

St Raphael's Hospice

Meeting of the Board of Trustees

To be held at St Raphael's Hospice at 13:30 on Wednesday 23rd October 2024,
with lunch from 13:00

TO BE PRESENT:

Trustees:

Norman McWhinney (NM - *Chair*) **Alan Cogbill** (AC - *Vice-Chair*) **Steve Chambers** (SC)
Carrie Chill (CC) **Grahame Darnell** (GD) **Sister Veronica Hagen** (Sr VH)
Paul Holmes (PH) **Manjit Lall** (ML) **Bernard Marley** (BM)
Sister Kathleen O'Reilly (Sr KO'R)

In attendance:

Nick Stevens (NS) (*Joint CEO*) **Rebecca Trower** (RT) (*Joint CEO*) **Barry Angel** (BA) (*Head of HR*)
Kate Billingham Wilson (KBW) (*Director of Fundraising & Communications*) **Naomi Collins** (NC) (*Lead Consultant*) **Ed Cook** (EC) (*Advisor to DoC & Finance Committee member*)
John Groom (JG) (*Director of IT & Estates*) **Alison Linwood** (AL) (*Legacy & In Memory Manage – item 4r*) **Alex Rudkin** (AR) (*Director of Quality & Governance*)
Sara Jane Woods (SJW) (*Commercial Director*) **Anna Machin** (AM) (*Governance*)

Item	Description	Purpose ¹	Lead	Timing
1.	Welcome and apologies for absence.	-	Chair	13.30-13.35
2.	Declarations of interest	-	Chair	
3.	Minutes of the Board meeting held on 24 th July & 1 st August 2024; Actions List	Approval	Chair	13.35-13.45
4.	Presentation – legacy and in memory fundraising & Q&A with Board	Discussion	KBW, AL	13.45-14.15
5.	Committee Chair updates inc. minutes: <ul style="list-style-type: none">• 15th October 2024 Income Generation & Communications Committee• 15th October 2024 Finance Committee• 8th October 2024 HR Committee• 11th October 2024 Clinical Quality & Governance Committee	Discussion	Chair, CEO	14.15-14.35
6.	Executive Report inc. KPI & risks report	Discussion	Executive	14.35-15.00
--	<i>Break</i>	-	-	15.00-15.15

7.	Annual report and accounts and post-audit report (key points noted in Executive Report)	Approval	NS	15.15-15.35
8.	Finance report inc. full status update on staffing structure and plans for ICB meeting	Discussion	All	15.35-16.25
9.	Agreement of next steps, Any Other Business & Date of Next Meeting	-	Chair	16.25-16.30
10.	T-Time (trustee only session) <ul style="list-style-type: none"> • 2025 meeting dates 	Discussion	Chair, AM	16.30-17.00

Dates of upcoming meetings: To be confirmed as part of 2025 date-setting process

St Raphael's Hospice
Meeting of the Clinical Quality & Governance Committee
Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX with video call
access
At 10:00 on Friday 11th October 2024

Members: Dr Carrie Chill – Trustee & Committee member (CC)
 Alan Cogbill – Trustee & Committee member (AC)
 Bernard Marley - Trustee & Committee member (BM)
 Norman McWhinney – Board Chair & Committee member (NM)
 (apologies)

In attendance: Dr Jenny Strawson – Consultant (JS)
 Rebecca Trower – Joint CEO (RT)
 Alex Rudkin – Director of Quality and Governance (apologies)
 Jenny Wingate - Governance (JW)

Agenda item	Action	Responsible	Timeline	Ref.
3. Excellent Practice Register	Update on drains related risk	Rebecca Trower	Jan meeting	11.10.24/01
4. Restructure		Rebecca Trower	asap	11.10.24/0
	Analysis of impact of loss of Hospice at Home service – provide data	Rebecca Trower	Jan meeting	11.10.24/02
5. Risk register	Considering appropriate reporting on time from referral to first assessment in the community	Alex Rudkin	Jan meeting	11.10.24/03
	Add risk around absence of Director of Quality and Governance and need for succession planning/sharing of expertise	Rebecca Trower	Asap	11.10.24/04
	Add risk around consultant not always able to be onsite	Jenny Strawson	Asap	11.10.24/04

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting. Apologies were received from Norman McWhinney, Nick Stevens and Alex Rudkin who had been taken unwell. The meeting was confirmed as quorate.

2. Review of minutes from 12th July 2024 Clinical Quality & Governance Committee meeting, Actions List and update on matters arising

The minutes of the previous meetings were approved as an accurate record of proceedings – all actions have been completed. The Chair asked that a fresh actions log be created as all actions are now complete.

3. Evidence of Excellent Practice Register

The Chair spoke about how pleasing it was to see this register and the positive comments from users as well as clinical staff. Dr Jenny Strawson spoke about how evident it was that staff go to extra lengths without themselves recognising this was the case. An example was given of the effort a staff member went into ensuring that a son who was in the army overseas could get permission to come back at very short notice to see his mother before she died. This is a clear example of excellent practice but was not recognised by the staff member as going above and beyond.

The Committee looked at the Medical Examiners' feedback report which is a reasonably new method of feedback and is to be shared with staff. They welcomed the positive comments. There was a discussion about some specific issues arising as a result of the particular drains used at times when patients are transferred from hospital and the continued use of these when at the hospice. The Committee heard that an investigation was being conducted into one case due to concerns raised by the sister of the patient. They were pleased to hear that a process for managing risk had now been put in place and an update would be provided at the next meeting.

The Committee confirmed with Jenny that the learning is being captured so it can inform future management. Jenny confirmed this and that it had been an important case in considering how best to work across organisational boundaries.

Jenny was asked if the medical examiner process was working well and was helpful. She said there had been no negative feedback to date and that it was proving a useful and thorough benchmark. There are some logistical issues for GPs who do not have the same system, but it is positive in terms of building relationships.

4. St Raphael's Hospice restructure

Rebecca Trower reported on the restructure confirming that all those who had opted for voluntary redundancy had left. She said that it had been a difficult period, especially for those in the community team and that two community nurses had recently found jobs elsewhere, so now they are in an unfortunate position of needing to recruit to these positions. Rebecca reflected on whether anything could have been done to prevent this and whether there was some learning about how the difficult messages had been communicated and the level of transparency. Trustees suggested that there were always risks around staff leaving, and it was difficult to be able to anticipate the decisions that staff might take as a result of uncertainty. They heard that the two staff leaving were leaving to be closer to home and so this was not necessarily a negative step for them.

Nonetheless she emphasised how hard the community team were finding the changes, and that when the head of the team reduces her hours in November, this is also likely to have an impact.

The Committee asked whether departures might result in a risk that the team cannot function safely and appropriately. Rebecca responded that they are aware of this risk and are ensuring expectations are set at the right level amongst providers and the community and where necessary, are reminded about the other agencies that provide palliative care in the community.

The Committee discussed the challenges around this, noting that very often St Raphael's will be contacted following a lack of response from other agencies such as the emergency services. Nonetheless, Rebecca stated that referrals have levelled out recently and are manageable, but there may be a need to remodel in the new year.

Rebecca was asked what remodelling might look like – she explained that some scenario setting based on resource availability would be conducted, with the optimum scenario being that of the position prior to the reorganisation.

Rebecca reported on staffing in other teams as follows:

- In-patient unit – the physician associate role has ceased – this is currently manageable, but when the proposed reductions in staff grade and consultant hours are implemented there will be a need to monitor this closely. A candidate has recently been appointed to the IPU lead role.
- Psychological support team – there will be one leaver in this team and there will now be a sole lead with a counsellor taking on more hours and providing greater support to the counselling students. This is working well with the team flourishing. There is an advert out for a two day a week Facilitator/Supervisor role to oversee the students.
- Education team – there is a significant level of work to be completed for the number of hours in the team and this will need to be reviewed. Nonetheless the team has done some external training which has been well received, e.g. palliative care master class.
- Wellbeing team – despite changes, the team is working well, the therapy and compassionate neighbours work is continuing but at a reduced level. The hospice has submitted a 5 year £40k p.a. grant application for the Wellbeing team which all are hopeful about.
- Medical team – noted that Dr Jenny Strawson was leaving with interview of a possible candidate planned for 23rd October. The Committee were made aware that there will now be times during the week when a consultant is not on site and so there may be risks around consultant coverage. It was agreed that this risk should be added to the risk register.

The Committee considered the impact of the Hospice at Home service closing. They heard that there had been a small number of requests for support which had to be declined and that following closure, there had been some feedback via Voices about how positive the service was. In addition, following recent press coverage, a significant donation was made which further emphasises how important the press coverage has been.

Rebecca was asked whether she would recommend restarting the service should funding become available. She suggested that the priority would be the specialist community service followed by Hospice at Home.

She reported that since the closure, the clinical lead for end-of-life care for SW London had been in touch to ask if St Raphael's would be interested in setting up a CHC funded care provider as there were concerns about the capacity of current care providers. She suggested that at this stage, they would not have the capacity, but they could do some support to model practice which would bring in further funds. She will be following up to understand more and will report back.

The Committee suggested that it would be useful to have an analysis of the impact of the loss of the service by tracking requests that can't be met etc. This was agreed.

5. Clinical Risk Register

The Committee reviewed the risk register and noted risks where ratings had increased or decreased. They commented on specific risks as follows:

- Reduced responsiveness to existing case loads is the most heightened risk currently. The Committee asked how this was monitored, and it was explained that this was primarily through feedback from community team as well as times from referral to first assessment.. This is an area that Alex Rudkin would be asked to report on at the next meeting.
- Lower staff morale remains a key risk which has been discussed at length – effort continues to be made with ensuring there is regular contact with team members to check on their wellbeing
- It was agreed that it was important to ensure the CPCT keep to their role and remit as St Raphael's and ensure this was not extended without additional funding.
- Confirmation that the risk around IT system failure remains high but has been downgraded due to the work that has happened to mitigate against this. Disaster recovery plans are now being worked on for all teams and there is greater confidence all round.

The Committee discussed the nature of the risk register urging a level of caution around the use of numerical targets given the nature of the work and the environment. The Committee confirmed that they felt that the format was very clear and would be useful from an audit perspective. They suggested consideration should be given to whether a staffing risk related to the absence of Alex Rudkin should be added but also heard that actions were being taken to ensure that others were able to provide cover as needed. Rebecca added that there was also a need to ensure that data is being collated in the most effective manner, for example, making greater use of data from EMIS, or allocating document review tasks to more than one individual in the team.

6. Clinical Quality & Governance Report inc Clinical Action Plan

The Committee agreed that much of this had already been covered during the meeting. They noted that R Wallis had completed a number of actions prior to leaving, but there were some that needed reallocating, e.g. safeguarding audit. It was also noted that admissions and referral data had not been recently updated – this would be done for the next meeting.

The Committee were told there had been no new complaints since the last meeting. Whilst this could be possible, leaders did suggest that this raised an issue of how feedback is being requested, and will be kept under review. Jenny added that she thought there would be at least two when reporting next time and confirmed that there is strong oversight of these matters.

7. Minutes of internal meetings

Committee noted the minutes.

8. Annual review of Hospice's position in local healthcare ecosystem

Rebecca reported that the ICB chair and CFO would be coming to St Raphael's on 30th October and that a briefing paper is being prepared for them. She added that the Chair has been proactively engaged with the hospices and seems supportive.

The longer term strategy from the ICB in relation to hospices is still not clear, but the SWL hospices are now meeting regularly and shortly will be meeting with the continuing healthcare team at the ICB to discuss the rates to be paid for commissioned bed space at the IPU. Currently Merton are paying between £400 and £550 a night for patients who meet the fast track funding criteria, but this is not sustainable for Merton and there is a need to agree a standard rate that is acceptable for the ICBs and the hospices.

The Committee congratulated Rebecca and the press team on how much coverage they had achieved recently and were pleased to hear that a number of MPs are visiting the hospice and that Rebecca will be attending the Hospice UK conference. The Committee suggested that a St Raphael's representative might do a useful session on lessons learnt from the cyber attack at the conference at some point.

9. Safeguarding Update

It was noted that Alex would have been reporting on this, but that there were no instances of concern to report.

10. Any Other Business and Dates of future meetings

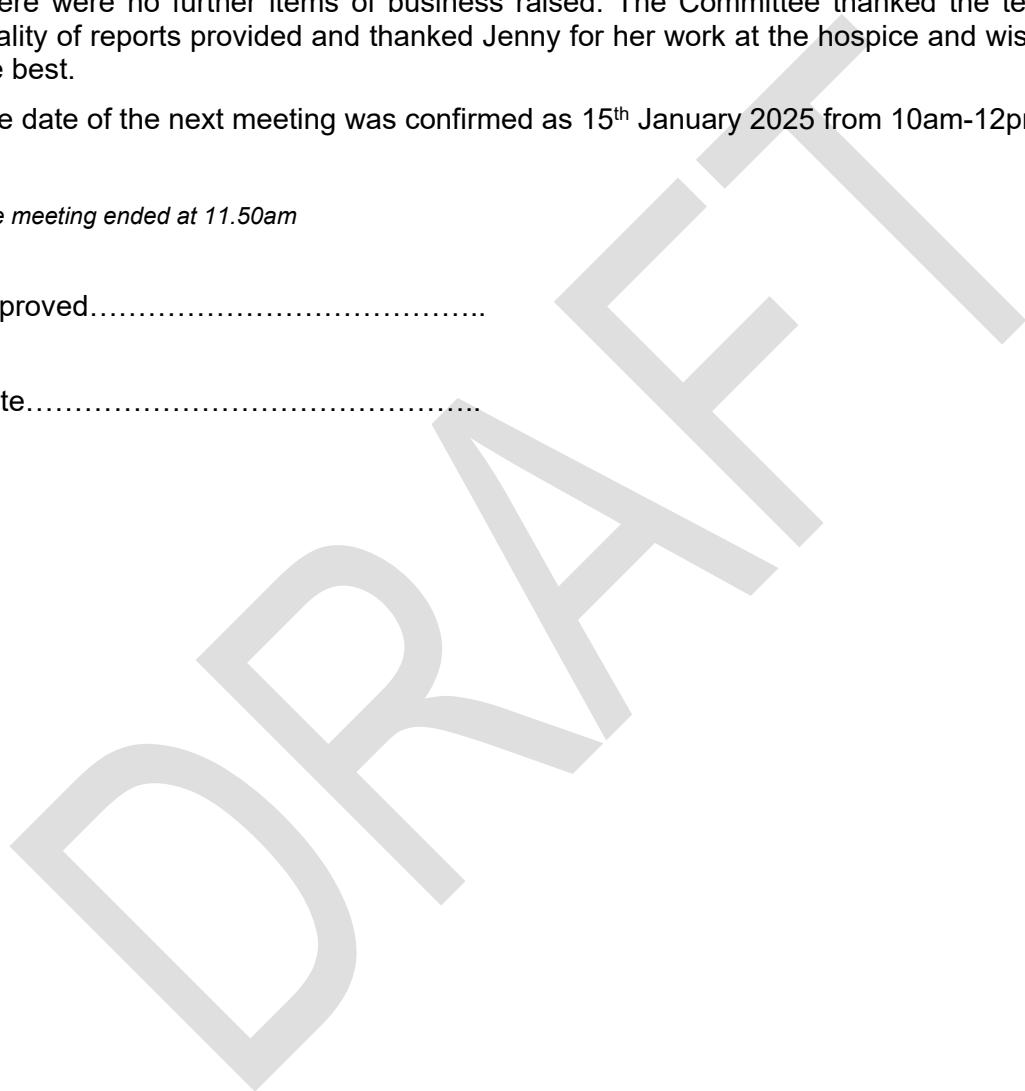
There were no further items of business raised. The Committee thanked the team for the quality of reports provided and thanked Jenny for her work at the hospice and wished her all the best.

The date of the next meeting was confirmed as 15th January 2025 from 10am-12pm.

The meeting ended at 11.50am

Approved.....

Date.....



St Raphael's Hospice
Minutes of a Meeting of the Finance & Resources Committee
Held at St Bede's, London Road, Cheam, Sutton, SM3 9DX
At 14:00 on Tuesday 15th October 2024

Members: Alan Cogbill (Trustee – AC)
Steve Chambers (Trustee – SC)
Ed Cook (Co-opted Committee member and Board Advisor – EC)
Paul Holmes (Trustee – PH) - apologies
Sr Kathleen O'Reilly (Trustee – KO'R) – apologies

In attendance: Nick Stevens (joint CEO – NS)
Rebecca Trower (joint CEO – RT – for items 1-5)
John Groom (Director of IT & Estates – JG)
Jenny Wingate (Governance – JW – virtual)
Siobhan Holmes – (External auditor, Hays McIntyre – SH - virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
3. Actions	Going concern statement to be drafted for board meeting	Nick Stevens	Oct Board meeting	15.10.24/01

The meeting commenced at 14.00

1. Welcome, apologies for absence and declarations of interest

Alan Cogbill welcomed Committee members to the meeting. Apologies were received from Paul Holmes and Sr Kathleen O'Reilly. The meeting was confirmed as quorate. There were no declarations of interest from Committee members.

2. Review of minutes from 18th July 2024 Committee meeting & matters arising

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

3. Actions and update on matters arising

In relation to the external audit report and accounts (see below) it was agreed that there would need to be further work done on budget scenarios and risks over the next period, with an ongoing concern assessment to be drafted by Nick Stevens so trustees can feel confident about signing the accounts. It was recognised that the going concern statement relates to the next 12 months and this would be protected by deferred income.

4. 2023/24 external auditors' report & annual report and accounts

Nick introduced Siobhan Holmes to the Committee and thanked her and the auditors in her team for their support. Siobhan began by thanking St Raphael's for their commitment and

engagement. She confirmed that she fully anticipated that it would be finalised as a clean audit and the findings were as positive as they could be. She summarised the findings as follows:

- Noted that significant risks are the standard risks that need to be considered and there are no material issues
- Key accounting estimates are robust and meet all requirements
- Confirmed that visits had been made to two shops – satisfactory assessment of controls
- Any valuation discrepancies in the report have now been clarified
- Auditors are comfortable with the going concern statement for the next 12 months, but all trustees must ensure they are comfortable with this statement on an individual basis.
- The auditors have used a new tool Data Analytics this year to make more granular analysis of transactions. Of these, 11 transactions were determined as being elevated risks but having reviewed each of them, auditors are happy that they were all legitimate transactions.
- Two recommendations have been made on controls both of which are advisory: segregation of duty in cash counting and banking at shops; and stock counts in some shops. Noted that the first is a common issue for charities and given staffing levels, is not possible.
- Emerging issues section – Siobhan highlighted a number of updates from the Charity Commission that would be of relevance to trustees including highlighting the recently updated [trustee quiz](#) which would be helpful for all to complete.
- Financial statements – similar to previous years with no changes to compliance side. Noted that the update to SORPS will be released next year and will impact on accounts in March 2027.

The Chair asked for comments and feedback:

- They welcomed the updates from the Charity Commission stating that it was a helpful reminder of the importance of the role of the trustee and the responsibilities related to all rather than, for example, just relying on the treasurer to confirm confidence in the accounts
- Useful additional analysis from Data Analytics

Next steps were confirmed – noting that the Chair would sign the accounts and a letter of representation sent by the auditors along with the final version of the auditor's report.

Committee thanked Siobhan for the report.

Siobhan Holmes left the meeting.

The Committee discussed at what point auditor appointment would be reviewed. It was confirmed that this would be in two years at the five-year point of using Hays McIntyre. **The Committee confirmed that they were happy to recommend the accounts to the Board of Trustees.** The letter of representation will be shared with trustees prior to the next meeting. Nick was asked if there were any additional points that need to be shared prior to approval. He confirmed there were no additional points.

Before moving onto the next items, the Committee asked Nick to thank Neena Vadgama for all the work she had done to complete the papers before going on annual leave, noting the additional pressure as a result of her reduced hours following the restructure.

5. Finance report including:

5.1 Restructure update

Nick Stevens confirmed that the restructure had now been completed with 12 redundancies 19 adjusted roles, 3 settlement agreements, one related to redundancy, two related to other

matters. This has meant 14 leavers in five months from April to date. There remains a saving to be identified from the fundraising team, but savings have already been recouped in this team, and two recent resignations will result in further savings and enable the planned reduction as a result of the restructure. This situation was discussed at length at the Income Generation Committee the day before where it was confirmed it was expected that all income generating streams can be sustained with a possible need to recruit one additional person.

Rebecca Trower left the meeting.

The Committee spoke about the challenges arising as a result of the restructure and the fact that it would take time to settle and it was recognised that there were risks, for example with sickness creating a capacity issue. It was noted that within retail, they have been consistently £5k a month below budgeted expenditure for staff costs and so this could potentially be used to increase the team capacity and still stay within budget.

5.2 Management account to end Sept 24 – detailed & summary

Nick reported on figures to date, confirmed that:

- Income from the NHS is £65k over budget due to £60k additional income from continuing care payments. The rate of £550 a day has been paid by Merton – this will not be sustainable in the longer term and a meeting is to be held to agree a tariff across hospices.
- Other income is higher by £92k as investment movements have been higher than anticipated
- Direct cost of services is £26k below the budget and £280k above last year. This is after covered the costs of redundancy and also the backdated Agenda for Change pay increase that was implemented in September.
- Legacies – stand at £170k with a budget of £449k. There is one bequest (estimated at £400k) from a legatee who is recently deceased, which may achieve probate in the financial year.
- Donations to the end of September were £17k behind the plan, having improved over the last two months. Nick noted that donations and lottery are areas where careful review needs to be made over the longer term. With regard to lottery, the attrition rate is quicker than had been anticipated and the signs ups are currently 600 against a target of 2000. However, the bumper draw has not yet happened and thought is being put into perhaps changing the value of prizes so more can be given out thereby encouraging people to sign up.
- Shops are above expected income and below planned spent which is positive. Noted that the Wimbledon Park shop is to be sublet.

It was a slightly improved picture overall the post restructure costs will be lower in the second half. It was also noted that a £750k legacy debtor, that was expected to be received in January 2025 had been partly received (£400k) with the balance due shortly.

Nick moved on to refer to strategy development and the plans for this reporting that whilst, the priority of provision of a quality service remains the same, it would be important for staff and trustees to spend time over the next three months planning for the next phase of the hospice and identify priorities for the future.

He and Alan Cogbill reported that they have a follow up meeting with the chair and CFO of the ICB to be in October. There is not yet clarity on how the ICB will respond to the needs of the hospice, but it would be useful to have discussions about this. It was important to bear in mind that fundamentally what is needed by the hospice for it to be sustainable is not huge in to the context of NHS budgets. Nonetheless, it was vital that the profile of the hospice and media coverage remains high to ensure it is at the forefront of minds.

With regard to KPIs at this stage, legacies and the lottery are showing as red, with the overall shortfall less than had been anticipated.

The Committee commented on how positive the figures on donations were noting that spontaneous online donations had increased following the press coverage. They discussed the growth of donations and how donors could be encouraged to support particular areas of need, for example a recent donor had wanted to fund a 'new initiative' but had decided to support an existing shop rental in order to enable the charity to open a further shop and hence leverage additional profits.

6. IT & Estates report

John Groom referred the Committee to his report highlighting the departure of Steve Cresswell, the facilities manager – Steve was thanked for his many years of dedication. His departure had meant that Pete Morris is promoted to Facilities Manager and that a new facilities assistant has been recruited. This structure is working well with a strong team of volunteers focused on the garden.

John spoke about the significant changes to the IT system over the last six months as approved by the board as part of the savings plans. These have nearly all been implemented now and all is going well. The move to the Cloud has minimised the cyber security risk.

There have been some issues to do with the level of time and resource needed for this work, but nothing of significance. As the Committee are aware, there is a trial underway at the Orangery to increase income – this will be reported on at the next meeting.

The Chair commented on how much work has gone into these IT projects especially and asked for thanks to be passed on to the team in managing this so smoothly.

Steve Chambers commented on how from his experience as a new trustee, IT and induction had been a positive experience.

7. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The date of the next meeting was confirmed as Tuesday 21st January 2025.

The meeting ended at 3.45pm.

Approved.....

Date.....

SUBJECT TO DISCUSSION

2025 Board and Committee Agenda Planner

St Raphael's Hospice

This agenda planner sets out meeting dates for 2025 for the St Raphael's Hospice Trustee Board and Committees, with the meeting cycle on a quarterly basis with an annual Strategy meeting also held during the year. Each meeting will start with: Apologies; Approve minutes of previous meeting; Actions List & Matters arising; Declarations of interest. Each meeting will end with: Any other business; Date of next meeting. Additional agenda items arising from Board and Committee meetings will be added throughout the year.

Meeting	Date and time	Key agenda items
HR Committee	Tuesday 14 th January, 10am-12pm	Standing items: Volunteer Services; HR Report; Management Plan; Equality & Diversity; Education; Speaking Up High-level staffing structure 2025/26 Departmental Risk Register
Clinical Quality & Governance Committee	Wednesday 15 th January, 10am-12pm <u>Virtual meeting</u>	Standing items: Recruitment/ Staffing update; Clinical Risk Register; Evidence of Excellent Practice Register; Clinical Quality & Governance Report & Action Plan; Minutes of internal meetings Departmental Risk Register
Income Generation & Communications Committee	Tuesday 21 st January, 11am-1pm	Standing items: Fundraising Report; Commercial Report; Communications Report; Income Figures; HR and Staffing 2025/26 Fundraising Strategy – high-level priorities Departmental Risk Register
Finance Committee	Tuesday 21 st January, 2-4pm	Standing items: Finance Report; Management Accounts & Balance Sheet; Investments; IT & Estates Review of financial position vs five-year plans Outline 2025/26 look-ahead Update on investment manager and ethical investment policy Corporate Governance Report; Health & Safety (H&S) update Departmental Risk Register

Meeting	Date and time	Key agenda items
Trustee Board	Wednesday 29 th January, 1-5pm	Standing items: CEO Report; Finance Report; Fundraising Report; Committee Chair updates; Equality & Diversity; Governance update 2025/26 Budget – high-level priorities 2024/25 board self-evaluation: framework
Trustee Board Strategy meeting	Wednesday 19 th March 12-5pm (including lunch and Hospice visit)	Presentations inc. review of progress towards EVE strategy Review of financial position vs five-year targets Review and approval of 2025/26 Budget and Management Plan 2024/25 Board self-evaluation: outcomes
<i>Easter weekend</i>		
HR Committee	Tuesday 15 th April 10am-12pm	Standing items: (see above) Annual review of Committee Terms of Reference
Clinical Quality & Governance Committee	Monday 14 th April, 10am-12pm <u>In person meeting</u>	Standing items: (see above) Annual review of Committee Terms of Reference
Income Generation & Communications Committee	Tuesday 22 nd April, 11am-1pm <i>Note: Held towards end of Committee cycle in order for Committee to review latest information on 2025/26 year-end position at meeting</i>	Standing items: (see above) 2025/26 Fundraising Strategy & KPIs Annual review of Committee Terms of Reference
Finance Committee	Tuesday 22 nd April, 2-4pm <i>Note: Timing to coincide with C&F Committee for reason above</i>	Standing items: (see above) Annual review of Committee Terms of Reference Annual review of Financial Delegated Authorities
Trustee Board	Wednesday 30 th April, 1-5pm	Standing items: (see above) Update on latest estimated 2024/25 year-end financial position Annual approval of Scheme of Delegation and Committee Terms of Reference
HR Committee	Tuesday 8 th July, 10am-12pm	Standing items: (see above) Staff survey outcomes Departmental Risk Register
Clinical Quality & Governance Committee	Monday 7 th July, 10am-12pm <u>Virtual meeting</u>	Standing items: (see above) Clinical Risk Register

Meeting	Date and time	Key agenda items
Income Generation & Communications Committee	Tuesday 15 th July, 11am-1pm	Standing items: (see above) Departmental Risk Register
Finance Committee	Tuesday 15 th July, 2-4pm	Standing items: (see above) Annual review of pensions Annual Corporate Governance update (data protection, insurance & compliance activities, policies framework, Health & Safety) Departmental Risk Register
Board meeting	Wednesday 23 rd July, 1-5pm	Standing items: (see above) Hospice Policy Framework – for approval Hospice Risk Register & summary of Departmental Risk Registers
Summer break		
HR Committee	Tuesday 7 th October, 10am-12pm	Standing items: (see above) Annual leave allowance 2025/26
Clinical Quality & Governance Committee	Monday 6 th October, 10am-12pm <u>In person meeting</u>	Standing items: (see above) Annual review of Hospice's position in local healthcare ecosystem Safeguarding Adults Policy – for recommendation to Board
Income Generation & Communications Committee	Tuesday 14 th October, 11am-1pm	Standing items: (see above) Mid-year update on progress vs Fundraising Strategy Fundraising applications pipeline report
Finance Committee	Tuesday 14 th October, 2-4pm	Standing items: (see above) 2024/25 external auditors' report 2024/25 St Raphael's Annual Report & Accounts – for recommendation to Board
Trustee Board	Wednesday 22 nd October, 1-5pm	Standing items: (see above) 2024/25 external auditors' report 2024/25 St Raphael's Annual Report & Accounts – for approval Safeguarding Adults Policy – for approval
Remuneration Committee	Wednesday 3 rd December, 10am-12pm	Standing items: Hospice annual pay award; Executive Team remuneration

St Raphael's Hospice

**Annual Report and Financial Statements
For the year ended 31st March 2024**

Company Limited by Guarantee

Company Registration Number; 11732567 (England and Wales)

Charity Registration Number: 1182636

**St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024**

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St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024

Reference and administrative details of the Charity and its Trustees

Trustees	Mr Norman McWhinney Mr Alan Cogbill Sister Veronica Hagen Mr Paul Holmes Sister Kathleen O'Reilly Mr Bernard Marley Mr Grahame Darnell Ms Manjit Lall Dr Carrie Chill Mr Stephen Chambers (appointed June 2024) Mr Joseph Ryan (resigned March 2024)	Chair; HR, CQ&G Vice Chair; F&R, CQ&G, IGC IGC HR, F&R F&R CQ&G, IGC IGC HR CQ&G F&R F&R
Committee Members	Ms Hazel Borthwick (appointed October 2023) Mr Ed Cook Dr Eva Kalmus (resigned October 2023) Mr Steve Mulhall (resigned July 2023)	HR F&R CQ&G HR
Clerk to the Trustees	Ms Anna Machin	
Executive Team	Mr Nick Stevens Ms Rebecca Trower Ms Sara Jane Woods Ms Kate Billingham Wilson (from March 2023) Dr Jenny Strawson (to August 2022) Dr Gaby Tamara-Rose (from September 2022 to March 2024) Dr Naomi Collins (from April 2024) Mr John Groom (from April 2022) Mr Alex Rudkin (from April 2023) Mrs Gail Linehan (to November 2022)	Joint CEO (was CEO to July 2024) Joint CEO (was Clinical Director to July 2024) Commercial Director Director of Fundraising and Communication Specialist Palliative Care Consultant Specialist Palliative Care Consultant Specialist Palliative Care Consultant Director of IT and Estates Director of Quality and Governance Joint CEO
Company registration number	11732567	
Charity registration number	1182636	
Registered office	St Raphael's Hospice, London Road, Cheam, SM3 9DX	
Telephone	020 8099 7777	
Email	enquiries@straphaels.org.uk	
Website	www.straphaels.org.uk	
Auditor	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG	
Principal bankers	National Westminster Bank plc, 93 Central Road Worcester Park, Surrey, KT4 8DZ	
Investment Managers	Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU	
Committees	Clinical Quality and Governance Committee (CQ&G) Finance and Resources Committee (F&R) Income Generation and Communications Committee (IGC) Human Resources Committee (HR)	

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024

Joint Chair and CEO Report

The year ending March 2024 has been a difficult year for the charity. The ongoing impact of inflation was felt as our clinical costs rose by £478k after increasing £664k in the previous year. This was against flat income levels and a challenging fundraising environment and with only an additional £103k provided by our NHS Commissioners, South West London Integrated Care Board (SWL ICB), to offset the increases over these two years.

The risks to the charity which arise from this underfunding, together with the evidence of the impact and importance of the Hospice as part of the local health system, were expressed throughout the year to the ICB. Together with other local hospices, we sought an increase in our funding level from around 30% of clinical costs to 50%, the London average.

Regretably, the ICB was unable to meet these needs and, after the year ended, the Board was left with no option but to reduce costs. Consultations with the staff body took place during July 2024 and plans were finalised in August 2024 which reduce operating costs by £1m on an annual basis. This included making eleven staff redundant, nine of whom were clinicians, as well as a number of reductions to hours and changes to roles. We are grateful to the whole team for how they have responded throughout this difficult time. We will continue to work with other hospices and our Commissioners in the endeavour to increase funding to provide stability and continuity for ourselves and the sector.

The cost reduction exercise addresses the increased funding gap which arose largely from the impact of inflation, but hospice funding remains a challenge going forward and we were pleased to recruit to our five fundraising vacancies and also to the new Head of Communications role during the year. This provides us with a strong foundation for growing our income in the coming years. We also saw the first phase of our campaign to grow our lottery income succeed in its target of 1,000 new plays, setting the scene for a continuation in 2024.

Our plans to extend our retail estate included opening two new venues in 2023-24. The new "donation station" is located opposite our pre-existing store which we had to vacate for development. It has enabled us to retain our vital volunteer team as well as ensure continuity for donors who drop off goods, whilst also enabling us to open to furniture sales. We also opened a new clearance store in Morden and have been delighted with how this has been received in the community and the exceptional sales it has achieved.

Our clinical and IT team worked well together to move the patient administration system to Emis, a platform used by local GPs and hospitals and also neighbouring hospices, in May 2023. This was a huge task and we have been delighted with the smooth transfer and with the data sharing capability this has enabled. In October we were subject to a "ransomware attack" which locked up our entire system. Our IT team worked overnight to restore the systems and minimise the impact on our operations. Working closely with the relevant authorities, the charity alerted those whose data had been put at risk and provided free access to monitoring services to provide reassurance. Improvements and changes to our IT system infrastructure and our data holding are being implemented.

Throughout the year, our clinical teams maintained a high standard of care achieved in the previous years and supported more than one in every four people who died in Merton and Sutton boroughs with our specialist clinical care free of charge. We also provided family members and other loved ones with our Counselling Service, Social Work, Wellbeing Centre and Hospice Neighbours teams alongside the advice and guidance from our Community Specialist Nursing, Medical and In-Patient teams. In all, we were there for over 2,400 people in 2023-24 and we are very proud of our team's positive contribution to our community.

As we look forward to 2025, and beyond, we are confident in the qualities of the services we deliver despite having reduced costs significantly, much of which has been in clinical services. Our expert and experienced, specialist nursing and medical staff will continue to serve all the referrals that we would normally receive into our Community team for our specialist end of life and palliative care. Our in-patient unit has not been affected and we are pleased that our Wellbeing Centre will continue to be open as before to provide a warm welcome, activities and advice to those living with life-limiting conditions in our community. Our Psychological Support, operating from a newly created hub on our site, will continue to provide specialist intervention, free of charge, through more than 1,200 sessions each year.

In August 2024, the Board were pleased to announce that our Clinical Director, Becca Trower, would step up into a new joint-CEO role whilst retaining her clinical responsibilities. Becca led on the publicity that arose locally and nationally as St Raphael's, along with 20% of hospices in the UK, wrestled with the impact of inflation by reducing costs. She was interviewed as the hospice featured on BBC London and BBC Morning news along with Channel 5 news. These TV reports included powerful interviews with patients and volunteers which helped to raise the profile of the Hospice and the sector.

The increased visibility that has arisen supports the central element of our five-year strategy of "EVE" (excellence, visibility and engagement). As the team begin to prepare a new strategy to take the Hospice through to 2030, we will strive to translate that visibility into engagement with all elements of our community in order to galvanise support for our Hospice and so ensure that we can continue to serve the people of Merton and Sutton long into the future.

Norman McWhinney, Chair

Nick Stevens and Becca Trower, Joint-CEOs

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024, continued

The Trustees, who are also the directors of the charitable company for the purposes of company law, present their report and the financial statements of St Raphael's Hospice for the year ended 31 March 2024. This constitutes the Strategic Report for the purposes of company law.

The financial statements are presented in accordance with the accounting policies set out on pages 19 to 22 therein and comply with the Memorandum and Articles of Association of St Raphael's Hospice and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Achievements for the year

In our report for last year there were three major strands to the plan for 2023-24:

1. Consolidate Qualities and Widen Reach
2. Embed Fundraising into the culture of St Raphael's
3. Grow our Commercial income

1. Consolidate Qualities and Widen Reach

- Embedding excellence now forms part of the foundation for all activity at St Raphael's Hospice. An excellent service is what is needed by all the residents of Merton and Sutton whether as a direct beneficiary or by way of reassurance that, should we ever be needed, we will be there for each and every person.

- We have continued to broaden the reach of our charity by developing our Community Engagement through the Wellbeing and Compassionate Neighbours services. We also recruited to, and progressed the plan to implement the Bereavement Pathway service which is designed to provide a curated journey from preparing for the death of a loved one, through navigating the turmoil of grief and moving forward to a place of new stability and the ability to recognise and cherish the memories of life.

2. Embed Fundraising into the culture of St Raphael's

- We successfully built a team around the new Director of Fundraising and Communication, recruiting to the vacant posts of Corporate Manager, Community and Youth Manager, Philanthropy Manager, Appeals Manager and Legacy and In-Memory Manager. We also recruited a Head of Communications following the departure of our manager.

- We moved the Fundraising the Communications team into the Hospice building to ensure that they are fully integrated into the charity and that relationships with clinical and other colleagues can flourish.

- We began the development of the Fundraising elements that connect into the Bereavement Pathway including a memorial space, book of remembrance and bespoke events to mark and build lasting memories.

3. Grow our Commercial income

- This was a very active year for the Retail team as we had a very successful opening of a new "Clearance Store" on Morden High Street and oversaw the fitting out from "shell state" of our new Donation Centre in Sutton, whilst the original store also carried on throughout the year. We established a new Furniture collection and Delivery service and added a Wedding Department to our Wimbledon Park shop.

- After a long search, we successfully recruited BriteVox as the agency to promote and grow our lottery over the coming years. Currently, fewer than 2% of the adult population of Merton and Sutton play our lottery and we believe that this support base can be increased. Connecting with our community through the lottery will also provide a route to raising the profile of the Hospice more generally and potentially increase our donor support as well.

Financial review

Overall the charity had a shortfall of £(1,198)k for the year compared with a shortfall of £(396)k last year.

Donation income fell by 11% to £1.67m (2022-23: £1.88m) and legacies fell by 3% to £1.59m from (2022-23: £1.65m). Commercial income (retail and lottery) grew by 16% to reach £2.08m (2022-23: £1.79m), though costs also grew significantly. Income from Charitable Activities was level at £1.70m (2022-23: £1.70m).

Clinical costs rose by £478k to £5.74m (2022-23 £5.26m), and this was largely inflation driven increases. The fundraising team and costs (part of our Income Generation costs) rose £37k to £910k (2022-23: £873k). However, our Commercial Income Generation costs rose significantly. Lottery costs were up £62k as we invested in a campaign to increase players. We had planned cost increases of £400k for rent, staff, logistics and set-up costs as we grew our retail estate and created the new Commercial Director role. However, retail costs rose by a further £123k as, for much of the year we ran the new Donation Centre alongside the pre-existing centre. These costs have now settled and are 12% down in the new financial year. Overall Total costs were £8.6m which amounts to an 14% increase over the previous year (2022-23: £7.76m).

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024, continued

Financial review, continued

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

The charity's cash balance at the end of the year amounted to £1.6m (2022-23: £3.7m) of which £1.4m related to the deferred income creditor (2022-23: £1.9m). In addition the charity held liquid investments valued at £1.7m (2022-23: £2m).

Reserves

Total funds at 31 March 2024 amounted to £4.28m (2022-23: £5.48m) including designated funds of £1.18m (2022-23: £1.25m). The designated fund is represented by the net book value of tangible fixed assets which are used in the day to day work of the Hospice and amounts set aside for fixed asset acquisitions in the next twelve months, and hence, the fund is not available for working capital commitments.

Free reserves are that element of unrestricted funds which are available for future spending and are therefore calculated by taking the total unrestricted funds of the charity and deducting any balances not available for future spending, including designated funds which have been set aside by the Trustees for a particular purpose. The Trustees have decided that the required level of free reserves should be between three- and six-months' operating expenditure which is between £2.2m and £4.4m.

The free reserves at the end of the year amounted to £3m (2022-23: £4m) and therefore the Trustees are happy that this is sufficient for the charity's foreseeable needs.

Investments

The Trustees have an Investment Policy which meets the Charity's obligations under the Charities SORP FRS102 to ensure an effective system for the investment of cash, the transmitting of timely and reliable cash flow forecasts to the Trustees and ensuring the compliance with relevant statutory and regulatory requirements. The Policy is fully compliant with the requirements set out in 'CC14: Charities and investment matters: a guide for trustees' published by the Charity Commission.

The Trustee Board holds overarching oversight of, and accountability for, the charity's approach to cash management, investment and reserves. The Finance & Resources Committee is responsible for reviewing and monitoring the charity's cash in hand, cashflow forecasts, approach to investments and related performance on a regular basis. St Raphael's Hospice employs the services of investment managers, (currently Sarasin & Partners LLP), who provide updates on the performance of St Raphael's Hospice's investments and advice on how returns can be achieved in line with the charity's overarching approach.

In accordance with the constitutional objects of the charity, the Trustees have instructed the investment manager to be sensitive to the ethics and religious principles of the Catholic Church. They are instructed to try to avoid any investments in contravention of these and to highlight areas of potential sensitivity. The investment managers are also encouraged to engage 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.

Going Concern

The Board and the Finance and Resources Committee regularly review the short- and medium-term financial forecasts and consider various scenarios and assumptions. The overall shortfall of £1.2m was greater than expected, by £200k, due to lower income levels. Total costs were on budget but a variance was experienced between cost centres. The costs of our charitable services was £300k above budget and retail costs were £130k above budget. These were offset by below budget costs for fundraising (£150k) and investing in the future of the lottery (£280k). In the absence of agreement from our NHS Commissioners, SWL ICB, to increase our funding to the London average levels, the Board acted within three months of the year end to lower operating costs by £1m. This ensures that our cost base returns to a manageable level.

The strategy of "EVE" is designed to ensure Excellence in all that we do, raising our Visibility across Merton and Sutton and taking every opportunity for Engagement with our community, in order to raise the funds that we need. It includes plans to increase donor income, and we have recruited a team of fundraisers and created a focussed Director role, in order to achieve this. Investment is in progress to grow the base of Lottery players and hence increase income and contribution over the coming years. We are also planning to increase the number of retail outlets, whilst keeping a close control over costs, so that retail contribution also grows. These measures, coupled with the cost reductions, will provide the charity with a sustainable future which indicates a surplus from 2027-2028.

The Trustees, therefore, remain satisfied that the Hospice's financial projections, which indicate a sustainable future, are reasonable and that there are sufficient funds in place to continue operating and to meet liabilities as they fall due for the foreseeable future and that the balance sheet is sufficiently robust to allow the Hospice time to respond effectively if income projections deteriorate significantly.

St Raphael's Hospice Trustees' Report for the year ended 31st March 2024, continued

Plans for 2024-25

1. Reduce cost and maintain service

- We will agree and implement a plan to reduce the annualised operating cost level by £1m. We will consult with staff over the plan for this change and seek to minimise redundancies that will arise and also minimise the impact on service delivery, service quality and service levels.
- We will focus on cost control and income growth for our retail estate during the year and pause the plans for growing the number of shops. This will ensure we are delivering a strong contribution towards the cost of running the charity which, having achieved, will enable us to resume the plans to grow the estate.

2. Maximise the impact of increased profile by engagement with our community

- In line with the strategy of EVE, we will seek to maximise the impact of the news that we are needing to reduce costs in response to inflation lead cost rises and with little additional funding from the NHS Commissioners.
- We will follow up this increase profile with a variety of activities designed to engage with all elements of our community and to build relationships that can result in a growth in committed volunteering and a growth in regular and spontaneous giving.
- We will continue to grow the number of players for our lottery by engaging an agency to run a campaign with a target to recruit 2,000 new players.

3. Review the Strategy for 2025-2030

- Whilst continuing with existing plans to grow our profile and income, we will review the strategy of EVE with a view to re-setting it for the context of the coming five years.
- We will consider new commercial avenues for generating additional income including potential contracts which would utilise our additional in-patient capacity.
- We will consider how we may find opportunities to collaborate more closely with neighbouring hospices so that efficient operations can be achieved with lower overall cost.

Structure, governance and management

Constitution

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

Charitable objects

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

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

Public benefit

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

Referrals for hospice services are accepted for people with a life limiting condition who are entering the last twelve months of life and who require specialist palliative and end of life care. For instance, they may need help with:

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024, continued

Public benefit, continued

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

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

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

The Trustees

The Board of Trustees (which constitutes the Board of Directors for the purposes of the Companies Act) comprises a minimum of five and a maximum of twelve Trustees, of whom a majority must be Catholic. They should meet as a Board at least five times per year. The Board is guided in its governance by an independent, qualified Clerk who performs Company Secretarial. The Board delegates powers and responsibilities to the following committees: Clinical Quality and Governance; Finance and Resources; Income Generation and Communications and Human Resources (which is also the Remuneration Committee). Terms of reference define responsibilities and delegated authority and are reviewed regularly by the Board.

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

Environmental, Social and Corporate Governance

There is a framework for Board self-review and skills audit which draws upon the Charity Governance Code for smaller charities and the outcomes of the self-evaluation are used to inform plans for Board and Committee agendas, training opportunities, and further recruitment. There is a formal process for the recruitment of new Trustees and/or Committee Members who are needed to fill skills gaps and vacancies as they arise. External advertising in suitable media is employed with a formal interview process taking place before a candidate is proposed to the Board. A simple majority decision of the Board is required under the constitution in order for an appointment to proceed.

New Trustees and Committee Members attend an induction evening to be briefed on the charity and meet colleagues and they are provided with Charity Commission guides. They are required to undertake mandatory training on a regular basis using the charity training portal, Duty of Candour and level 2 Safeguarding for Adults training is also available and encouraged with one Trustee required to undertake level 3 Safeguarding in order to serve as the Board's Safeguarding Lead.

The Trustees recognise that St Raphael's Hospice serves the whole, diverse population of Merton and Sutton and are proactive in seeking to represent the whole community effectively. Training in EDI (equality, diversity and inclusion) has taken place on two occasions in the last 12 months for Trustees and staff and a steering group ensures EDI has a platform across the whole organisation. We are engaging at senior level with leaders of different communities and faiths across our geography in order to learn and adjust our services accordingly. We are also developing our Community Engagement service through our Wellbeing Centre and the Compassionate Neighbours programme which is designed to increase our ability to connect with and to serve the whole of our diverse population.

The Trustees are also conscious of our broader responsibility to care for our community by caring for our environment. We were early adopters of professional quality battery operated gardening equipment which reduces noise and fumes for our patients and vibration risks for our team. They are also low maintenance and have lower running costs. In the same vein we have two all-electric vans for our Retail distribution and have a third for our facilities and OT teams (distributing equipment to patients in their homes). We have installed two electric charging points and operate a hybrid pool car for all staff to use on Hospice business. Our recent refresh has upgraded the Hospice lighting to digital technology and we are seeking funding to install additional solar panels to those we already have in order to contribute into the National Grid and save funds over time.

St Raphael's Hospice
Trustees' Report for the year ended 31st March 2024, continued

Environmental, Social and Corporate Governance, continued

The charity has purchased insurance to protect itself from any loss arising from the neglect or default of its Trustees and Employees and to indemnify the Trustees or other Officers against the consequences of any neglect or default on their part. This forms part of the organisational insurance premium which amounted to £1,732 (2022-23: £1,619) and provides public and employer cover up to a maximum of £10m.

Key Management Personnel

Key management personnel comprise the trustees, and the Executive Team. The Board of Trustees is responsible for the running of the charity and delegates the operational activity to the Executive Team (which comprises the CEO (Joint CEOs from 1st August 2024), Clinical Director (Joint CEO from 1st August 2024), Commercial Director, Director of Fundraising and Communications, Director of Quality and Governance and the Director of IT and Estates)) whose pay is reviewed annually by the Remuneration Committee. Salary levels are set with regard to similar roles in other local charities, including other hospices. The Lead Consultant (on rotation) is also a member of the Executive Team but their pay follows the NHS pay formula.

Limitation of liability

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantors at 31 March 2024 was 9 (2022-23: 10). The trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Principal risks and uncertainties

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

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

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

<p>Income - insufficient income is raised to deliver our charitable activities: The Hospice needs to raise around 75% of the total running costs from voluntary sources, with the remaining 25% being granted by the NHS. There is a continual risk that insufficient income is generated to cover this gap and there is a particular reliance on high levels of legacy income which is outside the control of the charity.</p> <p><i>The Trustees and the Executive team have set a target level of operating cash that is designed to enable it to manage the fluctuations of income year on year. It is diversifying its income streams and is pro-active in seeking new ways to raise additional regular income. In addition to this level of reserve, the Hospice also has a deferred income balance of £1.4m (which is represented by cash at bank) which is intended to offset the forecast shortfalls arising over the next three years whilst the charity undertakes its strategy of EVE. This strategy is designed to increase income and achieve a sustainable level of regular funding that does not rely upon exceptional legacy levels (which is currently assumed to be annual total legacies in excess of £1.3m).</i></p>
<p>People - inability to recruit and retain specialist staff against a backdrop of an aging staff profile and widespread shortage of qualified staff.</p> <p><i>The Trustees and the Executive team monitor morale, staff benefits, remuneration and engagement through staff surveys, exit interviews, regular Heads of Department meetings and aim for open communication throughout the team. Internal training and development opportunities are designed to maximise work satisfaction and flexibility in working hours is facilitated wherever possible. We aim to ensure that work-life balance is positive, working environment is improving, our staff/patient ratio remains low and all clinical staff receive supervision. We match NHS Agenda for Change salary levels and have improved other terms and conditions. We recognise that the impact of the cost-reduction exercise will have impacted morale and adds to the risks around staff retention and recruitment.</i></p>
<p>IT and Data - The Hospice is reliant upon its IT infrastructure, systems, data management and web connectivity in delivering its service. All these systems are at risk of failure or interruption through malicious or accidental intervention, putting patient services and data at risk.</p> <p><i>A robust back-up system is in place with a 2-3 hour turnaround for critical patient information. Our experienced and expert team are supplemented by a 24/7 support service with an expert consultancy that was involved with the installation and configuration of our systems. Risk is spread by the use of multiple servers and a failover power source. Anti-virus & anti-malware software is used on all servers & computers, updated in real-time. Firewalls control unauthorised entry from the internet and web-filtering software prevents users from accessing unsafe websites. Staff are educated to avoid risks from phishing attacks backed up by regular simulations to ensure compliance. Mandatory training includes cyber security for all staff.</i></p>

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024, continued

Clinical Quality Assurance

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

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

- The Infection Control Committee steers the Hospice's approach to infection prevention and control. Chaired by a Consultant Microbiologist from the local acute Trust, it meets between two and four times each year. Standing items for the Committee include sharps injury and bodily fluids exposure; alert organisms surveillance, water management, occupational health update, regulatory and best practice requirements.
- The Drugs and Therapeutics Committee focusses on all medicine issues including management of Control Drugs (CDs), Medicines Incident Analysis, staff competency, service and practice developments e.g. nurse prescribing and patient self-administration, policy and guideline review, and medical gases. Each meeting is attended by an independent pharmacist who also audits all aspects of medicines management every fortnight. The Chief Pharmacists from Merton and Sutton CCGs are invited to attend or send representatives, and receive the minutes of the committee's meetings as routine. The minutes are included in the Merton and Sutton Medicines Management Committee. To inform the management of medicines the Accountable Officer (CD AO) attends the regional Accountable Officer Local Intelligence Network meetings; incidents involving controlled drugs are discussed with the committee.
- Health and Safety Committee (which includes Water Quality as a regular agenda item) receives reports from managers involved in health and safety matters across the range of Hospice activities and reviews incidents to ensure good practice evolves and improves on a continual basis.

Care Quality Commission (CQC)

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

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

Complaints

All complaints or comments about the service provided are taken very seriously by the Hospice. Complaints are dealt with in line with the Complaints Policy and are fully investigated and reflecting on complaints is one of the ways we seek to maintain standards and improve practices. All complaints are reported to the CQ&G Committee and onwards to the Board of Trustees. Our incident reporting system, Datix, was launched in 2021 and successfully transferred to the cloud in 2024. This has provided a simple and transparent mechanism for recording incidents across all parts of the charity, monitoring measures taken to address them and changes implemented to reduce risks of recurrence.

Employees

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

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

The workforce is predominantly female with women making up 81% of the total (2022-23: 86%). This ratio is marginally higher amongst the upper pay quartile where 86% are women (2022-23: 85%). The "mean pay" for women is 11% above the men (2022-23: women same as men). The "median pay gap" is -16% (2022-23: -10%) arising because a higher proportion of men (44% of the total - 2022-23: 25%) work within the lower pay quartile.

St Raphael's Hospice
Trustees' Report for the year ended 31st March 2024, continued

Pay

St Raphael's aligned clinical pay with AfC rates including the Outer London Weighting allowance with effect from October 2021. As a result the clinical pay is now on a par with our competitors in the market and is transparent and consistent across all clinical teams. This has enabled the charity to retain its experienced and specialist team and also recruit to vacancies when they arise, reducing the risk to our service delivery. Pay increases follow the NHS settlements. For other staff the Remuneration Committee reviews the levels in the light of the prevailing market conditions and balances affordability with the need to retain and recruit skilled staff who can deliver on the strategy of EVE.

The annual pay review was prepared by the Executive and agreed by the Remuneration Committee in January 2024. It was ratified by the Board on 20 March 2024. It affected only non-clinical staff members as the clinical team had been aligned to AfC rates and increments. At the time of preparation, the wage inflation level was 7.7% although CPI inflation had dropped below 5%. As in previous years, a blended approach was taken with a higher increment awarded to lower paid staff. In aggregate it amounted to 5.2% (2022-23: 5%).

Permanent staff on the lowest wages received a higher award of 10% (2022-23: 7.8%). This moved the lowest pay for permanent staff from £11.05 from £12.19 (2022-23: from £10.25 to £11.05). Our lowest level for bank staff increased by 6.4% from £10.75 to £11.44 which met the latest Government minimum living wage level of £11.44 (2022-23: £10.42) regardless of the age profile of those bank staff. This was done in recognition of the vital role played by all members of our team and the high cost of living in the outer London area.

Employee profile

At the year end the Hospice had 152 contracted employees (2022-23: 141) of whom 53 were full time and 99 part-time (2022-23: 51 and 90). The Hospice also has 35 active bank staff who do not want to commit to working specific regular hours and are offered work as and when the need arises (2022-23: 28).

The age profile of Hospice clinical staff is shown in the table below. There remain a high proportion who may choose to retire in the coming five years but the risk that this has posed is diminished as recruitment has become more reliable.

Clinical Staff By Age	under 33	33-42	43-52	53-62	63 and over
As at 31 March 2024	7	9	20	20	7
As at 31 March 2023	7	9	19	22	4
As at 31 March 2022	6	9	21	19	4
As at 31 March 2021	5	9	18	27	2
As at 31 March 2020	5	6	16	30	4

Volunteers

St Raphael's Hospice relies on a large number of volunteers who freely contribute their time and expertise. They impact and add value to all areas of our work and this is hugely appreciated. Following the decline during the pandemic we are delighted that numbers and overall contribution has continued to increase and we are particularly heartened by the growth in the numbers of patient-facing, Hospice Neighbours and retail volunteers. We estimate 792 volunteer roles undertaken in the year amounting to 61,519 hours of given time (2022-23: 735 roles and 51,321 hours). This provides an estimated financial value of between £800,000 and £900,000 (2022-23: between £700,000 and £800,000), an extraordinary achievement.

The breakdown of volunteer roles for the Hospice activity the year was as follows:

Volunteer Numbers	2023-24	2022-23	2021-22
Reception	42	41	38
Office and Administration	27	24	28
Ward and Patient-facing	36	24	10
Flowers and Gardens	27	20	12
Psychological Support	19	18	14
Hospice Neighbours and Biographers	44	24	21
Orangery Café	18	14	14
Trustees and Committees	13	15	14
Training and Mentoring	2	2	3
Wellness Volunteers	29	28	7
Occasional Volunteers	12	19	45
Hospice Total	269	229	206
Shops	246	208	167
Fundraising Administration	1	4	7
Subtotal	516	441	380
Supporter Groups and Events	276	294	289
Total	792	735	669

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024, continued

Fundraising

Income Generation arises from our commercial activity, including our charity shops and lottery, and through legacy and fundraising which is undertaken by our fundraising team. As part of our lottery activity we have two commercial contracts with third-party fundraisers. Sterling Lotteries administers and prepares reports on our weekly draw. At the end of this reporting year we had 6,813 weekly lottery plays (2022-23: 6,577). During the year end we also entered into a contract with Britevox Ltd to recruit players to our lottery. Britevox are licensed and regulated by the Gambling Commission.

We are signed up to the Institute of Fundraising and we follow its Code of Practice, whilst also complying with the Charity Commission guidance, "CC20: Charity Fundraising". During the period of this report there were no complaints or reported failures in compliance with the Fundraising Regulator or other regulatory bodies (2022-23: none).

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

There were no complaints received in the period to be reported to the Gambling Commission in our return (2022-23: none).

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

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

Auditors

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

Trustees' responsibilities statement

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

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

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

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

St Raphael's Hospice

Trustees' Report for the year ended 31st March 2024, continued

Trustees' responsibilities statement, continued

The Trustees confirm that:

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

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

Norman McWhinney: Chair

Date:

**St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024**

Independent auditor's report to the members of St Raphael's Hospice

Opinion

We have audited the financial statements of St Raphael's Hospice for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

**St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024**

Independent auditor's report to the members of St Raphael's Hospice, continued

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Care Quality Commission, Charity Commission, Gambling commission, Fundraising regulations, Employment law and GDPR, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue, management bias in accounting estimates and the statement of opening balances. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

**St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024**

Independent auditor's report to the members of St Raphael's Hospice, continued

Auditor's responsibilities for the audit of the financial statements, continued

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Siobhan Holmes
Senior Statutory Auditor
For and on behalf of Haysmacintyre LLP, Statutory Auditor
10 Queen Street Place
London
EC4R 1AG

Date:

St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024

Statement of Financial Activities including an income and expenditure account

	Notes	Unrestricted			Total funds Year to 31 March 2024 £'000	Total funds Year to 31 March 2023 £'000
		General	Designated	Restricted		
		fund £'000	fund £'000	funds £'000		
Income and expenditure						
Income from:						
Donations and legacies	2	3,197	-	378	3,575	3,799
Other trading activities	3	2,081	-	-	2,081	1,787
Investments		109	-	-	109	96
Charitable activities						
SWL Integrated Care Board	4	1,697	-	-	1,697	1,698
Other income	4	54	-	-	54	87
Total income		7,138	-	378	7,516	7,467
Expenditure on:						
Raising funds	5	3,122	-	-	3,122	2,500
Charitable activities	6	5,254	-	485	5,738	5,260
Total expenditure		8,375	-	485	8,860	7,760
Net gains / (losses) on investments	11	146	-	-	146	(103)
Net income / (expenditure) before transfers		(1,091)	-	(107)	(1,198)	(396)
Transfers between funds	15-16	78	(68)	(10)	-	-
Net movement in funds		(1,013)	(68)	(117)	(1,198)	(396)
Reconciliation of funds:						
Fund balances brought forward at 1 April 2023		4,016	1,252	209	5,477	5,872
Fund balances carried forward at 31 March 2024	15-17	3,003	1,184	92	4,279	5,476

All of the charity's activities during the above two financial periods derived from continuing operations. A full comparative statement of financial activities is shown at note 24 to the financial statements.

St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024

Balance Sheet

	Notes	2024 £'000	2024 £'000	2023 £'000	2023 £'000
Tangible assets	10		971		857
Fixed Asset Investments	11		1,672		1,966
			2,643		2,823
Current assets					
Debtors	12	2,059		1,406	
Cash at bank and in hand		1,619		3,682	
		3,678		5,088	
Creditors: amounts falling due within one year	13	(1,139)		(1,532)	
Net current assets			2,539		3,556
Creditors: amounts falling due after more than one year	13		(903)		(903)
Total net assets			4,279		5,476
Represented by:					
Funds and reserves					
Income funds					
Restricted funds	15		92		209
Unrestricted funds					
Designated funds	16		1,184		1,252
General fund	17		3,003		4,015
Total funds			4,279		5,476

Approved by the Board of Trustees on:

and signed on its behalf by Mr Norman McWhinney (Chair):

St Raphael's Hospice, a charitable company limited by guarantee; Company Registration Number: 11732567 (England and Wales); Charity Registration Number: 1182636

St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024

Statement of Cash Flows

	Notes	Year to 31 March 2024 £'000	Year to 31 March 2023 £'000
Net cash provided by operating activities	A	(2,302)	(440)
Cash flows from investing activities:			
Investment income		109	96
Purchase of tangible fixed assets		(312)	(278)
Purchase of investments		(58)	(52)
Disposal of investments		500	
Net cash provided by (used in) investing activities		239	(234)
Change in cash and cash equivalents in the year	B	(2,063)	(674)
Cash and cash equivalents at 1 April 2023	B	3,682	4,356
Cash and cash equivalents at 31 March 2024	B	1,619	3,682

A: Reconciliation of net movement in funds to net cash provided by operating activities

		Year to 31 March 2024 £'000	Year to 31 March 2023 £'000
Net movement in funds (as per the statement of financial activities)		(1,198)	(396)
Adjustments for:			
Depreciation charge / amounts written off		199	146
Investment income		(109)	(96)
Net loss/(gain) on investments		(146)	103
Decrease/(Increase) in debtors		(654)	572
(Decrease)/Increase in creditors		(394)	(769)
Net cash provided by operating activities	A	(2,302)	440

B: Analysis of changes in net debt

	2023 £'000	Cash flows £'000	2024 £'000
Cash at bank and in hand	3,682	(2,063)	1,619
Borrowings and debt	-	-	-
Total	3,682	(2,063)	1,619

**St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024**

Notes to the Financial Statements

1 Accounting Policies

General Information

St Raphael's Hospice is a private company limited by guarantee in England and Wales (company number 11732567) and a charity registered in England and Wales (charity number 1182636). The registered office is St Raphael's Hospice, London Road, Cheam, SM3 9DX.

Basis of accounting

The financial statements have been prepared for the year ended 31 March 2024.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value, unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102, updated 2019) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

St Raphael's Hospice is a charity which is a public benefit entity as defined in FRS 102.

The financial statements are prepared in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

The most significant areas of adjustment and key assumptions that affect items in the financial statements are in respect of:

- the recognition and deferral of income;
- assessing the probability of receiving legacies of which the Charity has been notified;
- estimating the value of the gift in kind of properties occupied under a peppercorn rental agreement with the Congregation of the Daughters of the Cross of Liege;

Assessment of going concern

As stated in the Trustees' Report, the Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements and they have made this assessment in respect of a period one year from the date of the approval of these financial statements.

The Trustees have kept abreast of the actual and potential impact of economic and inflationary uncertainties on the Hospice's operations, with a particular focus on its effect on the Hospice's financial position including the Hospice's income, expenditure and reserves. They have sought, unsuccessfully, to raise additional income from the NHS Commissioners, SWL ICB, in order to offset the additional costs arising from inflation over the prior three years. Therefore, the Trustees have taken decisive action to lower operating costs by £1m on an annual basis. They have also gratefully secured a grant of £1m from the Congregation of the Daughters of the Cross of Liege (DoC) in line with the Letter of Comfort which was provided to them as part of the transfer arrangements in 2020. This recognised risks to the strategic plan including "inflation assumption error".

The Hospice remains reliant upon the generosity of the community of Merton and Sutton even after having reduced cost and risk as described above. It is continuing with its endeavours to increase income across all avenues in order not to rely upon exceptional levels of legacy and on grants from the DoC. Notwithstanding the challenges that the Hospice continues to face, it is felt that it has sufficient cash resources and a realistic plan of action that will allow it to continue operations for the foreseeable future.

Therefore, the Trustees have concluded that there are no material uncertainties related to events or conditions that would cast significant doubt on the ability of St Raphael's Hospice to continue as a going concern. This is because they believe that they have sufficient reserves and resources to withstand any temporary drop in income or any additional unexpected liability.

Income recognition

Income comprises donations, legacies, gifts in kind for donated services and facilities, lottery income, income from retail sales, grants from South West London ICB and other organisations together with the release of the DoC grant from deferred income.

St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024

Notes to the Financial Statements, continued

1 Accounting Policies, continued

Income recognition, continued

Income comprises donations, legacies, gifts in kind for donated services and facilities, lottery income, income from retail sales, grants from South West London ICB and other organisations together with the release of the DoC grant from deferred income.

Income is recognised in the period in which the charity is entitled to receipt, the amount can be measured reliably and it is probable that the funds will be received.

Donations and transfers from other registered charities amounting to donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. The value used is discounted by 15% in order to recognise the risk that asset values realised may not reach the original valuation estimates.

Lottery income is recognised during the period in which the lottery draw is held.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Grants from government, other agencies and voluntary bodies have been included as income from charitable activities where these are akin to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Income from retail grants is credited to the statement of financial activities when the Charity is entitled to receive the funds and when the amount receivable can be quantified.

Shop income arises from the sales of donated goods at charity shops within the Surrey and Greater London areas. Donated goods are normally distributed very soon after receipt by the charity. Stocks held at the reporting date are immaterial. Under these circumstances, the cost of valuing all donated goods upon receipt by the charity outweighs the benefit to the users of the accounts of providing this information. Consequently, donated goods are included within income when sold or distributed and no value is placed on stock of such items at the year end.

In accordance with the Charities SORP FRS 102 no financial valuation of volunteer time is recognised in these financial statements, refer to the "Volunteers" section of the Annual Report for further details.

Deferred income includes a cash grant given by the Congregation of Daughters of the Cross of Liège towards strategic investment in the new charity. This was granted as part of the transfer arrangements in order to bridge the anticipated funding gap that will arise over a period of five or more years as the charity invests in its strategy of "EVE" (excellence, visibility and engagement). The deferred income will be released to the Statement of Financial Activity in line with its use.

Donated services and facilities

Donated services and facilities are recognised in income and expenditure when the charity has control over the item, conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that the economic benefit can be measured reliably.

The charity benefits from the use of the hospice buildings and grounds which are leased to it by the Congregation of the Daughters of the Cross of Liege at a peppercorn rent. The value of this gift in kind has been estimated by the Trustees following the receipt of professional valuations for the market rent of the administrative building (759 London Road) and the St Bede's Conference Centre and the capital value of the hospice building and grounds. A 5% rate of return on the capital value was used to estimate the annual rental value. The estimated value has subsequently been increased by reference to market indicators for similar properties in the region.

St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024

Notes to the Financial Statements, continued

1 Accounting Policies, continued

Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to transfer resources to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and includes any VAT that cannot be recovered under the s33c VAT refund scheme. This scheme is specific to charities which are wholly operating as Hospices and allows recovery of VAT incurred on the non-business activities (hospice service delivery and most fundraising) as well as the usual business activities (retail etc). In turn that allows for a high proportion recovery of VAT on "apportioned activity", that which serves to support the entire enterprise. VAT cannot be recovered on exempt activity (events, education and lottery).

Expenditure comprises the following:

- a. The cost of raising funds includes fundraising and publicity expenditure which comprises costs associated with fundraising and shop overheads, publicity, advertising and event staging. It also includes a share of support costs, including governance costs.
- b. The cost of charitable activities comprises all the costs of operating the Hospice, including all staff, supplies and property costs. It also includes a share of support costs, including governance costs.

Tangible fixed assets

Tangible fixed assets are shown on the balance sheet at cost, less accumulated depreciation.

All assets which cost in excess of £5,000 and have an expected useful life exceeding one year are capitalised.

Depreciation is calculated at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- | | |
|--------------------------------|-------------|
| • Computer and other equipment | 20 - 33.33% |
| • Shop fixtures and fittings | 33% |
| • Motor vehicles | 25% |

Improvements to long leasehold property is depreciated evenly over the period of the lease.

Fund accounting and Reserves Policy

Any restricted funds are monies raised for, and their use restricted to, a specific purpose or are donations subject to donor-imposed conditions. The restricted reserve comprises the unspent element of all the individual restricted funds.

The designated funds are those which represent the net book value of tangible fixed assets which are used in the day to day work of the Hospice and amounts set aside for fixed asset acquisitions in the next twelve months, and hence, are unavailable for working capital commitments. Designated funds may also be set aside for a specific purpose designated by the Trustees. This designation can be changed by the Trustees and hence the designated fund is unrestricted.

The general fund represents free reserves are that element of unrestricted funds which are available for future spending and are therefore calculated by taking the total unrestricted funds of the charity and deducting any balances not available for future spending, including designated funds which have been set aside by the Trustees for a particular purpose.

The Trustees have decided that the required level of free reserves should be between three and six months' operating expenditure. Further details can be seen in the Annual Report.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease term.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount paid in advance. They have been discounted to the present value of the future cash receipt where such discounting is material.

**St Raphael's Hospice
Annual Report and Financial Statements
For the year ended 31st March 2024**

Notes to the Financial Statements, continued

1 Accounting Policies, continued

Cash

Cash is held in bank accounts or in hand and money available on demand or term deposits with an expiry date within three months of the balance sheet date.

Creditors

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount St Raphael's Hospice anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension Costs

St Raphael's Hospice operates a defined contribution pension scheme. The amounts charged represent the employers' contributions payable to the scheme in the year.

St Raphael's Hospice also participates in the NHS pension scheme, a defined benefit scheme which is underwritten by the UK Treasury. The liabilities of the scheme are not calculated and there is no attribution of liability to the participant organisations, including the Hospice. Accordingly, the contributions are accounted for as if it were a defined contribution pension scheme.

Employee Costs

St Raphael's Hospice holiday year operates from April to March. A week's worth of holiday that is earned in one year but not utilised in that year can be carried over to the following year. The cost to the charity of that holiday carry-over is estimated and accrued in the financial statements.

St Raphael's Hospice values the loyal service of its staff and makes an award to staff who attain ten years of service. The award is repeated and enhanced at five year intervals thereafter. The potential cost to the charity is calculated for all staff who have reached the end of their fifth year of service in proportion to the time worked towards the next award milestone.

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Notes to the accounts, continued

2 Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	<i>Unrestricted funds</i> <i>£'000</i>	<i>Restricted funds</i> <i>£'000</i>	Total 2023 £'000
Donations	1,606	63	1,669	1,800	82	1,882
Gifts in kind	-	315	315	-	270	270
Legacies	1,592	-	1,592	1,647	-	1,647
Total	3,197	378	3,575	3,447	352	3,799

Gifts in Kind include a donation from the Congregation of the Daughters of the Cross of Liège which represents the estimated market value of the lease of the land and buildings used by the charity, provided by the Congregation at no cost to the charity. The market value of the rent for the property has been estimated at £315,000 for the year (2023 – £270,000). The estimated value has been recognised within income as a donation, and an equivalent charge included within support costs.

In addition, the Hospice enjoys the benefit of volunteers for help in the running of the Hospice, fundraising and the shops. In accordance with the accounting policy, the value of these benefits has not been reflected in the financial statements.

3 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	<i>Unrestricted funds</i> <i>£'000</i>	<i>Restricted funds</i> <i>£'000</i>	Total 2023 £'000
Lottery income	354	-	354	368	-	368
Retail sales and related income	1,727	-	1,727	1,419	-	1,419
	2,081	-	2,081	1,787	-	1,787

4 Income from charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	<i>Unrestricted funds</i> <i>£'000</i>	<i>Restricted funds</i> <i>£'000</i>	Total 2023 £'000
SWL ICB service funding	1,697	-	1,697	1,632	-	1,632
SWL ICB Grants	-	-	-	-	66	66
Income from South West London Integrated Care Board (ICB)	1,697	-	1,697	1,632	66	1,698
NHS England COVID-21 funding	-	-	-	10	-	10
Other	54	-	54	77	-	77
Other Income	54	-	54	87	-	87

5 Expenditure on Raising Funds

Year ended 31 March 2024	Staff Costs £'000	Other Costs £'000	Support Costs £'000	Total £'000	of the total being	
					Unrestricted £'000	Restricted £'000
Fundraising	525	219	166	910	910	-
Lottery	23	206	12	242	242	-
Charity Shops	890	802	278	1,970	1,970	-
	1,439	1,227	456	3,122	3,122	-

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5 Expenditure on Raising Funds, continued

Year ended 31 March 2023	Staff Costs	Other Costs	Support Costs	Total	of the total being	
					£'000	£'000
<i>Fundraising</i>	451	280	142	873	873	-
<i>Lottery</i>	22	147	11	180	180	-
<i>Charity Shops</i>	607	594	246	1,447	1,447	-
	1,080	1,021	399	2,500	2,500	-

6 Expenditure on Charitable activities

Year ended 31 March 2024	Staff Costs	Other Costs	Support Costs	Total	of the total being	
					£'000	£'000
Hospice In-Patient Unit	1,847	632	443	2,922	2,703	220
"Hospice at Home" Community team	1,483	107	239	1,828	1,736	92
Psychological Support team	264	30	34	328	287	41
Education	94	31	21	146	93	53
Orangery	28	105	29	161	121	40
Volunteers	68	28	22	118	110	8
Wellbeing Centre	133	62	40	235	203	32
	3,916	994	828	5,738	5,254	485

Year ended 31 March 2023	Staff Costs	Other Costs	Support Costs	Total	of the total being	
					£'000	£'000
<i>Hospice In-Patient Unit</i>	1,741	589	395	2,725	2,534	191
<i>"Hospice at Home" Community team</i>	1,396	96	210	1,702	1,622	80
<i>Psychological Support team</i>	195	22	29	246	206	40
<i>Education</i>	75	38	19	132	130	2
<i>Orangery</i>	27	89	26	142	108	34
<i>Volunteers</i>	89	23	20	132	125	7
<i>Wellbeing Centre</i>	90	55	36	181	150	31
	3,613	912	735	5,260	4,875	385

Net Income is stated after charging

Auditor's remuneration	
Statutory Audit	24
Staff costs	6,164
Lease rental costs	416
Depreciation	199

See note 7 for an analysis of Support Costs which are allocated across activities on the following basis:

- Facilities costs – based on hospice floorspace with a portion to income generating activity.
- Quality costs – based on hospice headcount with a portion to income generating activity.
- Other Support costs – based on the headcount of each activity.

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7 Staff costs

Charitable Activities	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2024	£'000	£'000	£'000	£'000	£'000	£'000
Hospice In-Patient Unit	1,524	148	93	83	-	1,847
"Hospice at Home" Community team	1,219	132	131	-	-	1,483
Psychological Support team	236	21	7	-	-	264
Education	83	9	3	-	-	94
Orangery	26	1	0	-	-	28
Volunteers	61	5	2	-	-	68
Wellbeing Centre	122	9	2	-	-	133
	3,271	324	238	83	-	3,917

Income Generation	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2024	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	465	47	13	-	-	525
Lottery	21	2	1	-	-	23
Retail Shops	809	61	20	-	-	890
	1,295	110	34	-	-	1,439

Support Team	Salaries	NIC	Pensions	Total Staff Costs	Non-Staff Costs	Total Support Cost
Year ended 31 March 2024	£'000	£'000	£'000	£'000	£'000	£'000
Executive Office and Communications	189	18	9	215	281	497
HR	104	11	3	118	52	170
IT and Facilities	251	25	9	286	105	391
Finance	86	8	5	99	33	131
Quality	77	9	5	91	4	95
	707	71	31	809	475	1,284

Charitable Activities	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2023	£'000	£'000	£'000	£'000	£'000	£'000
Hospice In-Patient Unit	1,385	133	90	133	-	1,741
"Hospice at Home" Community team	1,151	125	120	-	-	1,396
Psychological Support team	171	18	6	-	-	195
Education	65	6	4	-	-	75
Orangery	26	1	0	-	-	27
Volunteers	80	7	2	-	-	89
Wellbeing Centre	82	5	3	-	-	90
	2,960	295	225	133	-	3,613

Income Generation	Salaries	NIC	Pensions	Agency	Other	Total
Year ended 31 March 2023	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	393	42	16	-	-	451
Lottery	20	1	1	-	-	22
Retail Shops	553	41	13	-	-	607
	966	84	30	-	-	1,080

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7 Staff costs, continued

Support Team	Salaries	NIC	Pensions	Total Staff Costs	Non-Staff Costs	Total Cost
Year ended 31 March 2023	£'000	£'000	£'000	£'000	£'000	£'000
Executive Office and Communications	202	26	12	240	216	456
HR	91	9	4	104	43	147
IT and Facilities	226	24	8	258	79	337
Finance	74	7	4	85	24	109
Quality	70	7	4	81	4	85
	663	73	32	768	366	1,134

In common with other Hospices, St Raphael's employs experienced Specialty Doctors and Specialist Palliative Care Consultants on standard NHS rates of pay and this is reflected in the higher paid employees report. The CEO is not the highest paid employee.

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

	2024	2023
	No.	No.
£60,001 - £70,000	2	3
£70,001 - £80,000	4	4
£80,001 - £90,000	3	2
£90,001 - £100,000	1	1
£100,001 - £110,000	1	-

During the year the charity made payments of £8k in respect of redundancies (2023: nil) and £7k for other terminations of employment (2023: nil).

Key management personnel

Key management personnel comprised the Trustees, the CEO, the Clinical Director, the Director of Fundraising and Communications, the Commercial Director, Director of Quality and Governance and the Director of IT & Estates together with our three specialist palliative care consultants. One of the consultants takes the role of lead consultant on a rotational basis and is a member of the Executive Committee of the Hospice. They are not included in the key management personnel costs shown below.

None of the trustees received any remuneration in respect of their services during the year (2023: £nil). No out of pocket expenses were reimbursed to trustees during the year (2023: £nil).

The total employment cost (including taxable benefits and employer's pension and national insurance contributions) of the key management personnel of the charity were £551,220 (2023: £445,020). This increase followed the recruitment to a new role of Director of Fundraising and Communications.

8 Staff numbers

Year ended 31 March 2024	Headcount	FTE	Headcount	FTE
	2024	2024	2023	2023
Hospice In-Patient Unit	38	25	37	23
"Hospice at Home" Community team	26	19	25	19
Psychological Support team	5	3	4	3
Education & Quality	4	3	4	2
Volunteers	1	1	1	1
Wellbeing Centre	5	3	4	3
Housekeeping and Orangery	15	6	16	7
Hospice administration	11	6	11	6
Medical team	6	5	6	5
Charitable Activities	110	71	108	69
Fundraising	14	12	11	9
Lottery	-	-	1	1
Retail Shops	47	29	31	24
Income Generation	60	41	43	34

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8 Staff numbers, continued

Support Services	12	10		13	10
Executive and Finance	4	3		5	4
Support Services	16	13		18	14
All Staff	187	125		169	117
Year ended 31 March 2024	Headcount	FTE		Headcount	FTE
	2024	2024		2023	2023
Permanent full time	53	56		51	50
Permanent part time	99	58		90	57
"Bank" variable hours	35	11		28	10
	187	125		169	117

In addition to our paid staff, St Raphael's Hospice benefitted from the support volunteers who contributed their time to cover 792 roles (2023: 735). Volunteer time is not accounted for in these financial statements.

9 Taxation

St. Raphael's Hospice is a registered charity and therefore benefits from not being liable for income tax or corporation tax on income derived from its charitable activities. As a Hospice it has taken advantage of the s33c VAT allowances which enable it to reclaim a large portion of its VAT paid. At the end of the year a refund is due for £51,000 (2023: £48,000) and this is included within debtors.

10 Tangible fixed assets

	Site Leasehold Improvements	Computer and other Equipment	Shop Fixtures and Fittings	Motor Vehicles	Retail Leasehold Improvement	Assets under Construction	Total 2024
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation							
At 1 April 2023	411	601	45	83	191	117	1,448
Transfer between classes	117	36	-	-	193	(347)	-
Additions	28	24	6	-	5	249	312
At 31 March 2024	556	662	51	83	388	20	1,761
Depreciation							
At 1 April 2023	23	408	37	34	89	-	591
Charge in year	19	88	8	20	65	-	199
At 31 March 2024	41	496	45	55	153	-	790
Net book values							
At 31 March 2024	515	166	7	29	235	20	971
At 31 March 2023	388	193	8	49	102	117	857

The land and buildings that are occupied by St Raphael's Hospice are owned by The Congregation of the Daughters of the Cross of Liège and are leased to the charity at a peppercorn rental. The value of the gift in kind is recognised in these financial statements, as described in the principal accounting policies at note 1.

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10 Tangible fixed assets, continued

	Site Leasehold Improvements	Computer and other Equipment	Shop Fixtures and Fittings	Motor Vehicles	Retail Leasehold Improvements	Assets under Construction	Total 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation							
At 1 April 2022	308	577	45	54	144	42	1,170
Transfer between classes	66	-	-	-	-	(66)	-
Additions	37	24	-	29	47	141	278
At 31 March 2023	411	601	45	83	191	117	1,448
Depreciation							
At 1 April 2022	10	330	28	21	56	-	445
Charge in year	13	78	9	13	33	-	146
At 31 March 2023	23	408	37	34	89	-	591
At 31 March 2023	388	193	8	49	102	117	857
At 31 March 2022	298	247	17	33	88	42	725

11 Investments

	2024 £'000	2024 Units 000's	2023 £'000	2023 Units 000's
Marketable investments				
Sarasin Endowments Fund				
Market value at start of year	1,952	1,705	1,417	1,163
Net additions at cost	58	50	638	542
Disposals at market value	(485)	(403)	-	-
Net gain/(loss) on revaluation/disposal	146	-	(103)	-
Market value at 31 March	1,671	1,352	1,952	1,705
Liquid Assets				
ICS-Sterling Liquidity Fund				
Market value at start of year	14	-	600	6
Investment Income	59	-	52	-
Interest	1	-	-	-
Net additions at cost	485	-	-	-
Transfer to Cash Deposit	(500)	-	-	-
Disposals at market value	(58)	-	(638)	(6)
Market value at 31 March	1	-	14	-
	2024	2024	2023	2023
	£'000	Units 000's	£'000	Units 000's
Total investments	1,672	1,352	1,966	1,705
Cost at 31 March	1,615	1,352	2,052	1,705
Marketable investments comprise				
Fixed Income	207		290	
Equities	1,224		1,292	
Property	59		86	
Alternative investments	115		242	
Short term deposits and cash	66		56	
	1,671		1,966	

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12 Debtors	2024	2023
	£'000	£'000
Legacies receivable	1,558	979
Prepayments	244	215
VAT receivable	60	55
Other Debtors	197	157
	<u>2,059</u>	<u>1,406</u>

13 Creditors	2024	2023
	£'000	£'000
Amounts falling due within one year		
Trade creditors	100	55
Social security and other taxes	128	103
Other creditors and accruals	336	294
Deferred income release of DoC grant	500	1,000
Lottery deferred income	53	57
Other deferred Income	23	23
Provision for onerous lease commitments	-	-
	<u>1,139</u>	<u>1,532</u>
Amounts falling due after more than one year		
Deferred income release of DoC grant	903	903
	<u>903</u>	<u>903</u>

14 Deferred Income	2024	2024	2024	2023
	DoC Grant	Other	Total	Total
	£	£	£	£
Brought forward at 1 April 2022	1,903	80	1,983	2,739
Introduced in the year	-	2,044	2,044	2,379
Released during the year	(500)	(2,048)	(2,548)	(3,135)
Carried forward at 31 March 2023	<u>1,403</u>	<u>75</u>	<u>1,479</u>	<u>1,983</u>

A cash grant of £3.6m was given by the Congregation of Daughters of the Cross of Liège (DoC) in 2020 towards the five year strategic plan for the charity and has been included in deferred income. This will be released to the Statement of Financial Activity (SOFA) in line with the conditions of its use, as stipulated in the transfer arrangement between the Congregation and the charity. A sum of £500k was released to the SOFA in the current year (2023: £750k) and the release of a further £500k has been budgeted for the year to 31st March 2025 and is shown as "Creditors; amounts due in under one year" at note 13, above. The remaining balance of £0.9m is included under "Creditors; amounts due in more than one year" and is due to be released over the ensuing two to three years as the strategic plan progresses. The covid pandemic has caused delay to its implementation.

Other deferred income balances includes lottery subscriptions made for future lottery draws and to challenge event income raised in advance of the challenge taking place.

15 Restricted Funds	At 1st April	Income	Expenditure	Transfer	At 31st
The restricted funds are monies received for, and their use restricted to, the following:	2023			between	March 2024
	£'000	£'000	£'000	Funds	£'000
				£'000	
Bereavement support fund	-	35	(35)	-	-
DoC gift in kind	-	315	(315)	-	-
SWL ICB grants	120	-	(66)	-	54
Other restricted donations	89	28	(69)	(10)	38
	<u>209</u>	<u>378</u>	<u>(485)</u>	<u>(10)</u>	<u>92</u>

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15 Restricted Funds, continued

	<i>At 1st April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfer between Funds</i>	<i>At 31st March 2023</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<i>Bereavement support fund</i>	-	35	(35)	-	-
<i>DoC gift in kind</i>	-	270	(270)	-	-
<i>SWL ICB grants</i>	142	66	(58)	(30)	120
<i>Other restricted donations</i>	158	47	(22)	(94)	89
	<u>300</u>	<u>418</u>	<u>(385)</u>	<u>(124)</u>	<u>209</u>

The Bereavement support fund represents the funding of the Psychological Support team and related costs.

The DoC gift in kind relates to the provision of the land and buildings on a 20 year lease at a peppercorn rental. The Gift in Kind recognises the valuation placed upon the use of the properties by an independent surveyor in March 2020. In the current year an inflation based increase has been recognised to adjust the valuation from £270k per annum to £315k per annum, but a formal revaluation has not taken place.

The South West London Integrated Care Board (SWL ICB) Grants are provided to fund one additional Clinical Nurse Specialists for weekend and bank holiday cover. In 2023-24 no further CCG grants were provided to (2022-23 £66k) and the fund is being utilised. A new bid will be made in the new financial year.

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

16 Designated Funds

	<i>At 1st April 2023</i>	<i>Expenditure</i>	<i>Transfer between Funds</i>	<i>At 31st March 2024</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<i>Fixed Asset Fund</i>				
<i>Acquired</i>	857	312	(199)	971
<i>Committed</i>	-	-	20	20
<i>Budgeted within 12 months</i>	395		(202)	193
	<u>1,252</u>	<u>312</u>	<u>(381)</u>	<u>1,184</u>
	<i>At 1st April 2022</i>	<i>Expenditure</i>	<i>Transfer between Funds</i>	<i>At 31st March 2023</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<i>Fixed Asset Fund</i>				
<i>Acquired</i>	725	278	(146)	857
<i>Committed</i>	-	-	-	-
<i>Budgeted within 12 months</i>	451		(56)	395
	<u>1,176</u>	<u>278</u>	<u>(202)</u>	<u>1,252</u>

The unrestricted funds of the Hospice include the following designated funds which have been set aside by the trustees for specific purposes. The fixed asset fund represents the net book value of tangible fixed assets, which are used in the day-to-day work of the Hospice and hence is not available for working capital.

The transfer in the fixed assets "acquired" fund represents the net movement of additions, disposals and depreciation in fixed assets over the year. "Committed" expenditure relate to additions which the charity is contractually obliged to complete and "Budgeted" relates to proposed additions that have been approved by the Board of Trustees.

17 Analysis of net assets between funds

	<i>Restricted funds</i>	<i>General Fund</i>	<i>Designated fund</i>	<i>Total 2024</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<i>Fixed assets</i>	-	1,672	971	2,643
<i>Current assets</i>	92	3,374	213	3,678
<i>Creditors: amounts falling due within one year</i>	-	(1,139)	-	(1,139)
<i>Creditors: amounts falling due after more than one year</i>	-	(903)	-	(903)
Total net assets	<u>92</u>	<u>3,003</u>	<u>1,184</u>	<u>4,279</u>

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17 Analysis of net assets between funds, continued

	<i>Restricted funds</i>	<i>General Fund</i>	<i>Designated fund</i>	Total 2023
	£'000	£'000	£'000	£'000
<i>Fixed assets</i>	-	1,981	842	2,823
<i>Current assets</i>	209	4,469	410	5,088
<i>Creditors: amounts falling due within one year</i>	-	(1,532)	-	(1,532)
<i>Creditors: amounts falling due after more than one year</i>	-	(903)	-	(903)
Total net assets	209	4,015	1,252	5,476

18 Leasing commitments

Operating leases

At 31 March 2024 the Hospice had total commitments under non-cancellable operating leases for retail shops and related office and warehouse buildings as follows:

	Land and buildings 2024 £'000	Land and buildings 2023 £'000
Commitments falling due:		
Within one year	409	307
Within one to two years	309	260
Within two to five years	538	314
Over five years	39	-
	1,295	881

20 Related party transactions

St Raphael's Hospice was established as a work of The Congregation of the Daughters of the Cross of Liege ("DoC", charity number 1068661 and company number 3492921) in 1987 and its activities were reported as part of that entity. The activities and the operating assets and liabilities of the work were transferred into St Raphael's Hospice (charity number 1182636 and company number 11732567) on 31 October 2020 and from that point its activities are reported through this entity.

Two of the trustees of DoC are also trustees of St Raphael's Hospice (Sr Veronica Hagen and Sr Kathleen O'Reilly). One member of the Finance & Resources Committee is a paid adviser of the DoC (Mr Ed Cook).

The freehold of the land and buildings that comprise the St Raphael's Hospice site are owned by DoC. These have been leased to St Raphael's Hospice under three separate leases for the three plots (the Hospice, St Bede's and 759 London Road) each for twenty years and at a peppercorn rental of £100 per annum. A total of £300 was paid in the period in respect of these leases (2023: £300). The leases are valued at £315k per annum and a gift-in-kind is recognised in these financial statements for this amount (2023: £270k). The notional rental of £315k is also recognised in these financial statements (2023: £270k).

No grants were made by DoC during the year (2023: nil). A grant of £1m was given after the balance sheet date, in June 2024, to support the ongoing work of the charity.

DoC continues to receive occasional income on behalf of the Hospice, such as legacies and some donations and these are passed through to St Raphael's Hospice without deduction. During the year there were no such transactions (2023: nil).

During the year services were provided at a market rate of £4,990 by Darnelle Consulting Ltd. Grahame Darnelle is a Trustee and also Director of Darnelle Consulting Ltd.

There were no other related party transactions.

21 Capital commitments

As at 31 March 2024 there was a commitment to complete a contract for Fire Safe doors in the IPU which amounted to £20k. (2023: Nil).

22 Pension commitments

The Hospice makes contributions in respect of the current service of its employees to either the NHS pension scheme or Royal London. The Royal London pension scheme is a defined contribution scheme, with contributions accounted for in the period in which they arise. The contributions payable for the year were £133,098 (2023: £127,390).

St Raphael's Hospice
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Notes to the accounts, continued

22 Pension commitments, continued

The NHS pension scheme is a defined benefit scheme which is underwritten by the UK Treasury. The liabilities of the scheme are not calculated and there is no attribution of liability to the participant organisations, including the Hospice. Accordingly, it has accounted for its contributions as if it were a defined contribution scheme.

The contributions payable to the scheme for the year were £158,576 (2023: £149,004).

23 Post Balance Sheet Events

The Hospice, together with two other hospices, entered negotiations with the NHS Commissioners, SWL ICB, in May 2023 to increase funding over the course of a three year period to reach the London average level of 50% of the Clinical Services costs. This negotiation proved unsuccessful and, in May 2024, the Board made the decision to cut runnings costs by a figure of £1m per annum in order to offset an inflation-related increase in costs of a similar level. A proposal was presented to the staff body in July 2024 which included significant reductions to staff costs by means of reduced working hours, revised role descriptions and redundancy. In addition, planned costs which could be avoided were also reduced.

A period of consultation of around 30 days took place following which the revised proposal was agreed and presented to the staff in August. This included 11 staff being made redundant and 19 staff reducing their hours and/or revising their roles. The implementation of the majority of the proposals was with effect from September 2024 with some elements delayed for practical reasons.

As part of the planning for addressing the high level of costs the charity was grateful to receive a grant of £1m from DoC in June 2024.

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24 Comparative Statement of Financial Activities for the year ended 31st March 2023

	Notes	Unrestricted			Total funds Year to 31 March 2023 £'000	Total funds Year to 31 March (being 5 months of operations) 2022 £'000
		General	Designated	Restricted		
		fund £'000	fund £'000	funds £'000		
Income and expenditure						
Income from:						
Donations and legacies	2	3,447	-	352	3,799	3,466
Other trading activities	3	1,787	-	-	1,787	1,533
Investments		96	-	-	96	4
Charitable activities						
Clinical Commissioning Groups	4	1,632	-	66	1,698	2,265
Other income	4	87	-	-	87	298
Total income		7,049	-	418	7,467	7,566
Expenditure on:						
Raising funds	5	2,500	-	-	2,500	2,406
Charitable activities	6	4,875	-	385	5,260	4,596
Total expenditure		7,375	-	385	7,760	7,002
Net operating (shortfall) / surplus		(326)	-	33	(293)	564
Net gains / (losses) on investments	11	(103)	-	-	(103)	17
Net income / (expenditure) before transfers		(429)	-	33	(396)	581
Transfers between funds	15-16	48	76	(124)	-	-
Net movement in funds		(381)	76	(91)	(396)	581
Reconciliation of funds:						
Fund balances brought forward at 1 April 2022		4,396	1,176	300	5,872	5,291
Fund balances carried forward at 31 March 2023	15-17	4,015	1,252	209	5,476	5,872

All of the charity's activities during the above two financial periods derived from continuing operations. A full comparative statement of financial activities is shown at note 23 to the financial statements.

CEO Report October 23rd 2024

Key Points

1. Cost reduction exercise has been largely completed and implemented
2. Team are moving forward but are stretched
3. A fundraising letter will be delivered to whole of Merton and Sutton
4. We will begin to plan for a revised five year strategy

Consultation Meetings

Staff consultations regarding cost savings were completed by the end of July and resulted in 12 redundancies and 19 reductions or changes to hours. The redundancies took effect by the end of August and the hours changes by the end of September.

Teams are now adjusting to the 'new norm' at different paces.

For example, the Wellbeing service has adjusted well with very little noticeable difference in terms of offers, and remain a cohesive, well- functioning team. Similarly, the Clinical Admin teams are working new reduced hours with adequate cover and although some staff may take a little time to get 'up to speed' as they learn new tasks, the support they provide is running reasonably smoothly.

Clinical services continue to support the same number of patients, and the general feel is that currently this is manageable, but we need to be aware of the potential for burn out and a negative impact on staff wellbeing as we move towards a particularly busy time of year. The Community Team has adjusted the way in which they work to accommodate capacity for response visits and there are fewer planned visits in their diaries. Hospice Point of Contact requires a specific skill set which can take time to learn and some staff are finding this quite stressful. The Hospice at Home team is missed by colleagues as well as some patients and families and the adjustment will also take time.

We have recently interviewed and appointed to the role of Clinical IPU lead, with the successful applicant joining us on 20 Jan. In the interim, two of our senior band 6 nurses have managed the IPU extremely well. The loss of the Physician Associate role is being missed by some IPU staff but the MDT is working hard to ensure that continuity and communication remain effective. The new Clinical Lead will be a welcome addition bringing new ideas and a refreshed approach to the unit.

As well as the staff who have left us due to the cost savings recently implemented, there are a small number of people who have tendered their notice since the redundancies were agreed. As an Exec Team, we have been aware that there was a risk of an increase in attrition due to a sense of instability in the workplace and there is some work to be done to understand whether these resignations are as a result of this or would have happened naturally. Exit interviews will be undertaken to gain any learning for the future as well as ensuring that those leaving us feel valued and thanked for the time they have been with us.

Vacant roles are being reviewed and some are being remodelled to ensure that they meet our current needs/ are fit for purpose as well as being financially viable before we go out to recruit.

For example, one of our Joint Psychological Support Leads has achieved a promotion elsewhere and so we have slightly restructured the team and amended the role to ensure that it meets the needs of the service going forward. One of our medical consultants is also moving to another hospice and we are considering a joint role with one of the Acute Trusts as an option as well as replacing like for like.

In order to accommodate some of the changes in roles and responsibilities over recent months, the Education Team has now moved under the line management of Tracy Christmas, Community Services Manager. The Wellbeing service has moved under the line management of Barry Angel, Head of HR, and Ashley Harper (Bereavement Support Administrator) has moved under the line management of Ali Linwood, In Memory and Legacy Manager.

Communication and engagement

Our Communications team did a great job in ensuring that the news of the cost reductions and its impact on jobs and services was picked up by the media, including BBC and Channel 5 News. Strong personal testimony was given by several patients and their families which helped ensure that the coverage made clear how important and excellent the work we do is, demonstrated our financial needs and got across the fact that we are significantly underfunded by our ICB.

The news has led directly to over £15k of donations and we will now press this message again by delivering a letter to the whole of Merton and Sutton, a total of 159,000 households. We are grateful to the Comms team for managing this significant piece of publicity at short notice.

Kate has arranged for two local MPs to visit, and is in touch with the other two, as well as with several Council and London Assembly members. They have all demonstrated a real engagement with our dilemma and will be vocal advocates for St Raphael's. We also have a meeting arranged for 30th October with the chairman of the SWL ICB, Mike Bell and the CFO, Helen Jameson. Norman and Alan will join us for this meeting which we hope will cement a collaborative approach to funding and to pressing for more central government support.

SWL ICB

We have signed the revised contract for 2024-25 with the new annual total of £1.833m. The uplift agreed was for 10% (£167k) but this represents under 3% of the costs of clinical service delivery and only around half the cost of this year's pay award. It does not address the gap that grew through the inflationary 2021-24 period. The contract has not yet been signed by SWL ICB and the uplift has not yet been paid. Similar uplifts have recently been agreed with PAH and RTH. Becca has been liaising with both of these hospices, as well as St Christopher's to agree a united formula for 'continuing care fees'. They have also discussed the next approach for a longer term commitment and for further ways to collaborate together.

Income Generation

We have been heartened by improved fundraising income in August and September which has brought the year-to-date total to within £20k of budget. As costs have been kept £70k below budget, the contribution is now better than we had planned. There have also been promising new relationships which we hope will be fruitful; these include a black tie event in November hosted by the family of a patient which aims to raise £30k; a visit from City Bridge Trust which we hope will clinch a £40k annual pledge for our Wellbeing service

and a pledge of £23k to cover the costs of establishing the Bereavement Journey (including the Book of Remembrance and the new In-Memory Tree. This same family have also pledged £21k per year for three years towards the shop rent in Carshalton with the specific request that this is then used to facilitate the rent of a new shop to help us raise more funds.

Legacy levels are currently low (as we experienced last year at this point). We are aware of a potential £400k bequest arising from a patient who died recently in the IPU. We have received £400k of the legacy 'debtor' from 2023-24 of £750k. The flat has now also been sold and we expect the remaining £350k to arrive inside a month. This is 4 months sooner than forecast in our figures.

Retail Sales have continued to be above budget overall and costs below budget which has yielded a strong contribution, ahead of expectations. This has been in spite of underperformance from Wimbledon Park (which is now on the market with a view to assigning the lease) and from Ebay. A review by a specialist in charity retail has provided some useful further tweaks to be considered and also highlighted the risk arising from our reduced capacity. We have begun to see the results slacken off as a result of sickness and understaffing and will aim to redress this asap. The consultant also advised that we seek a large retail and donation hub in or near to Wimbledon town, rather than several smaller units in various places. Finding such a unit will not be simple.

The Lottery Campaign has yielded 600 new sign-ups of the target for 2,000. Sara Jane has been investigating the level of retention that has been achieved. This appears to be at or around the level Hospices are experiencing but is lower than we have budgeted. A number of new ways to engage with the lottery players, in order to maximise retention, are being considered. One is to change the structure of prizes to provide c150 small weekly wins (of £5) but to lower the top prize to £500 from £1,000. This would provide over 7,000 more 'touch points' with players each year and that could increase engagement and retention.

We are grateful to all involved in income generation including our incredible Supporter Care team who manage the logistics of receiving and recording all income. They also provide a point of contact with many donors and build relationships with them at every level. One example was Tim Kilby. Tim came to Capitol House on many occasions since his wife died with us some years ago. Lucy Ribaud and the team got to know him and spoke by phone often. He has donated over £70k over the last few years, including £10k in the last few months when a patient in the IPU himself. Tim spoke to BBC TV passionately about the hospice and how he felt at peace to be dying with us. Lucy visited Tim once she heard he was here and Tim is the benefactor whose legacy is referred to above.

Support Teams

Alex was taken ill during October and remains off work as we write. We look forward to his return in due course and send our very best wishes to him and his family. We are also missing our Housekeeping Manager, Paula Di Palma, and hope her recovery will continue at pace. Steve Cresswell is leaving in November and Pete Morris has been promoted to replace him, congratulations to Pete and thanks to Steve for his many years of service to the Hospice.

Whilst all the changes to teams and costs have been planned and implemented over the last few months, John and his team have also been leading a revolution in our IT infrastructure. This has included moving our system away from Citrix and onto Azure Stack with all users now on the new Microsoft Remote Desktop. Key servers have been replaced and most virtual servers have been migrated from the VMware system to Hyper-V. Alongside many other changes the move of systems to cloud based versions continues with the fundraisers' Raisers' Edge moving to the NXT version this week. Long standing consultants, Auxillium, are now managing more of the infrastructure directly which de-risks some aspects of our work.

These have been huge and highly risky changes that have involved many extra hours and nights worked to implement. With only a very few teething problems this has been achieved and we are grateful to John, Soren and Ajay as well as to Brian (who has recently retired), Chris and other team and associates involved.

These changes are also a response to the Cyber Attack suffered last year and the impending deployment of SharePoint, will allow us to improve the management of our data retention in accordance with assurances we gave to the Information Commissioners Office.

Our HR Team have implemented the successful transfer to a new HR system this year, enabling colleagues to manage holiday and sickness online and with potential for more efficiency in due course. They have also led on the logistics and many, many meetings surrounding the cost reduction exercise. Without drawing breath they are now implementing an in-house payroll system, going live in December. Our thanks to Barry, Jackie and Ruth for all their hard work.

Strategy

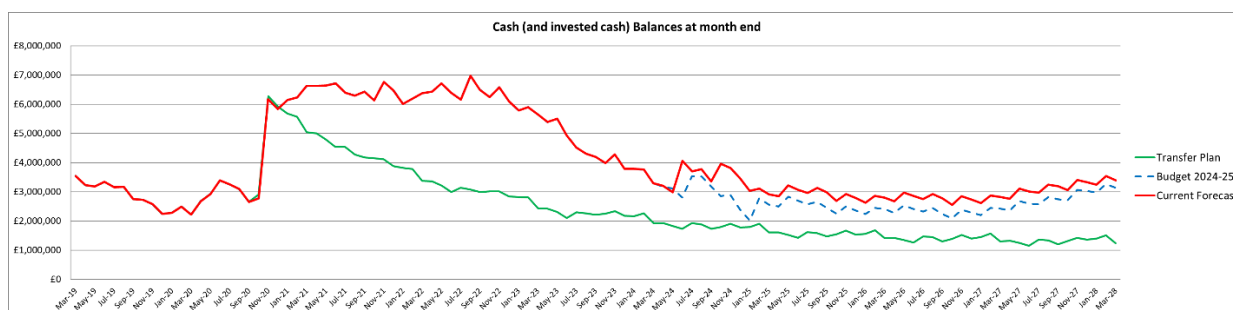
Feedback from some colleagues arising from the cost reduction exercise includes a sense of shock at not having been forewarned of the need to reduce cost, a disquiet at the lack of transparency and a feeling that the strategy of EVE has run its course.

EVE was designed to run from 2019 to 2024 although, the 2+ years lost to COVID might, to some, warrant an extension.

We have begun to think about a new five-year strategy for 2025 through to 2030 and, with the help of a volunteer facilitator, the Exec has a meeting on 6th November to begin to set the scene. With an aim to have a new approach agreed in principle for April 2025 and a Trustee Strategy Day in February, we will move quickly to involve Trustees, staff and other stakeholders in as inclusive and transparent way as we can withing the constraints of time and capacity.

Finances

The management accounts for the half year to September 2024 show a shortfall of £(435)k which is an improvement of £212k over the plan. The costs of redundancies and backdated Agenda for Change pay increases have been paid in this period which means that the second half year will begin to benefit from the reduced scale. However, this was budgeted and so the variance to budget chiefly relates to timing, with the changes being made a couple of months sooner than planned.



This timing gain has created a one-off saving that lifts the cash forecast line up a little as shown above. The receipt of our large legacy debtor being a few months early has also smoothed out the projection and avoided the 'dip' to January 2025 in the plan.

As always, we must keep in mind that this projection assumes success in all income streams growing as planned. This is clearly uncertain. The review of strategy may also create new projections that will change the complexion of these forecasts.

Nick Stevens and Becca Trower, Joint CEOs 17th October 2024

SRH Detailed Income and Expenditure	Year To Date												
	Actual	Budget	Variance	Prior Year	Variance	Actual 2023-24	F'Castl 2024-25	Budget 2024-25	Variance	F'cast 2025-26	Variance		
31-Aug-24													
NHS Contract	833,463	853,467	<i>(20,004)</i>	813,929	<i>19,535</i>	1,666,926	1,899,272	1,772,935	<i>126,337</i>	1,936,289	<i>37,018</i>		
NHS Other Fees	84,557	0	<i>84,557</i>	0	<i>84,557</i>	30,277	97,954	13,397	<i>84,557</i>	62,726	<i>(35,227)</i>		
Hospice Grants	1,029,141	1,000,000	<i>29,141</i>	656	<i>1,028,485</i>	135	1,029,141	1,000,000	<i>29,141</i>	0	<i>(1,029,141)</i>		
Other income	163,971	164,591	<i>(620)</i>	140,292	<i>23,680</i>	338,859	330,514	331,134	<i>(620)</i>	341,476	<i>10,963</i>		
Investment Income	90,689	25,727	<i>64,962</i>	18,961	<i>71,728</i>	255,142	116,526	51,564	<i>64,962</i>	96,579	<i>(19,947)</i>		
Orangery Income	14,595	15,557	<i>(962)</i>	14,816	<i>(221)</i>	29,639	30,159	31,121	<i>(962)</i>	31,667	<i>1,508</i>		
Operating Income	2,216,417	2,059,342	<i>157,074</i>	988,653	<i>1,227,763</i>	2,320,977	3,503,565	3,200,150	<i>303,415</i>	2,468,739	<i>(1,034,827)</i>		
Staff Costs	(2,227,196)	(2,218,782)	<i>(8,414)</i>	(1,947,543)	<i>(279,653)</i>	(4,007,084)	(4,062,416)	(4,153,242)	<i>90,826</i>	(3,725,232)	<i>337,184</i>	redundancy costs included in August - so high v prior year	
Training, Recruitment and subscriptions	(16,347)	(15,518)	<i>(830)</i>	(19,799)	<i>3,452</i>	(45,643)	(34,541)	(33,825)	<i>(716)</i>	(35,948)	<i>(1,407)</i>		
Food and Catering	(22,059)	(24,181)	<i>2,122</i>	(23,568)	<i>1,509</i>	(47,200)	(44,266)	(47,966)	<i>3,699</i>	(44,824)	<i>(558)</i>		
Cleaning and Waste Disposal	(16,081)	(20,067)	<i>3,987</i>	(17,932)	<i>1,851</i>	(41,532)	(37,869)	(41,856)	<i>3,987</i>	(43,823)	<i>(5,954)</i>		
Travel and Motoring Expenses	(6,997)	(9,915)	<i>2,918</i>	(10,245)	<i>3,248</i>	(19,002)	(14,986)	(17,904)	<i>2,918</i>	(15,302)	<i>(316)</i>		
Drugs, Dressings and Consumables	(67,109)	(74,922)	<i>7,813</i>	(67,515)	<i>406</i>	(142,879)	(135,332)	(143,325)	<i>7,993</i>	(142,819)	<i>(7,487)</i>		
Rates and Utilities	(34,923)	(41,172)	<i>6,249</i>	(30,917)	<i>(4,006)</i>	(67,951)	(76,095)	(82,344)	<i>6,249</i>	(77,617)	<i>(1,522)</i>		
Repairs and Maintenance	(43,509)	(44,395)	<i>886</i>	(45,692)	<i>2,183</i>	(110,967)	(86,932)	(87,818)	<i>886</i>	(88,670)	<i>(1,739)</i>		
Telephones, Postage, Stationery & IT	(27,578)	(32,147)	<i>4,570</i>	(25,875)	<i>(1,702)</i>	(59,862)	(59,993)	(64,563)	<i>4,570</i>	(61,193)	<i>(1,200)</i>		
Rent	(157,725)	(157,950)	<i>225</i>	(135,075)	<i>(22,650)</i>	(315,225)	(315,675)	(315,900)	<i>225</i>	(324,914)	<i>(9,239)</i>		
Events	0	(1,251)	<i>1,251</i>	(1,191)	<i>1,191</i>	(1,191)	(720)	(1,251)	<i>531</i>	(1,094)	<i>(374)</i>		
Communications and Marketing	(1,999)	(3,150)	<i>1,151</i>	(6,397)	<i>4,398</i>	(9,331)	(4,874)	(6,300)	<i>1,426</i>	(4,972)	<i>(97)</i>		
Other Direct Costs	(13,655)	(20,379)	<i>6,724</i>	(29,016)	<i>15,361</i>	(50,013)	(33,378)	(39,307)	<i>5,929</i>	(34,657)	<i>(1,279)</i>		
Direct Cost of Service	(2,633,179)	(2,659,429)	<i>26,250</i>	(2,353,177)	<i>(280,002)</i>	(4,907,359)	(4,901,483)	(5,028,049)	<i>126,567</i>	(4,594,998)	<i>306,485</i>		
Depreciation	(54,754)	(58,675)	<i>3,921</i>	(53,208)	<i>(1,546)</i>	(109,815)	(110,087)	(120,509)	<i>10,422</i>	(107,627)	<i>2,461</i>		
Direct Service Cost less Direct Income	(471,516)	(658,762)	<i>187,245</i>	(1,417,733)	<i>946,216</i>	(2,696,197)	(1,508,004)	(1,948,408)	<i>440,404</i>	(2,233,886)	<i>(725,882)</i>		
Staff Costs	(429,976)	(434,898)	<i>4,923</i>	(351,966)	<i>(78,010)</i>	(757,923)	(814,183)	(859,349)	<i>45,167</i>	(663,608)	<i>150,574</i>	Prof Service is high because of HR consultants re Cost reductions - Also Financial Audit Fee is in the figures and also accrued for (will be corrected)	
Training, Recruitment and subscriptions	(6,333)	(6,604)	<i>271</i>	(9,328)	<i>2,995</i>	(23,536)	(13,058)	(13,329)	<i>271</i>	(14,605)	<i>(1,546)</i>		
Telephones, Postage, Stationery & IT	(71,343)	(92,638)	<i>21,295</i>	(60,422)	<i>(10,921)</i>	(127,218)	(164,719)	(186,015)	<i>21,295</i>	(146,192)	<i>18,527</i>		
Professional Services	(66,959)	(29,690)	<i>(37,269)</i>	(34,658)	<i>(32,302)</i>	(162,551)	(96,619)	(59,349)	<i>(37,269)</i>	(61,354)	<i>35,264</i>		
Other Costs	(38,352)	(45,443)	<i>7,091</i>	(24,054)	<i>(14,298)</i>	(45,838)	(83,681)	(90,773)	<i>7,091</i>	(91,306)	<i>(7,624)</i>		
VAT	(3,248)	(7,312)	<i>4,064</i>	(7,672)	<i>4,424</i>	(28,158)	(8,718)	(12,783)	<i>4,064</i>	(15,704)	<i>(6,986)</i>		
Support charged to Income Generation	215,362	215,454	<i>(92)</i>	167,769	<i>47,593</i>	396,259	418,759	425,699	<i>(6,940)</i>	349,858	<i>(68,901)</i>		
Indirect Service Costs	(430,723)	(430,908)	<i>184</i>	(335,537)	<i>(95,186)</i>	(792,519)	(837,518)	(851,399)	<i>13,881</i>	(699,716)	<i>137,803</i>		
Net Service Cost to be Funded	(902,239)	(1,089,669)	<i>187,430</i>	(1,753,270)	<i>851,031</i>	(3,488,716)	(2,345,523)	(2,799,807)	<i>454,284</i>	(2,933,602)	<i>(588,079)</i>		

SRH Detailed Income and Expenditure	Year To Date										
	Actual	Budget	Variance	Prior Year	Variance	Actual 2023-24	F'Castl 2024-25	Budget 2024-25	Variance	F'cast 2025-26	Variance
31-Aug-24											
Income Generation											
Legacies	170,242	449,132	<i>(278,890)</i>	209,901	<i>(39,660)</i>	1,591,533	995,242	1,312,500	<i>(317,258)</i>	1,378,125	<i>382,883</i>
Donations	554,865	570,299	<i>(15,434)</i>	510,107	<i>44,759</i>	1,108,295	1,320,066	1,335,500	<i>(15,434)</i>	1,575,200	<i>255,134</i>
Gift Aid	30,008	32,257	<i>(2,250)</i>	19,690	<i>10,318</i>	60,383	68,268	66,775	<i>1,493</i>	78,760	<i>10,492</i>
Staff Costs	<i>(287,242)</i>	<i>(298,556)</i>	<i>11,314</i>	<i>(238,491)</i>	<i>(48,751)</i>	<i>(525,495)</i>	<i>(563,810)</i>	<i>(588,643)</i>	<i>24,833</i>	<i>(509,309)</i>	<i>54,501</i>
Training, Recruitment and subscriptions	<i>(5,387)</i>	<i>(2,700)</i>	<i>(2,687)</i>	<i>(15,590)</i>	<i>10,203</i>	<i>(22,351)</i>	<i>(8,087)</i>	<i>(5,400)</i>	<i>(2,687)</i>	<i>(8,249)</i>	<i>(162)</i>
Rent, Rates and Utilities	<i>0</i>	<i>0</i>	<i>0</i>	<i>(24,143)</i>	<i>24,143</i>	<i>(42,401)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Repairs and Maintenance	<i>(571)</i>	<i>(2,775)</i>	<i>2,204</i>	<i>(2,469)</i>	<i>1,898</i>	<i>(4,970)</i>	<i>(2,431)</i>	<i>(4,635)</i>	<i>2,204</i>	<i>(2,052)</i>	<i>378</i>
Telephones, Postage, Stationery & IT	<i>(9,352)</i>	<i>(9,104)</i>	<i>(248)</i>	<i>(9,727)</i>	<i>375</i>	<i>(20,393)</i>	<i>(25,580)</i>	<i>(25,331)</i>	<i>(248)</i>	<i>(28,672)</i>	<i>(3,092)</i>
Events and Communications	<i>(25,315)</i>	<i>(77,205)</i>	<i>51,890</i>	<i>(34,887)</i>	<i>9,571</i>	<i>(77,444)</i>	<i>(119,989)</i>	<i>(171,879)</i>	<i>51,890</i>	<i>(134,634)</i>	<i>(14,645)</i>
Other Costs	<i>(12,059)</i>	<i>(15,238)</i>	<i>3,179</i>	<i>(25,353)</i>	<i>13,293</i>	<i>(39,413)</i>	<i>(29,707)</i>	<i>(31,386)</i>	<i>1,679</i>	<i>(27,301)</i>	<i>2,406</i>
Net Fundraising Contribution	415,187	646,110	<i>(230,923)</i>	389,039	<i>26,149</i>	2,027,743	1,633,972	1,887,501	<i>(253,529)</i>	2,321,868	<i>687,896</i>
Lottery Income	183,164	209,731	<i>(26,567)</i>	171,432	<i>11,732</i>	354,369	399,921	448,680	<i>(48,759)</i>	447,536	<i>47,615</i>
	<i>(10,977)</i>	<i>(10,663)</i>	<i>(314)</i>	<i>(10,454)</i>	<i>(523)</i>	<i>(21,082)</i>	<i>(21,817)</i>	<i>(21,503)</i>	<i>(314)</i>	<i>(22,253)</i>	<i>(436)</i>
	<i>(887)</i>	<i>(750)</i>	<i>(137)</i>	<i>(825)</i>	<i>(63)</i>	<i>(1,664)</i>	<i>(1,637)</i>	<i>(1,500)</i>	<i>(137)</i>	<i>(1,500)</i>	<i>137</i>
	<i>(329)</i>	<i>(300)</i>	<i>(29)</i>	<i>(314)</i>	<i>(16)</i>	<i>(632)</i>	<i>(629)</i>	<i>(600)</i>	<i>(29)</i>	<i>(600)</i>	<i>29</i>
Staff Costs	<i>(12,193)</i>	<i>(11,713)</i>	<i>(480)</i>	<i>(11,592)</i>	<i>(601)</i>	<i>(23,378)</i>	<i>(24,083)</i>	<i>(23,603)</i>	<i>(480)</i>	<i>(24,353)</i>	<i>(270)</i>
Agency Staff	<i>(38,342)</i>	<i>(193,649)</i>	<i>155,307</i>	<i>(79,882)</i>	<i>41,540</i>	<i>(78,084)</i>	<i>(176,469)</i>	<i>(208,622)</i>	<i>32,153</i>	<i>(124,132)</i>	<i>52,338</i>
Printing, Postage and Marketing	<i>(2,800)</i>	<i>(8,650)</i>	<i>(5,850)</i>	<i>(2,289)</i>	<i>(511)</i>	<i>(2,947)</i>	<i>(3,700)</i>	<i>(9,550)</i>	<i>5,850</i>	<i>(1,836)</i>	<i>1,864</i>
Bank, Management and Other Charges	<i>(23,451)</i>	<i>(33,313)</i>	<i>9,862</i>	<i>(24,014)</i>	<i>563</i>	<i>(47,437)</i>	<i>(51,344)</i>	<i>(70,253)</i>	<i>18,909</i>	<i>(63,823)</i>	<i>(12,479)</i>
Lottery Prizes	<i>(39,000)</i>	<i>(39,000)</i>	<i>0</i>	<i>(39,000)</i>	<i>0</i>	<i>(78,000)</i>	<i>(82,000)</i>	<i>(82,000)</i>	<i>0</i>	<i>(82,000)</i>	<i>0</i>
Net Lottery Contribution	67,378	(76,594)	<i>143,972</i>	14,655	<i>52,723</i>	124,523	62,324	54,652	<i>7,672</i>	151,392	<i>89,069</i>
Shop Income	954,764	924,328	30,436	787,112	167,651	1,667,013	1,899,860	1,869,424	30,436	2,126,465	226,605
Gift Aid	39,601	46,216	(6,615)	20,000	19,601	59,702	86,856	93,471	(6,615)	106,323	19,467
Other Income	2,901	0	2,901	0	2,901	0	2,901	0	2,901	0	(2,901)
Total Shop Income	997,266	970,544	26,722	807,113	190,153	1,726,714	1,989,617	1,962,895	26,722	2,232,788	243,172
Staff Costs	<i>(440,771)</i>	<i>(482,566)</i>	<i>41,794</i>	<i>(424,621)</i>	<i>(16,150)</i>	<i>(890,129)</i>	<i>(895,074)</i>	<i>(957,516)</i>	<i>62,442</i>	<i>(958,361)</i>	<i>(63,287)</i>
Training, Recruitment and subs	<i>(2,945)</i>	<i>(3,184)</i>	<i>239</i>	<i>(4,814)</i>	<i>1,869</i>	<i>(10,268)</i>	<i>(6,458)</i>	<i>(6,697)</i>	<i>239</i>	<i>(6,588)</i>	<i>(129)</i>
Consumables and Goods for Resale	<i>(15,523)</i>	<i>(24,000)</i>	<i>8,477</i>	<i>(24,747)</i>	<i>9,224</i>	<i>(63,367)</i>	<i>(48,523)</i>	<i>(60,500)</i>	<i>11,977</i>	<i>(49,493)</i>	<i>(970)</i>
Cleaning and Waste Disposal	<i>(15,131)</i>	<i>(15,754)</i>	<i>623</i>	<i>(15,883)</i>	<i>752</i>	<i>(43,320)</i>	<i>(30,662)</i>	<i>(31,285)</i>	<i>623</i>	<i>(31,275)</i>	<i>(613)</i>
Rent, Rates and Utilities	<i>(225,078)</i>	<i>(238,369)</i>	<i>13,292</i>	<i>(203,624)</i>	<i>(21,453)</i>	<i>(454,872)</i>	<i>(470,896)</i>	<i>(484,188)</i>	<i>13,292</i>	<i>(538,900)</i>	<i>(68,003)</i>
Repairs and Maintenance	<i>(10,439)</i>	<i>(15,600)</i>	<i>5,161</i>	<i>(22,166)</i>	<i>11,727</i>	<i>(48,810)</i>	<i>(26,039)</i>	<i>(31,200)</i>	<i>5,161</i>	<i>(26,560)</i>	<i>(521)</i>
Depreciation	<i>(46,496)</i>	<i>(54,129)</i>	<i>7,633</i>	<i>(35,698)</i>	<i>(10,798)</i>	<i>(88,095)</i>	<i>(91,632)</i>	<i>(98,546)</i>	<i>6,914</i>	<i>(89,503)</i>	<i>2,129</i>
Telephones, Postage, Stationery & IT	<i>(14,079)</i>	<i>(12,600)</i>	<i>(1,479)</i>	<i>(11,540)</i>	<i>(2,540)</i>	<i>(25,162)</i>	<i>(28,947)</i>	<i>(25,200)</i>	<i>(3,747)</i>	<i>(29,526)</i>	<i>(579)</i>
Other Costs	<i>(8,270)</i>	<i>(19,431)</i>	<i>11,161</i>	<i>(15,556)</i>	<i>7,286</i>	<i>(27,827)</i>	<i>(26,883)</i>	<i>(38,043)</i>	<i>11,161</i>	<i>(53,793)</i>	<i>(26,910)</i>
Bank, credit card and cash collection	<i>(15,087)</i>	<i>(11,370)</i>	<i>(3,717)</i>	<i>(12,333)</i>	<i>(2,754)</i>	<i>(24,534)</i>	<i>(29,637)</i>	<i>(23,697)</i>	<i>(5,940)</i>	<i>(30,230)</i>	<i>(593)</i>
Total Non-Staff Costs	(357,325)	(400,812)	43,487	(352,212)	(5,113)	(801,748)	(770,329)	(812,106)	41,777	(866,851)	(96,522)
Net Shops Contribution	199,170	87,166	<i>112,004</i>	30,279	<i>168,890</i>	34,837	324,214	193,273	<i>130,941</i>	407,577	<i>83,363</i>
Support Costs	<i>(215,362)</i>	<i>(215,454)</i>	<i>92</i>	<i>(167,769)</i>	<i>(47,593)</i>	<i>(396,259)</i>	<i>(418,759)</i>	<i>(425,699)</i>	<i>6,940</i>	<i>(349,858)</i>	<i>68,901</i>
Net Contribution from Income Generating Activities	466,373	441,228	25,145	266,204	200,169	1,790,845	1,601,750	1,709,726	<i>(107,976)</i>	2,530,979	929,229
Net Shortfall before DoC funding	(435,867)	(648,442)	<i>212,575</i>	(1,487,066)	<i>1,051,199</i>	(1,697,871)	(743,773)	(1,090,081)	<i>346,308</i>	(402,622)	<i>341,150</i>
Drawdown from DoC grant / other DoC	0	0	<i>0</i>	0	<i>0</i>	500,000	500,000	500,000	<i>0</i>	600,000	<i>100,000</i>
Shortfall for period	(435,867)	(648,442)	<i>212,575</i>	(1,487,066)	<i>1,051,199</i>	(1,197,871)	(243,773)	(590,081)	<i>346,308</i>	197,378	<i>441,150</i>

St Raphael's Hospice

Meeting of the HR Committee held at St Raphael's Hospice, London Road,
Cheam, Sutton, SM3 9DX with video call access

At 10:00am on Tuesday 8th October 2024

Members: Paul Holmes (PH – Chair)
Hazel Borthwick (HB – Co-opted Committee member)
Norman McWhinney (NM – Chair of Trustees)

In attendance: Barry Angel (BA – Head of HR)
Nick Stevens (NS – Joint CEO)
Rebecca Trower (RT – Joint CEO)
Ginny Toubal (GT – Volunteer Services Manager - items 1-2)
Jenny Wingate (Governance – JW – virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
6. Recruitment	Leavers reasons report	Barry Angel	Jan meeting	08.10.24/01
	Review HR KPIs	Barry Angel	Jan meeting	08.10.24/02
7. AOB	Update on employment law	Barry Angel	Jan meeting	08.10.24/03

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members and colleagues to the meeting. Apologies were received from Manjit Lall. The meeting was confirmed as quorate. There were no declarations of interest in relation to items on the meeting agenda.

2. Volunteer Services Update & Dashboard

Ginny Toubal referred the Committee to the report noting the time that had passed since the last meeting, and shared highlighting key points. She confirmed that momentum had been sustained despite the redundancies and the fact that it had been a challenging period for staff. The Committee were pleased to hear that support was being offered to staff should they be feeling unsettled by recent changes. She confirmed that all support for the leads would now be provided by a volunteer admin team, and that she now reports to Head of HR rather than the joint CEO.

The Volunteer Value Audit indicated an increase of 17% in volunteer hours in the hospice and 24% in retail.

In the hospice, teams were doing well, although the Sunday shifts can be challenging to fill. A new IT volunteer who is a specialist in cyber security has joined and is doing one shift a week. There is a full complement of 10 psychology students volunteering – this will decrease to 8 in future to free up some support time at the same time as recruiting for a two day post to provide supervision and recruit volunteer counsellors. There has been excellent feedback about the companion supporters, especially with regard to the twilight session support. And the gardeners are working well as a cohesive team under a new gardener who has just started.

At the Orangery, as agreed in the restructure plan, there is a six month trial to look at cost

effectiveness. Tuesdays are now volunteer led with vending machines at other times. Prices have been increased slightly and a new online system to manage stock introduced. Lunch vouchers have been discontinued lunch vouchers for volunteers in the hospice – there have been no concerns raised and all have responded positively. In retail, vouchers will continue to be provided as the market for recruitment of retail volunteers is so competitive.

On the retail side, a recruitment campaign in May resulted in an additional 35 volunteers.

The Committee asked whether a continual campaign would result in a greater supply of volunteers. Ginny responded that she had identified that retention was not as high when recruiting in this manner, and that should the campaign be continuous it might be that the novelty would wear off.

Ginny was asked if there had been any increase as a result of the recent media attention. She said that there had been more interest, some of whom had come in through the lottery campaign. The recent media attention would be helpful to use in the campaign which is planned for later this month.

Ginny added that a small low cost celebration was planned for those volunteers receiving a long service award. She also highlighted to the committee that work is underway with Sutton Volunteer Centre to support local Hong Kongers to volunteer – this would be helpful as the hospice is seeing an increasing number of people from Hong Kong who might benefit from interpretation and support.

The Investing in Volunteers self-assessment is currently being completed with a plan to be submitted on 15th October.

Ginny invited the committee to attend an upcoming event 'Tales of the Unexpected' on 29th October where she would be co-facilitating a story telling session, having recently trained as a Schwartz Facilitator. She commented on how well embedded the story telling work was now in the charity.

It was confirmed that a letter drop to 7,750 households locally is planned for November for which 60 volunteers have already offered support.

Ginny concluded by reporting to the Committee how amazing the volunteers had been during this time, and highlighting a recent restricted donation one volunteer had given to cover funding for a desk and chairs and noticeboard – who did not wish this to be made public, but for which all were grateful.

The Committee thanked Ginny for the comprehensive report and raised further questions.

They asked whether recruitment and retention of volunteers in retail remained a challenge. Ginny confirmed that this was a difficult area, not least due to the competition from other charity shops in the High St in contrast to the shop in Morden which was more successful in this regard.

It has been found that the key to engaging large number of volunteers needed in retail is to enable them to connect with the hospice and the work it does, but there remains an issue with reliability.

Ginny was asked how successful local recruitment was. She explained that this did happen with shop managers and volunteers helping, but they were also very busy and so did not have the time to spend on this. She added that the recruitment process is under review to be as streamlined as possible. This is also the case with training to ensure that it is more relevant to the role of a retail volunteer. It is striking how many volunteers are not able to engage with IT and how this can take up time. She reassured trustees that as noted at the last meeting, all will have completed their mandatory training by the end of October.

3. Review of minutes from 16th April 2024 HR Committee meeting & actions arising

The Committee reviewed and approved the minutes of the previous meeting as an accurate record of proceedings. In relation to the matters arising:

- Staff survey actions – Barry Angel commented on how some momentum had been lost due to the restructure, and a decision was taken not to carry out the survey this year. It is

expected that it will be rerun in April/May 2025. Trustees stated that they did feel it was an important activity but recognized that it had been a difficult year. They asked for consideration of whether the outstanding issues from last year's survey had been addressed. Barry Angel spoke of how generally the feedback has been positive, but there is a need for further consideration of the engagement strategy.

- Bonus criteria – it was noted that this was not relevant this year given the changes, but a framework should be developed were it to happen in the future. Trustees urged caution referring to the challenges of writing such a framework for clinical and nonclinical staff and experience of others in the NHS sector. It was confirmed that it has only been used for retail staff in the past but consideration could be given to fundraising.
- DEI/Speaking up – there is one further session next week – the feedback generally has been positive, but it will be important to continue to keep it at the forefront of strategy.
- Employee relations and Trustee engagement – following a recent poll, it is suggested that Q&A sessions would be useful, along with the need to update profiles on the website. Rebecca Trower and Alan Cogbill will work together on this. Norman McWhinney will provide a profile in first instance.

4. Update on HR Activity and Management Plan – Barry Angel referred the committee to his report. He confirmed that Natural HR, the data management system had now been implemented and is working well, although there is clearly much more capacity within the system to maximise use. Managers and employees are feeling increased confidence in an automated system, and it is valuable to be able to have a central overview of annual leave.

4.1. Education update in new training platform – The Education team have worked hard to ensure completion of mandatory training by staff using the Bluestream platform. This has been successful with nearly 100% completion by the clinical team. There are some gaps in retail as referred to already, but it is important to recognise that some of these modules may not be so relevant to them. Sara Jane Woods, Commercial Director is talking to the Charity Retail Association to look at other options. The trustees were pleased to hear that the month by month reporting is very helpful and that it is cheaper than the previous package.

4.2. Diversity, equity and inclusion – it has been valuable that some issues have been raised showing an open culture amongst the team, however it remains a priority to be monitored carefully.

4.3. Payroll – in house project update – this is progressing well with a dual run this month and then full move to in-house. The flexibility of the system is likely to be useful, for example, the possibility of paying bank staff every two weeks rather than monthly will be helpful.

Barry was asked what specialist support is in place for those managing the system. He confirmed that the hospice has an experienced staff member who had already added significant value by resolving a pension overpayment issue, as well as an HR officer who can support with this. It was noted that pay slip questions would have come to this team anyway, so there is not expected to be any added workload and that the pay slips are now much clearer.

4.4. Management plan – a strategy workshop for the executive team will be held on 6th November to begin the planning of priorities for the future. This is being facilitated by a hospice volunteer who led strategy at BT. Following this, the SLT will be involved.

Trustees asked whether thought had been given to involving a broader group at an earlier stage. Nick Stevens confirmed that this had been discussed and it was a priority that trustees and SLT fed into the strategy development before the board approved it. There is a plan to hold a strategy day in February for trustees and the intention is to use this to plan. However, due to the scale of the cost reductions and the restructure the executive team had agreed to limit attendees to the session on the 6th.

The Committee recognised this, but emphasised the importance of ensuring all felt involved in this to minimize anxiety about the next few years.

4.5. Risk register – The committee reviewed the risk register and Barry spoke about the key risks, highlighting that they had assessed the risk of loss of confidence from staff (risk 1) as a result of the cost reduction measures to have gone down, but felt it should remain at the same rating to keep it at the forefront of minds.

With regard to risk 3 around the recruitment of volunteers in retail, consideration is being given to the creation of a rescue volunteer force which can be deployed as needed. This will be trialed with the mail drop and developed over time.

4.6. Wellbeing Centre and Compassionate Neighbours update – this now falls under Barry’s remit except where clinical issues arise which are managed by Becca. The team is clearly very capable and strong, further enhanced by the return of a colleague who has had an extremely positive impact. All appears to be progressing very well despite the redundancy and change in hours.

4.7 Volunteering – this now also falls under Barry and has been a successful transition. Barry stated that he wished to spend more time amongst the retail team to identify how he could support them – it is important to remember how light paid staffing is in that team.

5. St Raphael’s restructure – all restructure processes are now complete with redundancies and reduction in hours finalised.

Barry was asked what the impact had been on morale amongst the team. Barry spoke about a feeling of calmness now that the uncertainty is over. There is some concern about the community team as there may be some staff leaving soon.

The Committee commented on how well the restructure had been handled by the management team.

They moved on to discussed the Orangery, noting that it had been agreed that six month would be given to see what changes could be made to strengthen finances. Early indications are that this is proving to be working well.

6. Recruitment update – Barry summarised the current vacancies as outlined in his report. He was asked what the reasons for leaving were. It was agreed that a report on this would be shared at the next meeting, but that anecdotally it was being closer to home and/or a promotion.

The Committee asked that the HR KPIs are shared and reviewed at the next meeting.

7. Any Other Business and Dates of future meetings

The date of the next meeting was confirmed as 14th January from 10am-12pm.

Next meeting agenda item: Update on recent employment law changes

Nick Stevens raised a proposed cost saving that had come from a member of staff about reduction of the value of the long service awards, which has historically been quite high. This has had agreeable feedback from the executive team and consideration will be given to enacting it.

He also confirmed that the proposed changed to life insurance cover has been implemented as of 28th September and is now in line with the NHS conditions. He reminded the committee that this had been a cost saving suggestion from a member of the team and it was clear that there was much more awareness of costs from the team as a result of the change process.

The meeting ended at 1pm.

Approved.....

Date.....

Finance and Resources Report

Key Points

1. Key Points are:

- a. Cost reductions of c.£1m on an annualised basis have been agreed and implemented.
- b. The draft management accounts for the 5 months to 31st August 2024 shows a shortfall of £(192)k compared to budget shortfall of £(385)k.
- c. Cash (including the investment portfolio) at the end of August stood at £3.8m compared to budget of £3.5m.
- d. The draft financial statements for the year ended 31 March 2024 show a shortfall of £1.2m. The audit has been completed and can be approved at the Board.

Finance

2. Management Accounts – Income and Expenditure

The draft management accounts for the 5 months to 31st August 2024 is attached together with the cash movements/balance sheet summary. The Half Year Accounts will be ready for the day of the Committee.

Income from NHS of £754k is £43k above budget. This includes £59k of continuing care payments (offsetting higher salary cost on IPU).

Other Income includes investment movements, and this was £58k higher than budgeted across the five months to June – we also have the £1m grant (as budgeted).

Direct costs of service is £28k below the budget and £24k above last year. This is after accounting for most of the costs of redundancy but not the backdated Agenda for Change pay increase that was implemented in September. This is expected to return the costs to budget.

Support costs are roughly in line with budget.

Legacies stand at £162k with a budget of £350k. We are aware of one bequest (estimated at £400k) from a legatee who is recently deceased, which may achieve probate in the financial year.

Donations to the end of August were £50k behind the plan, having improved over July. They continued to pick up in September and are now £20k behind the plan.

The table below shows the donation income categorised by the Fundraising team and arising from Raisers' Edge fundraising database as at the end of September 2024 and differs

from the accounts total marginally. The costs shown were estimates which were made before the actuals were completed.

Fundraising Income September 2024-25

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Actual 2024-25	Budget 2024-25	Variance 2024-25
Appeals	£11,540	£26,793	£54,129	£66,997	£49,719	£49,558	£62,929	£70,000	£(7,071)
Challenge	£53,245	£74,679	£21,979	£25,487	£47,257	£103,581	£85,202	£49,800	£35,402
Community	£65,067	£84,465	£18,593	£22,482	£59,969	£42,287	£37,424	£83,999	£(46,575)
Corporate	£60,993	£56,312	£53,210	£53,269	£70,426	£50,136	£35,068	£64,000	£(28,932)
Events	£36,682	£52,973	£8,458	£21,543	£9,543	£10,562	£4,425	£13,500	£(9,075)
In-Mem	£92,258	£112,004	£114,732	£70,269	£90,699	£75,205	£111,731	£119,000	£(7,269)
Other/Gen Giving	£60,923	£49,241	£28,902	£13,033	£43,833	£61,690	£61,515	£45,000	£16,515
Regular	£28,590	£26,177	£26,684	£27,702	£26,016	£28,943	£37,217	£45,000	£(7,783)
Trusts	£52,500	£115,550	£28,250	£75,663	£58,000	£58,750	£90,107	£75,000	£15,107
Major Donors	£0	£30,000	£40,000	£0	£0	£0	£25,250	£5,000	£20,250
Total Fundraising	£461,798	£628,194	£394,936	£376,444	£455,462	£480,712	£550,869	£570,299	£(19,430)

Fundraising Costs September 2024-25

Staff Costs	£153,743	£190,831	£192,017	£216,878	£245,616	£238,491	£287,524	£298,556	£11,032
Other Costs	£84,129	£81,274	£48,029	£73,305	£99,115	£75,173	£45,359	£107,023	£61,664
Total Costs	£237,872	£272,105	£240,046	£290,183	£344,731	£313,664	£332,883	£405,579	£72,696
Contribution	£223,925	£356,089	£154,890	£86,262	£110,731	£167,048	£217,986	£164,720	£53,266

Fundraising costs were £55k below budget for the first 5 months to August and are expected to fall further behind budget in September (as estimated above) to yield a contribution of over £200k at the half year.

The **lottery** income has fallen behind plan as the bumper draw has not yet taken place. Cost are also well behind plan as the 2024 Campaign did not start until September.

Following a year when **Retail** costs were considerably above budget, the team have focussed on managing staff utilisation much more rigorously and seeking to increase income by increasing prices and driving gift aid recovery.

This has had a clear impact on the figures with the accounts to August showing income up £212k on the prior year (33%) and costs up just £19k (3%) compared with last year, despite two new shops (Morden and DC) adding rent and staff cost. A contribution of 20% has resulted.

The table below shows income and costs by shop to August.

The Wimbledon Park shop has been placed on the market, following agreement with the landlord to allow us to assign the lease.

With results improved and following an independent review by a sector expert we will press on with the plans for growth.

Draft Retail at 31st August 2024	Income	Staff Costs	Property Costs	Other Direct Costs	Contribution before HQ	Allocation of HQ costs	Surplus / (Shortfall)	
Banstead	£51,038	£(20,974)	£(14,725)	£(3,282)	£12,057	£(8,820)	£3,237	6%
Carshalton	£56,895	£(17,948)	£(9,632)	£(3,227)	£26,088	£(8,593)	£17,494	31%
Cheam	£68,508	£(23,747)	£(14,207)	£(3,546)	£27,008	£(10,779)	£16,229	24%
Ebay Sales	£4,841	£(562)	£0	£0	£4,279	£(529)	£3,750	77%
Morden	£101,166	£(30,098)	£(12,981)	£(5,366)	£52,721	£(14,660)	£38,062	38%
New Malden	£74,651	£(22,090)	£(16,381)	£(4,069)	£32,111	£(11,483)	£20,628	28%
Raynes Park	£44,395	£(17,120)	£(11,772)	£(3,081)	£12,422	£(7,483)	£4,939	11%
Rosehill	£63,198	£(19,329)	£(8,139)	£(3,649)	£32,081	£(9,241)	£22,840	36%
SDC	£101,538	£(46,666)	£(23,590)	£(7,256)	£24,026	£(17,544)	£6,482	6%
Stonecot Hill	£41,763	£(16,016)	£(8,490)	£(2,814)	£14,443	£(6,769)	£7,674	18%
Sutton	£71,534	£(22,643)	£(17,283)	£(3,703)	£27,905	£(11,284)	£16,621	23%
Wimbledon	£99,309	£(24,576)	£(23,995)	£(5,065)	£45,674	£(14,986)	£30,688	31%
Wimbledon Park	£23,273	£(14,911)	£(20,242)	£(3,622)	£(15,501)	£(6,080)	£(21,581)	-93%
Total Shops	£802,111	£(276,680)	£(181,435)	£(48,680)	£295,316	£(128,252)	£167,064	21%
Not coded	£0	£(7,227)	£(40)	£(212)	£(7,479)	£7,479	£0	
Retail Office HQ	£33,522	£(85,635)	£(54,527)	£(14,133)	£(120,773)	£120,773	£0	
Total	£835,634	£(369,542)	£(236,002)	£(63,025)	£167,064	£0	£167,064	20%
Budget	£811,345	£(402,254)	£(257,506)	£(77,755)	£73,830	£0	£73,830	9%
Variance to Budget	£24,288	£32,712	£21,504	£14,729	£93,234	£0	£93,234	
%	3%	8%	8%	19%	126%		126%	

3. Management Accounts – Balance Sheet

Overall cash (including the investment fund) stood at £3.77m compared to the budget of £3.52m.

We retain a large legacy debtor balance of £1.2m which includes a single legacy of £750k. We have been assured that we will receive £400k of this in October and the balance in the near future which is sooner than the January 2025 estimate included in the plan.

Net assets stood at £4.06m at the end of August compared to the budget of £4.07m.

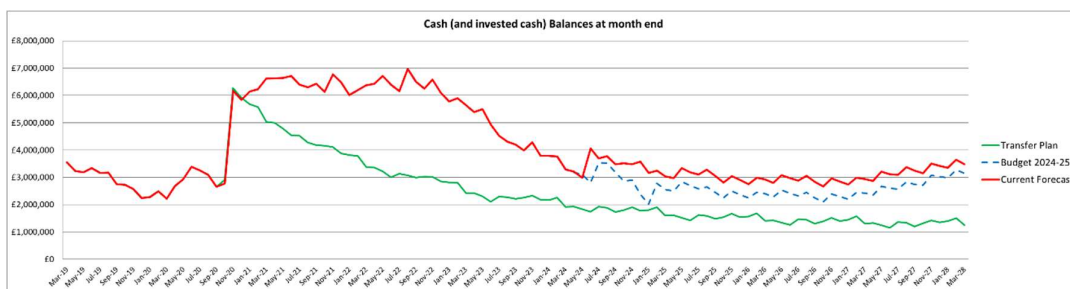
4. Forecast 2024-25

The forecast for the current year suggests a shortfall of £(751)k before the drawdown from the DoC grant, compared to £(1,090)k budgeted. Both had assumed that a cost cutting exercise would have ensued and that we would have received (as we did in June) a further £1m grant from DoC.

We currently forecast £260k more income from NHS and investment growth than in the budget. This is offset by a forecast reduction to the legacy total of £280k. The cost of clinical service delivery is forecast to be £155k lower than plan, contribution from retail £111k better than plan and from fundraising and lottery £26k and £56k respectively.

The current projection for 2025-26 is for a shortfall of £440k before drawdown (and breakeven the following year). This is now subject to potentially significant revisions as we consider the new strategy for the Hospice over the coming few months.

5. Cash Flow



The graph shows the historic cash balances and projected balances to 2028. The recent confirmation of when the £750k legacy debtor will be paid has flattened out the projected dip over the next few months and as the implementation of cost reductions took place slightly earlier than planned we have gained a little which has raised the cash level above the plan.

Overall, the projection suggests that, **IF** all the income targets are achieved on time and with costs being on budget, then the charity should be at or around a cash neutral position in c.18 months' time – that would have entailed fundraising contribution having grown by £500k, shops by nearly £200k and lottery nearly £100k. All of which is highly risky to assume, as we have witnessed in the past (see how the red line of reality has differed from the green line which was the projection at the time of the transfer from DoC).

However, we are about to embark on a revised strategy for the hospice. All income streams will need to be reviewed critically and we will consider fresh ideas for raising income, including from the utilisation of our bed capacity. We will also take account of the new willingness across the local hospices to consider how we can share services as a more cost-effective approach to supporting our work.

6. Draft Financial Statements

The draft financial statements are attached and, subject to minor updates and rounding, are ready for approval at the Board. As recorded before, they show a shortfall for the year of £1.2m after the movement in the value of investments.

The auditors are satisfied (subject to confirmation at the time of signature) that the charity is a going concern and that

7. NHS Contract

Since the last Finance Committee, SWL ICB confirmed an increase in the funding of 10%. This equates to around 2.7% of the cost of clinical service delivery and, whilst welcome, not sufficient to change the plans for cost reductions we continued to action.

We meet again with the CFO and the Chairman of the ICB later this month (with Normand and Alan) and will continue to press for a plan to reach 50% funding for clinical services.

Becca is working with the three other SWL hospices (Princess Alice, Royal Trinity and St Christopher's) to agree a formula for continuing care fees. We have received £75k from this source this calendar year and the hospices are meeting with the place level commissioners to create an agreed approach for the future.

Nick Stevens, Joint CEO

8th October 2024

Haysmacintyre LLP

10 Queen Street Place
London
EC4R 1AG

23rd October 2024

Dear Haysmacintyre,

During the course of your audit of our financial statements for the period ended 31 March 2024, the following representations were made to you by management and directors of the charitable company:

1. We have fulfilled our responsibilities as directors under the Companies Act 2006 ("the Act") for preparing financial statements, in accordance with FRS102 and the Act, that give a true and fair view and for making accurate representations to you as auditors.
2. We confirm that all accounting records have been made available to you for the purpose of your audit, in accordance with your terms of engagement, and that all the transactions undertaken by the company have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and Trustees' meetings, have been made available to you. We have given you unrestricted access to persons within the company in order to obtain audit evidence and have provided any additional information that you have requested for the purposes of your audit.
3. We confirm that the methods, significant assumptions and source data used by us in making accounting estimates and their related disclosures are appropriate to ensure compliance with the recognition, measurement and disclosure requirements of FRS102.
4. We confirm that all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to the auditor and accounted for and disclosed in accordance with FRS102 and the Act.
5. We confirm that we have informed you of the details of all correspondence with the charitable company's regulators during the year and, in particular, the details of all Serious Incident Reports that we have made to the Charity Commission.
6. We confirm that there have been no events since the balance sheet date which require disclosing or which would materially affect the amounts in the accounts, other than those already disclosed or included in the accounts.

Hospice care to the people of Merton and Sutton

7. We confirm that we are aware of the definition of a related party set out in FRS102. We confirm that the related party forms have been completed by all trustees and made available to you as part of the audit.
8. We confirm that the related party relationships and transactions set out in the declarations provided to you are a complete list of such relationships and transactions and that we are not aware of any further related parties or transactions, and have been accounted for and disclosed in accordance with FRS102 and the Act.
9. We confirm that the financial statements correctly disclose the Trustees' remuneration and reimbursement of expenses, and are drawn up in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*.
10. We confirm that the company has not had, at any time during the year, an arrangement, transaction or agreement to provide credit facilities (including advances and credits granted by the company) for directors, nor to provide guarantees of any kind on behalf of the directors, except as disclosed in the financial statements.
11. We confirm that the company has not contracted for any capital expenditure other than as disclosed in the financial statements.
12. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the company conducts its business and which are central to the company's ability to conduct its business.
13. We acknowledge our responsibility for the design and implementation of controls to prevent and detect fraud. We confirm that we have provided you with a copy of our latest risk assessment, and confirm that we have considered the risk of fraud and have disclosed to you any actual or suspected instances of fraud involving management or employees who have a significant role in internal control or that could have a material effect on the financial statements. We also confirm that we are not aware of any allegations of fraud by former employees, regulators or others.
14. We confirm that, having considered our expectations and intentions for the next twelve months and the availability of working capital, the company is a going concern.
15. We confirm that in our opinion the effects of unadjusted misstatements, as disclosed in the Audit Findings Report are immaterial, both individually and in aggregate, to the financial statements as a whole.
16. All grants, donations and other income, receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms and conditions in the application of such income.

Hospice care to the people of Merton and Sutton

17. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that:

- so far as each trustee is aware, there is no relevant audit information of which you as auditors are unaware; and
- each trustee has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that you are aware of that information.

We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and expertise (and, where appropriate, of supporting documentation) sufficient to satisfy ourselves that we can properly make these representations to you and that to the best of our knowledge and belief they accurately reflect the representations made to you by the directors during the course of your audit.

Yours faithfully

Signed on behalf of the Board of trustees by:

Norman McWhinney
Chairman

Hospice care to the people of Merton and Sutton

Management Account September 2024	Year To Date				Full Year									
	Actuals 2024-25	Budget 2024-25	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	Actuals 2023-24	F'cast 2024-25	Budget 2024-25	variance	2025-26	2026-27	2027-28
Income from NHS	918,020	853,467	64,553	813,929	1,775,471	2,264,729	1,698,401	1,697,202	1,997,225	1,786,331	210,894	1,999,016	2,037,676	2,077,110
Other Income	1,298,396	1,205,875	92,521	174,724	1,662,681	588,934	350,702	623,775	1,506,340	1,413,819	92,521	469,723	481,939	494,554
Service Income	2,216,417	2,059,342	157,074	988,653	3,438,152	2,853,662	2,049,104	2,320,977	3,503,565	3,200,150	303,415	2,468,739	2,519,615	2,571,663
Direct Cost of Services	(2,633,179)	(2,659,429)	26,250	(2,353,177)	(3,713,542)	(3,878,465)	(4,516,639)	(4,907,359)	(4,901,483)	(5,028,049)	126,567	(4,594,998)	(4,690,485)	(4,785,460)
Hospice Depreciation	(54,754)	(58,675)	3,921	(53,208)	(155,282)	(95,491)	(95,392)	(109,815)	(110,087)	(120,509)	10,422	(107,627)	(57,591)	(55,768)
Support Costs	(430,723)	(430,908)	184	(335,537)	(678,829)	(670,239)	(698,011)	(792,519)	(837,518)	(851,399)	13,881	(699,716)	(709,768)	(723,916)
Service Costs	(3,118,656)	(3,149,012)	30,356	(2,741,923)	(4,547,652)	(4,644,196)	(5,310,041)	(5,809,692)	(5,849,088)	(5,999,957)	150,869	(5,402,340)	(5,457,844)	(5,565,145)
Net Service Cost to be funded	(902,239)	(1,089,669)	187,430	(1,753,270)	(1,109,500)	(1,790,534)	(3,260,937)	(3,488,716)	(2,345,523)	(2,799,807)	454,284	(2,933,602)	(2,938,229)	(2,993,482)
	29%	27%		30%	39%	49%	32%	29%	34%	30%		37%	37%	37%
Fundraising Activity														
Legacy Income	170,242	449,132	(278,890)	209,901	2,228,142	1,532,596	1,646,106	1,591,533	995,242	1,312,500	(317,258)	1,378,125	1,447,031	1,519,383
Donor Income	584,873	602,556	(17,684)	529,796	1,222,685	996,411	1,132,220	1,168,678	1,388,334	1,402,275	(13,941)	1,653,960	1,925,398	2,025,336
Fundraising Costs	(339,928)	(405,579)	65,651	(350,659)	(592,754)	(702,971)	(730,913)	(732,467)	(749,604)	(827,274)	77,670	(710,217)	(724,421)	(738,910)
	415,187	646,110	(230,923)	389,039	2,858,074	1,826,036	2,047,412	2,027,743	1,633,972	1,887,501	(253,529)	2,321,868	2,648,008	2,805,809
Lottery Income	183,164	209,731	(26,567)	171,432	454,014	422,996	368,285	354,369	399,921	448,680	(48,759)	447,536	495,345	490,331
Lottery Costs	(115,786)	(286,325)	170,539	(156,777)	(188,041)	(195,515)	(169,462)	(229,846)	(337,597)	(394,029)	56,431	(296,143)	(313,602)	(182,917)
	67,378	(76,594)	143,972	14,655	265,973	227,480	198,823	124,523	62,324	54,652	7,672	151,392	181,742	307,414
Shop Income	997,266	970,544	26,722	807,113	203,693	1,109,995	1,418,215	1,726,714	1,989,617	1,962,895	26,722	2,232,788	2,585,802	2,869,351
Shop Costs	(798,096)	(883,378)	85,282	(776,833)	(913,626)	(1,123,843)	(1,200,945)	(1,691,877)	(1,665,403)	(1,769,622)	104,219	(1,825,212)	(2,057,224)	(2,181,701)
	199,170	87,166	112,004	30,279	(709,933)	(13,848)	217,270	34,837	324,214	193,273	130,941	407,577	528,578	687,651
	-10%	20%	9%	4%		-1%	15%	2%	16%	10%		18%	20%	24%
Support Costs	(215,362)	(215,454)	92	(167,769)	(339,414)	(335,119)	(349,005)	(396,259)	(418,759)	(425,699)	6,940	(349,858)	(354,884)	(361,958)
Fundraising Contribution	466,373	441,228	25,145	266,204	2,074,699	1,704,549	2,114,500	1,790,845	1,601,750	1,709,726	(107,976)	2,530,979	3,003,444	3,438,915
Shortfall before DOC Funding	(435,867)	(648,442)	212,575	(1,487,066)	965,199	(85,985)	(1,146,437)	(1,697,871)	(743,773)	(1,090,081)	346,308	(402,622)	65,215	445,433
DOC Funding	0	0	0	0	280,000	666,666	750,000	500,000	500,000	500,000	0	600,000	203,334	0
Contingency Drawdown							0							
Surplus/(Shortfall) for period	(435,867)	(648,442)	212,575	(1,487,066)	1,245,199	580,681	(396,437)	(1,197,871)	(243,773)	(590,081)	346,308	197,378	268,549	445,433

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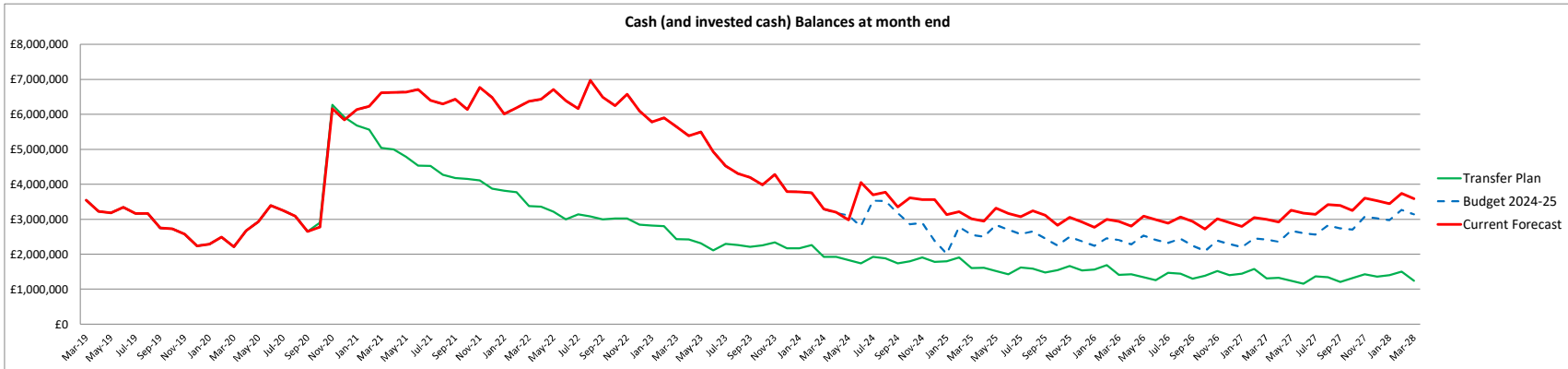
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Management Account September 2024	Year To Date													
Net Movement in Funds	Actuals 2024-25	Budget 2024-25	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	2023-24	F'cast 2024-25	Budget 2024-25	variance	2025-26	2026-27	2027-28
Surplus/(Loss) from Operations	(435,867)	(648,442)	212,575	(1,487,066)	1,245,199	580,681	(396,437)	(1,197,871)	(243,773)	(590,081)	346,308	197,378	268,549	445,433
Depreciation	101,668	115,042	(13,374)	89,534	302,968	130,403	144,992	199,165	211,095	221,293	(10,198)	197,130	148,188	122,719
Decrease/(Increase) in Debtors	506,280	382,450	123,830	262,294	(533,412)	107,828	573,324	(653,890)	485,241	398,260	86,981	259,916	(43,149)	122,927
(Decrease)/Increase in Creditors	(87,711)	(39,463)	(48,248)	(93,089)	3,640,923	(772,786)	(769,428)	(392,610)	(642,738)	(571,048)	(71,690)	(587,013)	(191,080)	(33,721)
Net cash (expended)/ generated by operations	84,371	(190,413)	274,783	(1,228,327)	4,655,678	46,126	(447,549)	(2,045,206)	(190,175)	(541,575)	351,400	67,411	182,507	657,358
Purchase of Fixed Assets	(25,895)	(118,357)	92,462	(222,629)	(250,308)	(293,277)	(277,357)	(312,460)	(87,895)	(193,357)	105,462	(145,000)	(125,000)	(65,000)
Increase / (Decrease) in Cash	58,476	(308,770)	367,246	(1,450,956)	4,405,370	(247,151)	(724,906)	(2,357,666)	(278,070)	(734,932)	456,863	(77,589)	57,507	592,358

Management Account September 2024	Year To Date													
Balance Sheet	Actuals 2024-25	Budget 2024-25	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	Forecast 2023-24	F'cast 2024-25	Budget 2024-25	variance	2025-26	2026-27	2027-28
Fixed Assets	894,325	973,414	(79,088)	989,899	561,565	724,439	856,804	970,099	846,899	942,163	(95,264)	794,769	771,582	713,863
Debtors	1,552,823	1,610,325	(57,503)	1,142,918	2,086,365	1,978,537	1,405,213	2,059,103	1,573,862	1,594,516	(20,653)	1,313,946	1,357,095	1,234,168
Cash at Bank and Investment Fund	3,349,059	3,176,664	172,395	4,197,294	6,620,306	6,373,156	5,648,250	3,290,583	3,012,513	2,555,651	456,863	2,934,924	2,992,431	3,584,789
Creditors	(1,954,644)	(1,938,383)	(16,261)	(2,341,876)	(3,977,179)	(3,204,393)	(2,434,965)	(2,042,355)	(1,399,617)	(1,406,798)	7,181	(812,604)	(621,524)	(587,803)
Net Assets	3,841,563	3,822,020	19,543	3,988,236	5,291,057	5,871,739	5,475,301	4,277,430	4,033,657	3,685,531	348,126	4,231,035	4,499,584	4,945,017

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St Raphael's Hospice
Minutes of a Meeting of the Income Generation & Communications Committee
Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX
At 11am on Tuesday 14th October 2024

Members: Grahame Darnell (GD – Committee Chair & Trustee)
 Alan Cogbill (AC – Trustee)
 Sr Veronica Hagen (VH – Trustee)
 Bernard Marley (BM – Trustee)

In attendance: Nick Stevens – (NS – joint CEO)
 Rebecca Trower (RT – joint CEO)
 Kate Billingham Wilson (KBW – Director of Fundraising & Communications)
 Sara Jane Woods (SJW – Commercial Director)
 Jenny Wingate – Governance (JW - virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
3. Fundraising update	Prepare low, medium, high scenarios for key income lines	Kate Billingham Wilson	Jan meeting	14.10.24/01
5. Income generation activity	Review of consultant's report and further segmentation of benchmarking data around size of charity	Sarah Jane Woods & Grahame Darnell	Jan meeting	14.10.24/02

1. Welcomes, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting, there were no apologies. The meeting was confirmed as quorate. There were no declarations of interest in relation to items on the agenda – the Chair reported to the Committee that a colleague from his consultancy firm was carrying out some project work with Kate Billingham Wilson on an independent basis and this remained separate from his firm.

2. Review of minutes from 18th July 2024 Committee meeting & actions list

The minutes of the meeting were approved. Actions were noted as being covered during the meeting.

3. Fundraising and Communications update inc KPI dashboard, and mid year update on progress vs Fundraising strategy and pipeline report on fundraising applications

Kate Billingham Wilson shared key points from the report and updates since the report was shared:

- Strong positive momentum in income generation overall with some concerns about the Community and Corporate Partnership areas.

- Two staff members have very recently submitted their resignations. These are the team members leading the community and corporate functions where the greatest income risks lie. There will be a short term impact given much of the related fundraising activities would be happening in December, but may, in the longer run, enable the team to be more efficient and will provide an opportunity to meet the planned for savings identified during the restructure.
- Appeals – this is the first year that people have been asked to become regular givers through the Light of Life appeal which has been extremely successful.
- Across both Community and Corporate fundraising there is risk in the back half of the year – the combined target for these two areas is to deliver £270k in the last six months with £70k being raised in the first 6 months
- Corporate - £35k raised, £126k still to raise; Community - £37k raised; £144k still to raised. It appears unlikely that targets will be met this year.

Kate was asked why the two managers had decided to leave – it was explained there were several reasons, some of which may have related to the challenges of the job and uncertainty as a result of the restructure. The Committee recognised that whilst the reasons for departure should be listened to and considered, it was also the case that it was not unexpected that fundraisers may move between jobs more frequently than others.

The Committee discussed the targets for each income line and whether they were realistic – Kate confirmed that she has asked the team to revisit these figures and consider this. It was suggested that scenarios should be developed for certain income lines where there were concerns – that of the minimum, moderate but aspirational and ambitious (low, medium and high). This was important given the level of fundraising that was targeted in the last six months of the year and how some income lines were significantly back-ended into the final half of the year.

Based on the report received, the Committee agreed that there was insufficient assurance that targets will be met in certain areas. They noted that Kate herself had maintained relationships with some of the key corporates as well as others having strong relationships in the community and so this fundraising work could continue once the two managers responsible for those income lines had left. The Chair queried the extent to which Kate could stretch herself given her role and asked that consideration be given to how the team roles might be repurposed to meet the needs, for example, combining community and challenge events, or reviewing whether lower risk relationships can be taken up by others in the team with some additional incentivisation. Kate will bring a plan back to the committee on this.

The Committee raised the following questions:

They noted that £105k still remains as a target in the individual giving line and asked whether this was realistic. Kate indicated that there are two large scale appeals to come in December and January which should make a significant impact on the target.

They asked that greater clarity be provided about what the income line ‘events’ covered and whether it was relevant given events could generally be fitted into other income lines as well.

With regard to the ‘In Mem’ fundraising, how confident was the team about the target. The Committee were pleased to hear that the ‘Much loved’ fundraiser has been very successful with double the income of last year and so there was a level of confidence on this.

With regard to progress on regular giving, the Chair queried the ambition of the target and how much work it would take to achieve the number of donors needed. It was acknowledged that the target included a number of regular donors already so they would not all be new but nonetheless it would be challenging.

Kat was asked about levels of optimism with regard to the trusts target. The Committee heard that there was a meeting the next day with the City Bridge fund which all were optimistic about, and that there was a general level of confidence about a number of funding bids, several of which have recently been confirmed.

Kate confirmed that some new data mapping was being introduced the week after which would be a useful fundraising tool. Steve Chambers, a new trustee who is an expert in data, has been supporting the team to carry out analysis and this has been very helpful.

The Committee commented on how positive the work on communications had been and congratulated the staff for this suggesting that it was 'pitch perfect'. Kate was asked if donations resulting from the press coverage could be tracked – this was confirmed and estimated at about £15k so far. Kate added that this coverage was being built on with a cold mail drop of 160k letters which will have an appeal from Rebecca and would be a different approach to anything used in the past.

The Committee asked that thanks to be passed on to the entire fundraising and comms team for all their hard work and effort.

4. ICB income

Nick Stevens reported that he had not had contact with the ICB since the last meeting but that there was a meeting planned with the chair and CFO later in October which Alan Cogbill will also attend. A 'one pager' will be shared the day before with an outline of context and potential requests to the ICB. Alan confirmed that he attended the ICB public meeting and introduced himself to the chair who responded positively to the invite to come and visit St Raphael's. Alan also introduced himself to the CFO.

It was noted that the phrase 'Extent to which able' phrase has been reciprocated in the contract to reflect the fact that St Raphael's will deliver as far as it able. The contract has been returned to the ICB with this reciprocated clause. This has not yet been signed and returned by the ICB, and the hospice has not received the backdated uplift either.

However, more income than ever in continuing care fees had been received with fast-track funding of £550 a night currently being paid by Merton. A meeting is now planned to agree a more realistic tariff to hopefully be set across councils and with hospices.

5. Update on Income Generation activity

Sarah Jane Woods reported on the commercial activities at the hospice since the last meeting. She referred to the report she had shared, but also referred to the recently received consultant review of shop activities, highlighting key points from this as follows:

- The clearance stores are the most profitable
- High St stores need further fine tuning to function at their best
- The retail team is necessarily very lean and there are few full-time staff which means that people are stretched and there are often not enough bank staff
- There is a key risk around reliance on a small number of people
- Leadership is very stretched with Caroline and Sarah Jane now both part time

Sarah Jane spoke about what a useful report it was, including recommendations that will be helpful to consider, for example, the development of a superstore as the prime way of raising income through charity shops. Sarah Jane confirmed that she agreed with this but there is a significant challenge with finding the right affordable venue – it is also extremely time consuming to find new shop space. Other recommendations discussed by the Committee included:

- The development of a new strategy which involves the wider organisation and results in a time defined operational plan
- If affordable, focus on finding a new donation centre in Wimbledon
- Review the volunteering offer and webpages (in progress)
- Consider use of pop-up shops – which would need to be sustained by people other than the senior leaders
- If space is identified, be more proactive in stock generation

- Consider new types of stores, including books, music, children's clothes shops
- Potential further development of E commerce – although recognised that this may not be a priority whilst shops are selling at a good price – would need additional staffing as currently only four hours a week if spent on Ebay sales
- Continued focus on gift aid

Actions that have already been put into place include:

- Decision to sublet the Wimbledon Park shop as there is insufficient footfall. A property agent has been engaged and working to find an appropriate sublet.
- Increasing the price of deliveries by 50%
- Consider the benefit of opening a bookshop
- Planning with Barry Angel, Caroline and lead shop managers to look at how capacity can be built across the shops more effectively
- A focus on the High St stores and consideration of how the structure can enable Caroline and Sarah Jane to provide more support and oversight

The Committee commented on how positive it was hear about this work and the action being taken to further develop commercial activity through shops. They were pleased to hear that some performance issues had recently been addressed and a positive impact already seen in terms of sales as a result of moving staff between shops. It was suggested that the expectation now with the Wimbledon Village shop was that they will make a greater than expected profit.

The Committee queried the extent to which gift aid is being driven. Sarah Jane responded that this was promoted and all were aware of the target of 25% by the end of the year, but it was important to continue to analyse why and where there is a greater sign up – for example, recently a decision has been taken to take tickets off any bags that are being marked for rags to understand how much gift aid is being lost.

The Committee referred to the consultant's report and asked that further segmentation of the data between smaller and larger charities be obtained so that the comparisons can be more realistic. Some doubt was also raised about the consultant's figures around profitability of shops – the report will be reviewed in greater detail by the Chair.

The Committee agreed that a retail strategy for the hospice is needed which will then enable decisions to be made about what type of shop and where to focus on. Consideration should also be given to where would be best to carry out one off events such as a Christmas market and where might be beneficial to site a donation centre now that the Wimbledon Park shop is to be closed as this was somewhere where quality donations were made.

The committee noted that risk to the final six months of the year comes largely from the ability to staff up shops and, in particular, the loss of key staff to sickness. Sarah Jane is monitoring the situation, there is an upcoming meeting to plan for managing any further staff shortages and continued rotation of the retail team to the most profitable shops when staff shortages do occur.

The Committee moved on to discuss the lottery and progress of this. Sarah Jane confirmed that it was going well with an above average level of opt-ins via email and SMS. Currently figures are not in line with predictions, but this is mainly due to the fact that a bumper draw has not yet been held.

The attrition report for the hospice sector was reviewed, noting at least a third of signs up were being lost currently, primarily due to the cost-of-living issues and individuals not being able to afford to continue to pay. Overall, the SRH lottery metrics compare favourably with sector norms.

6. St Raphael’s Hospice restructure – updates relating to fundraising/communications

It was confirmed that this item had already been discussed.

7. Departmental risk register

It was confirmed that this item had been covered through the in depth discussion above.

8. Standing item – retail incident report

The Committee noted the report including themes from complaints and the rise in theft experienced in shops. There were no significant incidents to report to the Committee since the last meeting.

9. Any Other Business and Dates of future meetings

The Chair thanked Committee members for joining.

There were no further items raised under Any Other Business. The date of the next meeting was confirmed as 21st January 2025.

The meeting ended at 1.15pm.

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

DRAFT

Note for the Trustees in respect of the Letter of Representation

Dear Trustees

The audit work for the charity, St Raphael's Hospice, has now been completed and as part of the procedure to conclude the matter prior to the accounts being signed off by our audit Director, Siobhan Holmes, you have been asked to sign the "Letter of Representation".

The Letter of Representation is from the Trustees and to the auditors and essentially is to confirm that all material information that should have been made available to them or brought to their attention has been made available to them or brought to their attention. The letter is a standard part of the audit work and you will be asked to reconfirm each year.

Where there are particular matters that require confirmation then these will be included in the letter for that purpose. On this occasion there is no particular matter to be raised.

This note is to confirm to you that we have disclosed all the relevant information and that we believe it is in order for you to sign the Letter of Representation and to send it to the auditors.

A handwritten signature in black ink, appearing to read 'Nick Stevens', with a horizontal line underneath.

Nick Stevens – Finance Director and Joint CEO

If you're not able to make a donation, can we keep in touch?



The other way you can really help St Raphael's is by allowing us to keep in touch with you. By giving your consent below, we can keep you up to date with news from the charity and let you know about alternative ways you can get involved, such as volunteering, taking part in our lottery, finding a bargain in one of our shops, or remembering us with a gift in your will.

Just fill in your details on the form below. Thank you so much for your kind support.

ABOUT YOU

Title	Name
Address	
	Postcode
Email	Tel no

Please select your communication preferences: **Post** **Phone** **Email**

YOUR DATA MATTERS TO US

Rest assured, we never share, swap, rent or sell our supporters' details to third parties for marketing purposes. You can read how we manage and respect your data in our Privacy Policy Notice at straphaels.org.uk/privacy.

To change your permissions at any time, call 020 8254 2450 or email supportercare@straphaels.org.uk

Your local community hospice needs you more than ever

Dear Neighbour,

Every one of us deserves comfort and dignity at the end of our life. That's what your support today can help to provide for people in Merton and Sutton.

I'm writing to you with an urgent plea to help us protect St Raphael's Hospice. You may know that, thanks to the generosity of our community, we care for 1 in 4 adults of all ages who die in this area every year. All completely free of charge.

But today we need you more than ever. Could you give so that we can continue to be here for you and your loved ones – today, tomorrow and for years to come?

The situation we face is so stark. It costs us over £6.5 million to run St Raphael's each year, yet **we only receive 25% of our funding from the NHS**. We rely on the kindness of our local community to make up the difference.

And yet, as you may have seen in the news, there is a funding crisis hitting hospices right across the UK. Like so many essential community services, we have seen our running costs increase hugely. And NHS funding just hasn't kept up.

Our team at St Raphael's is really feeling the pressure. Fortunately, we haven't had to turn people away, but we have had to make cuts to our services including our nursing staff. It's difficult to say it, but **without further support, the care we provide for our community is at risk**.

Will you help protect your hospice today? Every single donation will ensure we can continue to surround patients with love and care during their final moments.

Every day, we see how you can make such an impact on people's lives. This includes people like Fiona, whose partner Alastair died from cancer aged just 33, and who kindly shared her experiences of St Raphael's on BBC Politics London recently:

"The last couple of months of Alastair's life became really challenging. Sadly he became paralysed down the right side of his body because of his brain tumour.

"Coming to St Raphael's was the best thing that could have happened to us, because it meant we could be his family again. We could just sit with him and watch TV, and the nurses did the specialist care that they are trained to do.

"It's all about dying with dignity. I can't even imagine how we could have carried on without St Raphael's. There are happy memories here, and I'm so grateful that we had that. Every family deserves the same."

Please turn over

Will you be there for more families like Fiona's, when they need it most? Please give whatever you can today: **£33 could provide an hour of vital care on our ward so someone can have comfort and dignity at the end of their life.**

You may well have people close to you who have relied on hospice care at the end of their life. Some of you may have experienced the care our team at St Raphael's provides, too. If that's the case, you will know just how important your community hospice really is.

If you're not able to donate right now, please don't worry. There are lots of other ways you can play your part. You could volunteer your time, take part in our lottery for as little as £1 a week, buy something small from one of our shops, or remember us with a gift in your will.

To help protect your hospice, either with a donation or by allowing us to keep in touch with you, please fill in and return the form enclosed in the envelope provided.

If you already donate to St Raphael's, thank you so much. Your compassion and generosity are truly appreciated. I've sent this letter to every household in your area, to galvanise support for our vital community service at such a critical time.

We are here to serve you. With your help today, we can continue to give people in Merton and Sutton the care they deserve at the end of their life, for generations to come.

Thank you so much for all your support.



Becca Trower
Clinical Director and Joint CEO, St Raphael's Hospice

PS. Will you protect your hospice today? Please give what you can to safeguard our vital end of life care.



You can complete and return the enclosed form in the freepost envelope provided, or donate online at straphaels.org.uk/fundingcrisis24



Alastair and Fiona

Hospice care to the people of Merton and Sutton

 @StRaphaelsHospice  @St_Raphs  @st.raphs  @St Raphael's Hospice

St Raphael's Hospice is a registered charity, number 1182636, and a company limited by guarantee, number 11732567. It is registered in England and Wales and its registered office is: London Road, Cheam, Sutton SM3 9DX

MAKE A DONATION

Yes, I want to help my local hospice today



ABOUT YOU

Title	Name
Address	
	Postcode
Email	Tel no

CHOOSE HOW MUCH YOU WOULD LIKE TO GIVE

£20 £33 £50 £100 or my choice of £

I enclose a cheque made payable to **St Raphael's Hospice**

Please debit my credit/debit card as below

Card no

Card expiry date / CVC number

After processing your donation, we do not retain any debit/credit card information either electronically or on paper.

MAKE YOUR GIFT GO FURTHER – ADD 25% TO YOUR DONATION AT NO EXTRA COST

I'd like to gift aid my donation

giftaid it

I am a UK taxpayer and this is my own personal donation. I would like St Raphael's to reclaim 25p of tax on every £1 that I have given for the past four years and all donations I make in the future until I notify you otherwise. I understand that if I pay less Income Tax and/or Capital Gains Tax than the amount of Gift Aid claimed on all my donations in the tax year, it will be my responsibility to pay the difference.

Signature Date / /

KEEPING IN TOUCH

We would love you to be part of the St Raphael's Hospice community and hear how your support has made a difference.

Please select your communication preferences below:

Post Phone Email

YOUR DATA MATTERS TO US

Rest assured, we never share, swap, rent or sell our supporters' details to third parties for marketing purposes. You can read how we manage and respect your data in our Privacy Policy Notice at straphaels.org.uk/privacy.

To change your permissions at any time, call 020 8254 2450 or email supportercare@straphaels.org.uk



Scan the QR code or visit straphaels.org.uk/fundingcrisis24 to donate online

St Raphael's
Your Local Hospice 

St Raphael's Hospice, Registered Charity No: 1182636

St Raphael's Hospice RAG Report		September	2024-25		<i>Figures in Italics are estimates</i>									
Description	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	
Cumulative Donations incl GAID	Budget	£110,822	£225,666	£335,116	£438,577	£519,598	£602,556	£737,873	£870,110	£1,069,349	£1,152,170	£1,292,911	£1,402,275	
	Actual	£123,976	£222,129	£273,714	£336,236	£443,229	£584,873	£0	£0	£0	£0	£0	£0	
Cumulative FR Costs	Budget	£70,781	£136,026	£207,873	£275,348	£340,853	£405,579	£489,070	£562,907	£638,557	£702,595	£761,302	£827,274	
	Actual	£68,296	£122,906	£178,418	£231,491	£285,641	£339,928	£0	£0	£0	£0	£0	£0	
Cumulative FR Contribution	Budget	£40,041	£89,640	£127,243	£163,229	£178,745	£196,978	£248,803	£307,202	£430,792	£449,575	£531,609	£575,001	
	Actual	£55,680	£99,223	£95,296	£104,745	£157,588	£244,945	£0	£0	£0	£0	£0	£0	
Cumulative Legacies	Budget	£422	£16,465	£62,604	£237,124	£350,396	£449,132	£554,132	£637,082	£720,032	£817,646	£984,596	£1,312,500	
	Actual	£1,206	£20,579	£93,059	£127,152	£162,552	£170,242	£0	£0	£0	£0	£0	£0	
Cumulative Lottery Income	Budget	£27,564	£62,091	£89,771	£119,111	£174,480	£209,731	£255,867	£292,750	£329,573	£375,490	£412,127	£448,680	
	Actual	£27,295	£66,013	£96,150	£122,793	£155,764	£183,164	£0	£0	£0	£0	£0	£0	
Cumulative Retail Income	Budget	£158,998	£323,309	£482,307	£646,826	£811,345	£970,544	£1,142,956	£1,309,793	£1,482,205	£1,647,789	£1,797,311	£1,962,895	
	Actual	£177,275	£350,948	£512,172	£680,556	£835,634	£989,366	£0	£0	£0	£0	£0	£0	
Cumulative Retail Costs	Budget	£143,990	£291,782	£442,542	£590,924	£737,515	£883,378	£1,028,480	£1,182,362	£1,326,132	£1,469,264	£1,617,822	£1,769,622	
	Actual	£136,537	£269,905	£401,983	£539,048	£668,569	£798,096	£0	£0	£0	£0	£0	£0	
Cumulative Retail Contribution	Budget	£15,008	£31,527	£39,765	£55,902	£73,830	£87,166	£114,476	£127,431	£156,073	£178,525	£179,488	£193,273	
	Actual	£40,738	£81,043	£110,189	£141,508	£167,064	£191,270	£0	£0	£0	£0	£0	£0	
Cumulative Clinical Costs	Budget	£429,161	£849,233	£1,269,990	£1,699,138	£2,243,306	£2,659,429	£3,078,824	£3,496,929	£3,913,978	£4,285,910	£4,656,206	£5,028,049	
	Actual	£438,528	£849,165	£1,246,149	£1,677,392	£2,215,211	£2,633,179	£0	£0	£0	£0	£0	£0	
Cumulative Support Costs	Budget	£107,575	£217,985	£325,478	£434,672	£540,642	£646,361	£750,235	£885,667	£990,090	£1,089,187	£1,182,133	£1,277,098	
	Actual	£113,591	£202,454	£318,330	£434,199	£531,856	£645,951	£0	£0	£0	£0	£0	£0	
Bank/Investment Balance	Budget	£3,180,878	£3,113,105	£3,796,553	£3,524,863	£3,523,803	£3,176,664	£2,857,691	£2,892,133	£2,382,801	£2,007,745	£2,773,146	£2,555,651	
	Actual	£3,203,583	£2,979,876	£4,057,192	£3,696,669	£3,773,239	£3,349,059	£0	£0	£0	£0	£0	£0	
Legacy Debtor	Budget	£1,185,852	£1,201,895	£1,148,034	£1,202,554	£1,195,825	£1,174,562	£1,159,562	£1,142,512	£1,225,462	£1,323,075	£740,025	£1,067,930	
	Actual	£1,173,085	£1,148,262	£1,111,542	£1,175,004	£1,141,804	£1,096,804	£0	£0	£0	£0	£0	£0	
Charity Monthly Shortfall/Surplus (excl DoC)	Budget	£(299,743)	£(260,131)	£737,096	£(188,628)	£(373,533)	£(263,503)	£(157,581)	£(208,065)	£(99,632)	£(124,589)	£(22,910)	£671,138	
	Actual	£(324,564)	£(149,066)	£863,083	£(288,777)	£(292,679)	£(243,863)	£0	£0	£0	£0	£0	£0	
Charity Cumulative Shortfall/Surplus (excl DoC)	Budget	£(299,743)	£(559,874)	£177,222	£(11,406)	£(384,939)	£(648,442)	£(806,023)	£(1,014,088)	£(1,113,720)	£(1,238,309)	£(1,261,219)	£(590,081)	
	Actual	£(324,564)	£(473,630)	£389,453	£100,676	£(192,003)	£(435,867)	£0	£0	£0	£0	£0	£0	

Corporate Risk Control Register

Risk Category	Activity	Top Risk(s)	Initial Likelihood	Initial Severity	Initial Risk Rating	Prevention Controls - reducing likelihood	Mitigation Controls - reducing severity	Final Likelihood	Final Severity	Final Risk Rating	Responsibility?	Last / next review
1	Cost reduction measures result in loss of confidence - Funders	<ul style="list-style-type: none"> ICB reduce funding Donors cease to support Volunteers leave 	4	5	20	<ul style="list-style-type: none"> Communication provides confidence that decision was unavoidable and correct New Strategy being created for 2025 onwards Communication provides community support to rally rather than fly 	<ul style="list-style-type: none"> Current five year plan allows up to 10% slippage from existing overall Income Generation contribution targets (but only if costs do not exceed targets) 	3	4	12	Exec	Jul 24 / Oct 24
2	Cost reduction measures result in loss of confidence - Staff	<ul style="list-style-type: none"> Income Generation teams lose confidence and key staff Clinical teams lose confidence and key staff Support teams lose confidence and key staff 	4	5	20	<ul style="list-style-type: none"> Communication is clear and understood - one challenge is being dealt with, remaining income challenge is achievable; the hospice has a future Unity across the Leadership Sector similarities - making known the issue is also an issue needing to be addressed elsewhere too 	<ul style="list-style-type: none"> Reduce the service to allow for reduced capacity Consider merging services or support with neighbouring hospices Consider Outsourcing of teams if staff leave and service not tenable 	3	4	12	Exec	Jul 24 / Oct 24
3	Other Income Generation does not increase along planned growth trajectory	<ul style="list-style-type: none"> Long term financial sustainability at risk Financial Losses continue and cash drains 	4	5	20	<ul style="list-style-type: none"> Fundraising strategy in place - full team recruited, Sponsor a Nurse Campaign launched Lottery Campaign underway Retail focus on cost control, pricing and Gift Aid + subsequent growth 	<ul style="list-style-type: none"> Cash Balance in place to support plan implementation over next 18-24 months Additional mitigation funding potentially available to ensure ability to manage volatility 	3	4	12	Exec	Jul 24 / Oct 24
4	Cyber attack	<ul style="list-style-type: none"> Virus, ransom-ware or other malware attack or software vulnerability. Malicious software can damage IT system, steal or encrypt data or prevent normal service by sheer volume of extra traffic. Problem could spread to many servers, computers and/or other devices and take days to clear. Denial of Service Attacks could affect internal or external systems. Reputational damage can result from cyber attack. 	4	5	20	<ul style="list-style-type: none"> Anti-virus & anti-malware software is used on all servers & computers. These are updated automatically in real-time. Software updates & security patches are applied when needed. Firewalls control unauthorised entry from Internet. Web filtering software prevents users from accessing unsafe websites. Email filtering blocks most unsafe emails. Staff are educated to avoid risks from fishing attacks. Simulated attacks are used to ensure that staff comply. Mandatory training now includes cyber security for all staff. Enforced use of strong passwords and 2-factor authentication. Core systems are in cloud or being moved to cloud to increase security 	<ul style="list-style-type: none"> Multiple backups of data are maintained on a daily basis Backups are both on-line and off-line to maximise opportunity for data recovery Cyber Insurance acquired to provide cover for additional work in recovery and restoration Review of data holding and processing underway to minimise potential data losses 	3	4	12	Exec	Jul 24 / Oct 24
5	Key staff capacity	<ul style="list-style-type: none"> Progress in critical projects is hindered Staff burnout leads to staff losses Work/life balance and job satisfaction impaired 	4	5	20	<ul style="list-style-type: none"> Reduce some activities, meetings, reporting in order to release time pressure Set realistic expectations and plan to resource needs and respond accordingly to avoid a crash Provide flexibility in working arrangements to enable space to recharge where possible Put Recovery plans in place to manage in key staff absence 	<ul style="list-style-type: none"> Look to reduce scale of operation over time in order to operate within the bounds of possibility 	3	4	12	Exec	Jul 24 / Oct 24
6	SRH is subject to reputational damage arising from matters of faith, finance cost reductions and medical practice	<ul style="list-style-type: none"> Supporters are dissuaded from donating, volunteering etc Sector colleagues change behaviour towards us 	4	4	16	<ul style="list-style-type: none"> PR approach to managing financial or faith related matters is prepared Open reporting and learning culture in clinical environment to ensure improvement is continuous and care qualities are maintained 	<ul style="list-style-type: none"> Positive and explanatory aspects of any news is prepared 	3	3	9	Exec	Jul 24 / Oct 24
7	Inability to recruit sufficient volunteers to support income generation	<ul style="list-style-type: none"> Retail operation is restricted Fundraising plans curtailed 	4	4	16	<ul style="list-style-type: none"> Retail team being engaged and trained in recruitment and retention of volunteers Marketing budget assigned to volunteer recruitment - Campaign commences May 2024 and runs for the year 	<ul style="list-style-type: none"> Revised plan to work with Lottery Agency for 12-24 months 	3	3	9	Exec	Jul 24 / Oct 24
8	Inability to locate suitable new retail venues	<ul style="list-style-type: none"> Future financial targets not met Core costs not spread widely enough 	4	4	16	<ul style="list-style-type: none"> Growth paused to allow Director to drive bottom line of existing estate Continue to scan for ideal sites and/or pop-up shops 	<ul style="list-style-type: none"> Ensure that current outlets are as efficient and cost effective as possible Maximise ad hoc and other opportunities to generate income (including lottery sales) 	3	3	9	Exec	Jul 24 / Oct 24
9	Materially reduced legacy income	<ul style="list-style-type: none"> Financial Losses continue and cash drains Long Term sustainability reduced 	4	4	16	<ul style="list-style-type: none"> Legacy & In Mem staff member recruited Legacy training Regular promotion and publications of Legacies (new leaflet currently being produced) 	<ul style="list-style-type: none"> Maintain sufficient cash resource to manage volatility of legacy drought - mitigation funding agreed in principle 	3	3	9	Exec	Jul 24 / Oct 24
10	Loss of Key Personnel	<ul style="list-style-type: none"> Some systems may be understood by only one person, who could leave etc. Some systems could then be difficult to maintain, with extended downtime, or projects could be delayed. 	3	5	15	<ul style="list-style-type: none"> Seek to provide internal back-up and succession to help spread the critical systems knowledge Aim to provide suitable remuneration and conditions of service in order to retain 	<ul style="list-style-type: none"> Create effective handover documentation that could be followed by others 	3	4	12	Exec	Jul 24 / Oct 24
11	IT systems failure	<ul style="list-style-type: none"> Switch / Router failure or configuration corruption / deletion Firewall failure or configuration corruption / deletion Major hardware failure can be caused by a range of events, both accidental and malicious. Depending on which hardware fails, vital services could be disrupted or communications lost. 	3	5	15	<ul style="list-style-type: none"> Firmware and software updated regularly. For Servers, SANs and NAS, dual components provide redundancy for single item failures. Global spare SAN disks enable automatic replacement of a failed drive. Firmware and software updated regularly. Use of strong passwords. Access limited to essential personnel. 	<ul style="list-style-type: none"> Spanning tree protects against single device failure by rerouting connections. High availability firewalls allow one firewall to take over if another fails. Spare switch ready configured for replacement Backup copies of all configs kept securely. Warranty support contracts provide rapid response to replace failed parts. Regular backups of virtual servers enable rapid recovery in event of failure. 	2	4	8	Exec	Jul 24 / Oct 24
12	IT PAS System Failure / Cloud Access Down	<ul style="list-style-type: none"> Inability to access contemporaneous clinical records or run business continuity reports 	5	3	15	<ul style="list-style-type: none"> IT System Management Controls 	<ul style="list-style-type: none"> Contactable team OOH (not formal contract) Back up resource -outsourced at times of AL Daily back up to PAS system facilitating access to the PAS Hard copy daily print outs to provide basic continuity 	4	2	8	Exec	Jul 24 / Oct 24

The axis for Likelihood should be from 1. Very Low – 2. Low – 3. Medium – 4. High – 5. Very High
 The axis for Severity should be from 1. Light – 2. Serious – 3. Major – 4. Catastrophic – 5. Multi Catastrophic

Schlumberger Private

Over 13 = red
8-13 = amber
7 or under = green