charity a great place to work	77	1
6. I have confidence in the Chief Executive and Leadership Team	76	1
7. I have confidence in the Trustee Board	77	3
Ways of working		
8. This charity acts fairly in its dealings with everyone (regardless of age, sex, ethnicity, disability and all protected characteristics*)	77	2
9. This charity makes best possible use of supporters' time and money	77	7
10. This charity is doing everything it can to reduce its impact on the environment	76	5
11. This charity's processes and procedures help me to do my job effectively	76	0
Your job		
12. I enjoy the work I do	77	0
13. I enjoy working with the people in this charity	76	0
14. I feel like I am making a difference	77	0
15. My workload is manageable	76	0
16. I do not feel under pressure to work long hours	77	0
17. I am happy with the flexible working practices here	77	1
18. I am not concerned about my job security	76	1
19. My pay is competitive in comparison to people doing similar work in the charity sector	77	12
20. Pay is handled fairly here	77	3

	Total responses per question	Counts: Don't know / not relevant' answers
Your wellbeing		
21. I never feel overwhelmed by stress at work	76	0
22. This charity actively encourages its staff to improve their physical and mental wellbeing	77	1
23. In the last year I have not experienced bullying or harassment at work	76	2
24. I have access to appropriate emotional and mental health support at work when or if I need it	77	5
25. I would feel able to raise a personal or wellbeing issue here if I needed to	77	0
26. I am comfortable being myself at work	77	0
27. My morale at work is high	77	0
People management		
28. I am clear about what is expected of me in my job	77	0
29. I feel appreciated here	76	0
30. My views are listened to and valued	77	1
31. I am trusted to do my job and/or make decisions that are relevant to my role	77	0
32. My immediate manager gives me clear feedback on my work	77	2
33. I feel well supported by my immediate manager	76	1
34. My immediate manager demonstrates the charity's values in the way that they work	75	1
Training and development		
35. This charity makes best use of my abilities	77	2
36. I receive the training / development I need to do my job well	77	3
37. I am happy with the personal development opportunities here	77	3
38. I feel supported in developing my career	76	4
Overall		
39. Overall, I am satisfied with my job	77	0
40. I am proud to work for this charity	76	0
41. I believe in the aims of this charity	76	0
42. I would recommend this charity as an employer	77	0
43. I intend to be working for this charity in a year's time	76	3
44. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	77	0

Appendix I -Participating Hospices

Hospices (ordered alphabetically):

Beaumont House Community Hospice	Paid staff only	St Joseph's Hospice	Paid staff only
Blythe House Hospice	Staff & volunteers	St Luke's Hospice, Plymouth	Staff & volunteers
Bury Hospice	Paid staff only	St Raphael's Hospice	Paid staff only
Children's Hospice South West	Paid staff only	The Kirkwood	Paid staff only
Compton Care	Paid staff only	The Rotherham Hospice	Paid staff only
Derian House Children's Hospice	Staff & volunteers	Trinity Hospice & Palliative Care Services	Staff & volunteers
Dorothy House	Paid staff only	Weldmar Hospicecare	Paid staff only
ellenor	Paid staff only	Weston Hospicecare Limited	Paid staff only
Isabel Hospice	Staff & volunteers	Willowbrook Hospice	Staff & volunteers
Katharine House	Paid staff only	Wirral Hospice St John's	Staff & volunteers
Lindsey Lodge	Staff & volunteers		
LOROS	Paid staff only		
Martin House Children's Hospice	Staff & volunteers		
Noah's Ark Children's Hospice	Paid staff only		
North London Hospice	Paid staff only		
Pendleside Hospice	Paid staff only		
Phyllis Tuckwell Hospice Care	Staff & volunteers		
Pilgrims Hospices	Staff & volunteers		
Primrose Hospice	Paid staff only		
Rennie Grove Hospice Care	Paid staff only		
Saint Catherine's	Paid staff only		
St Andrew's Hospice	Paid staff only		
St Catherine's Hospice, Preston	Paid staff only		

1.0 Introduction

Safeguarding is protecting a 'persons right to live in safety, free from abuse and neglect'. The patients that may be safeguarded are those who are felt to be vulnerable due to being unable to protect themselves from harm or neglect, are or may be unable to take care of themselves or need community care services for reasons such as age, illness or disability.

If there is known or suspected abuse, a safeguarding concern should be raised through the local authority.

As set out in the Care Act 2014, information can be shared without consent if it is in the public interest, in order to prevent a crime or protect others from harm. Whether consent has been gained or a rationale to why information has been shared without consent should be documented in the event of raising a safeguarding concern.

This audit sets out to examine the Hospice's compliance with [CLIN14 Safeguarding Adults](#) and, in particular, the documentation that supports consent.

2.0 Aims

1. To assess compliance against the standards.
2. To inform discussion and required actions on Safeguarding practice.
3. To inform discussion and required actions on the suitability and use of the EPR.

3.0 Methodology

Retrospective audit of all 20 safeguarding cases raised between January 2020 and May 2021. Data collection criteria is based on local criteria. Excel data capture tool designed for data population via the EPR and clinical review of the EPR.

4.0 Standards

Standards are extracted from local policy [CLIN14 Safeguarding Adults](#):-

1. 100% safeguarding events raised to the LA are notified to the CQC
2. 100% safeguarding events have documented whether or not consent was gained from the patient before raising a safeguarding concern to the local authority.
3. 100% of safeguarding events for which consent is not gained have a clear documented rationale to why not or whether it is being raised in best interests.

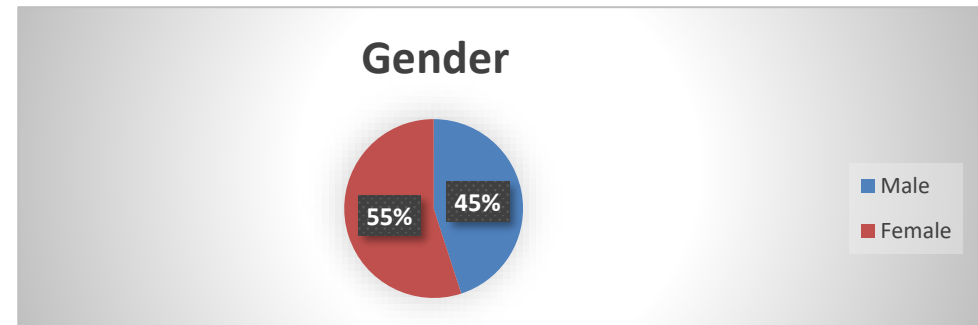
RESULTS

Introduction

Data reflects upon 20 community patients under St Raphael's Hospice who had safeguarding concerns raised between January 2020 and May 2021. 19 were raised by a Community Team CNS and one by a Community Team Doctor.

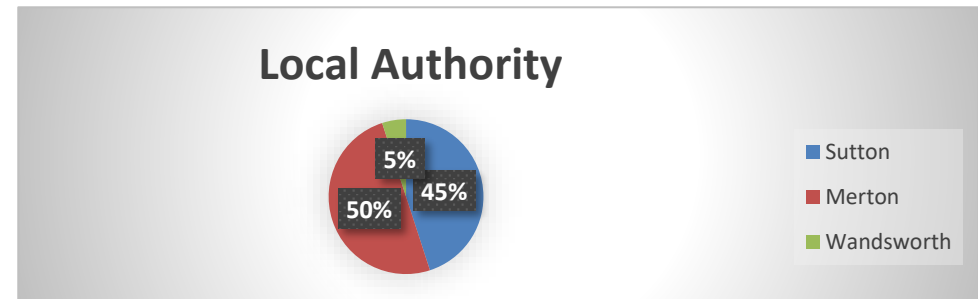
Demographics

	Safeguarding raised	%
Male	9	45%
Female	11	55%



Local Authority

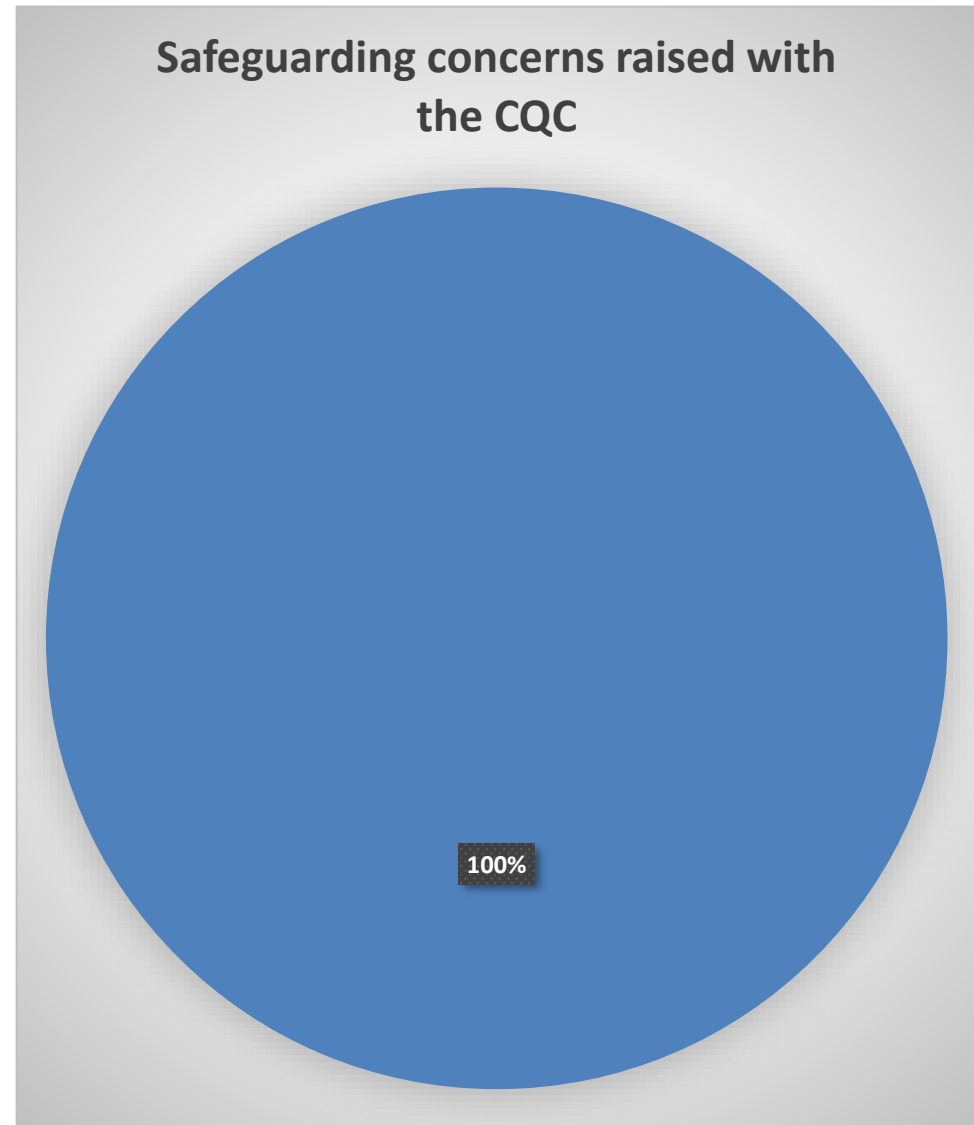
	Safeguarding raised	%
Sutton	9	45%
Merton	10	50%
Wandsworth	1	5%



Notification to CQC

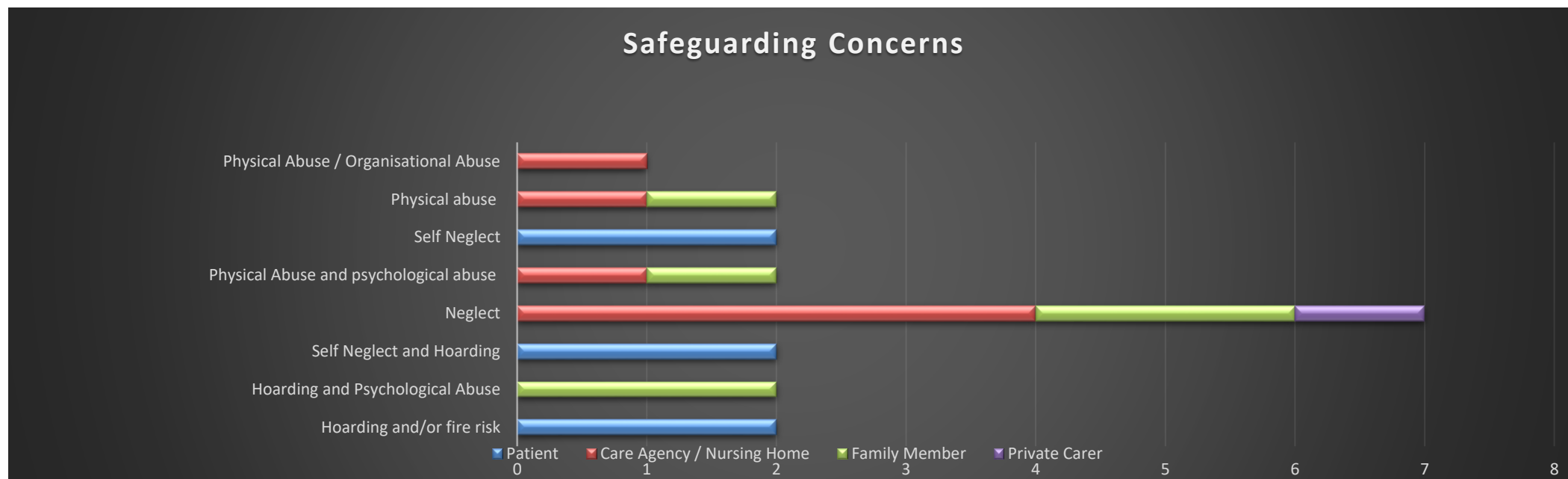
	Yes - Safeguarding notified to CQC	Compliance with Standard
Sutton	9	100%
Merton	10	
Wandsworth	1	

All safeguarding notifications were raised with the CQC.



Safeguarding Concern

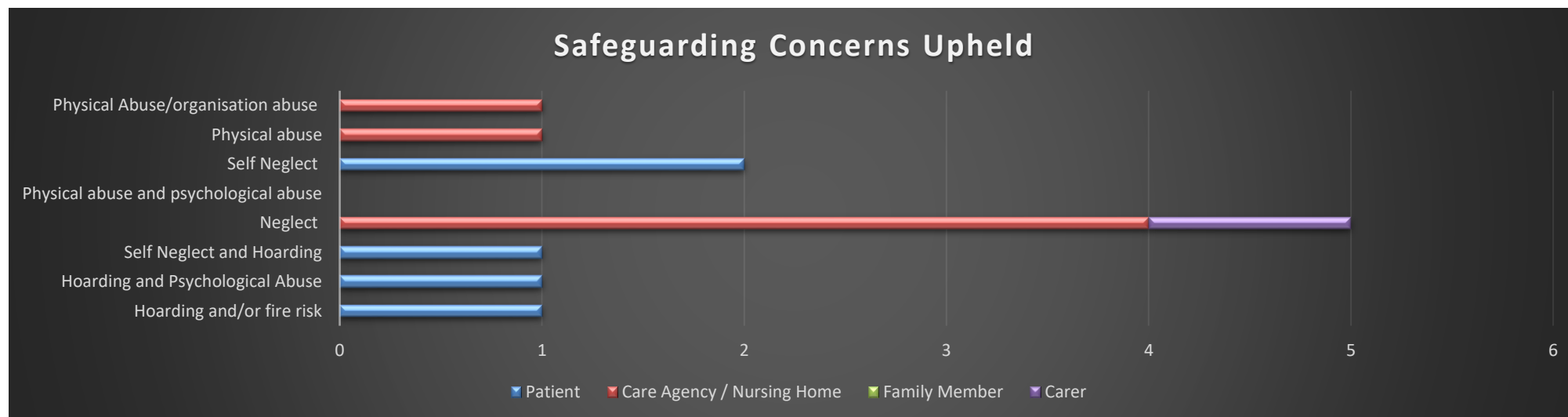
Safeguarding Concerns	Patient	Care Agency / Nursing Home	Family Member	Private Carer	Totals
Hoarding and/or fire risk	2				2
Hoarding and Psychological Abuse			2		2
Self Neglect and Hoarding	2	0			2
Neglect		4	2	1	7
Physical Abuse and psychological abuse		1	1		2
Self Neglect	2				2
Physical abuse		1	1		2
Physical Abuse / Organisational Abuse		1			1
TOTALS	6	7	6	1	20



Safeguarding Concerns Upheld by LA

Safeguarding Concerns	Patient	Care Agency / Nursing Home	Family Member	Carer	Totals
Hoarding and/or fire risk	1				1
Hoarding and Psychological Abuse			1		1
Self Neglect and Hoarding	1				1
Neglect		4		1	5
Physical abuse and psychological abuse					0
Self Neglect	2				2
Physical abuse		1			1
Physical Abuse/organisation abuse		1			1
TOTAL UPHELD	4	6	1	1	12
TOTAL RAISED	6	7	6	1	20

- 12/20 safeguarding concerns were documented as having been upheld by the LA (6 Sutton / 6 Merton).

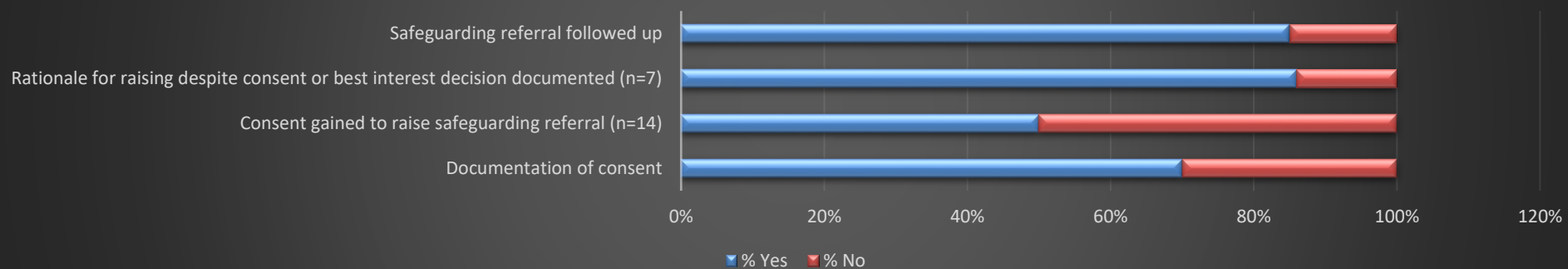


Documentation

	Numbers		%	
	Yes	No	Yes	No
Documentation of consent	14	6	70%	30%
Consent gained to raise safeguarding referral (n=14)	7	7	50%	50%
Rationale for raising despite consent or best interest decision documented (n=7)	6	1	86%	14%
Safeguarding referral followed up	17	3	85%	15%

- Documentation of whether consent was sort or not to raise a safeguarding was present for 70% of the patients.
- Of that 70%, 50% of patients consented to the safeguarding referral.
- Of the 50% that did not consent, 86% of patient had a documented rationale for why the safeguarding concern was being raised.
- One patient did not consent and there was no rationale as to why the concern was then raised.
- 30% of patients had no documentation about whether consent was gained, and if not, why not.

Documentation



5.0 Conclusions

1. All safeguarding events raised to the LA were raised with the CQC – 100% compliance.
2. 70% of patients had documentation as to whether consent was gained or not from them before the safeguarding concern was raised to the local authority.
3. 30% had no documentation on consent or capacity.
4. Of that 70%, half of the patients did not consent to the referral and 86% of those patients had a clear rationale for why not and why the safeguarding referral was still being raised.

6.0 Areas for Improvement / Actions

- 6.1 Documenting the capacity of a patient when making a safeguarding referral to the local authority.
- 6.2 Documenting the rationale for making a best interest decision when the patient had not provided or been able to provide explicit consent.
- 6.3 Update current safeguarding flow chart and training to highlight importance of documenting consent and whether or not the safeguarding referral is being made in best interests.

7.0 Auditor Comments / Discussion

- 7.1 In the majority of patients, consent or the rationale for raising the concern without consent, was documented in the referral form sent to the local authority as there are clear prompts. This may reflect what is now needed within the hospice documentation system (Crosscare).
- 7.2 Of 15% that were not followed up, 100% either died or were moved to a place of safety before safeguarding team acted.

St Raphael's Hospice
Minutes of a Meeting of the Finance & Resources Committee
Held by video call
At 14:00 on Tuesday 18th January 2022

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

In attendance: Gail Linehan (Joint CEO – GL)
 Nick Stevens (Joint CEO – NS)
 John Groom (IT & Facilities Manager – JG)
 Alex Rudkin (Quality Development Manager – AR)
 Neena Vadgama (Finance Manager – NV)
 Anna Machin (Clerk – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4.2. Balance sheet	Include Investment Income in Finance Report graphs	Nick Stevens	26 th April meeting	18.01.22-01
5. Outline 2022/23 look-ahead	Ensure discussion on inflationary assumptions discussed with Trustees	Joe Ryan, Anna Machin	26 th January Board meeting	18.01.22-02
6. Investments	Add finalised Ethical Investment statement to Investment Policy	Anna Machin	By end January	18.01.22-03
7. External audit retender	Take forward proposal to appoint haysmcintyre to Board	Joe Ryan, Anna Machin	26 th January Board meeting	18.01.22-04
8. Risk register	Circulate risk register	Anna Machin	Immediate	18.01.22-05
9. H&S update	Include further contextual information on H&S incidents	Alex Rudkin	Next report	18.01.22-06

The meeting commenced at 2pm

1. Welcome, apologies for absence and declarations of interest

Committee members were welcomed to the meeting and it was confirmed that there are no apologies.

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

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

3. Actions List and update on matters arising

The Committee reviewed the actions arising from the previous meeting:

- IPU refresh costs; Update on ethical investment; Risk register; Health & Safety update – these items are on the meeting agenda.
- Consider adding cost to budget for future Donation Centre space – a provision of £50k has been added to the budget which would partially cover the costs of moving to a new space, should the 28 days' notice be enacted.
- Gift Aid – Donations claims are up-to-date since October 2021 and will be made on a quarterly basis going forwards. Retail has a large amount of Gift Aid paperwork which is being scanned and processed as priority.

4. 2021/22 Year to Date Finance Report

4.1. Management accounts to 31st December – Nick Stevens presented key points from the report:

- Income is £209k above expectations at this point in the year, primarily due to funds from the CCG relating to Covid-19, and two large legacies being paid in instalments. Year-to-date expenditure is below plan primarily due to delays in recruiting to vacancies.
- The performance of fundraised income continues to vary due to Covid-19 restrictions inhibiting in-person events and engagement. For example, In Memory donations are lower due to restrictions in Hospice visitors and funeral attendees. Retail is performing well - sitting above budget in terms of income, and not overspending on staffing despite being short on volunteers. The Retail Volunteer outreach campaign has been delayed from January to spring 2022 due to the Covid-19 Omicron wave.
- The year-end forecast is a shortfall of £1.1m which is £600k better than plan. The anticipated second grant from the CCG has been reduced from £100k to £50k. This assumes total Legacies of £1m and Donations of £1m.

The Committee's gratitude to Retail staff and volunteers was echoed by Gail Linehan, who had visited all shops with the Director of Income Generation before Christmas to express thanks, and written personalised letters of thanks.

The Committee recognised the success in opening the Wimbledon shop and switch to Discount Stores in New Malden and Sutton. The Committee received assurance that the poorer performance in Raynes Park was being closely managed, with the lease to be extended by only one year to enable time to review other potential local premises.

The Committee asked about the timeline for returning to in-person events. The Fundraising team is planning to recommence from April onwards, although events may be held earlier than this dependent on the evolution of government guidance.

4.2. Balance sheet and cash movements – the Committee noted the update on the Balance Sheet and forward-look projections. It was agreed that Investment Income would be included in the Income Graph in meeting papers, now that the initial tranche of funds has been transferred to Sarasin & Partners.

4.3. Review of financial position vs five-year plans – a meeting is being held soon to review progress compared to the initial five-year plan at the point of becoming independent. Key projects to demonstrate the Hospice's Excellence, such as the IPU Refresh, have been delivered. The main priority looking ahead is on Engagement and Visibility to support fundraising. The Senior Leadership Team are conscious of delays that the pandemic has brought to aspects of the strategy such as Lottery income, and also that the Agenda for Change implementation has increased committed staff costs in future years.

4.4. IT and Facilities – John Groom updated on completed and upcoming projects including the IPU Refresh and Men’s Den. There has been staff sickness in the team due to Covid-19 which has been covered internally. Key priorities in terms of IT are robust information security, staff awareness, and considering moving away from the CrossCare system.

5. Outline 2022/23 look-ahead – Nick Stevens updated on the headline plans and financial assumptions for the year, which include £1m Legacies income, an increased target for the Fundraising team now that they have more capacity, continuation of current Lottery levels, and development of the Fundraising Campaign.

The Retail team are considering opening shops on Sundays as the increase in expenditure that is involved is only marginal. EBay will re-launch in 2022/23. The Carshalton Beeches shop will be closed for refurbishment, and there is an aim to open one more shop during the year, and a second shop to be ready to open by spring 2023.

The Remuneration Committee in December 2021 to discuss pay rises, recognising in particular the current inflationary environment. The recruitment market for Retail and Housekeeping staff is becoming more competitive and the Hospice plans to move towards the London Living Wage over time. The proposal taken forward to the Board would involve a 4-5% pay award. It was agreed that the matter of inflation would be discussed further at the 26th January Board meeting, to feed into development of the draft 2022/23 budget that will be presented at the 9th February Strategy meeting. The Committee were content with these headline assumptions being taken to the upcoming Board.

6. Update on investment manager and ethical investment policy – Nick Stevens confirmed that the following statement had been agreed with Sarasin & Partners with regards to ethical investment, in consultation with the Daughters of the Cross:

‘The trustees wish the investment manager to be sensitive to the ethics and religious principles of the Catholic Church and to try to avoid any investments in contravention of these and to highlight areas of potential sensitivity and to be reassured that the investment managers are engaging actively with the underlying companies on these issues. Particular concern will be attached to issues related to the protection of human life and human rights, as well as discrimination against any sectors of society.’

This would be added to the Investment Policy.

7. Update on external audit retender meetings – Joe Ryan confirmed that three meetings had been held with the agreed firms, with haysmcintyre clearly displaying the strongest team and offer. This would be taken forward to the Board for approval at the upcoming meeting.

8. Finance and resources risk register – Nick Stevens provided a verbal update on live risks, and the risk register would be circulated in follow up to the meeting, which now incorporates the risk of rising inflation. The Committee noted the overarching financial challenges brought by more ‘hard-coded’ staff costs following the implementation of the Agenda for Change and inflationary pressures. It was recognised that the 2022/23 year will be critical in terms of showing further ‘green shoots’ in fundraising income, alongside the promising changes to Retail income.

There had been a prior discussion and Letter of Comfort from the Daughters of the Cross at the point of independence relating to a set of contingency funding, which might be drawn down dependent on the cumulative impacts of the pandemic and inflation, on the condition of holding confidence that the Hospice’s underlying deficit is moving in the right direction of travel. There would be continual monitoring by the Board and Committee in coming months.

9. Corporate Governance Report; Health & Safety (H&S) update – Alex Rudkin presented a comprehensive verbal update on H&S activity including the risk assessment process, leveraging of expertise from external advisors, and development of the Hospice’s Datix system including in Retail. The Audit visits have been useful in periodically agreeing and tracking actions.

The Committee requested further contextual detail on H&S incidents in the next report, noted the Corporate Governance Report, and expressed that colleagues had shared the positive development with regards to the Datix system at other meetings in the Committee cycle.

10. Any Other Business and Dates of future meetings

There were no items raised under Any Other Business. The next meeting will be held at 2pm on Tuesday 26th April.

The meeting ended at 3.45pm.

Approved.....

Date.....

St Raphael's Hospice
Minutes of a Meeting of the Fundraising & Communications Committee
Held by Zoom Video call
At 11:00 on Tuesday 18th January 2022

Members: Roderick O'Connor – Committee Chair (RO'C)
 Grahame Darnell (GD – Trustee)
 Bernard Marley (BM – Trustee)

In attendance: Gail Linehan – Joint CEO (GL)
 Nick Stevens – Joint CEO (NS)
 Emily Nicholls – Head of Donor Development (EN)
 Sara Jane Woods – Director of Income Generation (SJW)
 Diamond Naraviene – Communications Manager (DN)
 Anna Machin – Clerk (AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
5.1. Fundraising Report	Circulate Fundraising Figures Report to 31 st December 2021 to Committee	Sara Jane Woods, Anna Machin	Immediate	18.01.22/01
6. 2022/23 Fundraising Strategy	Provide breakdown of Campaign targets by Income inc. 'safe' and 'stretch' goals	Sara Jane Woods, Emily Nicholls	April 2022 meeting	18.01.22/02

1. Welcomes, apologies for absence and declarations of interest

The Chair welcomed Grahame Darnell to the meeting as a newly appointed Trustee and Committee member. There were no apologies sent to the meeting. There were no declarations of interest in relation to items on the agenda.

2. Review of minutes from 17th November 2021 Committee meeting

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

3. Actions List and update on matters arising

Committee members reviewed the matter arising and it was confirmed that the risk register was included in the meeting pack.

4. Communications update

Diamond Naraviene provided an update on key activity, focusing on progress on the Communications strategy. The key achievements have been building out the team, increasing frequency of social media presence, improving the website and brand, and creating collateral for wider teams for example on the IPU refresh. The number of social media subscribers has increased significantly. The Committee expressed thanks for the update.

5. 2021/22 year to date Fundraising update

5.1. Fundraising Report - Key points were shared from the Fundraising Report:

- Nick Stevens provided a picture on year-to-date figures, with fundraising appeals continuing to be successful but Events, Challenges, Community and In Memory income is still inhibited by the recent wave of Covid-19. There will be a time lag for individuals' in-person engagement to translate into more donations coming in. The Lottery role is being recruited to with internal cover in the meantime, and useful assets are provided by the external company. The month-end Fundraising Figures Report had just been finalised and would be shared with the Committee.
- Sara Jane Woods confirmed Covid-19 restrictions have inhibited families visiting the Hospice and funerals which means there is lower awareness of the strong and personalised care given by the Hospice. Events in the winter, such as Reindeer Runs and supermarket collections, were cancelled at short-notice. It has been a challenging time for the team. Every opportunity has been pursued, and volunteer recruitment days and events can only now be planned again. The Volunteer Recruitment campaign has been prepared but delayed due to Covid-19 until later in the spring.
- Retail is performing well and all but three shops are sitting above target, including the New Malden and Sutton discount stores significantly above expectations. The Area Manager roles are proving effective to move away from reactivity to strategic oversight and support. Datix has been implemented in the shops in order to provide Health & Safety data.

The Committee echoed their experience that other charities are experiencing a similar picture with interest growing now towards being able to plan events from February onwards.

Emily Nicholls shared an update on fundraising activities:

- The Light up a Life Appeal brought in £80k, which is higher than prior non-Covid years. The virtual service was viewed almost 1,400 times. There were useful responses to a survey to help plan for 2022 including in-person vs virtual, with respondents highlighting that attendance is a core part of Christmas and their grieving process. The Santa Dash has lower attendance but the Lower Morden Lane Lights continued to be popular, raising £13.5k including £2k from QR codes and contactless machines which was an innovation this year.
- Events being planned include a Sky Dive in May, Snowdon, and Wimbledon Half Marathon. Supporter Groups are starting to plan some events but this will take time to build momentum again. Planning for 'I'm a Director' is progressing well. There are new and existing corporate partnerships which are gradually increasing and shows the strength of the relationship. There was a recent £50k donation from a charitable trust that is closing down and other grants which have been welcomed.

The Committee asked about whether the direction of travel would be towards in-person events. The aim would be to hold in person as this strengthens personal relationships, but it can be considered how virtual access could be built in to some events.

The Committee asked for further detail on the QR Code innovation. The rationale to direct to a dedicated portal instead of the Hospice website is so that the process for the donor is streamlined, but there are follow up steps to ask about Gift Aid and signing up to communications. It was noted that the QR Codes could be used in other settings to inspire donations.

5.2. HR and Staffing Matters – Sara Jane Woods confirmed that the Retail vacancies are out to advert and Covid-19 absences has been the main area impacting the team. The lower performing shops have been closed on certain days as needed in order to ensure more profitable shops can stay open, and staff have been highly flexible at short notice to enable this to happen.

The Committee asked for more detail on the impact on the wellbeing of the team. Sara Jane Woods shared that staff recruitment during the year has been positive and it is Volunteer recruitment which is the key priority and has been significantly impacted by the pandemic. The team have kept morale as much as possible, as fundraisers bring a 'can-do' attitude, but have had to deal with challenging circumstances. The team are close-knit and there has been constant communications to support each other, including Supporter Care taking care of practical matters in the office.

The Hospice's fundraising was building much more momentum prior to the pandemic and Covid-19 has inhibited efforts for a prolonged period, with plans shifted continually, and the need to build this momentum again. The Hospice does also have a structural deficit which adds an additional pressure even though it is a responsibility that is collectively held by the Senior Leadership Team.

6. 2022/23 Fundraising Strategy – Fundraising Campaign

The team shared a presentation on the Fundraising Campaign which will be a core aspect of 2022/23. Initially, a Garden Appeal had been planned to raise £300k, reach new audiences and raise awareness. This is a concept that will now be revisited in future instead, with the immediate focus on supporting essential services to raise £1m:

- The purpose of the Campaign is to focus on stories of making impact, and has been informed by wide-ranging stakeholder engagement. This an opportunity to share how that staff go above and beyond, and ways to myth-bust about Hospices. For example, a potential tagline would be 'Ordinary People doing Extraordinary Things'. The three main aims of the Campaign will be to:
 - raise awareness by reaching 300,000 individuals in both boroughs, particularly new audiences;
 - open the doors for fundraising activities to raise £1m every year; and
 - bring on board and steward new supporters.
- The Campaign would be launched in Dying Matters Awareness Week in May 2022 and completed by Hospice Week 2023. There has been detailed effort going into segmenting the audience and potential organisations that could be approached to support.
- The key messages will focus on the staff and volunteers providing 'full service' care the Hospice's position at the heart of the community, and the final experiences in patients' lives that the Hospice's care supports. There will be co-branding opportunities out in the community to inspire curiosity and engagement. There are specific events planned to link in with the Campaign and build momentum.
- Emily Nicholls confirmed that there are specific targets attached to the overall fundraising objectives, for each category of fundraising for the Hospice. Each area will also help to build momentum in re-engaging the Hospice's supported, securing new collection venues, and innovating to draw in new donors. For example, there will be a set goal for the number of new legacies, event participants, and new Lottery members.

The Committee asked about the core 'brand promise' and asked for more information on the 'Business Club'. The main focus will be on 'living well' and this will be threaded throughout the communications. The Club is a networking group, which has worked well with other Hospices, to encourage support from the Hospice and also build links with other local organisations. The Committee thanked the team for the detailed presentation, and advised on the strategic importance of ensuring there is clarity on the key partners who will amplify the message, and planned staging of income and announcing partners. The Committee asked requested information in the next Report on which targets for each type of Income are more secure, and those which are 'stretch' or 'high risk'.

The Committee recognised the importance of having a clear geographical area of focus, in terms of work with other local Hospices, although certain organisations working across other local boroughs may still have a connection to the organisation.

7. Fundraising & Communications Risk Register

The Committee reviewed the Risk Register which had been brought together by the team and reviewed with the Executive Team on a regular basis. Volunteer recruitment and failure to meet income budget are the highest current risks, alongside reduction in Legacy income. Other areas that are top of mind are lone working in Retail, and the Donation Centre being on 28 days' notice. The mitigating actions and post-control scores were discussed in more detail.

8. Any Other Business and Dates of future meetings

The Committee thanked the team for their presentations at the meeting. There were no items raised under Any Other Business. Committee members noted the date of the next meeting of Tuesday 26th April at 11am.

The meeting ended at 13.05pm.

Approved..... Date.....

DRAFT

A photograph of a woman in a white lab coat pushing a person in a wheelchair through a park. The woman is seen from behind, and the person in the wheelchair is also seen from behind. They are walking on a paved path surrounded by lush green trees. The lighting is bright and natural, suggesting a sunny day. The overall mood is peaceful and caring.

haysmacintyre

St Raphael's Hospice

Proposal for external audit services

November 2021

Contact:

Siobhan Holmes

020 7969 5601

sholmes@haysmacintyre.com

www.haysmacintyre.com



Contents

Executive summary	1
01 About haysmacintyre	2
02 Adding value to you	4
03 Your team	7
04 Audit and tax approach	9
05 Non audit services	12
06 Fees	13

Executive summary

St Raphael's Hospice ("the Hospice") is seeking a charity and not for profit sector specialist who can provide a robust external audit service, as well as proactive advice throughout the year. We have considered your requirements and are confident that we are well placed to meet your needs and add significant value to the Hospice in the coming years, as well as being a good fit for your organisation.

Our Firm

haysmacintyre delivers audit and tax advisory services to a wide range of national and international organisations. With 38 partners, 8 directors and over 350 staff, we are among only a few firms who can bridge the gap between the largest firms, which do everything but may lack the personal touch, and smaller firms that may only be able to provide a narrow range of services.

The multi-award winning haysmacintyre not for profit team is one of the largest in the country. We advise over 800 charities in total, representing over 40% of our firm's business. Our portfolio of clients includes a wide cross section of the not for profit sector.

Our team is made up of not for profit specialists who are enthusiastic, friendly and knowledgeable. We have made a conscious decision to operate from a single office in Central London, as we feel this concentration in one location allows us to deliver a proactive, comprehensive and cost-effective service throughout the UK. We are confident we can provide excellent service and believe we are a good fit for the Hospice. We will work closely with your team to deliver a smooth, efficient and value-added audit.

Charity and hospice specialism

We are the largest auditor to the hospice sector. Your team will draw on our experience of other similar organisations to deliver an added-value service to the Hospice. This includes a wide range of hospices, care giving charities and wider parts of the not for profit sector, which will inform our work with the Hospice. You can find more information about our work in the hospice sector in section one.

Handpicked team

The team will be led by Siobhan Holmes, Audit Principal, and supported by Amber Clark, Audit Manager. Siobhan and Amber are committed to ensuring you receive an excellent level of client care and will use their knowledge and experience of similar organisations to provide constructive comments and advice.

A robust and timely audit that adds value

We do not adopt a standard audit approach with clients; this enables us to focus on you, your systems and procedures and offer proactive and constructive advice throughout the audit process. We like to discuss audit issues as they arise and aim to provide our clients with pragmatic solutions. Your audit will be planned and delivered to meet all your audit needs within your timetable.

Competitive fee quote for year-round support

Our proposed fee for the audit for the year ending 31 March 2022 is £17,000. More information on our fees can be found in section six.

And finally...

We know we have the technical expertise you expect, however, expertise alone is not enough and we must deliver a quality and effective service. We take pride in building long-term professional relationships which are open and honest, and ensure we challenge you in a supportive and constructive way. You will be an important client in a key sector for us and we are confident that we will be a good fit and can add value to you.

01 About haysmacintyre

haysmacintyre's award-winning charities and not for profit team is one of the largest in the country and we have invested heavily in ensuring we have strength and depth in all disciplines. Our dedicated Care and Community team, co-lead by Siobhan, currently acts for 17 hospices and related charities. This experience has helped us to develop a thorough, in-depth knowledge of the business issues, risks and challenges you face and how we will best support you.

Our wide sector experience means we have dealt with many of the challenges you face and we are able to provide you with accurate, pragmatic advice on a timely basis. Our core charity team consists of 14 audit and advisory partners/directors, together with partners in employment tax, direct tax and VAT who specialise in the charity sector. Our current manager pool of 44 includes 19 with predominantly charity portfolios to ensure experience and knowledge is maintained not only at director level but also manager level.

We run regular professional development sessions for all staff, including sessions focused specifically on the charity sector. As a charities team, we meet regularly to discuss sector issues and ensure that we learn from each other.

Hospice specialism

We are the largest auditor to the hospice sector and work with hospices and related organisations across the UK. Siobhan and Amber will draw on our experience of other similar organisations. This includes a wide range of hospices, care giving charities and wider parts of the not for profit sector, which will inform our work with the Hospice.

We co-sponsor the *Hospice UK Annual Report*, the latest version of which was published in November 2021. We have also previously collaborated with Together for Short Lives to produce a Children's Hospice Financial Benchmarking report. These reports can be used by hospice staff and trustees to benchmark their organisation against others and review the key findings.

We also produce our own *Hospice and Care Benchmarking Survey Report* which aims to share best practice in the sector and enable management and trustees to assess their own structure, governance and monitoring procedures against other comparable charities. This is updated annually to reflect changes in best practice and in the issues facing charity boards, and the impact of the COVID-19 pandemic. We released the survey in October 2021 and the report will be published in early 2022.

We will provide you with benchmarking each year in our audit findings report to analyse how you compare against your peers, which will be a useful tool for discussion at board level.

A selection of our hospice and related clients

Ellenor Hospice*
Garden House Hospice*
Greenwich and Bexley Community Hospice*
HealthCIC (known as the Health Lottery)
Keech Hospice*
Noah's Ark – The Children's Hospice*
Peace Hospice*
Rennie Grove Hospice*
Severn Hospice*
South Bucks Hospice (Butterfly House)
St Catherine's Hospice, Crawley*
St Clare Hospice*
St Luke's Hospice, Harrow and Brent*
St Wilfrid's Hospice, Eastbourne*
The Hospice Lottery Partnership
The Rowans Hospice*

*These clients we provide tax services (Corporation Tax, Employment Tax or VAT) alongside audit services.

Involvement in the charity and hospice sector

We have developed a comprehensive training programme which covers all aspects of accounting, tax, reporting and governance for trustees. Our team of specialist charity partners/directors speak at our Trustee Training programme, run in partnership with Cazenove and Farrer & Co. We are also regular speakers on sector issues and work in partnership with organisations such as Civil Society Media (Charity Finance), the Charity Finance Group (CFG), the Association of Charitable Organisations (ACO) and Hospice UK.

We regularly write for key sector publications and produce a variety of content for our clients, including our monthly *Charity and Not for Profit eNews*, which summarises key regulatory changes and best practice guidance in the sector. As care and community organisations are a focus area for haysmacintyre, we produce a number of resources specifically for our clients in this area. This includes our quarterly *Care and Community Charities update* and targeted events such as round table discussions and webinars.

Seminars and events

We regularly run our own free training and seminars for our charity clients, which provides an opportunity for staff and trustees to meet and network with others in similar organisations who may be facing similar challenges. Our popular charity update sessions have now run on a quarterly basis and provide a general sector update alongside guest speakers providing details on hot topics.

A selection of our upcoming events is listed below:

Date	Event
15-Dec-21	Quarterly charity update
22-Feb-22	Trustee training: charity law update
03-Mar-22	Trustee training: introduction to charity finance and reporting

Living Wage

We are proud to be an accredited Living Wage employer. All our staff and third-party contractors are paid at least the London Living Wage and we support the Living Wage Foundation's goal of ensuring that a hard day's work deserves a fair day's pay.

Corporate social responsibility

Our corporate social responsibility (CSR) programme is an important plank to ensuring we work with our clients, employees and other stakeholders to better support our local community and reduce our impact on the environment. We are committed to operating our business in an ethical manner that is both sensitive and responsible with proper regard to our legal obligations and abiding to relevant directives, regulations and codes of practice.

As part of our 2020/21 CSR programme we are working in partnership with the staff elected 'charity partner', Central London Samaritans, for which we have raised over £25,000.

Prior to this, for two years Siobhan headed our 'charity partner' team, helping to raise over £30,000 for Anthony Nolan and Campaign Against Living Miserably (CALM).

Diversity

We believe that our dedication to diversity sets us apart from other audit firms. We value the difference a diverse workforce brings to the firm and our clients and we recognise that our people are our strength. We are committed to creating a friendly, inclusive culture where every individual has the opportunity to develop and make a real difference to our firm and our clients.

Related to our values, a diversity initiatives programme launched in 2019 with first topics in our facilitated and supported discussion series being disability, sexuality and what faith means to our colleagues. Since then, we have formed a Diversity and Inclusion Committee and working groups which aim to educate colleagues on different lived experiences as well as address any concerns and improve our policies on an ongoing basis.

haysmacintyre values

Like the Hospice, our reputation is paramount to us. haysmacintyre has a clear statement of values. Our values and their associated 'image clouds' can be found below. As you will see, your values of safe, teamwork, respect, accountable, person-centred, honesty and integrity, adaptable, excellence, leadership and specialist are very closely related to our own values which means we are a good fit with the Hospice. Like the Hospice aiming for gold standard, integrity is a foundation of our business and practice. We put all the stops in place to ensure reputational risk for our clients is minimal.

In 2018 a staff group, representative of all grades and disciplines, accepted the challenge of identifying our common values and formalising an approach to our work that will influence our growth and goals in the years to come.



02 Adding value to you

We believe that a robust audit is achieved through a sound understanding of the business issues you face. Business issues will often translate into audit risks, therefore, we will keep our knowledge and understanding of the Hospice up to date throughout our relationship. Based on our meeting with Nick Stevens, we have set out below some ways we might deliver value and additional insights to you.

Advising you on relevant regulation and legislative changes affecting charities

There has been a swathe of new and updated regulation and guidance over the last several years.

There has also been significant new and revised guidance from the Charity Commission on topics such as fraud in the charity sector. In addition, the Charities SORP Committee have clarified several areas which have been brought together in the second edition of the SORP and we are expecting more extensive updates in the next couple of years to align with the review of FRS 102 (the corporate reporting standard).

As charities represent 40% of our total business and nearly 50% of our compliance work, we keep up to date with all issues affecting the sector and we will keep you updated on matters relevant to you through regular communication with management and trustees. As part of our service delivery, we notify our clients throughout the year via our regular Charity and Not for Profit eNews and always provide sector updates as part of our audit findings report.

Where there are significant changes in reporting requirements, we like to meet with management well in advance of the year end to discuss our thoughts on the changes required to the accounts. This will mean that management are aware in advance of how the new requirements will impact them.

Our knowledge and experience of auditing similar hospices and charities ensures we provide management and trustees with the information and comfort required, in accordance with the agreed timetable.

Specialist knowledge

Whilst the audit is necessary for compliance purposes, we strongly believe in delivering an added value service as part of our core approach, in particular understanding the importance that your trustees place in the assurance your auditors provide.

Through access to our specialists, including attendance by Siobhan at Board meetings, we will bring our wide sector expertise to the benefit of the Hospice. There have been a range of challenges faced by the hospice sector in the last year and we recognise the impact these can have not only on the business but also on the financial reporting.

In addition to our year-round communication, we also ensure we provide proactive support to our clients. We produce quarterly insights for the sector and host regular events which help our clients stay on the cutting edge of best practice and new and upcoming changes in guidance and legislation, as well as providing opportunities to network with similar organisations. We also provide tailored benchmarking each year within the audit findings report along with working with our network of clients and partnerships to share insightful and relevant learnings.

Our value-driven service also includes a number of other services which we detail in section five.

Providing a critical friend as you develop into your strategy

Recently the Hospice has been through a significant period of change as you have formally been established as a standalone entity. Whilst you have gifted monies of £3.6m to be received over the next 5 years, you are facing a number of pressures not only due to the impact of COVID-19, but also the considerable challenges facing the hospice sector including:

- Increased costs and competition to recruit and retain
- Staff, including the increase in national minimum wage and additional costs associated with the Health and Social Care levy
- Funding sources plateauing, especially CCG funding, along with challenges for fundraising, despite expenditure inflation
- COVID-19 having a direct impact on the volunteers working in hospices which has been felt by your shop presence
- Anticipated increase in demand over the coming years

The Hospice is currently focusing on EVE – excellence, visibility and engagement, and with this is bringing new and exciting ideas to move forward.

We appreciate that many charities are actively becoming more commercial and creative with generating income. Our not for profit team collaborate with our corporate team to explore viable income options available for not for profit clients and we will ensure our staff bring this experience and insight to our not for profit clients.

We would like to offer a mid-year meeting with Siobhan to talk about the wider issues facing the Hospice. We believe this would be a good opportunity to understand how your strategic, financial and operational plans are unfolding so we can truly add value. We see ourselves not just as auditors but also proactive advisors and business partners.

With any professional relationship, establishing effective communication is paramount and we recognise that issues may arise during the course of the year which you need to discuss. It will be important for us to build an effective relationship with your management team and trustees. We pride ourselves on our year-round service. This helps us to understand the issues you face, so that we can focus our audit effort on the risk areas which are important to the Hospice in the most cost-effective way.

In addition to working around the year end, we expect to be speaking with you throughout the year as questions arise. Our fees include all ad hoc telephone calls and email correspondence throughout the year. For any specific project or advice that will require further research or time, costs will be discussed with you and a fee quote provided before we start the work.

Providing feedback to management and trustees Whilst the aim is to provide a robust audit, we know that our clients value our review of systems and controls to ensure the Hospice is operating best practice within the sector.

Along with reviewing your systems and controls each year, considering the Charity Commission guidance on internal controls (CC8), we are currently working with our clients to review their policies and procedures in the context of the Charity Commission's Serious Incident Reporting Framework, and to strengthen their understanding of fraud risks and controls following a recent report of internal fraud in the sector. We are also working with clients to review the relationship between the charities and related commercial organisations, including trading subsidiaries, in light of the guidance from the Charity Commission in this area and continued HMRC interest.

As part of the annual audit, we would review the trading activities of the Hospice as part of the Hospice's overall income and allocate appropriate testing to the shops. We would also visit a selection of shops on a rotational basis, to assist them with their own procedures and processes.

From our experience of auditing similar organisations with shop activity, such mini audits allow matters that come to our attention to be disseminated to the shop network as well as giving additional comfort to trustees and ourselves. As part of these visits, we would assess the understanding of shop managers and volunteers of the Retail Gift Aid Scheme and suggest any controls that could be put in place to help this run effectively and within the regulations and guidance laid out by HMRC.



Purpose of the statutory accounts

The output of any annual audit is the set of financial statements. You can be assured that the accounts are compliant and present best practice in reporting, including the Charities SORP, corporate reporting and governance. We will bring you new ideas for consideration, ensuring that you are an example of best practice.

One such trend we've identified, and would work with you to develop, is an increase in reporting on environmental sustainability as well as equality, diversity, and inclusion, along with benchmarking against the updated Governance Code. This is particularly important for charities like the Hospice that rely on fundraising income.

There are also some simple yet effective changes that can be made to the financial statements to ensure the important storytelling is received early on and help to align this document to your overall marketing output. For example you could consider moving your reference and administration section to the end of the report, and introduce beneficiaries stories and photos to really highlight the impact the hospice has.

Governance

Governance is about ensuring the Hospice is run effectively and follows best practice. In our experience, robust governance structures underpin the successful implementation of strategic plans. It is therefore important governance is robust to provide assurances to those stakeholders, whilst having a knowledge of both the charity and corporate reporting standards and best practice.

It is important that governance processes are continually reviewed, both internally and externally, as there is an increasing requirement for the trustees to be aware of both their duties and responsibilities and to keep abreast of current issues. In relation to the financial aspects of the Hospice, trustees should have a grounding in understanding the numbers and reserves policy and how these link to the financial strategy of the organisation.

We can assist in ensuring that existing and future trustees are informed of their financial responsibilities and changes in sector best practice as they arise through our audit findings report.

In the past, Siobhan has run training sessions on a variety of topics including updates on sector developments, trustee responsibilities and other topical matters such as acceptance of donations and fraud, and she would be pleased to provide an annual training or update session to the trustees free of charge.

In addition to this, as part of our first year investment, we will perform a high-level review of your risk register and feedback any recommendations to management and trustees.

Case studies

Please see below examples of services we have provided to similar clients and how we could therefore support the Hospice.

VAT support and advice

With effect from 1 April 2015, palliative care charities have benefited from the VAT refund scheme which allows them to recover VAT incurred on costs used in carrying out so called 'non-business' activities. We understand that the Hospice is VAT registered. This is usual for hospices and should mean a high-level recovery of non-attributable VAT. Our team has supported other hospices to set up processes to begin recovering VAT incurred on costs relating to palliative care. At present, the lottery activity of the Hospice is included within the charity however this results in some restrictions on VAT recovery, as the lottery income is exempt for VAT purposes. It may be worth calculating the extra cost and required time to split the lottery activity into a separate company. This could mean the Hospice will fall under the partial exemption de-minimis limit and therefore recovering all input VAT. Our VAT team has assisted with this and are available to support and advise throughout the year. Given the changing VAT environment, we would be happy to provide a review of your partial exemption calculation to ensure the Hospice is maximising the return.

Direct tax support and advice

Our not for profit team tax team provided a tailored training session to members of the finance and fundraising teams, covering the Gift Aid scheme, its operation and intricacies.

Our team have delivered extensive advice on the Retail Gift Aid scheme to charities operating shops, as well as running training sessions for fundraising teams on maximising income from Gift Aid. The intention of this training is to ensure that tax risk is minimised and that all opportunities to maximise claims for Gift Aid care identified in-house. We would be happy to provide a half-day interactive session to the Hospice which can take place at your premises.

Currently the shops and trading activity sit within the Hospice financial statements. This is relevant given the only new goods or bought in goods are Christmas cards. However, should the Hospice look to expanding the sales of bought in goods in the future, or consider upcycling donated goods which is very popular given the sustainability movement within the hospice sector, these would constitute towards the trading income threshold.

Our team would be able to support you to implement the most tax efficient structure, normally by setting up a trading subsidiary which would gift aid any profits to the parent hospice. In doing this, we would also ensure any shop leases are held in the name of the hospice to minimise the risk of the withdrawal of business rates relief from its shops.

03 Your team

Having carefully considered your requirements, we have selected a team of specialists who will offer you the best possible service and support. The team is based in our single office which ensures short lines of communication and a prompt and responsive service.



Siobhan Holmes
Audit Principal

Siobhan will be your Audit Principal and will have the overall responsibility for our services to the Hospice. She will ultimately sign off our opinion on the audited financial statements, as well as ensuring that the audit is robust and that we deliver helpful observations to add real value during the audit process. Siobhan will ensure we bring the right resources to you and our audit service is of the highest quality.

Siobhan is co-head of our Care and Community subsector and works with a number of hospices and care charities. She works closely with Hospice UK and has been a leading contributor to the Hospice UK Accounts Report and presented the findings at Hospice UK events. She works exclusively in the charity and not for profit sector and holds the ICAEW Diploma in Charity Accounting (DChA). Some of Siobhan's clients include Peace Hospice, Ellenor Hospice, Greenwich and Bexley Hospice, and Health CIC (the Health Lottery).

Siobhan helps drive the charities sector and is a regular speaker on our trustee training series, as well as several annual events in the charity sector, on issues such as developing financial statements, charity accounting, sector updates and governance. She is involved in our internal charity training for audit staff and is a mentor for junior staff.



Amber Clark
Audit Manager

Amber began her training at the firm in September 2017, qualifying three years later in September 2020 and joining our management team in January 2021.

In her time at the firm, Amber has worked across a range of commercial and not for profit clients, including Greenwich and Bexley Hospice, Lewisham and Greenwich Mind, and Women in Prison. Whilst she has worked with a wide variety of clients, she has a keen interest in charities and sits within our Care & Community sector.

Not only does Amber contribute to our briefings, she has had key involvement in our internal training of staff and is part of our mentoring team.

Support team and other specialists

We pride ourselves on offering a complete service to our clients, and as part of each audit, tax specialists are involved in the planning and completion stages to ensure that potential opportunities or threats are identified and communicated to you.

Your other advisors are included below.



Stephen Patey
VAT Senior Manager

Stephen is a VAT Senior Manager at haysmacintyre and has specialised in VAT for over 15 years.

He spent four years in HMRC before joining haysmacintyre in 2008, becoming a member of the Association of Tax Technicians in 2010, and then a Chartered Tax Advisor in 2014.

Stephen works with a number our charity and hospice clients, to deal with the changes to the hospice VAT recovery rules, VAT on capital projects, and the demands of Making Tax Digital.



Louise Veragoo
Not for Profit Director

Louise will be responsible for Corporation Tax compliance services and for any specialist direct tax advice you may need.

Louise has worked with organisations in the not for profit sector for over 15 years. This sector specialism has grown from a personal interest and enjoyment in working with the sector.

Louise's portfolio is predominantly made up of charity related entities and is able to advise on a number of sector specific tax matters, including maintaining tax reliefs, Gift Aid and using group structures.

Louise is a Chartered Tax Advisor and an observer member of the Charity Tax Group.



Nick Bustin
Employment Tax Director

Nick is our Employment Tax Director and will be responsible for any employment tax advice.

Nick advises clients on a wide range of issues, including PAYE and national insurance benefits in kind, PAYE settlement agreements, expense policy reviews, employment status, salary sacrifice and providing support throughout an HMRC employer compliance review.

He provides practical guidance and solutions to clients. As a trustee of a charity, he has a good understanding of the client's perspective and the advice they seek from their professional advisors.

Nick is a Chartered Tax Advisor and sits on the CIOT Employment Taxes Discussion Group.

04 Audit and tax approach

The key aspects of our approach are focused on understanding our clients, recognising their risks and business issues, and identifying the impact they may have on the financial statements. This enables us to determine the critical audit areas and is directed at adding value from information we obtain throughout our work.

First year approach

In the first year of appointment, we will invest time in our relationship to ensure that we understand you and are well placed to advise you on an ongoing basis, providing a basis for an open and constructive relationship.

If appointed, Siobhan and Amber will conduct an initial financial health check, a high-level review of the operational, financial and governance issues. We will share our thoughts on improvements, drawing on our knowledge of best practice in the sector. Our review would include financial governance and internal reporting along with a high-level review of Corporation Tax, employment tax and VAT. This will also inform our final audit plan and, in particular, whether the systems and controls are robust enough to place reliance on them for audit purposes.

This will provide an opportunity to discuss any issues or concerns you have regarding accounting and reporting requirements in advance of the year end. Initial feedback will be provided through an interim management letter where matters warrant disclosure to the trustees, enabling them to take prompt action on any points raised. We will also review the prior year audit files to further enhance our knowledge of the business and reduce the time spent on reviewing the opening balances.

Risk based audit approach

The key to an effective and efficient audit is to focus on the risks and issues as soon as possible. These might, for example, include:

- Areas which are new or changing within the organisation
- Significant audit areas
- New accounting standards or relevant changes
- New reporting guidance
- Changes in regulatory requirements
- Other matters flagged in your risk register

As a result of recent corporate failures, there has been a significant change in regulation which has imposed more stringent requirements on auditors, the extent of the procedures we are required to perform and the evidence we need to document, resulting in increased sample sizes and also additional areas of testing. We will work with you to guide you through the additional information required and devise the most efficient way of testing based on the information available.

Additional key audit risk areas we have identified for the audit, based on our understanding of you, include:

Ensuring the completeness and cut-off of income from legacies, fundraising income and donations

We would review the processes and controls and select a sample of income from source documentation and confirm the sample has been appropriately reflected in the accounts. We would verify the treatment of restricted income and fund allocation. As legacy accruals are an area of estimation within the accounts, we would focus on this area as part of our audit testing, especially as you have noted a decline in legacy notifications as a result of COVID-19.

Ensuring the completeness and cut-off of lottery income

We would review the systems and controls in place for monitoring and recording lottery income. Not only would we test the system inputs, but we would also ensure we are comfortable that the purchase of lottery tickets is being recorded accurately. For other lottery schemes, we have purchased a number of tickets throughout the year and then traced these through the system to gain assurance over the accuracy of recording.

Ensuring the completeness and cut-off of expenditure, prepayments and creditors

As staff costs is your largest area of expenditure, we would select a sample of staff and agree to employment contracts to verify that not only amounts paid are as expected, but also deductions have been correctly calculated too. For other expenditure we would agree a sample to purchase invoice to confirm that it has been recorded accurately, as well as review post-year end invoices and payments, to confirm that expenditure is complete.

Ensuring the completeness of prizes paid

We would review the prizes awarded in the year to ensure that they have been correctly recorded. We would also review the terms of prizes paid to ensure that prizes payable do not remain on the balance sheet within creditors for a significant period of time when they would be written back.

Ensuring the correct year end valuation and accounting treatment of your listed investments

We would seek investment valuations directly from the investment houses and agree the bid price of a sample of the investment portfolio to an independent pricing source, along with reviewing the internal controls of the investment managers and report any weaknesses in controls. As part of this work, we also agree the investment charges levied in the year for separate reporting in the Statement of Financial Activities.

We will review processes each year to ensure we have an up to date understanding of the processes in operation and that our knowledge remains current. This includes a review of your controls against the Charity Commission guidance, CC8: Internal Controls for Charities.

Technology

You will benefit from our specifically designed audit software, eAudit. This has been designed and developed by haysmacintyre and is based on gaining a thorough knowledge of the organisation to help identify the key risk areas and deliver a focused, value-added audit.

We utilise a variety of technology-based tools to deliver audits remotely, including file sharing/project management tools (Inflo) and video conferencing technology (Microsoft Teams). Through the use of technology and communication, we have continued to deliver high-quality audits remotely and meet our clients' expectations and deadlines.

Whilst we appreciate that face to face interaction remains essential, as we journey into the new normal post COVID-19, we would like to provide a hybrid audit approach. We recognise that the audit process can be very labour intensive for you and finance teams still have their daily tasks. A hybrid approach will allow us to undertake as much work as possible remotely, limiting disruption to your team, whilst having vital face to face contact at key points during the audit cycle.

We will listen to you to understand where pressure points fall and build our audit approach around you, whether that be holding/attending virtual meetings or visiting your office where possible for face-to-face meetings to increase efficiencies for all. In addition to this, we would provide the set-up of Inflo as early as possible to allow your team to upload documents as they are prepared throughout the year, taking the pressure off at the year end.

Control and co-ordination of the audit

The timetable for the audit cycle is critical to ensuring deadlines are met. Your timeline is determined by your meeting cycle and we are confident that we can complete your audit within this timeframe. We estimate that our core onsite audit fieldwork will be around one week for two people with the possibility for an interim audit before the year end. If appointed, we would work with you to devise an audit schedule which works for you.

Communication

We know that clear, effective communication is key to a good audit process. Siobhan and Amber will work with you to plan and carry out the audit, meet your deadlines and maintain regular communication with management and trustees throughout the year. They will ensure that matters are addressed as they arise and there are no surprises during the audit process.

Siobhan and Amber will communicate with management at each stage of the audit, to discuss our audit strategy and report our audit findings to the trustees. We encourage trustees to input into the audit strategy at an early stage if there are areas of risk that you would like us to focus on during our work. Based on your invitation to tender, an indicative audit timetable is set out overleaf. We are satisfied that we will be able to deliver the audit to meet your deadlines.

In addition to working around the year end, we expect to be speaking with you throughout the year as questions arise. We will discuss with you pragmatic and practical ways to best comply with regulation without over burdening the Hospice. We will also share with you emerging accounting and sector issues throughout the year.

Reporting arrangements

Prior to any audit, we will arrange a planning meeting with management as we value the input of trustees. From this meeting, we will issue a planning letter to outline key risks and agree an audit timetable for trustees and management to review. The results of our audit work will be discussed with the key members of your management team. We will make recommendations based on best practice within the sector, but we will work with you to make sure that any recommendations are realistic for the Hospice.

Our report will include:

- Areas for consideration in your systems of internal control
- Commentary on the key audit issues identified at the planning stage and matters arising from our audit work
- Matters to consider for the future such as new reporting standards, sector developments, new accounting developments, legal matters and the changing audit regulations
- Benchmarking

This helps us to deliver a 'no surprises' approach to our audit.

Reporting to the trustees

The results of our audit work will be discussed and then reported to the Board by Siobhan. We will be present at key meetings to present and discuss our reports.

Siobhan would be keen to speak with a representative of the trustees at the planning stage of the audit to ensure any concerns or areas of focus highlighted by the trustees are reflected in our audit. We are keen for minutes of your meetings to be forwarded to us after each Board meeting so that we can comment on a timely basis on matters that have been discussed at the meeting.

Transition

We manage the year of change in auditors with an effective process to minimise the disruption to you. We aim to begin the process of transition immediately following appointment to ensure the preparation in documenting and understanding your processes, strategies and risks is carried out as soon as possible. We will work with you to ensure visits are as unobtrusive as possible and agree a timetable which fits in with your least busy times.

The process will include:

- Advising on the procedures required to change auditors
- Liaising with your current auditors to obtain any appropriate information
- A detailed fact finding visit and report by the engagement team to document your systems and controls



05 Non audit services

We are experienced in dealing with the issues faced by charities and not for profit organisations, and by keeping in regular contact with you we can offer a comprehensive range of services to help you deal with these.

Our services include advice and assistance with:

Audit and assurance

- External audit
- Internal audit
- Financial reporting
- Independent examinations
- Grant certifications
- IT security reviews

Strategic

- Due diligence
- Mergers and acquisitions
- Investment strategy review
- Section 124 borrowing advice
- Business continuity and strategic planning
- Treasury management
- Business support

Tax

- Tax compliance
- Corresponding with HMRC
- Trading
- Events, sponsorship and partnerships
- Gift Aid and tax efficient giving
- Benefits planning
- Group structures
- VAT
- PSAs
- P11Ds and business expenses

Governance

- Risk register/maps
- Risk workshops and training
- Financial benchmarking
- Governance reviews
- Trustee training
- Financial management and information systems
- Business process improvements
- Disaster recovery planning
- Payroll

06 Fees

Our fees reflect our desire to provide you with a quality service that is cost effective.

Our proposed fees, excluding VAT but including any required travel and expenses, for the year ended 31 March 2022 are:

	2021/22 audit
St Raphael's Hospice	£17,000

To demonstrate our commitment to the Hospice, we have discounted our charge out rates by 25% in setting our proposed fee.

Our fee proposal includes the following:

- Statutory audit of St Raphael's Hospice
- Attendance at a planning and completion meeting with the management team
- Attendance at the Finance and Committee, and/or full Board meeting when financial statements are signed
- Audit findings report identifying accounting and business issues, sector issues and updates, as well as benchmarking comparisons of the Hospice to similar sized organisations
- Regular newsletters and invitations to seminars
- Ad hoc advice on accounting and audit matters

Our fee quote for the audit is on the basis that the Hospice prepare a detailed trial balance along with all supporting schedules,. We have assumed that all figures are available in advance of the start of the audit fieldwork.

Year-round service

Part of our ethos as an organisation is to be accessible to our clients whenever they need support and to proactively contact them with details of relevant sector or accounting issues. We remain available to you year-round and do not charge extra for ad hoc queries on accounting or audit matters during the year. We want clients to feel they can pick up the phone and ask questions or clarify matters without the fear that the clock is ticking. Where a query is likely to involve research or is a distinct piece of work, we will quote for this up front.

Billing schedule

We normally bill 25% of the fee in the month of audit planning, 50% at the time of the audit fieldwork and the remaining 25% on completion of the audit. The billing schedule will be discussed with you in advance and confirmed each year and an audit planning report issued to you before we commence our work.

Future fees

Future fee increases will be at the prevailing rate of wage inflation, unless there is a significant change in your activities or our scope, including significant changes in auditing standards. We note that there is currently a significant focus on audit regulation and the work that auditors are required to perform. We have based our fees on all matters which are currently known to us at the date of issuing this proposal.

If there is further change in regulation which would impact significantly on the work we are required to do, we would discuss this with you at an early stage and agree the impact on the proposed fees.

Specialist advice

Fees for any non-audit services, which are ad hoc, will depend on the grade of staff required and our anticipated time requirement. In each case we will provide a fee proposal which we will discuss and agree with you before commencing work.

Indicative hourly charge out rates are as follows:

Staff grade	Hourly rate £
Director	265 - 395
Manager	180 - 270
Audit Senior	95 - 170

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Shortlisted 2019 National Firm of the Year



Shortlisted 2019 Tax Team of the Year



Highly Commended Partner of the Year



Winner: Audit Team of the Year



Winner of the Bronze Award for 2018 and 2017



Top adviser to the top 5,000 charities, Charity Financials' league table 2021



Top ten by audit fees in the 2020 Charity Finance Audit Survey