

**St Raphael's**

Your Local Hospice



# St Raphael's Hospice Board Self-Review: Results Analysis

February 2022

# Overview

The Board undertook a self-review against key aspects of the seven Principles for effective governance outlined in the Charity Governance Code.

**Strengths** identified included:

- Integrity
- Commitment to and understanding of charitable purpose
- Collective decision making

**Areas for development** identified included:

- Diversity and inclusion
- Staff and volunteer engagement
- Benchmarking and performance evaluation
- Stakeholder opportunities for Board accountability

The following analysis includes a summary of the results and some proposed actions.

## Review process

- Eight Trustees and two board advisors completed the self-review (our newly appointed Trustee was provided with the form, for information), which was undertaken anonymously
- Questions were answered on a scoring scale from 0 to 10, with zero meaning no achievement and ten implying complete achievement
- Trustees had the opportunity to offer further comments on each principle – a selection of these suggestions have been included

## Overarching Principle 1: Organisational purpose

1. Overarching Principle: The board has a shared understanding of and commitment to the purposes of St. Raphael's Hospice Charity and can articulate these clearly. **Average score: 8.7**
2. The board has a shared understanding of and commitment to the purposes of St. Raphael's Hospice Charity and can articulate these clearly. **Average score: 9**
3. The board is clear about the aims of St. Raphael's Hospice Charity and ensures that these are being delivered effectively and sustainably. **Average score: 8.5**
4. The board leads the development of, and agrees a strategy and plan, to achieve St. Raphael's Hospice Charity's purposes and is clear about desired outputs, outcomes and impacts. **Average score: 8.2**
5. The board evaluates the impact, outputs and outcomes of St. Raphael's Hospice Charity on an ongoing basis. **Average score: 8.2**
6. The board is cognisant and has an understanding of the external environment which the St. Raphael's Hospice Charity serves. **Average score: 7.8**

# Overarching Principle 1: Organisational purpose

## Commentary

- Trustees mostly felt that the the Board is up to date and working hard to achieve its objectives
- A common theme was that there is more to do on community engagement and that both performance evaluation and benchmarking could be used as a tool for further improvement and by considering our reach and those in the communities we serve with currently unmet needs
- Some Trustees suggested that the Board should keep under review the reality of its situation with regard to funding

# Overarching Principle 1: Organisational purpose

## Proposed actions

- Review approach to performance evaluation/ benchmarking measures – the new Datix system will help to develop approaches to data reporting
- Continue to include time on Board agendas to ensure Trustee understanding of the external environment in which the Hospice operates and the community it serves – consider inviting/ engaging local stakeholders to present at and observe meetings where appropriate
- Ensure the sustainability of income sources is reviewed regularly by both the Board and Finance & Resources Committee

## Overarching Principle 2: Leadership

8. Overarching Principle: St. Raphael's Hospice Charity is headed by an effective board that provides strategic leadership in line with its aims and values. **Average score: 8.3**

9. The board as a whole, and trustees individually, accept collective responsibility for ensuring St. Raphael's Hospice Charity has clear and relevant aims with an appropriate strategy to achieve them. **Average score: 8.5**

10. The board agrees St. Raphael's Hospice Charity's vision, values and reputation and leads by example and requires anyone representing St. Raphael's to reflect its values positively. **Average score: 8.9**

11. The board ensures that the values of St. Raphael's Hospice Charity are reflected in all its work and that the ethos and culture of the organisation underpin the delivery of all the activities. **Average score: 8.7**

12. The board provides oversight and direction along with support and constructive challenge to staff and volunteers. **Average score: 8.2**

13. The board supports any staff or volunteers to feel confident and able to provide information, advice and feedback necessary to the board. **Average score: 7.4**

## Overarching Principle 2: Leadership

### Commentary

- The leadership of the organisation was viewed as strong, and trustees shared that the Chairman and the Joint CEOs lead by example and should be praised for what they achieve
- Trustees recognised that the board is developing and indicated that the board is getting better at providing challenge in its meetings and Committees
- Staff and volunteer engagement and the perception of the Board among staff and volunteers was an area for improvement identified by many trustees, which ties in with our discussions on the staff survey and being more visible

## Overarching Principle 2: Leadership

### Proposed actions

- Ensure that the Board and Committees continue to provide both support, and challenge, through meetings
- Develop new mechanisms (and/ or highlight existing processes) for staff and volunteers to give feedback to the Board, e.g. drop-in sessions
- Schedule Hospice Provider Visits for Board members – which will be more possible now that Covid-19 restrictions are beginning to ease

## Overarching Principle 3: Integrity

15. Overarching Principle: The board acts with integrity, adopting values and creating a culture which helps to achieve the charitable purposes of St. Raphael's Hospice Charity, and is aware of the importance of the public's trust in St. Raphael's. **Average score: 9**
16. The board acts in the best interests of St. Raphael's Hospice Charity and its beneficiaries and is not unduly influenced by external and/or any personal interest. Collectively the board is independent in its decision making. **Average score: 9**
17. The board promotes and safeguards the reputation of St. Raphael's Hospice Charity. **Average score: 8.8**
18. The board recognises the importance of safeguarding all individuals within the organisation and oversees and regularly reviews the protocols and mechanisms in place. **Average score: 8.5**
19. Trustees accept, adopt and adhere to a suitable code of conduct adopted by St. Raphael's Hospice Charity. **Average score: 8.9**
20. Trustees disclose any actual or potential conflicts of interests to the board which are kept in a register. **Average score: 9.1**

# Overarching Principle 3: Integrity

## Commentary

- The Board had few concerns around integrity and noted that there was evidence of improvement in governance, safeguarding and review of protocols
- In response to the recent Safeguarding Audit report, trustees emphasised that safeguarding is paramount and recommended that at the Strategy Day we should discuss the report, particularly the 'Neglect' line
- Trustee ratings suggest that reviews of safeguarding protocols and mechanisms are a priority

# Overarching Principle 3: Integrity

## Proposed actions

- Add discussion of Safeguarding Audit Report to Board agenda as an annual item
- Embed Safeguarding Link Trustee role on the Board – this is in progress
- Ensure Safeguarding policies and procedures continue to be subject to regular review to the Clinical Quality & Governance Committee and Board

## Overarching Principle 4: Decision making, risk and control

22. Overarching Principle: The board ensures that the decision-making processes are informed, rigorous and timely and that effective delegation, control, risk assessment and management systems are set up and monitored. **Average score: 8.3**

23. The board is clear that its main focus is on strategy, performance and assurance rather than operational matters and reflects this in what it delegates. **Average score: 7.8**

24. The board has a sound decision making and monitoring framework and is aware of financial and non-financial risks. **Average score: 8.4**

25. Where aspects of the board's role are delegated to committees, staff or volunteers the board keeps responsibility and oversight. **Average score: 8.7**

## Overarching Principle 4: Decision making, risk and control

26. The board ensures that its sub-committees have suitable terms of reference and membership. **Average score: 8.7**

27. The board assures itself that third parties work in the interests of St. Raphael's Hospice Charity and in line with its values and regularly review the agreements. **Average score: 7**

28. The board regularly considers information from similar organisations to benchmark performance. **Average score: 6.8**

29. The board regularly reviews specific significant risks and their cumulative effect and makes plans to mitigate and manage these risks appropriately. **Average score: 8.5**

30. The board agrees and oversees an effective process for appointing its auditors. **Average score: 9.2**

## Overarching Principle 4: Decision making, risk and control

### Commentary

- Ratings for this principle were good in general, with some commonly identified areas for improvement
- Some trustees suggested the board sometimes gets too involved in operational issues, and suggested that this should be discussed at the Strategy Day
- There was some uncertainty around the Hospice's approach to engaging in third party agreements
- It was generally agreed that we need to improve our use of benchmarking

# Overarching Principle 4: Decision making, risk and control

## Proposed actions

- Discuss the balance between strategic and operational Board engagement at the Strategy Day T-Time session
- Review approach to benchmarking – also an action raised in section 1 above
- Share more information on third parties working for the Hospice and discuss the nature of agreements
- Consider developing a register of third parties with scheduled reviews of agreements

## Overarching Principle 5: Board effectiveness

32. Overarching Principle: The board works as an effective team using the appropriate balance of skills, experience, expertise, background and knowledge to make informed decisions. **Average score: 8.2**
33. The board's culture, behaviours and processes help it to be an effective team which feels it is safe to suggest, question and challenge ideas and does not avoid difficult topics. **Average score: 8.3**
34. All trustees have appropriate skills and knowledge of St. Raphael's Hospice Charity and can give enough time to be effective in their role. **Average score: 8.5**
35. The chair enables the board to work as an effective team by encouraging strong working relationships and creates a culture allowing differences to be aired and resolved. **Average score: 8.8**
36. The board takes decisions collectively with confidence and unites behind them and accepts them as binding. **Average score: 8.9**
37. The board reviews its own performance including that of the chair, and considers the balance of skills, experience, knowledge, diversity and its effectiveness. **Average score: 7.5**

# Overarching Principle 5: Board effectiveness

## Commentary

- The impact of Covid-19 opportunities for the Board to build relationships was a common theme, with virtual meetings making this more difficult in terms of working together as a decision-making group
- Trustees noted that there is work to be done to become braver at dealing with difficult issues and embracing challenge and difference
- It was noted that the recruitment of new trustees is a positive move to bring new perspectives, but that there is more to do to improve the diversity of the board (and sub committees) so it reflects the communities we serve more closely
- Trustees generally agreed that the balance of skills is evidently something that can always be improved
- Trustees suggested more could be done to improve performance reviews, with a lack of awareness of mechanisms for reviewing the performance of the chair, with the present board self-review being seen as a productive step to improve this

# Overarching Principle 5: Board effectiveness

## Proposed actions

- As Covid-19 restrictions allow, prioritise the reintroduction of in-person meetings to build working relationships among trustees
- Schedule an informal event for trustee team building
- Invite and emphasise the need for challenge during meetings
- Conduct further board recruitment based on skills needs and with a focus on diversity
- Systematically monitor learnings from this review to improve performance

## Overarching Principle 6: Equality, diversity and inclusion

39. Overarching Principle - The board's approach to equality, diversity and inclusion supports its effectiveness, leadership and decision making. **Average score: 7.2**

40. The board is more effective if it includes a variety of perspectives, experiences and skills. **Average score: 8.5**

41. The board of St. Raphael's Hospice Trust follows principles of equality, diversity and inclusion. **Average score: 7.5**

42. The board of St. Raphael's Hospice Charity makes a positive effort to remove, reduce or prevent obstacles to people being trustees using available resources. **Average score: 7.5**

43. The board of St. Raphael's Hospice Charity sees diversity, in all its forms, as an important part of its regular reviews and when recruiting trustees considers how to attract a diverse pool of candidates. **Average score: 7.5**

## Overarching Principle 6: Equality, diversity and inclusion

### Commentary

- Many trustees identified that improvements need to be made to address issues around diversity and inclusion, and that trustees have begun to talk about issues relating to diversity but have not made as much progress as might be hoped for in actually addressing the issues
- It was noted that there is a need for more female representation on the Board. It was noted that efforts to improve the level of diversity on the Board must be meaningful
- Trustees noted that the requirement to have a majority of people of Catholic faith is a key factor in informing how Board recruitment can be undertaken

## Overarching Principle 6: Equality, diversity and inclusion

### Proposed actions

- Include an in-depth discussion of intentions and values in improving Board diversity on the Strategy Day agenda
- Discuss potential barriers to inclusion across the Hospice, and produce a clear strategy of measures to address these
- Engage with networks of colleagues from similar organisations to seek advice on what has worked well, and strategies that could be applied

## Overarching Principle 7: Openness and accountability

45. Overarching Principle - The board leads the organisation in being transparent and accountable. The St. Raphael's Hospice Charity is open in its work unless there is good reason for it not to be. **Average score: 8.9**

46. The work of St. Raphael's Hospice Charity and its impact are appreciated by all the stakeholders. **Average score: 7.7**

47. The board of St. Raphael's Hospice Charity ensures that the charity's performance and interaction with the stakeholders are guided by the values, ethics and culture put in place by the board. **Average score: 8.4**

48. St. Raphael's Hospice Charity is seen to have legitimacy in representing our beneficiaries and stakeholders. **Average score: 8.1**

49. The board ensures a strategy for regular and effective communication with stakeholders which enables them to measure our success in achieving the stated purposes. **Average score: 7.8**

50. The board ensures that stakeholders have an opportunity to hold the board to account. **Average score: 6.8**

51. The board gets regular reports on positive and negative feedback and complaints submitted, and demonstrates learning from mistakes to improve performance. **Average score: 8.3**

# Overarching Principle 7: Openness and accountability

## Commentary

- A key area that the review suggests requires improvement is stakeholder engagement. Trustees did not have recent evidence of opportunities for stakeholders to hold the Board to account
- Trustees suggested that there is good engagement with some established stakeholders, for example commissioners, but not with our staff or the communities we serve

# Overarching Principle 7: Openness and accountability

## Proposed actions

- Trustees proposed some actions to address a lack of stakeholder engagement, noting that the recent suggestion to use letters to staff / volunteers / others and creating some social interactions/ restoration of Provider Visits would all support mutual appreciation of roles and challenges
- Discuss stakeholder engagement in detail at the Strategy Day

**AWAY DAY 9<sup>TH</sup> FEBRUARY 2022**  
**ST RAPHAEL'S HOSPICE, LONDON ROAD, CHEAM, SUTTON, SM3 9DX**

Coffee  
10.30. - 11.00

Presentation of developments, present and future, in specialist palliative and end of life care.

Rebecca Trower and Jenny Strawson 11.05. - 11.45.

CQC: St. Raphael's Hospice's moving from Good to Excellent.

Gail Linehan and Alex Rudkin 11.45. - 12.30.

LUNCH  
12.30. - 13.15.

Review of the EVE Strategy. - what is being done and what is still to do.

Gail Linehan and Nick Stevens. 13.15. - 14.00.

The Campaign. - Rationale, content and approach.

Sara-Jane Woods 14.00. - 14.30.

Financial implications and five year outlook, including 2022/23 budget approval.

Nick Stevens. 14.15 - 15.00.

T-TIME: 15.00. - 16.00

- Concerns.
- CEO appraisals.
- Board self-review.
- Provider Visits.
- Trustee training.
- Committee membership.
- Election of Chair and Vice-Chair.

## **Attendee List.**

Carrie Chill (Board Advisor)

Alan Cogbill (Vice Chair of Trustees)

Ed Cook (Board Advisor)

Grahame Darnell (Trustee)

Sister Veronica Hagen (Trustee)

Paul Holmes (Trustee; HR & Remuneration Committee Chair)

Anna Machin (Governance)

Bernard Marley (Trustee)

Norman McWhinney (Chair of Trustees)

Roderick O'Connor (Trustee; Fundraising & Communications Committee Chair)

Sister Kathleen O'Reilly (Trustee)

Joe Ryan (Trustee; Finance & Resources Committee Chair)

Joy Tweed (Trustee)

Gail Linehan (Joint CEO)

Nick Stevens (Joint CEO)

Sara-Jane Woods (Director of Income Generation)

Rebecca Trower (Clinical Director)

Jenny Strawson (Lead Consultant)

Alex Rudkin (Head of Quality & Improvement)

# St Raphael's Budget 2022-2023



# St Raphael's

Your Local Hospice



# Overall Themes

- **We are still following the original plan, with necessary adjustments**
- **Consolidating qualities of service (Excellence)**
- **Campaign – kickstarting Visibility and Engagement**
  - **Communications (Visibility)**
  - **Widening the Fundraising reach (Visibility and Engagement)**
  - **Growing our Retail Portfolio (Visibility and Engagement)**
  - **Volunteers (Visibility and Engagement)**



# Budget 2022-23

Draft Budget 2022-23	Actuals 2019-20	Actuals 2020-21	Forecast 2021-22	Draft 1 Budget 2022-23	Variance	
Income from NHS	1,546,130	1,775,471	1,864,728	1,626,836	(237,892)	Excludes Grants from CCG
Other Income	175,599	1,662,681	455,973	406,067	(49,906)	Increase in Investment income
<b>Service Income</b>	<b>1,721,729</b>	<b>3,438,152</b>	<b>2,320,701</b>	<b>2,032,903</b>	<b>(287,798)</b>	
Direct Cost of Services	(3,434,614)	(3,713,542)	(3,865,373)	(4,441,442)	(576,068)	Largely due to Agenda for Change + Staff payrise + few vacancies assumed + 2 FTE new roles, not full year
Hospice Depreciation	(210,006)	(155,282)	(95,904)	(140,707)	(44,803)	
Support Costs	(622,189)	(678,829)	(674,450)	(685,283)	(10,833)	
<b>Service Costs</b>	<b>(4,266,809)</b>	<b>(4,547,652)</b>	<b>(4,635,727)</b>	<b>(5,267,431)</b>	<b>(631,705)</b>	
<b>Net Service Cost to be funded</b>	<b>(2,545,080)</b>	<b>(1,109,500)</b>	<b>(2,315,026)</b>	<b>(3,234,528)</b>	<b>(919,502)</b>	
	60%	24%	50%	61%		
<b>Fundraising Activity</b>						
Legacy Income	1,750,510	2,228,142	1,265,233	1,000,000	(265,233)	Assumed at £1m, though recent average is £1.4m
Donor Income	1,240,373	1,222,685	1,017,906	1,395,348	377,441	Return to 2019 levels + increments enjoyed since
Fundraising Costs	(629,760)	(592,754)	(709,148)	(883,300)	(174,152)	Full team full year + £100k campaign costs
	<b>2,361,123</b>	<b>2,858,074</b>	<b>1,573,991</b>	<b>1,512,048</b>	<b>(61,943)</b>	
Lottery Income	456,007	454,014	447,986	465,947	17,961	
Lottery Costs	(206,984)	(188,041)	(197,856)	(239,847)	(41,990)	Staff team + site finding costs etc
	<b>249,023</b>	<b>265,973</b>	<b>250,130</b>	<b>226,100</b>	<b>(24,030)</b>	
Shop Income	1,103,503	203,693	1,095,528	1,362,229	266,700	Current "run-rate" + Ebay + 1 New Shop
Shop Costs	(934,027)	(913,626)	(1,067,072)	(1,267,737)	(200,664)	Fewer vacancies, new staff for Ebay + New Shop
	<b>169,476</b>	<b>(709,933)</b>	<b>28,456</b>	<b>94,492</b>	<b>66,036</b>	
	15%		3%	7%		
<b>Support Costs</b>	<b>(311,094)</b>	<b>(339,414)</b>	<b>(337,225)</b>	<b>(342,641)</b>	<b>(5,417)</b>	
<b>Fundraising Contribution</b>	<b>2,468,527</b>	<b>2,074,699</b>	<b>1,515,353</b>	<b>1,489,999</b>	<b>(25,354)</b>	
<b>Shortfall before DOC Funding</b>	<b>(76,553)</b>	<b>965,199</b>	<b>(799,673)</b>	<b>(1,744,529)</b>	<b>(944,856)</b>	
DOC Funding	0	280,000	666,666	1,000,000	333,334	
Contingency Drawdown				240,000	240,000	pre-covid recognition of delay in retail starting
	<b>(76,553)</b>	<b>1,245,199</b>	<b>(133,007)</b>	<b>(504,529)</b>	<b>(371,522)</b>	



# Staffing Changes in Budget

## New Roles within 2022-23 Budget

### Clinical

1 FTE CNS to cover Weekends (funded by £60k received in current year - 12 month post)

0.6 FTE Clinical Psychologist to support demand in the service

0.4 FTE Infection Control Nurse from Jan 2023

### Income Generating and Support

0.4 FTE Volunteer team Support role

1 FTE Lottery Logistics (part of Donor Care team)

1 FTE Lottery Site and Volunteer Co-Ordinator

1 FTE Donor Development Team member (the last role in original budget - may be re-utilised)

1 FTE Ebay and Volunteer Co-Ordinator

1.5 FTE Retail team for New Shop 1 from July

1.5 FTE Retail team for New Shop 2 from February

- Alongside these new roles, there are 9 FTE vacancies in the current clinical team and 6 FTE current vacancies in Retail and Lottery
- The agreed level of 5% pay increase + change to minimum pay is included in figures



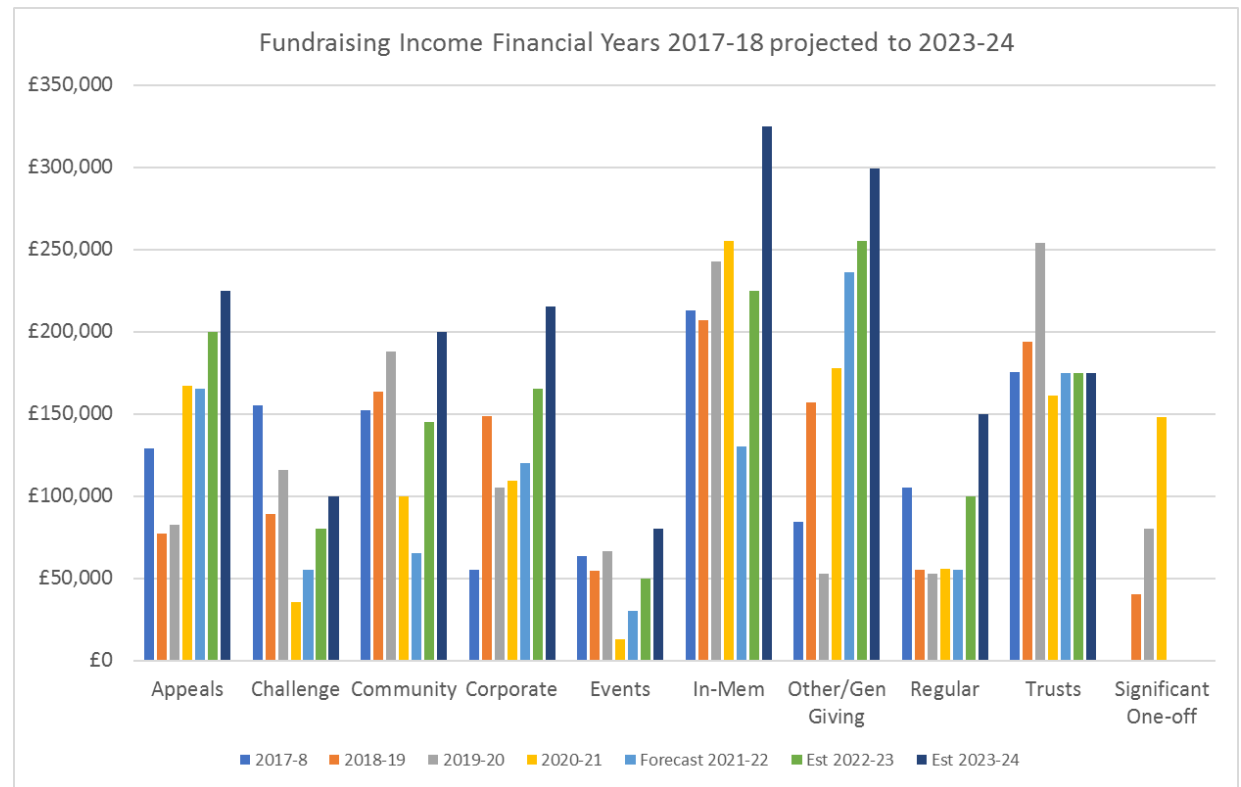
# CapEx in Budget

CAPITAL EXPENDITURE	2021-22 Budget	Actual Spend	Budget 2022-23	
<b>Buildings and Grounds</b>				
Angel Courtyard and IPU Patios	17,800	11,438		
Refurbish IPU and Hospice etc	157,646	158,185		More areas were completed than we had planned
Office Space creation	5,000	5,000		
Men's Den	40,000	42,429	20,000	Gift in Kind to erect and fit-out - this is a contingency in case donor cannot complete in full
Extractor Fan System	65,000	51,408		
Replace Fire Doors and 759 work	30,000		20,000	
Pathway from main road, guttering	8,000		7,380	
Upgrade to St Bede's Kitchen	5,000		5,000	
Patios for St Bede's Wellbeing Centre			12,880	
New Boiler for St Bede's			5,000	
Refresh Remaining Staff and Hospice Areas (flooring, painting, reconfigure			16,929	Some areas of Hospice were not within the plans last year but we would like to complete these too.
Men's Changing Room and Laundry				
Create a Bariatric/Family Suite from Rooms 14 & 15			100,000	£62k has been raised for this so far
Contingency			10,000	
<b>IT Hardware</b>				
Network Switches, WAPs and APC UPS	44,370	25,100		
Various PCs, photocopiers under £5k so charged to Income & Expenditure	24,525		10,000	
Fundraising Phone System + Lottery equipment	12,000		13,000	
Network Security (Firewalls and Penetration Testing)	8,500		9,000	
<b>Equipment</b>				
Bariatric bed, mattress and recliner chair (funded)		10,300		
Facilities Electric Van		9697		Not in Budget
Hospice Equipment (Beds, Mattresses, Bladder Scanner)			30,000	Contingency for Grant funded equipment
<b>IT Software</b>				
Payroll System	20,000			Not completed, nor planned into 2022
Raisers Edge System	100,000		30,000	Planned for Autumn, lower CapEx cost higher licence fees built into I&E account
EMIS Patient Admin System			52,184	EMIS is likely system - higher licence fees built into I&E account
<b>Income Generation</b>				
Lottery and Events Van	50,000		50,000	Still plan to acquire a branded Van to use for Lottery and other events - Bespoke price was too high, so now looking at more standard panel van
<b>Retail</b>				
Shop Refit	23,000		60,000	2 new shops planned for 2022-23
<b>Total (Agrees to Cash Movements Account)</b>	<b>610,841</b>	<b>313,557</b>	<b>451,373</b>	



# Donor Income in Budget

- Budget has £1.4m as target
- Had operated at around £1.2m prior to COVID and was on incline
- Recovery in covid impacted areas + consolidation of areas which have improved in face of pandemic should enable this to be achieved
- Campaign will provide backdrop for seeking new sources of donations and raising awareness of St Raphael's
- 2023-24 will need to see advances in all areas



	2017-8	2018-19	2019-20	2020-21	Forecast 2021-22	Est 2022-23	Est 2023-24
Appeals	£128,845	£77,371	£82,756	£167,263	£165,000	£200,000	£225,000
Challenge	£155,238	£88,792	£115,914	£35,697	£55,000	£80,000	£100,000
Community	£152,016	£163,234	£187,687	£99,699	£65,000	£145,000	£200,000
Corporate	£55,353	£148,690	£105,393	£109,163	£120,000	£165,000	£215,000
Events	£63,474	£54,469	£66,327	£13,120	£30,000	£50,000	£80,000
In-Mem	£212,786	£207,193	£242,849	£254,960	£130,000	£225,000	£325,000
Other/Gen Giving	£84,490	£156,872	£52,759	£177,959	£236,000	£255,000	£299,000
Regular	£105,317	£55,381	£52,785	£55,759	£55,000	£100,000	£150,000
Trusts	£175,091	£193,736	£253,904	£161,066	£175,000	£175,000	£175,000
Significant One-off	£0	£40,000	£80,000	£148,000		£0	£0
<b>Total Fundraising</b>	<b>£1,132,609</b>	<b>£1,185,737</b>	<b>£1,240,373</b>	<b>£1,222,685</b>	<b>£1,031,000</b>	<b>£1,395,000</b>	<b>£1,769,000</b>



# Retail Income in Budget

- Budget based on trading achieved already
- One new shop to be opened
- Second new shop to be sourced and prepared to open April 2023
- eBay to re-launch (new role P/T)
- (Royal Trinity 20 shops contribute £1.4m!)

	Budget 2022-3	Current Run Rate	
Rosehill	£94,460	£92,618	
Raynes Park	£91,787	£77,922	Used to achieve £120k + assumes that commuter footfall grows
Sutton	£114,733	£105,718	On track, now assume Sunday opening
Banstead	£108,583	£104,108	Still with room to improve
Stonecot Hill	£72,500	£60,130	Will require attention to enable footfall to grow
Carshalton Beeches	£0	£0	Assumed will re-open in 2023-24
Carshalton	£130,000	£129,296	On track
Cheam Shop	£129,200	£124,563	On track
Donation Station	£107,921	£110,740	On track
New Malden	£115,533	£104,806	On track, now assume Sunday opening
Wimbledon Village	£191,014	£201,379	On track
Rags	£35,000	£37,632	On track
Ebay	£50,000		Being readied for re-launch
	<b>£1,240,731</b>	<b>£1,148,911</b>	
New Shop 1	£64,086		Seeking suitable site
New Shop 2	£0		
New Shop 3	£0		
New Shop 4	£0		
	<b>£0</b>	<b>£64,086</b>	
<b>Total</b>	<b>£0</b>	<b>£1,304,817</b>	Gift Aid of £57k on top



# Longer View

- Clinical Costs (Excellence) have reached their operating level and change little going forward
- Fundraising Campaign needs to demonstrate the start of the growth required
- Lottery achieved 56% growth 2015-18 and needs 38% from 2022-25
- Retail needs to keep to current run-rate and spread overheads over bigger base

Draft Budget 2022-23	Actuals 2019-20	Actuals 2020-21	Forecast 2021-22	Draft 1 Budget 2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,546,130	1,775,471	1,864,728	1,626,836	1,659,373	1,692,560	1,726,412	1,760,940	1,796,159
Other Income	175,599	1,662,681	455,973	406,067	413,962	414,107	415,108	416,188	417,303
<b>Service Income</b>	<b>1,721,729</b>	<b>3,438,152</b>	<b>2,320,701</b>	<b>2,032,903</b>	<b>2,073,335</b>	<b>2,106,667</b>	<b>2,141,520</b>	<b>2,177,128</b>	<b>2,213,461</b>
Direct Cost of Services	(3,434,614)	(3,713,542)	(3,865,373)	(4,441,442)	(4,444,919)	(4,528,194)	(4,615,883)	(4,699,350)	(4,791,896)
Hospice Depreciation	(210,006)	(155,282)	(95,904)	(140,707)	(162,362)	(165,645)	(125,471)	(80,906)	(74,495)
Support Costs	(622,189)	(678,829)	(674,450)	(685,283)	(629,422)	(641,515)	(653,720)	(666,174)	(678,881)
<b>Service Costs</b>	<b>(4,266,809)</b>	<b>(4,547,652)</b>	<b>(4,635,727)</b>	<b>(5,267,431)</b>	<b>(5,236,703)</b>	<b>(5,335,354)</b>	<b>(5,395,074)</b>	<b>(5,446,430)</b>	<b>(5,545,272)</b>
<b>Net Service Cost to be funded</b>	<b>(2,545,080)</b>	<b>(1,109,500)</b>	<b>(2,315,026)</b>	<b>(3,234,528)</b>	<b>(3,163,368)</b>	<b>(3,228,687)</b>	<b>(3,253,554)</b>	<b>(3,269,302)</b>	<b>(3,331,811)</b>
	60%	24%	50%	61%	60%	61%	60%	60%	60%
<b>Fundraising Activity</b>									
Legacy Income	1,750,510	2,228,142	1,265,233	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Donor Income	1,240,373	1,222,685	1,017,906	1,395,348	1,766,715	2,029,077	2,110,240	2,194,650	2,282,436
Fundraising Costs	(629,760)	(592,754)	(709,148)	(883,300)	(848,432)	(864,500)	(881,363)	(898,990)	(916,970)
	<b>2,361,123</b>	<b>2,858,074</b>	<b>1,573,991</b>	<b>1,512,048</b>	<b>1,918,283</b>	<b>2,164,577</b>	<b>2,228,877</b>	<b>2,295,659</b>	<b>2,365,466</b>
Lottery Income	456,007	454,014	447,986	465,947	535,636	645,405	725,205	796,074	858,943
Lottery Costs	(206,984)	(188,041)	(197,856)	(239,847)	(253,277)	(267,519)	(277,620)	(287,682)	(296,910)
	<b>249,023</b>	<b>265,973</b>	<b>250,130</b>	<b>226,100</b>	<b>282,359</b>	<b>377,885</b>	<b>447,585</b>	<b>508,392</b>	<b>562,033</b>
Shop Income	1,103,503	203,693	1,095,528	1,362,229	1,769,489	2,019,666	2,060,059	2,101,260	2,143,285
Shop Costs	(934,027)	(913,626)	(1,067,072)	(1,267,737)	(1,526,407)	(1,630,747)	(1,643,827)	(1,672,521)	(1,699,056)
	<b>169,476</b>	<b>(709,933)</b>	<b>28,456</b>	<b>94,492</b>	<b>243,083</b>	<b>388,918</b>	<b>416,231</b>	<b>428,739</b>	<b>444,229</b>
	15%		3%	7%	14%	19%	20%	20%	21%
<b>Support Costs</b>	<b>(311,094)</b>	<b>(339,414)</b>	<b>(337,225)</b>	<b>(342,641)</b>	<b>(314,711)</b>	<b>(320,757)</b>	<b>(326,860)</b>	<b>(333,087)</b>	<b>(339,440)</b>
<b>Fundraising Contribution</b>	<b>2,468,527</b>	<b>2,074,699</b>	<b>1,515,353</b>	<b>1,489,999</b>	<b>2,129,014</b>	<b>2,610,623</b>	<b>2,765,834</b>	<b>2,899,703</b>	<b>3,032,288</b>
<b>Shortfall before DOC Funding</b>	<b>(76,553)</b>	<b>965,199</b>	<b>(799,673)</b>	<b>(1,744,529)</b>	<b>(1,034,354)</b>	<b>(618,064)</b>	<b>(487,721)</b>	<b>(369,599)</b>	<b>(299,523)</b>
DOC Funding	0	280,000	666,666	1,000,000	600,000	400,000	200,000	100,000	100,000
Contingency Drawdown				240,000					
	<b>(76,553)</b>	<b>1,245,199</b>	<b>(133,007)</b>	<b>(504,529)</b>	<b>(434,354)</b>	<b>(218,064)</b>	<b>(287,721)</b>	<b>(269,599)</b>	<b>(199,523)</b>



# Longer View

Cash has held up in 2021-22 partly due to legacies from 2020-21 being paid.

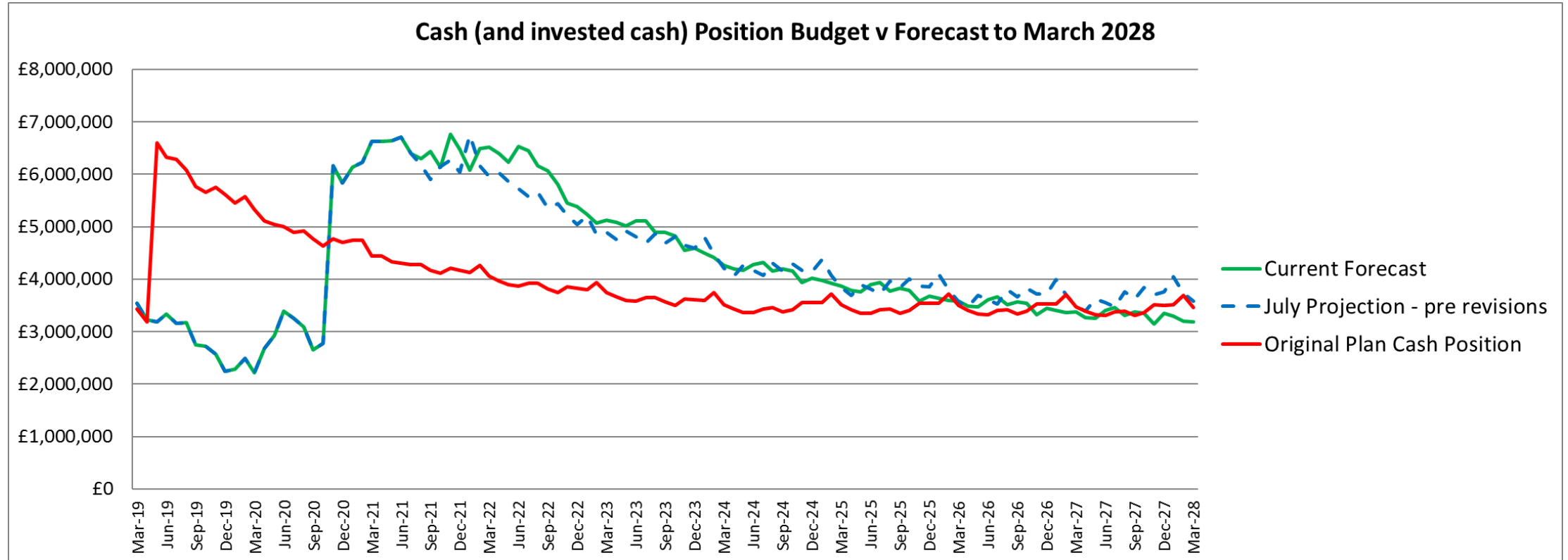
This is not assumed to occur to support 2022-23 hence high utilisation of cash

Draft Budget 2022-23	Full Year								
	Actuals 2019-20	Actuals 2020-21	Forecast 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Net Movement in Funds</b>									
Surplus/(Loss) from Operations	(76,553)	1,245,199	(133,007)	(504,529)	(434,354)	(218,064)	(287,721)	(269,599)	(199,523)
Depreciation	233,035	302,968	167,692	279,845	311,174	305,163	246,877	199,599	187,687
Decrease/(Increase) in Debtors	(981,075)	(533,412)	966,907	303,317	(38,602)	73,760	25,398	19,398	(30,976)
(Decrease)/Increase in Creditors	(59,763)	3,640,923	(794,891)	(1,014,161)	(612,968)	(413,000)	(194,911)	(93,655)	(93,735)
<b>Net cash (expended)/ generated by operations</b>	<b>(884,356)</b>	<b>4,655,678</b>	<b>206,701</b>	<b>(935,528)</b>	<b>(774,749)</b>	<b>(252,141)</b>	<b>(210,358)</b>	<b>(144,257)</b>	<b>(136,547)</b>
Purchase of Fixed Assets	(445,856)	(250,308)	(313,557)	(451,373)	(85,000)	(140,000)	(85,000)	(55,000)	(55,000)
Increase / (Decrease) in Cash	(1,330,212)	4,405,370	(106,855)	(1,386,901)	(859,749)	(392,141)	(295,358)	(199,257)	(191,547)

Draft Budget 2022-23	Full Year								
	Actuals 2019-20	Actuals 2020-21	Forecast 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Balance Sheet</b>									
Fixed Assets	4,276,470	561,565	707,429	878,957	652,783	487,620	325,743	181,144	48,457
Debtors	1,552,953	2,086,365	1,119,458	816,142	854,743	780,984	755,586	736,188	767,164
<b>Cash at Bank</b>	<b>2,214,936</b>	<b>6,620,306</b>	<b>6,512,571</b>	<b>5,125,670</b>	<b>4,265,921</b>	<b>3,873,780</b>	<b>3,578,423</b>	<b>3,379,166</b>	<b>3,187,619</b>
Creditors	(336,256)	(3,977,179)	(3,182,288)	(2,168,127)	(1,555,159)	(1,142,160)	(947,248)	(853,593)	(759,858)
<b>Net Assets</b>	<b>7,708,102</b>	<b>5,291,057</b>	<b>5,157,171</b>	<b>4,652,642</b>	<b>4,218,288</b>	<b>4,000,224</b>	<b>3,712,503</b>	<b>3,442,904</b>	<b>3,243,381</b>



# Longer View



- The plan remains to seek a levelling off of cash, ideally above the £3m level
- This graph shows that cash continues to leak (by around £200k per year as seen in previous slide)
- In actuality, if you ignore the injection of £3.6m seen as the vertical line in November 2020, the level of cash has remained relatively unchanged, due to large legacy and Govt Grants



# Staff Levels compared with Original 2019 Plan for the coming year

	2019 Plan for 2022-23	2022-23 Budget		2019 Plan for 2022-23	2022-23 Budget
Medical	4.7	4.8	Fundraising	11.2	11.3
IPU	24.1	25.9	Lottery	1.0	3.0
Community	15.1	16.0	Retail	23.4	25.1
Hospice at Home	5.8	5.0	<b>Income Generation</b>	<b>35.6</b>	<b>39.4</b>
Wellbeing	2.1	2.1	HR	1.5	1.8
Psychosocial	2.2	2.8	Finance	1.9	2.1
OT	0.4	0.4	IT	2.0	3.0
Education	1.3	1.5	Facilities	4.0	3.0
Housekeeping	12.1	8.1	Communications	0.7	1.9
Volunteers	3.2	3.5	Office based Executive	2.5	2.0
Hospice Mgmt / Admin	6.5	6.5	<b>Management &amp; Support</b>	<b>12.6</b>	<b>13.8</b>
<b>Hospice Team</b>	<b>77.5</b>	<b>76.6</b>	<b>Total Staff Team</b>	<b>125.8</b>	<b>129.8</b>

- Staff numbers do vary from the original plan – but overall are up by 4 FTE
- Salary Cost is up £330k for 2022-23 compared with the 2019 original plan for this year – largely due to AfC
- Original plan included high recruitment in 2019-20 – the reality has taken longer and many vacancies have kept cost down
- Later years assumed more retail staff for new shops



	2018-9	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Staff Cost in 2022-23 Budget</b>	£(4,108,506)	£(4,373,643)	£(4,511,459)	£(4,807,476)	£(5,554,178)	£(5,608,824)	£(5,771,200)	£(5,885,348)	£(6,003,104)	£(6,123,214)
<b>Staff Costs in 2019 Plan</b>	£(4,096,549)	£(4,866,409)	£(4,825,701)	£(5,005,294)	£(5,224,229)	£(5,445,790)	£(5,587,058)	£(5,698,799)	£(5,812,775)	£(5,929,031)
<b>Difference</b>	<b>£(11,957)</b>	<b>£492,766</b>	<b>£314,242</b>	<b>£197,818</b>	<b>£(329,949)</b>	<b>£(163,034)</b>	<b>£(184,142)</b>	<b>£(186,548)</b>	<b>£(190,328)</b>	<b>£(194,183)</b>

# Difference between Original 2019 plans and 2022-23 Plan

	Actuals 2018-9	Actuals 2019-20	Actuals 2020-21	Forecast 2021 22	Budget 2022- 23	2023-24	2024-25	2025-26	2026-27	2027-28	
Income from NHS	0	38,217	266,893	355,458	116,847	148,635	181,045	214,087	247,773	282,117	CCG inflation linked (plus Covid Grants in 2020-22)
Other Income	12	21,348	1,515,132	315,325	268,820	278,116	277,965	276,520	275,071	273,542	Largely the notional Rental of £270k
Direct Cost of Services	(317,182)	(98,211)	(283,311)	(357,588)	(863,501)	(795,419)	(805,704)	(818,943)	(826,471)	(841,560)	Largely staff costs + notional rent of £270k
Hospice Depreciation	0	50,754	115,557	152,246	93,803	55,134	27,967	59,547	107,929	113,429	depreciation on land and buildings excluded
Support Costs	210,664	248,565	24,035	42,561	46,236	116,903	119,923	123,142	126,432	129,794	Some of these costs have been reassigned to Direct Service Costs
<b>Net Service Cost</b>	<b>(106,506)</b>	<b>260,672</b>	<b>1,638,305</b>	<b>508,003</b>	<b>(337,795)</b>	<b>(196,631)</b>	<b>(198,806)</b>	<b>(145,648)</b>	<b>(69,266)</b>	<b>(42,678)</b>	
<b>Fundraising Activity</b>											
Legacy Income	0	750,510	1,228,142	265,233	0	0	0	0	0	0	
Donor Income	0	(96,242)	(380,662)	(867,507)	(707,773)	(438,468)	(264,313)	(274,886)	(285,881)	(297,316)	COVID Impact - delayed growth and assumed not to fully recovers
Fundraising Costs	821	202,642	320,524	222,396	66,875	120,746	124,062	126,970	129,509	132,099	Reduced overall (some transferred to lottery)
	<b>821</b>	<b>856,910</b>	<b>1,168,005</b>	<b>(379,878)</b>	<b>(640,898)</b>	<b>(317,722)</b>	<b>(140,252)</b>	<b>(147,916)</b>	<b>(156,372)</b>	<b>(165,217)</b>	
Lottery Income	0	(93,379)	(122,841)	(157,712)	(151,865)	(94,532)	2,633	69,578	127,335	176,829	New proposal to drive for growth
Lottery Costs	94	18,207	48,374	43,287	6,120	(2,391)	(11,616)	(16,598)	(21,441)	(25,344)	Agency costs translated into staff team costs
	<b>94</b>	<b>(75,172)</b>	<b>(74,467)</b>	<b>(114,424)</b>	<b>(145,745)</b>	<b>(96,923)</b>	<b>(8,983)</b>	<b>52,980</b>	<b>105,894</b>	<b>151,485</b>	
Shop Income	(512)	19,377	(1,111,545)	(612,477)	(702,437)	(723,470)	(716,652)	(730,985)	(745,605)	(760,517)	Income hit by COVID and fewer new shops currently planned
Shop Costs	271	89,879	334,265	452,797	584,796	670,100	632,065	631,724	617,644	621,614	fewer shops now planned
	<b>(242)</b>	<b>109,256</b>	<b>(777,280)</b>	<b>(159,681)</b>	<b>(117,641)</b>	<b>(53,369)</b>	<b>(84,588)</b>	<b>(99,261)</b>	<b>(127,960)</b>	<b>(138,902)</b>	
Income Gen Support Costs	<b>105,332</b>	<b>124,283</b>	<b>12,018</b>	<b>21,281</b>	<b>23,118</b>	<b>58,452</b>	<b>59,961</b>	<b>61,571</b>	<b>63,216</b>	<b>64,897</b>	
<b>Shortfall before DOC Fundin</b>	<b>(500)</b>	<b>1,275,949</b>	<b>1,966,581</b>	<b>(124,700)</b>	<b>(1,218,962)</b>	<b>(606,194)</b>	<b>(372,666)</b>	<b>(278,275)</b>	<b>(184,488)</b>	<b>(130,415)</b>	



- This shows only the difference between the planned income and expenditure in 2019 and the current plans (including the actuals up to 2021)
- The bottom line is currently “worse” than we have planned back in 2019, but the reality already experienced was “better” than that plan
- A positive number reflects improved income or reduced costs – a negative is increased cost or decreased income

# Appendix - More Detailed Budget – for information

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SRH Detailed Income and Expenditure	Full Year				
	Actuals 2020-21	Forecast 2021-22	Budget 2022-23	Variance to 2021-22 Forecast	
<b>31st December 2021</b>					
<b>NHS Grants</b>	1,729,185	1,856,244	<b>1,602,836</b>	(253,407)	£250k CCG grant in 2021-22 + write-back of £42k accrual
<b>NHS Other Fees</b>	46,286	8,485	<b>24,000</b>	15,515	
<b>Hospice Grants</b>	1,535,222	143,635	<b>6,000</b>	(137,635)	£60k Community Grant + NHSE grant estimate
<b>Other income</b>	120,500	276,498	<b>287,399</b>	10,902	Chiefly Gift in Kind (Rent of Land and Buildings)
<b>Investment Income</b>	5,318	26,912	<b>95,417</b>	68,506	£2m in Investment Fund @ net 4.5%
<b>Orangery Income</b>	1,641	8,928	<b>17,250</b>	8,322	
<b>Operating Income</b>	<b>3,438,152</b>	<b>2,320,701</b>	<b>2,032,903</b>	(287,798)	
					2021-22 has high level of staff vacancies and 6 months Agenda for Change: 2022-23 has full year AfC, little vacancy assumption; 5% pay increase; 1 x FTE CNS (grant received in 2021) + 0.6 additional Psychosocial Role
Staff Costs	(3,120,576)	(3,125,628)	<b>(3,643,311)</b>	(517,684)	
Training, Recruitment and subscriptions	(29,268)	(44,840)	<b>(50,536)</b>	(5,696)	
Food and Catering	(16,511)	(23,438)	<b>(30,456)</b>	(7,017)	
Cleaning and Waste Disposal	(31,782)	(30,962)	<b>(34,045)</b>	(3,083)	
Travel and Motoring Expenses	(8,418)	(14,532)	<b>(10,909)</b>	3,623	Disposal of Minibus £5k and lower running costs thereafter
Drugs, Dressings and Consumables	(102,166)	(92,175)	<b>(98,622)</b>	(6,447)	
Rates and Utilities	(76,346)	(75,689)	<b>(80,295)</b>	(4,605)	
Repairs and Maintenance	(131,886)	(99,884)	<b>(89,627)</b>	10,257	Buildings are improving, costs should reduce
Telephones, Postage, Stationery & IT	(54,687)	(44,453)	<b>(73,064)</b>	(28,611)	PAD system support cost up £17k
Rent	(112,650)	(270,300)	<b>(270,300)</b>	0	Notional Rental charge
Other Direct Costs	(29,253)	(43,471)	<b>(60,278)</b>	(16,807)	Includes £12k for Wellbeing invoicing therapists (not payroll)
Depreciation	(155,282)	(95,904)	<b>(140,707)</b>	(44,803)	IPU refresh depreciation
<b>Direct Cost of Service (incl</b>	<b>(3,868,824)</b>	<b>(3,961,277)</b>	<b>(4,582,148)</b>	(620,871)	
<b>Direct Service Cost less Direct Income</b>	<b>(430,672)</b>	<b>(1,640,576)</b>	<b>(2,549,245)</b>	(908,669)	
Staff Costs	(695,112)	(710,222)	<b>(730,558)</b>	(20,336)	EA role redundant; new Comms role full year; pay increase
Training, Recruitment and subscriptions	(7,634)	(14,480)	<b>(15,535)</b>	(1,054)	
Telephones, Postage, Stationery & IT	(89,629)	(107,660)	<b>(104,696)</b>	2,964	
Professional Services	(62,761)	(78,377)	<b>(79,870)</b>	(1,493)	
Insurance	(37,467)	(32,330)	<b>(33,667)</b>	(1,337)	
Communications & Marketing	(1,577)	(12,928)	<b>(15,600)</b>	(2,672)	
Other Costs	(14,408)	(30,605)	<b>(39,047)</b>	(8,442)	Increase provision for IT small items (under £5k)
VAT	(109,656)	(25,073)	<b>(8,952)</b>	16,121	2021 included a £14k write-off
Support charged to Income Generation	339,414	337,225	<b>342,641</b>	5,417	
<b>Indirect Service Costs</b>	<b>(678,829)</b>	<b>(674,450)</b>	<b>(685,283)</b>	(10,833)	
<b>Net Service Cost to be Funded</b>	<b>(1,109,500)</b>	<b>(2,315,026)</b>	<b>(3,234,528)</b>	(919,502)	

# Appendix - More Detailed Budget – for information

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SRH Detailed Income and Expenditure	Full Year				
31st December 2021	Actuals 2020-21	Forecast 2021-22	Budget 2022-23	Variance to 2021-22 Forecast	
<b>Income Generation</b>					
<b>Legacies</b>	2,228,142	1,265,233	1,000,000	(265,233)	Average annual level now c.£1.45m - should we consider amending this budgetting level?
<b>Donations</b>	1,117,902	971,810	1,328,903	357,093	Separate Analysis
<b>Gift Aid</b>	104,783	46,096	66,445	20,349	
Staff Costs	(403,540)	(458,027)	(533,765)	(75,737)	Full year for newer recruits; New admin role to support Lottery growth; 1 further Donor Development role - tbc
Training, Recruitment and subscriptions	(5,030)	(11,411)	(12,115)	(704)	
Rent, Rates and Utilities	(30,633)	(34,794)	(31,527)	3,267	2021 included Rates for St Nicholas Centre (now ceased)
Repairs and Maintenance	(6,700)	(16,503)	(6,673)	9,829	Office re-organisation in 2021-22
Telephones, Postage, Stationery & IT	(48,795)	(21,841)	(25,614)	(3,772)	
Events and Communications	(55,854)	(129,660)	(227,500)	(97,840)	Additional c.£100k for Campaign
Other Costs	(42,201)	(36,911)	(46,106)	(9,195)	Higher cash handling costs
<b>Net Fundraising Contribution</b>	<b>2,858,074</b>	<b>1,573,991</b>	<b>1,512,048</b>	<b>(61,943)</b>	
<b>Lottery Income</b>	<b>454,014</b>	<b>447,986</b>	<b>465,947</b>	<b>17,961</b>	
Staff Costs	(38,565)	(43,105)	(61,435)	(18,330)	New Support role for site-finding and volunteers to be recruited during the year
Agency Staff	327	0	0		
Communication and Marketing	(13,927)	(11,302)	(6,000)	5,302	Costs of raffle tickets coded in two places, assume all in printing in 2022-23
Printing, Postage and Marketing	(15,766)	(19,578)	(30,257)	(10,679)	and increase in marketing costs
Bank, Management and Other Charges	(52,038)	(51,674)	(63,654)	(11,981)	site finding costs
Lottery Prizes	(82,000)	(83,500)	(84,500)	(1,000)	
<b>Net Lottery Contribution</b>	<b>265,973</b>	<b>250,130</b>	<b>226,100</b>	<b>(24,030)</b>	
<b>Shop Income</b>	<b>147,858</b>	<b>1,029,253</b>	<b>1,304,817</b>	<b>275,564</b>	see separate analysis
<b>Gift Aid</b>	<b>8,462</b>	<b>28,145</b>	<b>57,412</b>	<b>29,267</b>	
<b>Rent received</b>	<b>11,700</b>	<b>8,775</b>	<b>0</b>	<b>(8,775)</b>	
<b>Other Income (COVID grants)</b>	<b>35,672</b>	<b>29,355</b>	<b>0</b>	<b>(29,355)</b>	Change to minimum wage; full team; 1 FTE new role (Ebay and volunteer driver management); 1 new shop mid year adds 1.5 FTE for 8 months
Staff Costs	(276,848)	(493,276)	(613,187)	(119,911)	
Training, Recruitment and subscriptions	(1,772)	(3,489)	(5,878)	(2,388)	
Consumables and Goods for Resale	(17,192)	(36,451)	(28,241)	8,210	High cost to set up Donation Station in 2021
Cleaning and Waste Disposal	(16,832)	(33,770)	(38,400)	(4,630)	£50k allowance for donation station risk - rent for 1 x new shop 9 months
Rent, Rates and Utilities	(412,671)	(297,976)	(416,169)	(118,194)	and 1 x new shop 3 months
Repairs and Maintenance	(34,662)	(51,914)	(25,200)	26,714	2021 included c£30k set-up of donation station
Depreciation	(45,048)	(52,404)	(53,404)	(1,000)	
Telephones, Postage, Stationery & IT	(18,481)	(19,754)	(20,308)	(554)	
Other Costs	(8,929)	(12,132)	(33,322)	(21,189)	non capital set-up and running costs of new shops included here
Bank, credit card and cash collection	(5,603)	(16,626)	(21,485)	(4,858)	
Professional Services	(70,130)	(42,484)	(5,243)	37,240	Skyline business services no longer engaged significantly
Insurance	(5,458)	(6,796)	(6,900)	(104)	
<b>Net Shops Contribution</b>	<b>(709,933)</b>	<b>28,456</b>	<b>94,492</b>	<b>66,036</b>	
<b>Support Costs</b>	<b>(339,414)</b>	<b>(337,225)</b>	<b>(342,641)</b>	<b>(5,417)</b>	
<b>Net Shortfall before DoC funding</b>	<b>965,199</b>	<b>(799,673)</b>	<b>(1,744,529)</b>	<b>(944,856)</b>	Planned shortfall of same order as budget for 2021-22
<b>Drawdown from DoC grant / other DoC</b>	<b>280,000</b>	<b>666,666</b>	<b>1,240,000</b>	<b>573,334</b>	
<b>Shortfall for period</b>	<b>1,245,199</b>	<b>(133,007)</b>	<b>(504,529)</b>	<b>(371,522)</b>	