

St Raphael's Hospice
Meeting of the Board of Trustees
To be held at 13:30 on 20th January 2021

TO BE PRESENT:

Trustees:

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

In attendance:

Gail Linehan (GL) (<i>Joint CEO</i>)	Nick Stevens (NS) (<i>Joint CEO</i>)	Carrie Chill (CC) (<i>Board Advisor</i>)
Ed Cook (EC) (<i>Advisor to DoC</i>)	Heather Howell (HH) (<i>Board Advisor</i>)	Dr Jenny Strawson (JS) (<i>Consultant</i>)
Dr Gaby Tamura-Rose (GT-R) (<i>Consultant</i>)	Rebecca Trower (RT) (<i>Clinical Director</i>)	Sara Jane Woods (SJW) (<i>Director of Income Generation</i>)
		Anna Machin (AM) (<i>Clerk</i>)

1 - Purpose: Discussion/ Approval/ Policy/ Information

Item	Description	Purpose ¹	Lead	Timing
1.	T-Time (trustee only session)	Discussion	Chair	1.30-1.40
2.	Welcome and apologies for absence	-	Chair	1.40-1.50
3.	Declarations of interest	-	Chair	
4.	Minutes of Board meeting held on 25 th November 2020	Approval	Chair	
5.	Actions List & matters arising	Discussion	Chair	
6.	Joint CEO Report	Discussion	GL, NS	1.50-2.20
7.	Sub-Committee Chair's Report – Finance and Resources <ul style="list-style-type: none"> • Minutes of 13th January 2020 Finance and Resources Committee meeting • Finance & Resources Report • Summary & Detailed December 2020 Management Accounts and Balance Sheet (draft) • 2021/22 budget (draft) 	Discussion	JR	2.20-2.35
8.	Sub-Committee Chair's Report – HR & Remuneration <ul style="list-style-type: none"> • Verbal update on 16th December 2020 Remuneration Committee meeting • Volunteer Services Update 	Discussion	PH	2.35-2.50
9.	Fundraising Report (verbal update)	Discussion	SJW	2.50-3.10
10.	Clinical risk register – 'deep dive' discussion	Discussion	GL, RT	3.10-3.40

11.	Governance update (ratification of bank mandate & 2019/20 annual accounts resolutions; update on governance actions; March strategy meeting)	Approval/ Discussion	Chair, Clerk	3.40-3.55
12.	Any Other Business	-	Chair	3.55-4.00
13.	Date of Next Meeting – Strategy Meeting – Wednesday 24 th March 2021, 1pm	-	Chair	
14.	T-Time (trustee only session)	Discussion	Chair	4.00-4.15

St Raphael's Hospice

Minutes of a Meeting of the Board of Trustees

Held at 13:30 on 25th November 2020 by conference call

Trustees:

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

In attendance:

Gail Linehan (GL) (<i>Joint CEO</i>)	Nick Stevens (NS) (<i>Joint CEO</i>)	Carrie Chill (CC) (<i>Board Advisor</i>) (<i>items 1-9</i>)
Ed Cook (EC) (<i>Advisor to DoC</i>)	Dr Gaby Tamura-Rose (GT-R) (<i>Consultant</i>) – <i>items 3-6</i>	Rebecca Trower (RT) (<i>Clinical Director</i>)
Sara Jane Woods (SJW) (<i>Director of Income Generation</i>)	Anna Machin (AM) (<i>Clerk</i>)	

1. Welcome and apologies for absence

- 1.1 Trustees and the Executive team were welcomed to the first Board meeting as a fully independent Hospice. Sr Veronica Hagen, Sr Kathleen O'Reilly, and the Daughters of the Cross were thanked for their support with moving to independence.
- 1.2 Apologies were received and accepted from Dr Joy Tweed and Heather Howell. Dr Jenny Strawson would attend a future meeting. Dr Gaby Tamura-Rose was introduced to the Trustees and welcomed to her Consultant role.

2. Declarations of interest

- 2.1. There were no declarations of interest in relation to items on the meeting agenda.

3. Minutes of Advisory Committee and Board meetings held on 23rd September 2020

- 3.1. The minutes of the 23rd September Advisory Committee and Board meetings were reviewed and approved as an accurate record of proceedings subject to one correction.
- 3.2. Trustees discussed the latest plans for the Wellbeing Centre. Plans are to reopen in spring, with an adjusted model which will support a broader number of patients earlier on in their illness, to help foster independence and quality of life. Trustees noted that volunteer drivers would not be offered as part of these plans.
- 3.3. Trustees wished to express their gratitude to Pauline Morris who had left the Hospice after 20 years, for her significant contribution to the organisation.

4. Actions List & matters arising

- 4.1. Trustees reviewed the actions list and matters arising from all previous meetings:
 - **169/07 Mandatory training review** – the Hospice now accesses the Princess Alice Hospice training offer. This is working well and where customer care or complaints training is required, this is provided by the Hospice Education team. A Hospice volunteer also has experience in this area and will train retail staff and volunteers. A link to the Hospice training site would be sent to the Trustees.
 - **176/03 Management Plan overview** – an overview report on the Management Plan would be developed in December for the current year, which would also help to inform the 2021/22 plan. This would be presented to the Board in March 2021.

25.11.20/01
(GL,RT)

- **180/03 HLRO Report** – the Report showed the requirement for a Medical Appraisal Policy and Chaperone Policy, both of which are being finalised with colleagues. The policies would be sent to the Clinical Quality & Governance Committee in early December and the HLRO Report Action List will then be signed by the Chair.
- **181/01 Communications team review** - the outline communications strategy has been developed along with related job descriptions, as part of the review of skills and capacity of the team.
- **181/03 St Helier Hospital site** – in follow up to the prior discussion, this matter had not been pursued further with the St Helier Hospital team.
- **22.07.01 Charity Governance Code** – this will be brought to the March 2021 meeting as part of the annual Board self-review.
- **182/03 Contact with MPs on Covid-19 testing** – local MPs had not yet been contacted but many avenues have been pursued including the South West London CCG. It still remains a challenge for the Hospice to access priority testing.
- **23.09/03 Communications on independence** – the letter to original invitees to the independence celebration event is being sent this week.
- **23.09/05 Hospice outreach** – support from Trustees is an ongoing action but has been inhibited by the current lockdown.
- **23.09/08 Trustees and senior leader calls** – Rebecca Trower and Norman McWhinney had held a call. Trustees were invited to hold Zoom meetings with senior staff which would be coordinate by Ashlie Jones through Nick and Gail.

25.11.20/02
(GL,RT)

4.2. All other actions had been completed or would be brought to the spring 2021 meetings.

5. Update on Hospice independence

5.1. Trustees noted the Transfer Agreement, financial targets, written resolution and letter of comfort which had been approved by written by resolution by non-conflicted trustees at the end of October 2020. Ed Cook would circulate the finalised documentation as signed by the Congregation of the Daughters of the Cross which included the final list of employees transferred to the Hospice, once received by Farrer & Co.

25.11.20/03
(EC)

6. Joint CEO Report

- 6.1. Gail Linehan presented key points from the joint CEO Report. An SLT meeting was held on 17th November and the pressures of the second wave of Covid-19 were expressed amongst staff. One of the Hospice volunteers is also a leadership coach and has been asked to hold sessions with SLT to help them approach supporting their teams during this time.
- 6.2. The advert for the third Consultant post will be issued by the end of November. A joint post was considered with another local Hospice and this will be kept under review, in the context of overall team capacity. The Hospice has heard that an STR will not be placed until April 2021.
- 6.3. In terms of the ward refresh, a positive meeting was held with the Hospital Director and Clinical Director at Spire St Anthony's Hospital. The Hospital is not able to support with beds at this point in time due to providing ongoing patient surgeries during Covid-19. The refresh has therefore been postponed until summer 2021.

- 6.4. Hospice UK updated 24th November that £125m additional Covid-19 funding had been secured for the sector (£25m per month to March 2021). The questionnaire completed in July, and completion of the Capacity Tracker, has been used to inform the allocation for each Hospice.
- 6.5. Trustees asked about the level of funding that might be anticipated. Nick Stevens confirmed that £350-£400k would be the proportionate amount for the six months, compared to prior funding. Such funding would be hugely welcomed by the Hospice and has not been included in the annual budget.
- 6.6. The CQC status of the newly registered Hospice is now in place and there was a temporary gap which has now been rectified. No past inspection reports history are showing on the new Hospice's CQC webpage. The Executive team will therefore aim to understand when the next inspection would be anticipated.
- 6.7. Trustees asked about the number of current patients and move to ten beds. Rebecca Trower confirmed that three current patients are Covid-positive and this has been reported to Public Health England. The local CCG has recently enquired with the Hospice as to whether new Covid-positive patients will be accepted, as part of Fast Track arrangements from the acute sector. The Hospice has confirmed that patients would be taken for end-of-life care only, and not long-term placements. Trustees were understanding and supportive of this approach.
- 6.8. Trustees asked about the latest expected interest or timing of the recently announced Covid-19 vaccination programme. The Hospice would not deliver this through existing staff but as this would be a paid role, the Hospice would consider employing and training a Health Care Assistant to support delivery.

7. Reflections on Covid-19 report

- 7.1. Trustees thanked the Executive team for the comprehensive report which showed a sensitive, collaborative and reflective approach to responding to Covid-19 and also preparing for the second wave.
- 7.2. Trustees asked how the SWOT analysis would be used to inform Hospice delivery. Gail Linehan confirmed that this analysis and the feedback from staff had helped to guide changes to practice such as providing more space for the administration team to work whilst socially distanced. Consideration is also being given to the extent to which agency staff would be used if the Hospice is opening more beds to ensure sufficient induction and training on internal practices. The report had also highlighted the sense of the Hospice working as one team throughout this period.
- 7.3. Trustees received assurance that robust arrangements for occupational health are in place, and that plans are being put in place for a new provider. Close links are in place with local agencies in relation to infection control.
- 7.4. Trustees agreed that the report was a tribute to all staff involved in Covid response. Trustees asked for this positive feedback to be shared with Laura Briant and Maura Flint in the Education team, and suggested that aspects of the Report may be shared with local MPs and Hospice UK as a Poster presentation for the annual conference. Paul Holmes offered to send a link to a coaching support programme for staff impacted by Covid-19.

8. Sub-Committee Chair's Report – Clinical Governance

- 8.1. Dr Carrie Chill updated on key points from the Committee meeting. The Committee were delighted to hear of the recent appointment of three CNS, bringing this team to establishment. Gaby and Jenny were welcomed to join the meeting as well as Rebecca Trower in her substantive role as Clinical Director.

- 8.2. In terms of Covid-19 report, the Committee had been updated that PPE had been easier to access than expected. A risk to the capacity of night duty staff was raised and discussed should night staff need to self-isolate.
- 8.3. In response to Trustee questions, Rebecca Trower confirmed that meetings had been held with relevant staff, who were open in principle to the rotation more than had initially been expected. A small number of staff have raised practical difficulties which are being worked through on an individual basis. It is hoped that the new system of rotation for one week per quarter can be brought in for January 2021. The risk has moved from a Red to Amber rating on the risk register.
- 8.4. Carrie Chill updated that the Hospice continued to report through the Capacity Tracker, and the Quality Account was in preparation but not yet circulated. A complaint about pain management was discussed in detail, which had been used to close the loop and change practice, which could be used as a case study.
- 8.5. Trustees received assurance that the overall level of complaints reported currently is in line with expectations for the size of the Hospice and there is continuous improvement shown in how complaints are handled. For example, complaint mentioned has been used to consider implementation of a new pain management tool.
- 8.6. In relation to training, it was agreed that Safeguarding Training for Trustees would be organised, and that the relevant links between the Speaking Up and Safeguarding policies and processes would be reviewed.

25.11.20/04
(GL,RT)

9. Sub-Committee Chair's Report – Finance and Resources

- 9.1. Joe Ryan updated on the October Finance Committee. A loss of £93k was experienced in October compared to a budgeted loss of £118k. A single donation of £108k plus Gift Aid from an anonymous donor, linked to the Daughters of the Cross (DoC), had improved the position for the month.
- 9.2. Nick Stevens confirmed that the £3.6m from DoC has now been gratefully received into the Hospice bank account. The funds would be carefully stewarded including consideration of any potential investment of funds, which Trustees would ultimately decide with appropriate investment advice. The interest rates in the external environment are low currently. This matter would be reviewed at the next Finance & Resources Committee meeting.
- 9.3. Trustees asked for Nick Stevens' view on the medium-term financial picture. Nick Stevens confirmed that the potential for further government funds to be forthcoming was positive, and would reduce the potential funds required from DoC in future. The Fundraising team have been working hard and levels of income have been better than was initially feared. The Shops are currently closed due to the second lockdown but would gradually reopen into the new year.

25.11.20/05
(NS,JR)

10. Sub-Committee Chair's Report – HR

- 10.1. Paul Holmes updated on the HR Committee which had involved a detailed discussion on equality and diversity. There is not detailed equalities data held on the Hospice team as new staff joining do not often self-declare this information. The Committee recognised their limited direct lived experience of discrimination of prejudice and would like to recommend a discussion with the full Board with a facilitator. A potential facilitator had been identified. The Board were supportive of holding this discussion as part of the March 2021 strategy meeting. This would be held as a half-day meeting by Zoom and it was proposed would also include a presentation on Communications and the Hospice UK Toolkit.

- 10.2. It was agreed that Paul Holmes would approach the facilitator and information to inform the discussion would be circulated in advance by HR Committee members.
- 10.3. Trustees noted that the Remuneration Committee meeting would be upcoming in December 2020.

25.11.20/06
(PH)

11. Sub-Committee Chair's Report – Fundraising

- 11.1. Rod O'Connor updated on the Communications & Fundraising Committee, which had been held following the Hospice becoming independent. The impact of independence on the team was raised and it perceived to be positive.
- 11.2. In terms of fundraising, Make A Will Week had gone well and corporate donors have continued their commitments. Preparations are underway for Christmas and the Light up a Life service which will be held online. The Ebay shop has been launched and Lottery tickets can be brought as Christmas gifts. The pandemic has impacted fundraising in other areas and the team have been very flexible in conducting all activities possible.
- 11.3. Actions from the Skyline Report were covered in detail and recommendations are being worked through, although shops are closed currently due to the second lockdown. For example, in terms of stock rotation, no item in any one shop is on display for more than 14 days. At the end of this period it is taken off sale and either sent to Ebay, another shop, or in a rag bag, and an item is never rotated more than twice.
- 11.4. The morale of the team remains positive and is maintaining contact with Supporter Groups and donors. Practically several of the team rotate working from home and one redundancy has arisen. Redundancy and furlough had been supported through the HR team. Trustees acknowledged the team's work in responding to Covid, shielding, furlough and redundancies that had been dealt with in a compassionate way in conjunction with the HR team.
- 11.5. Sara Jane updated on key activities since the Fundraising Report had been circulated. Light Up a Life is being run virtually and will be recorded in advance with an opportunity to Chat through Zoom during the service. The event brought in £57k in 2019 and this year so far donations are currently at £75k including one single donation of £15k. The bumper draw has also exceeded £20k. 35 people are signed up for the Santa Dash. Ebay is performing well. Plans are underway for reopening shops in early December in four locations as well as the Donation Centre at Carshalton Beeches.
- 11.6. Through a recent pitch to the Sort & Store Centre pitch, St Raphael's was chosen by the landlord to be the recipient of space at CarpetRight in Sutton which will be free for up to three years, on the condition of 28 days' notice being given. It will be used as a donation centre and could be used as an opportunity to trial a large format store. The Sutton shop will be opened as a £1 store nearby.
- 11.7. Trustees noted the plan for the Worcester Park shop to be closed following the expiry of the lease in March 2021 as it had not generated sufficient customers or income, despite the fit-out being strong. The Ewell shop would also close.
- 11.8. The team is down nearly 150 volunteers and Trustees asked about strategies to improve this. Sara Jane confirmed that 20 volunteers were brought back after the first lockdown, another 50 were willing to return but are considered high risk, further volunteers would not return at this time due to Covid-19 and some had taken the decision to retire from volunteering. Plans have been put in place to recruit new volunteers, and this is promoted on the website and the Light up a Life brochure. A Marketing plan is also being developed once active recruitment can recommence.

11.9. Nick Stevens updated on the internal Communications Strategy group that is meeting on a monthly basis. This is joining up Communications activities across the full Hospice and enables Diamond's skill set to be leveraged. A focus will be on the Hospice brand, and also bringing in supporting skills and projects using a dedicated budget and volunteer time to ensure Diamond's work remains strategic.

12. Governance update

12.1. Trustees reviewed and approved Scheme of Delegation subject to minor drafting changes. This would sit alongside the Financial Delegated Authorities.

12.2. Trustees' term dates were reviewed and it was agreed that this plan to re-set Trustees' terms to 1st November 2020 would be followed.

12.3. It was agreed that the existing 'corporate' risk register would be reviewed and updated for the March 2021 strategy meeting and Nick Stevens would circulate this document.

25.11.20/07
(NS, GL)

12.4. The 2021 meeting timetable was approved subject to changing the date of the planned 27th January meeting.

12.5. Trustees approved the appointment of Ed Cook as a co-opted member of the Hospice Finance and Resources Committee.

12.6. Trustees noted the Fundraising & Communications Committee member role description and were invited to support promotion of the role.

25.11.20/08
(Trustees)

12.7. It was noted that Provider Visits would be on hold for the present time due to Covid-19.

13. Any Other Business

13.1. There were no further items raised under Any Other Business.

The meeting ended at 4.45pm.

Signed:

Date:

ITEM 05 ACTION LIST

SAINT RAPHAEL'S HOSPICE ADVISORY COMMITTEE ACTION LIST FOR JANUARY 2021 MEETING

Reference	Lead	Description	Target Date for Completion	Comments
169/07	GL	Incorporate customer care/conflict/complaints management training into the mandatory training programme		WIP Content of Mandatory Training under review.
176/03	NS	To produce an overview report against each element of the deliverables set out in the Business Plan	December 2020	Will be developed as part of planning for 2021/22 financial year
180/03	GL	HLRO report to be signed off by NM		
181/01	SJW, NS, GL	Review capacity and skill sets of Communications team in preparation for Hospice independence	December 2020	A set of JDs for paid or volunteer support for Comms support needs (website content management, social media, PR, editorial) was prepared during November 2020
22.07/01; 23.09/01	NM, AM	Bring Charity Governance Code for review at future Board meeting	March 2021	Planned for March 2021 Strategy Board meeting
182/03	NS, GL	Contact Paul Scully MP (Sutton and Cheam) regarding difficulties accessing Covid-19 testing	N/A - completed	Local contacts approached. Priority testing now accessible for Hospices
23.09/05	Trustees	Provide support and introductions for local Hospice outreach plans		
23.09/08	Trustees, NM	Arrange meetings by Zoom for Trustees to meet senior post-holders	December 2020	
23.09/10	NM, AM, NS, GL	Take forward Board and Committee member outreach and recruitment process	Spring 2021	Recruitment underway for Fundraising & Communications Committee role
23.09/11	NM, AC, NS, GL	Bring together schedule of Provider visits	Spring 2021	On hold for now due to third lockdown

ITEM 05 ACTION LIST

Reference	Lead	Description	Target Date for Completion	Comments
25.11.20/01	GL, RT	Share link to Hospice training site with Trustees		
25.11.20/02	GL, RT	Circulate Medical Appraisal Policy and Chaperone Policy to Clinical Quality & Governance Committee		
25.11.20/03	EC	Circulate signed Hospice independence documentation to Trustees		
25.11.20/04	GL, RT	Organise Safeguarding training for Trustees		
25.11.20/05	NS, JR	Discuss options for investment of funds at next Finance & Resources Committee	Complete	Review of investment options, linked to cash needs of Hospice, was undertaken at January 2021 Committee meeting
25.11.20/06	PH	Identify facilitator for equality and diversity discussion	In progress	Facilitator has been approached to present at March 2021 meeting
25.11.20/07	NS, GL	Update 'corporate' risk register for March 2021 discussion		
25.11.20/08	Trustees	Support promotion of Fundraising & Communications Committee role	In progress	Trustees have kindly supported outreach efforts

ITEM 06

Joint CEO's Report

Overview

1. The continued increase of the new strain of COVID 19 infection rate across London is impacting all clinical services. Over the Christmas period a number of staff both clinical and nonclinical were impacted by Covid and the need to isolate. Clinical staffing on the IPU is at a critical point.
2. Vaccination with the Pfizer vaccine was offered to staff in December as part of the Care Home programme. Uptake has been good. Currently 80 staff have received the first vaccine dose. Second doses of the vaccine have been administered to 36 staff. Further roll out of the 2nd vaccine will be as per government guidance at approximately 12 weeks.
3. Weekly COVID -19 PCR testing commenced on Monday January 4th and will continue as routine.
4. Organisational arrangements to support service provision and resilience in teams in this Tier 5 national lockdown have been actioned. Retail staff, hospice staff over the maximum age (70) and other vulnerable staff have been furloughed, as well as staff who were officially notified to shield.
5. Finance updates continue to be furnished to SWL STP as requested related to potential future funding (see finance report).
6. Where possible the refurbishment and refresh of the hospice continues.

Governance and Finance

7. The new Hospice CQC registration has now been linked with the NHSE Capacity Tracker and we continue to update data on a daily basis. We have also clarified with the CQC that the current rating of GOOD across services is maintained for the new organisation. This can be seen on our website
8. The grant for July/August via Hospice UK has yet to be paid and remains as a “debtor” on our balance sheet. We have been reassured that the grant (of c.£80k) will be paid when the government release the funds to Hospice UK.
9. Geoffrey Price, Deputy Director of Finance SWL (Sutton) requested information concerning the shortfall expected for 2021-22 and beyond, together with the likely covid related impact.

Recruitment and Staffing

- a. A new Band 7 CNS commenced with the Community Palliative Care Team (CPCT) in early December. The team are now at establishment. Weekend support has been increased from one CNS to two as in the first wave to support increased demand.
- b. Retail staff and other vulnerable staff across the hospice have been furloughed. This has put pressure on some teams such as housekeeping. Currently Paula di Palma is managing the housekeeping team as SDE is furloughed. Paula is doing a very effective job in strained circumstances. Paula offered to cover the kitchen on Christmas day and prepared the Christmas lunch for the patients and their relatives.
- c. The consultation process related to staff rotation on the IPU has been completed and the team are working across days and nights. Night staff have agreed to rotate onto days a minimum of four times a year to ensure they access educational updates and processes related to safe patient care. Day staff also cross cover nights.
- d. Staffing on the IPU remains pressured, particularly to support night shifts. A staff nurse who covered four-night shifts per week resigned her post and left on December 23rd. Advertising for Band 5 posts remains active. The IPU nursing team led by the Ward Manager, are to be commended for their willingness to cover extra shifts across days and nights. Their commitment to the patients and their colleagues is humbling.
- e. The advert for the third Consultant post went live just before Christmas on NHS jobs and the Hospice website. Despite awaiting RCP approval for this post, the decision was taken to advertise the role with a closing date of February 1st. The Deanery have been made aware of the post and they will circulate it to their final year StRs. Unfortunately, at present there are lots of job vacancies and not enough Consultants to fill them. Dr Annelise Mathews is content to continue on a three day a week agency contract until we recruit.
- f. Recruitment was successful for one of the HCA roles in the Wellbeing Centre. Although the centre is not envisaged to open for the next few months. The induction and training for the new role can be undertaken as well as planning to roll out the new model of care.

Covid- related matters

- g. The Hospice has been facilitated to undertake weekly COVID -19 PCR testing which commenced on January 4th following the PHE testing in December. Staff undertake the test at home and deliver their sample to the hospice each Monday to be sent off. This will provide continued reassurance to both staff and the hospice that monitoring is being maintained. In December from the approximate 120 tests two positive swabs were identified.

- h. The Covid 19 Policy continues to be reviewed and updated fortnightly to ensure compliance with government guidance. All required precautions which continue to keep the hospice safe and resilient have been optimised. We have altered visiting arrangements to enable two visitors per day to visit, with awareness that families will need additional support when relatives are dying. The IPU have had Covid positive patients admitted and have successfully managed their care.
- i. Prior to Christmas the hospice was supplied with Lateral Flow Tests (LFTs) as per care homes, to test visitors attending the hospice. The logistics of organising this regime was of an intensity which could not be supported within staffing capacity and the decision was taken, that the hospice infection control arrangements in place since March 2020 were sufficiently robust to protect staff/patients/visitors.
- j. SWL STP have highlighted the pressure on beds across acute sector and have asked Hospices to support with spare capacity as part of the Temporary Alternative Discharge Destination (TADD) for a period of up to two weeks. Although we would want to support our hard-pressed colleagues in hospitals, many of the patients who are deemed fit for discharge would not necessarily fall within the criteria for hospice admission. There are a number of risks associated with this request including: patients would not be easily placed following their two weeks stay due to NH non-acceptance; care being available in the community to support them and possible family resistance to moving the patients from the hospice. Associated with hospice staffing capacity, there is the potential that we would not have sufficient beds to support those patients in the community who require hospice specialist input. We have decided that we will not be able to offer this level of support. St Christopher's Hospice have also declined to accept TADD patients. Princess Alice and Trinity Hospices have allocated 4 beds each to support.
- k. Staff Wellbeing: All staff are feeling weary from the continued restrictions/impact caused by Covid. The letter which was sent to all staff in December from Mr McWhinney, Chair of the Board, on behalf of the Trustees was very appreciated and well received. Staff were also given a Wellbeing Pack, containing two jars of natural bath salts and therapeutic dried flowers, a tea light holder and a soya candle, to enable them to have a spa experience at home. Links to all available resources to support health and wellbeing have been regularly communicated to all staff.

Retail

- l. All retail shops ceased trading on December 22nd as per government guidance for non-essential retail. Staff have been furloughed.
- m. Caroline Worley has been keeping touch with shop Managers to keep them updated on what is happening and to offer support as needed.

- n. The impact on fundraising from retail will be reflected in the finance report.

Fundraising

- o. The Light Up A Life (LUAL) service which was delivered virtually was a real success thanks to all the hard work of the fundraising team and those who contributed to the service. LUAL raised a record of over £90k this year, which is very gratifying in these difficult times.
- p. The Reindeer run, which was started in 2019 as new event, attracted an increased number of schools in December 2020. This year the run raised £16,000 in comparison to the initial £5000 in 2019. It is hoped that this event will grow from year to year as more schools across Merton and Sutton join to support the event.
- q. The Fundraising team are thinking about varied ways to engage with our supporters as we go into the new year as many of the usual events will unfortunately not happen. The constraints on fundraising will have a negative impact on the hospices ability to raise the level of funds forecast.

External Engagement

- r. Pete Morris, who was nominated for 'Our Health Hero's' Award has been shortlisted as a winner. The next stage is the public vote which will be opened on January 18th and closed on February 8th. The voting will determine what level (Gold/Silver/Bronze) award he will receive. We will send all our staff the volunteers the link to vote for Pete, as well as engage with social media to get people to vote for him and the great work he and his team of volunteers do to support the hospice gardens. The crocuses are beginning to peep through at the front of the hospice...lets hope their blooming celebrates his success.
- s. Mr Andy Hussey, DCL Insurance, who supported the purchase of the Hospice car in 2020, donated six beautiful hampers for distributing to patients at Christmas. Patients were nominated by the CPCT, IPU and Hospice Neighbours. One hamper was used as the star prize in the Management Prize draw for staff. It was won by Maura Flint, Practice Educator.
- t. Due to the Covid pandemic external engagement has been minimal.

Operations

- u. The refresh of the hospice offices has continued with the education room being completed in December. The counselling rooms in the main reception area are now also complete. Mervyn from the facilities team has done a wonderful job with all the painting. A mood board was created by Jacky Crawley (HR) and displayed in the main reception to get staff opinion on the colour scheme and choice of furniture for the counselling rooms and the

main reception. Feedback was very positive. The furniture has been ordered and has a 12 week lead in time.

- v. The facilities team made the hospice 'sparkle and shine' this Christmas with the array of lights around the main hospice building, the orangery courtyard and in the main reception courtyard with the decorations on the Christmas tree and lanterns. Everyone who entered the hospice commented on the magical effect of all the lights. It helped to raise people's spirits.
- w. The courtyard in main the reception area is currently having brickwork undertaken to support the creation of a beautiful garden space. Planting is scheduled for the spring. The aim is for this area is that it is used more fully by patients/family and staff and to give a beautiful vista as you enter reception, bringing nature into the building.
- x. Wifi has been installed in Capitol House to facilitate improved communications particularly as there is an increased need to use IT solutions for attendance at meetings.
- y. IT projects continue to support equipment replacement and upgrade of systems.

Finance and Resources Report

Recommendations

1. It is recommended that the Sub-Committee:
 - a. Notes that the December management accounts have not been drawn up and that the figures are estimates that agree to the actual bank balance.
 - b. These draft figures indicate a shortfall of £1,024k for the 9 months ending 31st December 2020, before allocation of DoC grant.
 - c. Cash at the end of December stood at £5.84m
 - d. A first draft budget for 2021-22 has a shortfall of £1.77m (before allocation of DoC grant)

Finance

2. December Accounts – Income and Expenditure

Due to the timing of the Finance Committee and the holiday season, the December 2020 management accounts comprise accurate figures for the eight months to November and estimated figures for the month of December. These agree back to the actual bank balance and the key debtor and creditor balances. The largest cost is for salaries and this is also an accurate figure, agreed to payroll. Other figures are based on forecast for the month and will be substantiated in due course.

The estimated December 2020 management account summary with balance sheet/cash movement is attached together with a more detailed I&E account. The detailed page shows the single month as well as the year to date information.

The shortfall of £1,024k that arises in the nine-month period to December 31st compares with a budget of £1,314k (excluding the DoC budgeted grant) and last year's £1,250k.

Overall income is down by £615k even after the benefit of the £717k Govt COVID grant (ignoring the DoC grant). The key differences in income relates to the reduction in retail income (down £680k on budget), legacies (down £370k) and donations/lottery (down £250k).

Costs are also below budget, by £900k. The key differences in costs relate to marketing and events costs for fundraising and lottery (down by £200k) and to overall staffing which is £615k below the budget due to furlough, delayed recruitment to new roles, vacancies and roles that have ceased in year.

3. December Accounts – Balance Sheet

Cash stood at £5.84m at the end of December following the injection of £3.6m at the start of November. This sum is being allocated over the coming years, with £120k allocated to November and December. The balance of £3.48m is held as a “Deferred Income Creditor” which offsets the asset “cash” and neutralises the balance sheet impact.

The fixed asset Land and Buildings have not transferred to the new charity and are held on a Twenty-Year peppercorn lease of £100 per annum. Future investment in the assets will be capitalised and amortised over the life of the lease.

As a result of the exclusion of the assets Land and Buildings and the neutral impact of the cash grant, together with the £1m shortfall, net assets have reduced from £7.1m at the end of March 2020 to £3.1m at the end of December 2020, despite having the large cash balance.

4. Forecast 2020-21

The assumptions used for income this year are shown below. The first table shows the original split of the annual £3.1m budget for income from donations, shops and lottery. The second shows the current assumption (actuals for April to August).

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Donations												
Original plan donation income	91,873	112,143	105,436	99,224	92,741	92,927	92,672	135,126	138,336	175,061	110,878	96,838
% of original achieved / anticipated	92%	50%	92%	65%	43%	69%	217%	30%	30%	30%	113%	45%
revised donor income	84,220	55,819	97,051	64,156	40,299	64,158	200,785	40,538	41,501	30,018	124,895	43,577
Shops												
Original Shops Income	84,939	78,324	80,655	85,631	77,399	84,672	106,326	100,406	111,985	101,121	89,650	99,323
% of original achieved / anticipated	0%	1%	1%	8%	18%	39%	47%	23%	30%	0%	0%	25%
Revised Shops	0	891	661	6,982	13,553	32,660	50,127	23,148	33,596	0	0	24,831
Lottery												
Original Lottery Income	32,279	54,685	35,012	44,377	36,184	46,087	46,088	59,361	48,303	39,309	39,805	50,236
% of original achieved / anticipated	95%	70%	150%	87%	85%	70%	56%	36%	77%	70%	65%	60%
Revised Lottery Income (see lottery growth)	30,732	38,417	52,571	38,677	30,737	32,216	25,707	21,311	36,982	27,516	25,873	30,142

Overall, we are estimating that we will raise 50% of the original total from these sources (£1.5m compared to £3.0m in budget), a reduction over previous estimates due to the recently introduced lockdown that will cause shops to shut for two months or so.

We now anticipate that we will receive an additional £200k from Govt grants, from a total fund for hospices of £125m. We received £717k from the original fund of £200m and so, if the allocation is pro rata, we may do better than this prediction.

The *net* impact on income forecast for the year is a decrease of £560k against budget - £1.48m lower income offset by £920k un-budgeted grant. Alongside this we estimate our full year costs will be £1.1m below our budget and hence the shortfall

estimated (before the allocation of DoC grant fund) is £1.13m compared with an original budget of £1.69m.

5. Budget 2021-22

- a. Notes on the first draft budget are attached and show a shortfall of £1.77m before allocation of DoC grant. This reflects much of the original budget for the current year (shortfall £1.7m) as the plan remains the same but has been delayed through the COVID crisis.
- b. The current resurgence of the virus has been reflected in reduced income assumptions compared to those assumed in the transfer agreement only two months ago.
- c. The draft provides an outline and the SRH team will be detailing some of the actions to be taken over the coming 12 months in order to accomplish the plans. This will be reflected in a revised version of the budget and in the management plan (actions, targets and monitoring) which will be presented to the Board in March.

6. Investment of Grant

	Dec-20	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25
Readily Available - allows for usual timing of I&E	£500	£500	£500	£500	£500	£500
35 Day Account - available for exceptional short term needs	£1,000	£567	£646	£705	£741	£757
95 Day Account - full year expected need	£2,000	£1,351	£817	£810	£664	£333
12 months	£1,200	£1,200	£0	£400	£0	£0
24 months	£1,400	£1,400	£1,400	£0	£0	£0
	£6,100	£5,019	£3,363	£2,415	£1,906	£1,590

- a. An analysis of the cash balances available to SRH has been done on a month by month basis for the coming five years and is summarised above. Because there is an ongoing expectation of net cash shortfall for several years we need to hold sufficient in each account to serve through to when they can be topped up from a longer-term account without needing to break into that account before time.
 - i. This assumes we need around £500k in ready access account which covers the usual monthly expenditure and is sufficient even if no other income arose in the month.
 - ii. At the end of the month this would need to be “fed” from our 35-day access and the analysis indicates that this would need an ongoing level of c£700k in order to replenish the potential for a full month plus the usual level of cash leakage for two further months before it is replenished itself

- iii. The 35-day account would then be replenished from a 3 month / 95-day account which, in turn, needs to hold sufficient funds for one year plus a contingency as it can only be replenished from the 12-month account.
 - iv. The corollary is that there may not be sufficient “spare” cash, beyond this 12-month level, to place into any riskier, higher return accounts at this point, as the volatility in the market suggests that a 3-5-year term will be needed in order to minimise risks of loss.
- b. Returns are all very low. Nat West 35-day account gives 0.1% and its 95-day account gives 0.15%. CAF Bank, a charity favourite, has a 60-day account on 0.35% and its 12 month offers 0.6%. Higher rates can be achieved from less well-known banks, such as “Redwood Bank” which is 67% owned by Warrington Council. It offers 0.6% on 35-day access, 0.95% for 95 day and 1% for 12 months.
 - c. The Finance Committee is asked to consider the approach to utilising relatively low-profile banks such as the Redwood bank in order to source the best returns from fixed term accounts. This would release between £10,000 and £15,000 more interest than using Nat West/CAF combination. It may, however, be riskier and only £85,000 per account is covered by Govt backing.

HR

- 7. Our HR team have once again been completing calculations for our furlough claims and entering them into the Govt portal each month. All bar two of the retail team have been furloughed as have several other staff who are unable to work and who fit the criteria for being furloughed (including one of the HR team)
- 8. Despite the reduction in their numbers, the team have also been instrumental (with Pascale Evans and the Education team) in the roll out of the weekly COVID testing and the vaccine programme. Both have involved large admin burdens and demanded absolute accuracy. Our thanks to Kelly and Jacky.

IT

- 9. We are awaiting quotes for the photocopier in 759 which has ceased operations. A replacement is likely to cost around £6k but is much less expensive than leasing one.
- 10. JG has met with Sara Jane and her team to start a review of Raisers’ Edge, our donor database. There is an expectation that processes can be streamlined and there is an imperative to improve the accessibility of reporting and the systematic approach to data entry, particularly uploading from web-based sources.
- 11. The final part of the system refresh relates to our mailboxes, moving them to the new servers and enabling access from mobile phones. The consultant has been

tasked with this work and the team will also take the opportunity to “housekeep” the email data storage.

Facilities

12. Drawings and plans are being prepared for the proposed “bariatric” room (comprising the current rooms 14 and 15) which could also be used for patients whose spouses would like to stay overnight with them. This will be a significant project with costly equipment for which our Trust Fund consultant will seek the finance. It is not in the budget to do without additional funding.
13. The ward-room refreshes were pushed back to the Summer as a result of the second lockdown. We will assess this timing as the current lockdown may cause a further delay.
14. The two new sheds (one for the garden team and one for equipment storage) will be erected in February. The bases have been laid.
15. Following the cleaning of the reception flooring and the installation of the bi-fold doors, the furniture for reception has been ordered. The interior design was provided by Jacky Crawley as a volunteer (Jacky is in our HR team) and her husband has offered to do the painting as a volunteer (he is a professional). The designs were on display in the reception and staff and volunteers on site were able to feedback (positively).
16. The garden designer who is going to do our courtyard garden has agreed to provide a garden plan for the large grass area at the front of the hospice. Subject to approval (including from the DoC), this will then become an ongoing appeal that fundraising will run next year to attract new donors and Trust funding. We hope to include a network of paths, a scent garden, seating area, play area and cut flower garden. We will also include the men’s den in this fundraising drive (the donor company which was to provide it is badly affected by the COVID crisis).
17. Quotes have been received for the guttering replacements that are needed for the Hospice building. Further quotes are to come.
18. We have received a quote for £55k to install the required ventilation system for the Hospice ward rooms. The pre-existing one was non-functional. Further quotes are awaited.

Nick Stevens, Joint CEO

8th January 2021

Draft Management Accounts December 2020	Year To Date				Full Year				
	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance	Budget 2021-22
Income from NHS	1,193,694	1,158,728	34,966	1,160,795	1,546,130	1,584,385	1,550,399	33,986	1,570,108
Other Income	754,248	106,870	647,378	119,860	175,599	1,032,993	132,202	900,791	194,933
Direct Cost of Services	(2,578,153)	(2,959,325)	381,172	(2,599,788)	(3,434,614)	(3,541,639)	(3,935,082)	393,444	(3,820,515)
Hospice Depreciation	(143,802)	(203,061)	59,259	(159,444)	(210,006)	(173,265)	(267,539)	94,274	(130,988)
Net Service Cost	(774,013)	(1,896,789)	1,122,775	(1,478,578)	(1,922,891)	(1,097,525)	(2,520,020)	1,422,495	(2,186,462)
Support Costs	(716,953)	(700,375)	(16,577)	(698,341)	(933,283)	(948,682)	(927,554)	(21,129)	(957,283)
Net cost of Service to be funded	(1,490,966)	(2,597,164)	1,106,198	(2,176,919)	(2,856,174)	(2,046,208)	(3,447,574)	1,401,366	(3,143,745)
Fundraising Activity									
Legacy Income	383,187	752,500	(369,313)	261,968	1,750,510	933,187	1,000,000	(66,813)	1,000,000
Donor Income	849,271	1,008,775	(159,504)	909,791	1,240,373	1,057,686	1,410,041	(352,355)	1,149,629
Fundraising Costs	(442,553)	(647,669)	205,116	(501,141)	(629,760)	(596,917)	(861,669)	264,752	(794,903)
	789,905	1,113,606	(323,701)	670,618	2,361,123	1,393,957	1,548,372	(154,416)	1,354,726
Lottery Income	307,349	394,416	(87,067)	352,311	456,007	390,880	523,766	(132,886)	398,383
Lottery Costs	(143,706)	(226,705)	83,000	(131,755)	(206,984)	(204,713)	(304,441)	99,729	(252,172)
	163,643	167,711	(4,068)	220,556	249,023	186,167	219,325	(33,158)	146,211
Shop Income	181,376	862,631	(681,256)	732,050	1,103,503	210,994	1,157,655	(946,662)	1,201,152
Shop Costs	(668,426)	(860,902)	192,476	(695,976)	(934,027)	(885,245)	(1,168,754)	283,510	(1,334,774)
	(487,050)	1,729	(488,779)	36,074	169,476	(674,251)	(11,099)	(663,152)	(133,622)
	-269%	0%		5%	15%	-320%	-1%		-11%
Shortfall before DOC Funding	(1,024,467)	(1,314,118)	289,650	(1,249,671)	(76,553)	(1,140,335)	(1,690,976)	550,641	(1,776,431)
DOC Funding	120,000	1,050,000	(930,000)	0	0	350,000	1,400,000	(1,050,000)	1,000,000
DOC Contingency Funding									
	(904,467)	(264,118)	(640,350)	(1,249,671)	(76,553)	(790,335)	(290,976)	(499,359)	(776,431)

Draft Management Accounts December 2020

Net Movement in Funds	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance	2021-22
Surplus/(Loss) from Operations	(904,467)	(264,118)	(640,350)	(1,249,671)	(76,553)	(790,335)	(261,671)	(713,782)	(776,431)
Depreciation	203,388	189,649	13,739	173,612	233,035	244,528	327,615	11,493	190,981
Decrease/(Increase) in Debtors	815,566	(43,518)	859,084	73,529	(981,075)	710,054	145,133	1,691,129	673
(Decrease)/Increase in Creditors	3,707,844	3,117,092	590,751	9,687	(59,763)	3,429,600	2,219,154	3,489,363	(989,579)
Net cash (expended)/ generated by operations	3,822,330	2,999,106	823,224	(992,843)	(884,356)	3,593,847	2,430,231	4,478,203	(1,574,356)
Purchase of Fixed Assets	(198,573)	(500,405)	301,832	(321,215)	(445,856)	(214,973)	(500,405)	230,883	(542,668)
Increase / (Decrease) in Cash	3,623,757	2,498,701	1,125,056	(1,314,058)	(1,330,212)	3,378,873	1,929,826	4,709,086	(2,117,024)

Draft Management Accounts December 2020

Balance Sheet	YTD 2020-21	Budget YTD 2020-21	variance	YTD Prior Year	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance	2021-22
Fixed Assets	562,490	4,522,827	(3,960,337)	4,211,250	4,276,470	537,750	4,384,861	(3,738,720)	889,437
Debtors	737,386	789,545	(52,158)	498,349	1,552,953	842,898	600,894	(710,054)	842,225
Cash at Bank	5,838,693	4,613,910	1,224,783	2,238,930	2,214,936	5,593,810	4,118,704	3,378,873	3,476,786
Creditors	(4,044,100)	(3,461,258)	(582,842)	(405,707)	(336,256)	(3,765,856)	(2,563,776)	(3,429,600)	(2,776,277)
Net Assets	3,094,469	6,465,023	(3,370,554)	6,542,823	7,708,102	3,208,602	6,540,683	(4,499,500)	2,432,171

SRH Detailed Income and Expenditure	Month of December					Year To Date					Full Year			
	Actual	Budget	Variance	Prior Year	Variance	Actual	Budget	Variance	Prior Year	Variance	Current F'cast 2020-21	Budget 2020-21	Variance	
31st December 2020														
NHS Grants	127,432	127,759	(327)	125,842	1,590	1,146,889	1,149,829	(2,940)	1,136,491	10,398		1,529,185	1,533,105	(3,920)
NHS Other Fees	520	520	0	934	(414)	46,806	8,899	37,906	24,303	22,502	Includes NHS bed contract	55,200	17,294	37,906
Hospice Grants	0	0	0	0	0	0	30,000	(30,000)	60,000	(60,000)		40,000	30,000	10,000
Other income	11,000	3,187	7,813	3,566	7,434	746,765	28,683	718,082	21,382	725,383	Govt Grant to Hospices	929,765	38,244	891,521
Investment Income	1,257	2,470	(1,213)	1,115	141	4,782	21,187	(16,405)	15,631	(10,849)		8,277	28,414	(20,137)
Orangery Income	750	3,000	(2,250)	2,734	(1,984)	2,701	27,000	(24,299)	22,847	(20,146)	chiefly closed	4,951	36,000	(31,049)
Operating Income	140,959	136,936	4,023	134,191	6,768	1,947,942	1,265,598	682,345	1,280,654	667,288		2,567,378	1,683,057	884,321
Staff Costs	(262,665)	(285,433)	22,768	(227,968)	(34,698)	(2,242,905)	(2,565,542)	322,637	(2,237,434)	(5,471)	Delayed recruitment and furlough	(3,041,094)	(3,412,855)	371,761
Training, Recruitment and subscriptions	(3,018)	(4,018)	1,000	(1,568)	(1,450)	(12,321)	(42,532)	30,211	(24,076)	11,755		(24,450)	(54,661)	30,211
Food and Catering	(3,840)	(3,982)	142	(3,304)	(537)	(16,826)	(31,624)	14,798	(28,238)	11,411	Orangery closed	(27,313)	(42,111)	14,798
Cleaning and Waste Disposal	(2,517)	(2,517)	0	(2,455)	(62)	(23,863)	(22,907)	(956)	(21,399)	(2,464)		(32,392)	(31,436)	(956)
Travel and Motoring Expenses	(2,110)	(2,175)	65	(1,500)	(610)	(6,924)	(17,005)	10,080	(14,931)	8,006	little travel	(13,713)	(22,388)	8,675
Drugs, Dressings and Consumables	(10,162)	(10,162)	0	(10,533)	372	(78,296)	(82,752)	4,456	(76,697)	(1,599)		(107,197)	(111,654)	4,456
Rates and Utilities	(6,925)	(6,925)	1	(6,789)	(135)	(54,288)	(56,285)	1,997	(55,181)	893		(78,077)	(74,850)	(3,227)
Repairs and Maintenance	(6,326)	(6,401)	75	(5,668)	(658)	(58,154)	(61,263)	3,110	(57,986)	(167)		(77,200)	(80,236)	3,036
Telephones, Postage, Stationery & IT	(5,075)	(5,075)	0	(4,145)	(930)	(39,237)	(48,311)	9,074	(50,073)	10,836		(55,171)	(64,246)	9,074
Other Direct Costs	(12,699)	(3,315)	(9,384)	(1,449)	(11,250)	(45,340)	(31,104)	(14,236)	(85,033)	(11,567)		(85,033)	(41,103)	(43,930)
Depreciation	(9,537)	(21,565)	12,028	(17,590)	8,053	(143,802)	(203,061)	59,259	(159,444)	15,643	Delayed CAPEX	(173,265)	(267,539)	94,274
Direct Cost of Service (incl Depreciation)	(324,872)	(351,568)	26,695	(282,969)	(41,904)	(2,721,955)	(3,162,386)	440,431	(2,759,233)	37,277		(3,714,903)	(4,203,077)	488,174
Net Service Cost	(183,914)	(214,632)	30,718	(148,778)	(35,136)	(774,013)	(1,896,789)	1,122,775	(1,478,578)	704,565		(1,147,525)	(2,520,020)	1,372,495
Staff Costs	(52,787)	(53,058)	271	(50,498)	(2,290)	(442,781)	(478,296)	35,515	(429,802)	(12,980)	Delayed recruitment and furlough	(605,971)	(637,852)	31,881
Training, Recruitment and subscriptions	(1,048)	(1,698)	650	(744)	(305)	(4,024)	(25,028)	21,004	(5,030)	1,006	little activity	(7,722)	(30,376)	22,654
Telephones, Postage, Stationery & IT	(6,603)	(6,361)	(242)	(6,652)	49	(63,160)	(70,458)	7,298	(54,103)	(9,057)		(88,866)	(95,418)	6,551
Other Costs	(1,600)	(3,100)	1,500	(15,614)	14,014	(24,552)	(32,250)	7,698	(35,289)	10,738		(34,593)	(42,741)	8,148
VAT	(9,500)	(2,750)	(6,750)	(4,368)	(5,132)	(107,724)	(24,750)	(82,974)	(122,218)	14,495	We could not claim VAT back as planned (until independence)	(113,724)	(33,000)	(80,724)
Support Costs	(78,721)	(77,339)	(1,382)	(84,828)	6,107	(716,953)	(700,375)	(16,577)	(698,341)	(18,612)		(948,682)	(927,554)	(21,129)
Legacies	25,000	182,500	(157,500)	25,827	(827)	383,187	752,500	(369,313)	261,968	121,219		933,187	1,000,000	(66,813)
Donations	66,501	138,336	(71,835)	135,114	(68,613)	783,119	960,479	(177,359)	885,041	(101,922)		981,610	1,343,256	(361,646)
Gift Aid	3,325	8,341	(5,016)	0	3,325	66,152	48,297	17,855	24,750	41,402		76,076	66,785	9,292
Staff Costs	(33,386)	(44,898)	11,512	(37,999)	4,612	(287,008)	(404,084)	117,076	(294,759)	7,751	Delayed recruit/furlough/lottery moved	(384,002)	(538,779)	154,777
Training, Recruitment and subscriptions	(510)	(550)	40	(179)	(331)	(4,165)	(4,950)	785	(3,620)	(545)		(5,695)	(6,600)	905
Rent, Rates and Utilities	(3,014)	(3,014)	0	(2,689)	(325)	(22,648)	(22,492)	(155)	(21,475)	(1,173)		(30,169)	(30,014)	(155)
Repairs and Maintenance	(335)	(518)	183	(510)	175	(4,949)	(4,662)	(287)	(6,849)	1,900		(5,954)	(6,216)	262
Telephones, Postage, Stationery & IT	(1,625)	(2,245)	620	(1,275)	(350)	(45,802)	(23,998)	(21,804)	(19,569)	(26,233)		(61,355)	(40,546)	(20,810)
Communications and Marketing	(2,672)	(16,705)	14,033	(1,244)	(1,428)	(34,799)	(59,437)	24,638	(27,327)	(7,472)		(51,378)	(81,015)	29,638
Events	(2,000)	(12,646)	10,646	(7,496)	5,496	(8,313)	(78,729)	70,416	(91,891)	83,578	No large "live" events	(9,813)	(94,625)	84,812
Other Costs	(4,198)	(4,498)	300	(3,734)	(464)	(34,869)	(49,317)	14,448	(35,650)	781		(48,551)	(63,874)	15,323
Net Fundraising Contribution	47,086	244,104	(197,017)	105,816	(58,729)	789,905	1,113,606	(323,701)	670,618	119,287		1,393,957	1,548,372	(154,416)
Lottery Income	36,982	48,303	(11,321)	51,988	(15,006)	307,349	394,416	(87,067)	352,311	(44,962)		390,880	523,766	(132,886)
Staff Costs	(3,076)	0	(3,076)	(3,076)	(3,076)	(27,682)	0	(27,682)	(27,682)	(27,682)	Staff member charged to lottery for first time	(36,909)		
Agency Staff	0	(10,000)	10,000	0	0	327	(82,700)	83,027	(770)	1,097	Agents paid for new recruits, but not recruiting	327	(108,700)	109,027
Printing, Postage and Marketing	(500)	(200)	(300)	0	(500)	(15,649)	(25,902)	10,253	(28,068)	12,419		(33,034)	(38,287)	5,253
Bank, Credit Card and Other Charges	(1,800)	(2,415)	615	121	(1,921)	(14,974)	(22,382)	7,408	(14,646)	(328)		(20,374)	(29,827)	9,452
Lottery Prizes	(7,140)	(7,140)	0	(8,000)	860	(61,640)	(64,260)	2,620	(62,500)	860		(83,060)	(85,680)	2,620
Management Company Costs	(2,525)	(3,496)	971	(5,187)	2,662	(24,088)	(31,461)	7,373	(25,771)	1,683		(31,663)	(41,948)	10,284
Net Lottery Contribution	21,941	25,052	(3,111)	38,922	(16,981)	163,643	167,711	(4,068)	220,556	(56,913)		186,167	219,325	(33,158)
Shop Income	33,596	111,985	(78,390)	88,009	(54,413)	161,618	810,337	(648,719)	701,150	(539,531)	Slow trading, little open yet	186,449	1,100,432	(913,982)
Gift Aid	2,520	6,404	(3,885)	0	2,520	10,982	52,294	(41,312)	22,125	(11,143)		12,844	57,224	(44,379)
Rent received	975	0	975	975	0	8,775	0	8,775	8,775	0		11,700	0	11,700
Staff Costs	(38,669)	(48,454)	9,785	(39,668)	999	(248,151)	(414,699)	166,548	(326,518)	78,367	Many staff were furloughed	(307,173)	(560,060)	252,887
Training, Recruitment and subscriptions	(393)	(393)	0	(185)	(208)	(2,192)	(4,149)	1,957	(1,150)	(1,042)		(3,370)	(5,327)	1,957
Consumables and Goods for Resale	(1,700)	(1,700)	0	(495)	(1,205)	(16,988)	(19,100)	2,112	(18,394)	1,406		(22,088)	(24,200)	2,112
Cleaning and Waste Disposal	(2,731)	(2,731)	0	(2,675)	(57)	(13,702)	(24,815)	11,113	(24,541)	10,840	low activity	(22,028)	(33,141)	11,113
Rent, Rates and Utilities	(31,900)	(33,492)	1,592	(27,567)	(4,333)	(247,653)	(277,275)	29,622	(254,275)	6,622		(343,353)	(377,750)	34,397
Repairs and Maintenance	(600)	(800)	200	3,521	(4,121)	(11,173)	(7,200)	(3,973)	(5,553)	(5,620)		(13,373)	(9,600)	(3,773)
Depreciation	(4,510)	(5,177)	667	(4,027)	(483)	(32,579)	(40,290)	7,711	(13,645)	(18,934)	Shop refurb depreciation has started	(46,776)	(55,820)	9,045
Telephones, Postage, Stationery & IT	(1,765)	(1,765)	0	(1,742)	(23)	(14,927)	(16,286)	1,359	(16,706)	1,779		(20,267)	(21,626)	1,359
Other Costs	(2,768)	(3,822)	1,054	(707)	(2,060)	(9,810)	(28,067)	18,258	(9,483)	(327)		(19,216)	(42,478)	23,262
Bank, credit card and cash collection	(1,749)	(1,749)	0	(1,849)	100	(5,488)	(14,621)	9,132	(15,227)	9,739		(10,420)	(19,552)	9,132
Professional Services	(6,000)	(1,000)	(5,000)	0	(6,000)	(60,374)	(9,000)	(51,374)	(6,117)	(54,257)	Skyline Business Consultancy	(68,374)	(12,000)	(56,374)
Insurance	(1,139)	(600)	(539)	(473)	(667)	(5,390)	(5,400)	10	(4,368)	(1,022)		(8,808)	(7,200)	(1,608)

Net Shops Contribution	(56,834)	16,708	(73,541)	13,117	(69,951)	(487,050)	1,729	(488,779)	36,074	(523,124)	(674,251)	(11,099)	(663,152)
Net Shortfall before DoC funding	(250,442)	(6,108)	(244,334)	(75,752)	(174,690)	(1,024,467)	(1,314,118)	289,650	(1,249,671)	225,204	(1,190,335)	(1,690,976)	500,641
Other income	70,000	116,667	(46,667)	0	70,000	120,000	1,050,000	(930,000)	0	120,000	350,000	1,400,000	(1,050,000)
Shortfall for period	(180,442)	110,559	(291,001)	(75,752)	(104,690)	(904,467)	(264,118)	(640,350)	(1,249,671)	345,204	(840,335)	(290,976)	(549,359)

Budget assumed DoC grant would have been received

Original Budget assumed the grant

St Raphael's

Your Local Hospice



Background Assumptions

- Salary Inflation
 - 2% across all staff is assumed for 2021-22 year costing £86k
 - Concept of how to deploy has been mooted at Rem Committee
- Other cost inflation
 - 2021-22 general costs are 3% above 2019-20 (the last “normal” year) therefore approx. 1.5% per annum
- Hospice Leases
 - 20 year leases = Land and Buildings Asset is on DoC balance sheet and not on SRH => lower depreciation charge
 - £100 actual rental and £120,000 notional rental
 - Corresponding £120,000 “gift in kind”



Service Delivery Teams

- No new additional roles for 2021-22, though a number of as yet unfilled roles/vacancies are assumed to be filled;
 - Medical team – assumes the 3 consultant posts (2.4 FTE), 1.2 doctors, plus on call cover (assumes remaining 1 FTE consultant is recruited from June 2021 and covered by agency until that point)
 - Physician Associate role – this new and additional role in 2020 continues unchanged as part of the Medical Team
 - IPU – 24 FTE (12 nurses and 12 HCA) (includes 3 x current nursing vacancies)
 - Community – 14.5 FTE nurse roles + 4.5 HCA (incl 2 current vacancies)
 - Psychological Team – 2.2 FTE no change
 - Wellbeing – 1.8 FTE HCA + 0.4 Comp Therapist + 0.4 Admin (1 FTE vacancy)
 - Senior Clinical Management unchanged



Support Teams

- Education team 1.7 FTE + £70k budget (£30k in 2019-20)
- Volunteers – potential part time role + £10k new budget for activities etc ??? May need to boost for a year ???
- Housekeeping – 2 FTE not replaced + expanded remit - assumes Bank team will reduce by 1 FTE in coming 12 months
- Facilities – two redundancies in 2020 not replaced
- ACC, Secretarial Support, IT, HR, Quality – no changes
- Communications and Marketing
 - budget for 2 x 0.4 FTE part-time = diverse skills
 - New £45k budget for general comms (may use a portion to bolster Comms staff vacancy)
 - Additional £30k for fundraising related marketing cf current year
- CEO Office – needs to be discussed as Joint CEO roles due to end October 2021



Donor Team

- Donor Care – 3 leavers (1.8 FTE), not replaced
- Donor Development – Existing team back on original hours (eg assumes Lucia returns from maternity)
- **3 x new full time roles from June (1) and September (2) 2021**

Fundraising Team	YE 20	YE 21	YE 22	YE 23	YE 24	YE 25
Emily Nicolls	1	1	1	1	1	1
Lucia Heard	1	0.25	0.75	1	1	1
Sam Bourne	0.92	0.8	1	1	1	1
Emma Burns	0.25	1	1	1	1	1
New Role 1			0.75	1	1	1
New Role 2			0.5	1	1	1
New Role 3			0.5	1	1	1
	3.17	3.05	5.50	7.00	7.00	7.00

- Assumes we retain services of Shirley Illsley
- £155k for events and marketing (£30k above last “normal” year) – further £40k thereafter



Donation Income

	Mar-19	Mar-20	Mar-21	Mar-22
Supporter Groups	8	8		13
Supporter Group Income	£32,000	£32,000		£33,293
Corporate Income	£93,350	£80,000		£113,232
Event Income	£87,580	£116,612		£90,000
Trust Income	£193,736	£200,000		£150,000
Regular Donors	212	214		253
Regular Donor value	£52,446	£49,903		£60,514
In Memory Giving	£246,435	£278,810		£306,691
Other Donation income	£480,190	£483,048		£395,900
Revised Donor Income Plan	£1,185,737	£1,240,373	£1,057,686	£1,149,629
Original Donor Income Plan	£1,185,737	£1,240,373	£1,467,342	£1,700,389

- Lowered the expectation for 2021-22 from £1,231k (in transfer agreement) to £1,150k
 - in the light of continued COVID impact into summer 2021
 - Now assume recruits are 3-6 months later



Retail Team

- Retail – 1 manager + 0.65 Assistants for each shop
- Support team 5 FTE for mgmt., weekend cover, drivers
- New role – Ebay Co-Ordinator 0.8
- 2 x refurb to complete at £50k
- New Shops – **this is now requiring additional scrutiny**
 - 2 new from October 2021
 - Rent assumed at £35k and rates £2k pa for new shops - (Existing rents average £25k + £1.5k excl. Wimbledon at £45k + £2k)
 - Running costs assumed at £12k per annum (waste, utilities, banking etc)
 - CapEx of £30k per shop



Retail Income

	Last Year	Next Year
	2019-20	2021-22
Existing Shop Income (incl Ebay)	902,390	885,844
New Shop Income (incl Wimbledon)		232,323
Gift Aid	46,113	82,985
	948,503	1,201,152
Shop Costs	(934,027)	(1,335,774)
	14,476	(134,622)
Existing Shops (incl Ebay)	10.0	10.0
New Shops	0.0	Wimbledon + 2
Average Number of shops open	10.0	12.0
Average Income per existing shop	90,239	88,584
Average Income per new shop		116,161
Average Cost per shop	(93,403)	(111,314)

- Assumes shops are open again in April 2021
- Wimbledon runs for a full year
- 2 new shops to open in October 2021 (costs from June)
- 2 further new shops to open April 2022 – (some costs in 2021-2)
- Improved trading systems help pre-existing shops to



Lottery

- Lotteries lose players after 3 years and need to be consistently rebuilt
- A professional team had been recruited to start this year
- Covid has delayed this – Staff have worked to minimise the decline
- Invest in 2021-22 in Agency team to increase plays

Lottery	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Income	456,007	390,880	398,383	459,172	500,983	534,233
Agency Costs	(2,144)	327	(42,519)	(57,772)	(49,697)	(42,734)
All other costs	(204,840)	(205,040)	(209,653)	(212,798)	(217,054)	(221,395)
Contribution	249,023	186,167	146,211	188,602	234,231	270,104

- Keep this team running into the future
- **Consider bringing it all in house (£32k admin cost p.a)**



Other Income Assumptions

- CCG – inflation increase at 1.4% as in current year
- Continuing care beds £18k (last year £32k)

		YE 19	YE 20	YE 21	YE 22
• Other income	Education Income	£13,411	£60,370	£8,500	£5,192
	Wellbeing Centre Rental	£9,847	£5,794	£3,500	£11,555
	Orangery	£33,225	£24,959	£4,951	£25,500
	DoC Rent Gift in Kind	£0	£0	£50,000	£120,000
• Bank Interest	Investment Income	£21,009	£18,761	£8,277	£32,686
	average balance				£4,600,000
	average rate				0.7%

- Legacies – assumed at £1m (last 3 year average £1.5m)



Income and Expenditure

St Raphael's Draft 1 Budget 2021-22	Full Year					
	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Budget 2021-22	Variance to Budget 2020-21	
Income from NHS	1,546,130	1,584,385	1,550,399	1,570,108	19,709	chiefly due to inflation increment
Other Income	175,599	1,032,993	132,202	194,958	62,756	includes £120k rental income gift in kind and less investment and other income
Direct Cost of Services	(3,434,614)	(3,541,639)	(3,935,082)	(3,820,515)	114,567	includes £120k rental charge in kind but £(250)k less Agency consultants
Hospice Depreciation	(210,006)	(173,265)	(267,539)	(130,988)	136,551	Hospice buildings no longer depreciated
Net Service Cost	(1,922,891)	(1,097,525)	(2,520,020)	(2,186,437)	333,583	
Support Costs	(933,283)	(948,682)	(927,554)	(957,283)	(29,729)	
Net cost of Service to be funded	(2,856,174)	(2,046,208)	(3,447,574)	(3,143,720)	303,854	
Fundraising Activity						
Legacy Income	1,750,510	933,187	1,000,000	1,000,000	0	
Donor Income	1,240,373	1,057,686	1,410,041	1,149,629	(260,412)	Uncertain environment - assumes little face to face until after Summer 2021
Fundraising Costs	(629,760)	(596,917)	(861,669)	(794,903)	66,765	Some events costs will not take place, delayed recruitment of new fundraisers
	2,361,123	1,393,957	1,548,372	1,354,726	(193,646)	
Lottery Income	456,007	390,880	523,766	398,383	(125,383)	Little sales activity assumed until after the summer 2021
Lottery Costs	(206,984)	(204,713)	(304,441)	(252,172)	52,269	Some cost savings from reduced sales activity
	249,023	186,167	219,325	146,211	(73,114)	
Shop Income	1,103,503	210,994	1,157,655	1,201,152	43,496	Includes Wimbledon and also 2 x new shops from October 2021
Shop Costs	(934,027)	(885,245)	(1,168,754)	(1,335,774)	(167,020)	As above
	169,476	(674,251)	(11,099)	(134,622)	(123,523)	
	15%	-320%	-1%	-11%	-284%	
Shortfall before DOC Funding	(76,553)	(1,140,335)	(1,690,976)	(1,777,406)	(86,430)	Net shortfall 2021-22 of same order as planned for 2020-21 before COVID
DOC Funding	0	350,000	1,400,000	1,000,000	(400,000)	Allocation of Grant discretionary
DOC Contingency Funding						
	(76,553)	(790,335)	(290,976)	(777,406)	(486,430)	



Capital Expenditure

- Much has been delayed from 2020
- Ward refresh booked for August
- Extractor Fan is an essential repair/replacement
- Shop re-fitting and new shops are in this draft but will be scrutinised
- Small contingencies for most other areas
- Will seek additional Grant and donor funding for major projects (gardens at front of Hospice) and over next seven months for planned work



Buildings and Grounds

April	Creation of Storage spaces in Hospice	10,080	
April	Workshop for Garden team	10,000	
April	Extractor Fan System	65,000	
May	Preparation of former CPCT space for Training	10,000	
May	Upgrade to Capitol House	12,000	
June	Garden Project - pathways and seating area £70,000	10,000	
August	Refurbish Ward Rooms/Corridor	100,000	
August	Window replacement	9,800	
August	Reception and other work	46,393	
August	Create IPU reception/office	10,000	
August	Hospice buildings contingency	30,000	
August	TV and audio for Ward Rooms, Reception and small training Room	17,000	330,273

IT

May	HP PC's	9,525	
July	Fundraising Phone System	13,000	
August-December	Network Switches	48,000	
September	Network Security	8,500	
October	Thin Clients	15,000	
November	Sundry year 4 - WAPs and APC UPS	12,370	106,395

Retail

April	Existing Shop Refit 8	23,000	
July	Existing Shop Refit 9	23,000	
September	2 x New Shop Fit-out Year 2	60,000	106,000

542,668

Salary By Department

This slide aims to show that the “original” plans that were laid out in the Five Year plan in early 2019, are roughly on track in terms of salary cost – though the personnel has changed a good deal in the interim.



Salary Costs (excludes pension and NIC)	Draft Budget 2021-22	Original 2021-22 budget as per Five Year Plan (January 2019)	Difference	
In-Patient Unit	825,081	816,911	8,170	1 x HCA joined from H@H and 0.5 x SRN moved to Education
Wellbeing	69,870	84,146	(14,276)	Art role made redundant
Doctors	405,894	405,228	666	major changes to personell, same cost
Housekeeping	142,998	212,012	(69,014)	several roles not replaced upon leaving
Psychological Support	95,332	93,419	1,914	changed leadership, same cost
OT	16,667	17,309	(642)	
Community team	662,667	661,109	1,557	
Hospice at Home	96,511	112,098	(15,587)	1 x HCA moved to IPU
Clinical Management / Education	191,295	148,682	42,612	extra 0.7 FTE, plus changed leadership
Clinical Admin	86,377	86,433	(55)	
Quality	62,705	62,799	(94)	
Volunteers	60,552	57,861	2,691	
Fundraising	466,043	448,146	17,897	£30k delayed, redundancies had been anticipated
Shops	597,132	583,048	14,084	
General Management	201,874	209,873	(7,999)	Was 1 x CEO + 1 x Dir Care + 0.5 x FD (FD role to be reduced post transfer) Interim position of 2 x Joint-CEO (to October 2021) + 0.6 x EA and 0.6 x Comms Support From November 2021 reverts to original plan of 1 x CEO + 0.5 FD + 0.6 x EA and 0.6 x Comms Support
Finance	69,037	67,186	1,851	
IT	113,134	79,082	34,052	Extra 1 FTE
Facilities	87,117	106,354	(19,237)	had assumed 2 roles would reduce to 0.5 FTE each, actually both made redundant
HR	71,944	53,056	18,888	Extra 0.6 FTE
Orangery	28,260	28,343	(83)	
Total	4,299,489	4,333,095	(33,605)	

Impact of Covid and Delay on Income Generation Activity

DIFFERENCE between St Raphael's Original five year plan and Current Five Year Plan (COVID impact)						
07/01/2021	2021-22	2022-23	2023-24	2024-25	2025-26	
Fundraising Activity						
Legacy Income	0	0	0	0	0	Legacies still assumed to be £1m per year
Donor Income	(735,784)	(547,942)	(344,828)	(208,607)	(216,951)	COVID Impact - delayed growth and never full recovery
Fundraising Costs	136,640	62,382	63,655	65,790	67,533	less expenditure on events and some roles made redundant
	(599,144)	(485,560)	(281,173)	(142,816)	(149,418)	
Lottery Income	(207,315)	(158,640)	(129,185)	(108,538)	(89,235)	COVID delay and do not recover the lost lottery players
Lottery Costs	(11,029)	(24,604)	(15,866)	(8,225)	(7,535)	Additional costs to try to recover the income lost
	(218,344)	(183,244)	(145,051)	(116,764)	(96,770)	
Shop Income	(506,854)	(333,458)	(418,092)	(412,578)	(319,887)	Income hit by COVID and high street not expected to fully recover
Shop Costs	183,313	233,931	360,140	236,186	150,735	Lower rentals now anticipated, staffing changes, reduced investment in refurbishments
	(323,541)	(99,527)	(57,952)	(176,392)	(169,151)	
COVID Related impact to 5 Year Plan	(1,141,029)	(768,332)	(484,176)	(435,972)	(415,339)	Net effect on fundraising of the COVID pandemic

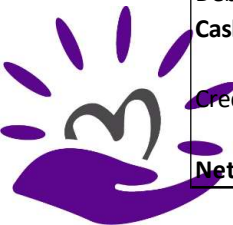


This note has gone to South West London CCG in response to request for data on impact of COVID on our income generation. They are collating London-wide data for National Review

Cash Movement and Summary Balance Sheet

Net Movement in Funds	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance	2021-22
Surplus/(Loss) from Operations	(76,553)	(790,335)	(261,671)	(713,782)	(776,431)
Depreciation	233,035	244,528	327,615	11,493	190,981
Decrease/(Increase) in Debtors	(981,075)	710,054	145,133	1,691,129	673
(Decrease)/Increase in Creditors	(59,763)	3,429,600	2,219,154	3,489,363	(989,579)
Net cash (expended)/ generated by operations	(884,356)	3,593,847	2,430,231	4,478,203	(1,574,356)
Purchase of Fixed Assets	(445,856)	(214,973)	(500,405)	230,883	(542,668)
Increase / (Decrease) in Cash	(1,330,212)	3,378,873	1,929,826	4,709,086	(2,117,024)
Draft Management Accounts December 2020					
Balance Sheet	Actuals 2019-20	Forecast 2020-21	Budget 2020-21	Variance	2021-22
Fixed Assets	4,276,470	537,750	4,384,861	(3,738,720)	889,437
Debtors	1,552,953	842,898	600,894	(710,054)	842,225
Cash at Bank	2,214,936	5,593,810	4,118,704	3,378,873	3,476,786
Creditors	(336,256)	(3,765,856)	(2,563,776)	(3,429,600)	(2,776,277)
Net Assets	7,708,102	3,208,602	6,540,683	(4,499,500)	2,432,171

- Loss of £776k is after allocating £1m of DoC grant
- Decrease in creditors is largely due to utilisation of £1m deferred income (DoC grant)
- High Fixed Assets includes large parts carried over from 2020-21 budget
- Fixed Assets now excludes Land and Buildings
- Cash remains sufficient, but much depleted
- Creditor is largely the deferred income balance
- Net Assets reflects large loss and cash offset by deferred income



St Raphael's

Your Local Hospice



ITEM 3

Volunteer Services Report November 2020

Aim:

1. To update Advisory Committee members on the activity within the Volunteer Services Department of Saint Raphael's Hospice.

Recommendations:

2. The committee note the activity and statistics within the Volunteer Services Hospice and Community strands since the last meeting in November 2020.

Report:

3. **OVERVIEW:** We have had a challenging time since my last report due to the ever-changing restrictions in place due to the pandemic. On London/South East entering Tier 4 we 'stood down' once again those hospice volunteers over the age of 70 and those identified as clinically vulnerable. Lorraine has needed to 'stand down' our retail volunteers due to the closure of our shops. We are now reducing risk further by Lorraine working mainly from home and Mel and I commencing blended working from Tuesday 12/01/21 alternating working from home and working in the hospice for the 3 days that we were usually on site together. We continue to welcome volunteer admin support from Val on Wednesdays but remotely to reduce risk. Our other admin volunteer Jenny Watkins is collating the timesheets as we edge towards the end of financial year Volunteer Value Audit 2020/2021. Chris Skelton is now collecting our PPE from Abbey wood every week and continues to take on new tasks and is highly flexible in his approach.
4. **COMMUNITY/COMPASSIONATE NEIGHBOURS:** 14 patients are currently receiving telephone befriending from our Hospice Neighbour Volunteers receiving calls for 20 minutes to an hour per time. Due to commencing blended working Mel will contact new patients on her 'week in' as this will be a challenge from home so she may not always maintain the 48 hours turnaround from referral. Mel will check emails and the Hospice Neighbour mobile daily to ensure a seamless service. 1 new Gardening volunteer was due to start week commencing 11 January but, as she is a clinical 'track and tracer' Mel will reassess her start date in 2 weeks' time. Due to the gardening role being low risk gardeners are able to continue and Mel liaises on an ongoing basis with Pete Morris, Gardener/Facilities Dept. re. new referrals. Steve Ogden presented at our last Volunteer Strategy Group Meeting in December and the first life story recording is being planned.
5. **HOSPICE BASED VOLUNTEERS:** We are coping admirably with a smaller reception team comprising 19 volunteers and 5 members of staff at present due to lockdown. We have recruited 2 receptionists since November and they have completed their induction to the role; Ali will do alternate Sundays and Saskia will cover shifts as required whilst studying for her Masters. Weekly Covid 19 PCR testing is now offered to all volunteers who support us on site as from 4 January. Our 6 student counsellors continue to successfully deliver remote pre and post bereavement counselling to our carers with regular supervision from their manager Steve Molyneux, Clinical Lead, Psychological Support Services.
6. **TRAINING/VOLUNTEER SUPPORT:** Volunteers are completing their mandatory training via PAH Learning Zone. We presented each volunteer who has supported us with a seasonal gift costing less than £1.00 per head and a newsletter. All

volunteers received a signed Christmas Card from our 2 Joint CEOs Gail Linehan and Nick Stevens ; a token of appreciation which was very well received by many.

7. INVESTING IN VOLUNTEERS: I am coordinating the interview schedule ready for the assessments to be conducted by Zoom or telephone call from next Thursday 21 January evening with support from Val Hobbs, Admin Volunteer. I have needed to offer our assessor some replacement staff and volunteers due to changes in circumstance and availability.

The author of this paper is Ginny Toubal who can be contacted at ginnytoubal@straphaels.org.uk or on 020 8099 7777 / extension 4236.

Report dated: 12 January 2021

Non-clinical Governance Report

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Aim

To update Advisory Board members on a selection of key areas that are integral to the Hospice's non-clinical governance agenda.

Recommendation

The report be noted.

Report

It is intended that this report provide assurance to the Committee on aspects of non-clinical governance that are not covered by other reports.

Monitoring

INCIDENTS / ACCIDENTS :

- Non-clinical incidents are also reviewed at the Health & Safety Committee. Relative to the clinical incidents, they are fewer in number.
- All falls are reviewed at bespoke meetings of the Falls Group; its last meeting took place on 11th June 2020. The Falls Policy was last reviewed and re-published in October 2020. The next meeting of the Falls Group is scheduled for February 2021.
- Hard copy and manual Incident/accident, complaints/feedback data capture and reporting tools will be replaced by the electronic reporting system, Datix, in 2021. Datix is the market leader for Patient Safety and Risk Management software with over 80% of the NHS as customers. It is recognised as a gold standard amongst commissioners and providers alike. It is highly flexible and configurable and general operational efficiencies will include more accurate information capture, improved information sharing and more rapid corrective actions. Hopefully, it will help measure and “move the needle” in improving quality. AR and JG(IT Manager) have completed the initial configuration for 2 of the 3 modules on the system and testing / reconfiguration has ended. Delay to the planned schedule has been largely due to Datix technical issues, compounded by a very busy IT workload and most recently the COVID pandemic. It is expected that the system will be in use in the early part of 2021. The current manual reporting system remains serviceable. Datix training will be included in the education program. Simple training video is under construction as too is revision to the Hospice Policy document.

Organisational Assurance

- The Hospice received its last inspection from the CQC on 11th & 12th November 2019. An overall rating of ‘Good’ has been maintained. Report is published to the CQC portal and is available via our own web-site.
- The Hospice’s Provider Information Return (PIR) previously reviewed at this Committee in September 2019 will remain a document that we complete subject to request from the CQC.
- Review and refresh of our own self-assessment against the Key Lines of Enquiry (KLOEs) that constitute the basis for CQC inspection commenced in October 2020. A new project team has been convened that will populate and keep up to date the KLOE self-assessment. Part of the KLOE evidence will be required by the PIR and will be transferred accordingly as required.
- A depository of ‘excellent practice’ is in use. It will be kept under review by our QIC and CQC Sub-committees. The intent is to maintain a depository that will increase awareness of such practice across staff/volunteer groups. It will also facilitate our access to evidence that may usefully service our drive toward achieving and maintaining a CQC rating award of ‘Outstanding’ in future inspection.

Information Governance

- The annual requirement to self-assess and make submission of our compliance against the NHS Digital 'Data Security and Protection Toolkit' was last serviced in March 2020.
- The Hospice's Information Governance and Security Committee chaired by the Head of Quality and Improvement has membership which includes the Hospice's Joint CEOs/ Senior Information Risk Owner (SIRO), information asset owners and its remit embraces information governance, security and governance of the Hospice's information systems. The group oversees compliance with the DS&P toolkit and last met on 9th September 2020. There has been no further update to our compliance summary that stands as it did in September 2020. The next meeting is scheduled in February 2021.
- Toolkit self assessment compliance summary as at 09-09-2020 :-

Rating	1	2	3	4	5	6	7	8	9	10	All
	Personal Confidential	Reasonable Staff	Training	Managing Data Access	Process Reviews	Responding to Incidents	Continuity Planning	Unsupported Systems	IT Protection	IT Suppliers	
Red	0	0	0	0	0	0	0	0	0	0	0
Amber	3	0	2	1	0	0	4	2	6	0	18
Green	25	5	3	10	5	13	5	8	17	6	97

Information Material

A multi-disciplinary working party has been established to review the information material the Hospice has and needs in order to ensure standardisation of presentation, document control and accuracy. Utilisation of a volunteer in the review process to provide lay input has been researched and a number of individuals have agreed to provide assistance as required.

It is our intention to improve and increase the availability of material via the Hospice web site and is a project that we aim to achieve in 2021/22.

Policy Management

- A quantitative summary shows distribution and progress for organisational policy review against v1.47 of the Policy Manual Index.
- Up to date policy compliance stands at 84%

Review Leads	No of Policy Manual Documents	Out of Date (OOD)	%OOD
A Akhtar	2	1	50%
A Rudkin	27	2	7%
C Foster	1	0	0%
E Lunn / R Wallis	3	0	0%
G Linehan	8	3	38%
G Toubal	1	0	0%
H Agboola	2	2	100%
J Ford	2	0	0%
J Groom	8	0	0%
J Strawson	2	0	0%
K Channer	23	3	13%
K Hobson	1	0	0%
M Flint	8	2	25%
N Stevens / G Linehan	8	2	25%
N Stevens	7	3	43%
R Trower	13	0	0%
S Cresswell	9	0	0%
S Molyneux	1	0	0%
S-J Woods	2	2	100%
T Christmas	1	0	0%
T Young	7	2	29%
T Young / M Flint	4	1	25%
TOTALS	140	23	16%
		16 %	

	May 20	Jul 20	Sep 20	Nov 20	Jan 21										
% Up to date Policy	85	82	85	82	84										
	Nov-17	Jan-18	Mar-18	May-18	Jul-18	Sep-18	Nov-18	Jan-19	Mar-19	May-19	Jul-19	Sep-19	Nov-19	Jan-20	Mar-20
% Up to date Policy	94	91	90	86	90	87	84	77	67	61	70	69	88	91	87

- There have been 19 policies/standard operating procedures revised and published between 17/11/2020 and 13/01/2021.

Management Plan

- The Management Plan is divided into 9 sub-sections with each Sub-committee having responsibility for keeping under review those objectives aligned to its area of responsibility:-
 1. Strategic : Exec Team / Advisory Committee
 2. Corporate Governance : Exec Team / Advisory Committee
 3. Clinical Quality & Governance : Clinical Quality & Governance Sub-committee
 4. Health & Safety, Environment and Facilities : Finance & Resources Sub-committee
 5. Finance and Payroll : Finance & Resources Sub-committee
 6. IT : Finance & Resources Sub-committee
 7. Communications and Fundraising : Communications & Fundraising Sub-committee
 8. Human Resources - People/HR/Education/Training : HR Sub-committee
 9. Human Resources - Volunteer Service : HR Sub-committee
- Formulation of plan for 2021/22 is underway and will be included in report at the next Advisory Committee.

Health & Safety

- Hettle Andrews – our Risk Management Consultancy for Health & Safety (H&S) –began the re-assessment of Fire Risk for the Hospice prior to our current lockdown. The Hospice Retail premises that were open have been re-assessed and actions are underway to meet further requirements prior to their future re-opening. The remaining fire risk assessments for our retail premises, Capitol House/Warehouse, St Bedes/Wellbeing Centre, 759 and the Main Hospice will be undertaken as early as possible in 2021 once the current restrictions are alleviated. Our H&S re-audit will also be undertaken in 2021. We were last audited in 2018. The actions required following our external H&S audit largely constitute required actions that provide us with assurance across H&S matters. These are kept under review by our Facilities Manager and myself and reported via our H & S Committee.
- Environmental auditing that largely supports cleanliness/infection control but also highlights storage / access / clear desks has been re-energized and weekly records are maintained across the main Hospice and 759.
- A Health & Safety check list has been added to the induction material for new staff.

NON-CLINICAL RISK MANAGEMENT DATA

Overview : Nothing significant. Reduced number of reported non-clinical incidents (down 40%on 2019)largely fuelled by the closure of retail premises.

Distribution of Accidents(Injurious) and Incidents (Non-injurious)

Month	Staff		Visitors		Vols		Contractor		Not App		2020 Total	2019 Total	2018 Total	2017 Total	2016 Total	2015 Total
	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc	Acc	Inc						
Jan 20										1	1	4	2(2)	2(2)		
Feb 20	2(1)			(1)		2				1	6(2)	0	2(1)	3		
Mar 20				1						1	2	2(2)	2	1		
Apr 20											0	4(3)	1	1		
May 20										3	3	5(1)	4(3)	2		
Jun 20	1*	1								1	3	(2)	4(2)	0		
Jul 20	1										1	(1)	2(2)	5		
Aug 20	1										1	5(2)	4(2)	0		
Sep 20		1									1	1	1	3		
Oct 20	1									1	2	(2)	1	3		
Nov 20		1									1	3(1)	1	2		
Dec 20											0	6(4)	3(2)	1		
2020	6(1)	3		2(1)		2				8	21(2)					
2019	13(7)	6(5)		3(1)	2(1)	3				4		35(18)				
2018	8(6)	4(3)	2(1)	3(1)	3(1)	3(2)	1	0	0	3			27(14)			
2017	3	4	1	4(1)	4(1)	1	1			5				23(2)		
2016	8	5	2	1	1					5					22	
2015	11	9	1							7						28

*Note : Between Jan-Dec 2020, one non-clinical incident/ accident required external report via RIDDOR (June 2020). The incident concerned a staff member staff who slipped and fell on site sustaining a fractured arm. The environment and circumstances (raining) have been assessed post fall and a non-slip paint re-appointed to the affected area and other areas that similarly merit re-application. Included in the annual works maintenance schedule.

Breakdown of Accidents (injurious) & Incident (non-injurious)

Accidents	Staff	Visitor	Vol	Contractor	Not App	2020	2019	2018	2017	2016	2015
Manual Handling							3(3)	0	1(1)		
Impact/Bump	3(1)					3(1)	9(3)	5(2)	3		
Burn/Scald	1					1		1	0		
Other								1	0		
Sharps								3(3)	1		
Slip/Trip/Fall	2					2	(3)	4(3)	4		
2020 Total	6(1)					6(1)					
2019Total	12(7)	0	3(2)	0	0		15(9)				
2018 Total	8(5)	2(1)	3(2)	1	0			14(8)			
2017 Total	3	1	4(1)	1	0				9(1)		
2016 Total	9	2	1	0	0					12	
2015Total	11	1	0	0	0						12

[Figures in brackets show the Fundraising/Retail reported incidents]

Incidents (non-injurious)	Staff	Visitors	Volunteers	N/A	2020	2019	2018	2017	2016	2015
Lost Property			1		1	(1)	1	1		
Driving						1	1	1		
Electric shock						(1)				
Environment Damage						(2)		1		
Equipment				3	3					
Fire Alarm						1	2	2		
Fire										
Health Problem	1	1	1		3		1(1)	1		
Information Incident	2				2	(2)	1			
Other	1			1	2	2(1)				
Power Cut				1	1			1		
Security Incident		1		1	2	6	2	3(1)		
Slip/Trip/Fall/Faint		(1)			(1)	(1)	3(2)	2		
Impact/Bump						2(1)	2(1)	1		
Violence Verbal						1		1		
2020 Total	4	3(1)	2	6	15(1)					
2019 Total	8(6)	2	3(1)	7(2)		20(9)				
2018 Total	4(1)	3(1)	3(2)	3			13(4)			
2017 Total	4	4(1)	1	5				14(1)		
2016 Total	2	1	0	5					8	
2015 Total	9	0	0	7						16

[Figures in brackets show the Fundraising/Retail reported incidents]

2020 Breakdown of Incidents by month

Type	Lost Property	Power cut	Fall/Faint	Taken Poorly Verbal/Physical Man Hand	Enviro Damage Impact Burn Scald	Info Inc	Fire Alarm	Security	Driving	Other	Equipmen t	Sharps	Total 2020	Total 2019	Total 2018	Total 2017
Jan											1		1	4	2(2)	(2)
Feb	1	1	(1)	1									4(2)	0	2(1)	3
Mar				1							1		2	2(2)	2	1
April													0	4(3)	1	1
May						1		1			1		3	5(1)	4(3)	2
June						1				1			2	2(2)	4(2)	0
July													0	1(1)	2(2)	5
Aug													0	5(2)	4(2)	
Sept				1									1	1	1	3
Oct								1					1	2(2)	1	3
Nov										1			1	3(1)	1	2
Dec													0	6(4)	3(2)	1
2020	1	1	(1)	3		2		2		2	3		15(1)			
2019	(1)		(4)	1	(3)	(2)	11(4)	(2)	1	6	1	3(2)		35(1)		
2018	(1)		7(4)	(1)			7(4)	1	(1)	2	2	1	1		27(1)	
2017	1	1	4	1	1	(1)	1	3		2	3(1)	1				23(2)

[Figures in brackets show the Fundraising/Retail reported incidents]

Complaints

All clinical complaints are reviewed at the CQ&G Sub-committee.

The number of complaints reported in January - December 2020 is 15 : 12 clinical and 3 non-clinical.

2020 - Complaints	CPCT Care	CPCT Comms	CPCT Care & Comms	H@H Comms	Jubilee Comms	IPU Discharge	IPU Care	IPU Comms	IPU Care & Comms	OPD Comms	Bereavement Comms	External-Provider Care /	Fundraising /Shop Comms	HR	Total
January	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
February	0	0	0	0	0	0	1	2	0	0	0	0	1	0	4
March	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
April	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
May	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
June	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
July	1	0	0	0	0	0	0	0	0	0	1	0	0	0	2
August	2	0	0	0	0	0	0	0	1	0	0	0	0	0	3
September	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
October	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
November	1	0	0	0	0	0	0	0	0	0	0	0	0	2	3
December	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
2020	4	1	0	0	0	0	2	3	1	0	1	0	1	2	15
2019	0	0	0	1	1	0	3	3	0	0	1	1	2	2	14
2018	2	5	1	0	0	1	10	4	1	1	0	1	1	0	27
	Comms					Dignity	Clin. Tx / Care	Other	Policy			Fundraising / Shops			
2017	12				0	5	1	2			2		22		
2016	6				2	5	0	0			0		13		

In 2020, there were 3 non-clinical complaints reported. February's complaint has been reviewed at a previous meeting of the Advisory Committee in 2020. All three are summarised overleaf.

ID	TYPE	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASSIFICATION	UPHELD IN PART OR WHOLE	STATUS
2020/03	WRITTEN	Donor	04/02/2020	Donor wrote referring to her donation a number of years ago of items that she felt should have realised greater gift aid value. Allegation that items of value were cherry-picked by volunteer(s) for their own.	Non-clinical - Fundraising - Integrity	Upheld on the basis of the donor's dissatisfaction with realised value of donated items.	Closed

ACTION TAKEN SUMMARY

S-J Woods acknowledged complaint and requested more information to assist investigation. S-JW reflection : There are many reasons why the goods only raised £40.

- It could be, as she suggests, that someone did have the pick of all the best stuff and we never got the benefit. Although I would never say this couldn't happen today there are many procedures in place in our shops to prevent it happening quite so easily.
- The staff might have identified the items as rubbish or of little value
- The items might not have been worth as much as she thought they were
- BUT more than likely the very manual system of identifying items as gift-aidable was reliant on human error. Every bag and box would have needed to have a handwritten label placed on them by the van driver with all her details. The person who sorted and prepared them for sale would have had to place a small hand written sticker on every item. When one of these items got to the till, the volunteer had to peel off the label and put it on a sheet. That sheet then needed to be sent in to the warehouse for it to be manually imputed on to the system. And of course the staff member might have grossly under-priced the items.

Today the new EPOS system prints both the bag and the shop label. You can't take payment for any item without scanning the bar code and hence registering the item directly onto the donor's profile. Although this is still dependent of human error we are more likely to get the gift aid than ever before. And lastly we train our staff to recognise items of value and how to price them, although there is still a lot of room for error.

ID	TYPE	FROM	DATE RECEIVED	DETAILS OF COMPLAINT	MAIN CLASSIFICATION	UPHELD IN PART OR WHOLE	STATUS
2020/13	WRITTEN	Bank Staff	17/11/2020	Ex-member of bank staff member of the retail team emailed GL complaining that she received her P45 by post with no explanation as to why her employment had been terminated.	Non-clinical HR Comms	Upheld	Closed
2020/14	WRITTEN	Bank Staff	23/11/2020	Ex-member of bank staff member of the retail team emailed GL complaining that she received her P45 by post with no explanation as to why her employment had been terminated and feels totally undervalued for her past service.	Non-clinical HR Comms	Upheld	Closed

ACTION TAKEN SUMMARY

GL replied to both complainants apologising for the manner in which the P45 communication had been received. She explained that it had been at a February meeting that the complainants had attended where they and one other colleague had been informed that full recruitment to the retail teams had almost been achieved and that from April there would be no further bank work. A furlough payment had been made for the period May - July 2020. She further explained that in this increasingly challenging climate bank work can only be offered when it is needed. She thanked them for being active members of our volunteer teams and assured them that we have learned from their insight into our communication of the P45.

The author of this paper is Mr A Rudkin, Head of Quality & Improvement/ISO who can be contacted at alexrudkin@straphaels.org.uk or on 020 8099 7777 ext. 4128

Governance Report to St Raphael's Hospice Board of Trustees

January 2021 Board meeting

1. Executive Summary

- Governance actions arising from November 2021 meeting have been taken forwards, and the resolutions approved since that meeting are provided in this meeting paper for ratification (see **Section 1** and **Appendix 1**).
- Plans are underway for the March 2021 Board Strategy meeting. In terms of governance agenda items, updated Committee Terms of Reference will be brought for approval, as well as any required governance policies to reflect our status as a newly independent charity (see **Section 2**).

2. Governance actions arising from November 2021 meeting

Hospice independence – the written resolutions relating to the bank mandate and approval of the annual report were passed by Trustees and are included in **Appendix 1** for ratification, along with the annual report and accounts, which ensures a strong audit trail of trustee approvals. The Hospice governance registers have been updated to reflect our status as an independent organisation.

Governance roles - Trustees' term dates have been 're-set' and updated on the Register of Trustees to 1st November 2020 (i.e. the date of independence). Recruitment for the Fundraising & Communications Committee role is underway and a verbal update will be given at the meeting. Ed Cook has been formally appointed as a member of the Finance & Resources Committee.

Risk register - The Hospice risk register was shared with Trustees in follow up to the November meeting. It will be placed on the agenda for each Committee in the February/ March meeting cycle, and then reviewed by all Trustees as part of the Strategy meeting.

3. Plans for March 2021 Strategy meeting

Strategic items - The main planned agenda items for the March Strategy meeting are as follows:

- Hospice toolkit (presentation)
- Equality and diversity at St Raphael's Hospice (presentation)
- Hospice communications (presentation)
- Hospice strategy, five-year plans and risk register
- Annual Board self-evaluation (benchmark review against practices outlined in the Charity Governance Code, which was recently re-issued in December 2020)

Governance items - Following approval of the St Raphael's Hospice Scheme of Delegation, the Committee Terms of Reference will be reviewed to ensure alignment between the documents. Tracked changes versions will be reviewed in detail with each Committee in the February/ March meeting cycle and brought to the Board for final approval at the March meeting, so that they are in place for the new financial year.

The Hospice policy framework is comprehensive and robust – it will also be reviewed by the Clerk in spring 2021 to ensure that any new governance policies are drafted and brought for approval that are needed to reflect our status as an independent charity.

Written Resolution of the Board of St Raphael's Hospice

Company Number 11732567

Charity Number 1182636

Extract from the Articles of Association

6.8 A Written resolution signed (which for the avoidance of doubt includes electronic signatures) by at least two thirds of the Trustees, of whom a majority must be Catholics, who would have been eligible to vote on the matter at a meeting of the Trustees is as valid as a resolution passed at a meeting and for this purpose the resolution may be contained in more than one document and will be treated as passed on the date of the last signature.

We, the undersigned, being for the time being the trustees of St Raphael's Hospice and eligible to vote in a meeting of the Charity, do hereby resolve:

1. that a banking relationship will be maintained with National Westminster Bank Plc (**the Bank**) in accordance with this mandate and that:
 - a. The individuals identified as Authorised Signatories may, in accordance with the Signing Rules:
 - i. sign cheques and give instructions for Standing Orders, Direct Debits, electronic payments, banker's drafts and other payments on the accounts even if it causes an account to be overdrawn or exceed any limit
 - ii. sign, accept or endorse bills of exchange
 - iii. request and give counter-indemnities for the issue of letters of credit or Guarantees (including bonds, indemnities and undertakings)
 - b. Authorised Signatories identified in the Signing Rules for unlimited amounts may, in accordance with the Signing Rules:
 - i. sign agreements for electronic products, including payment systems, and appoint or remove administrators and operators of those electronic products. The Organisation authorises the administrators and operators to exercise the powers detailed in the terms of each electronic product. These powers may be extensive and include the power to make payments and access information on behalf of the Organisation, and in the case of administrators, the power to appoint and remove other administrators (with the same powers) and operators.
 - c. Any Authorised Signatory may give other instructions or requests for information to the Bank in relation to the accounts; opening accounts with the same Signing Rules and Authorised Signatories; closing accounts; or other banking services or products
 - d. The Bank may accept instructions that do not have an original written signature provided the Bank is satisfied that the instruction is genuine. Acceptance will be subject to any other agreement the bank may require for those instructions
 - e. Individuals identified as Call Back Contacts can be contacted by telephone by the Bank to confirm or correct any instructions or information that the Bank has received.
 - f. The mandate will continue until the Customer completes a new mandate / passes a new Authority advising the changes in authority on the account(s);
2. That the Signing Rules for the bank shall be as follows:
 - a. Two signatories are always required to authorise any transaction.
 - b. Authorised signatories shall be classified as being in the following groups according to their role:

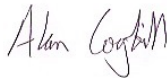
- i. **A List** comprising the Chairman of the Board, the Vice Chair and the Treasurer
 - ii. **B List** comprising the other Trustees, and the Acting Joint CEOs
 - iii. **C List** comprising the Director of Income Generation, the Clinical Director and the Head of Finance.
- c. It being a requirement of the bank that an unlimited authorisation is possible with at least one permutation of signatories, the signing matrix is as follows:

	A List	B List	C List
A List	Unlimited	£200,000	£100,000
B List	£200,000	£100,000	£75,000
C List	£100,000	£75,000	£50,000

- d. For the avoidance of doubt, this matrix indicates that 2 x A list can sign to an unlimited amount whilst 1 x A plus 1 x B can sign to £200k and 2 x B to £100k etc.
3. That in the interests of practicality the Authorised Signatories to be set up with Nat West Bank in the first instance shall be the A list trustees and those members of the staff team who currently perform the relevant functions at St Raphael’s Hospice. These are:
- a. A List - Norman McWhinney, Alan Cogbill and Joe Ryan.
 - b. B List – Nicholas Stevens and Gabrielle Linehan
 - c. C List - Neena Vadgama, Rebecca Trower, Sara Jane Woods
4. The bank may occasionally wish to verify transactions by telephone and “call back contacts” are listed for that purpose. These shall be the Head of Finance, currently Neena Vadgama, plus one of the Executive team, currently Nick Stevens.
5. The execution of the mandate may be completed by any two of the three A List signatories.
6. The mandate, being completed digitally, shall utilise photographic signatures in accordance with the Bank instructions.

Signed by:

Mr Alan Cogbill



.....



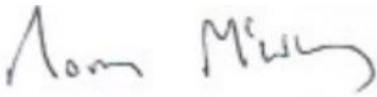
Sr Veronica Hagen

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Mr Paul Holmes

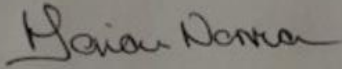
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Mr Norman McWhinney



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Mrs Marian Norman



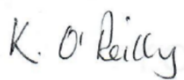
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Mr Rod O'Connor



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Sr Kathleen O'Reilly



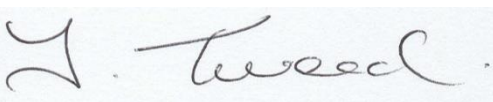
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Mr Joe Ryan



.....

Dr Joy Tweed



.....

Dated:

1st December 2020.....

Ms Anna Machin



.....

Clerk to the Board

Written Resolution of the Board of St Raphael's Hospice

Company Number 11732567

Charity Number 1182636

Extract from the Articles of Association

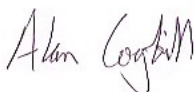
6.8 A Written resolution signed (which for the avoidance of doubt includes electronic signatures) by at least two thirds of the Trustees, of whom a majority must be Catholics, who would have been eligible to vote on the matter at a meeting of the Trustees is as valid as a resolution passed at a meeting and for this purpose the resolution may be contained in more than one document and will be treated as passed on the date of the last signature.

We, the undersigned, being for the time being the trustees of St Raphael's Hospice and eligible to vote in a meeting of the Charity, do hereby resolve:

1. That the attached Annual Report and Financial Statements for the period ending 31 March 2020, being the first set of financial statements for the charity and having been examined by the independent examiner, Eddie Finch of Buzzacott LLP, be approved.
2. That Norman McWhinney is authorised to sign on behalf of the Board of Trustees on page 8 for the Annual Report and on page 11 for the Financial Statements.
3. That the signed Annual Report and Financial Statements may then be submitted to the independent examiner for his signature.
4. That, once signed by the Independent Examiner, the Annual Report and Financial Statements can be submitted to Companies House and to the Charity Commission for the public record.

Signed by:

Mr Alan Cogbill



.....

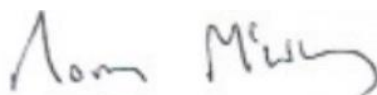
Sr Veronica Hagen

.....

Mr Paul Holmes

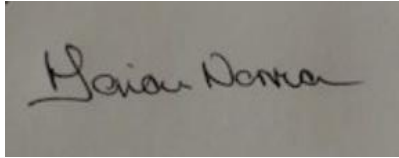
.....

Mr Norman McWhinney



.....

Mrs Marian Norman

A handwritten signature in black ink on a grey background, reading "Marian Norman".

Mr Rod O'Connor

A handwritten signature in black ink, reading "Rod O'Connor".

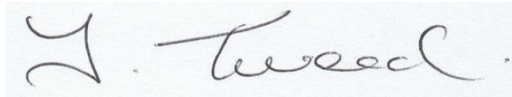
Sr Kathleen O'Reilly

A handwritten signature in black ink, reading "K. O'Reilly".

Mr Joe Ryan

A handwritten signature in black ink, reading "Joe Ryan".

Dr Joy Tweed

A handwritten signature in black ink on a light blue background, reading "Joy Tweed".

Dated:

14th December 2020.....

Ms Anna Machin

A handwritten signature in black ink, reading "Anna Machin".

Clerk to the Board

St Raphael's Hospice

Annual Report and Financial Statements

31 March 2020

Company Limited by Guarantee
Registration Number
11732567 (England and Wales)

Charity Registration Number
1182636

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Reference and administrative details of the charity

Name	St Raphael's Hospice
Trustees	Mr Alan Cogbill (appointed 22nd May 2019) Dr Teresa Crilly (appointed 22nd May 2019, resigned 26 th Sept 2019) Sister Veronica Hagen (appointed 18th Dec 2018) Mr Paul Holmes (appointed 22nd May 2019) Mr Norman McWhinney, Chairman (appointed 18 th Dec 2018) Mrs Marian Norman (appointed 18 th Dec 2018) Mr Roderick O'Connor (appointed 25 th Sept 2019) Sister Kathleen O'Reilly (appointed 20 th Nov 2019) Mr Joseph Ryan (appointed 22nd May 2019) Dr Joy Tweed (appointed 22nd May 2019)
Management Team	
Chief Executive	Brigadier Mike Roycroft (Retired on 31 March 2020)
Acting Clinical Director	Mrs Gail Linehan (Joint CEO from 1 April 2020)
Director of Income Generation	Ms Sara Jane Woods
Director of Finance & Resources	Mr Nick Stevens (Joint CEO from 1 April 2020)
Company registration number	11732567
Charity registration number	1182636
Charity's registered address	29 Tite Street London SW3 4JX
Operating address	St Raphael's Hospice London Road North Cheam SM3 9DX
Telephone	020 8099 7777
email	Enquiries@StRaphaels.org.uk
Website	www.straphaels.org.uk

Reference and administrative details of the charity

Independent examiner

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Principal bankers

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

The trustees who are also the directors of the charitable company for the purposes of company law) present their report and financial statements for the 15-month period ended 31 March 2020.

The financial statements are presented in accordance with the principal accounting policies set out on pages 13 to 15 therein and comply with the Memorandum and Articles of Association of St Raphael's Hospice, with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

The charity has been established in order to carry on the running of St Raphael's Hospice following the transfer of the activity of the hospice by the regulated authority (The Clinical Quality Commission, CQC) from the pre-existing operational charity. The pre-existing operational charity is The Congregation of the Daughters of the Cross of Liege (The DoC), a company limited by guarantee (number 3492921) and a registered charity (number 1068661).

The transfer was due to take place at the close of this financial period on the 31st March 2020. The Covid-19 pandemic caused the transfer to be delayed and the trustees are working towards a new date as soon as is practicable.

Activity in the current financial period was limited to the receipt of grant income and expenditure on fixed assets for the benefit of the Hospice activity.

Structure, governance and management

Constitution

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

The 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. By the provision of palliative care, treatment or relief of people of all ages with active, progressive or advanced illness on the basis of need and regardless of their religious, cultural or ethnic background;
2. By the provision of care and support to those who have experienced loss and bereavement, in particular families, friends and carers;
3. By 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;

4. By the provision of education and training for professionals and volunteers engaged in palliative care.

The Trustees

The Board of Trustees (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 responsible for the running of the charity and delegates the operational activity to the CEO (joint-CEOs with effect from 1 April 2020) and the Management team.

Trustees' responsibilities statement

The trustees (who are also 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 Generally 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that 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 and 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.

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; and

- ◆ They have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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 guarantees at 31 March 2020 was 9. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Risk management

Pending the transfer of undertakings of the activity of the hospice to the charity, the risks relating to the entity relate to the appropriateness of taking on responsibility for the future running of the hospice and the responsibilities of proper management of the grant income received in advance of that.

The risks around the appropriateness of taking on responsibility for the activity of the hospice have been analysed by the trustees with the help of the Management Team and resulted in an investment agreement with The DoC which enables the five-year plan, designed to achieve a long-term sustainable future for the hospice, to proceed. Risks to that plan have been considered and mitigations, including financial mitigations have been agreed.

The risks around the use of grant funding have been considered and the funds restricted to particular purposes which will benefit the hospice in the future.

Employees

The charity had no employees in the period, but will take on the employment of the workforce of St Raphael's Hospice under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). It will inherit the policies and procedures of the hospice which 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.

Public Benefit

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

The Object of the charity is the relief of illness and suffering on the basis of need and regardless of their religious, cultural or ethnic background. The charity has been established in order to provide that public benefit and all other activities are ancillary to that. In anticipation of the transfer of undertakings, the charity has undertaken certain work and purchased certain assets which have the sole purpose of improving the ability of St Raphael's Hospice to deliver a public benefit.

Financial review

Net income for the 15-month period ended 31 March 2020 was £214,286. A grant of £200,000 was received from the DoC to pursue the objects of the charity. A further gift of £14,286 was provided for the purchase of a car for the use of the hospice team in the pursuance of their duties.

Unexpended income was held in the charity's bank account to the value of £48,408.

Reserves

Total funds at 31 March 2020 amounted to £214,268 including designated funds of £168,130. This fund is represented by the net book value of tangible fixed assets which are available for the use of the St Raphael's Hospice.

The working capital available to the charity as at 31 March 2020, therefore, comprises the net current assets of £214,268, of which £46,138 represents free reserves.

The trustees have decided that, once operational (after the transfer of the Hospice activity), the required level of free reserves should be between three- and six-months operating expenditure. However, at this stage, without ongoing expenditure or commitments beyond the correct use of restricted funds, the reserve position is satisfactory.

Plans for future periods

The main themes of management work include:

1. Setting a date for Independence

The charity has put on hold its immediate plan to receive the activities of St Raphael's Hospice. The transfer was proposed to take place at the end of 31 March 2020 but, as a result in delays in the transfer of the CQC registration, this was postponed. The COVID-19 pandemic, which caused those delays as CQC resource was re-focussed to crisis management, has added uncertainty to the plans agreed for the transfer. Agreeing a revised date is a key target for the first half year.

2. Delivering on the first phase of the five-year plan

Following the transfer of undertakings and despite the uncertainty arising from the Covid-19 pandemic, the charity is determined to pursue the five-year plan to reach a point of financial sustainability that does not rely upon the need for an exceptional level of legacies (defined as being over £1m per annum). This plan has three key components:

- ◆ **Excellence** – the purpose of the charity is to deliver end of life palliative care to the communities of Merton and Sutton boroughs. We aim to be excellent in all that we do in the Hospice, in the Community and through all our other work, including our retail and fundraising endeavours.
- ◆ **Visibility** – St Raphael's Hospice provides a reassuring expertise at a critical time for everybody; the end of life. That reassurance increases with excellence and yet it is only felt when it is known. Raising the profile of St Raphael's Hospice within the communities we serve will raise the level of comfort and confidence the population

have that an excellent service will be there for them and their loved ones when they need it.

- ◆ **Engagement** – there is a great deal of goodwill towards hospices and this, we believe, will increase with the current upsurge in recognition of the importance and value of front-line medical care. We will seek to engage with our communities so that they have the opportunity to volunteer with us, fundraise for us, donate to us or partner with us.

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

- ◆ **Recruitment** – several key roles will be recruited in 2020-21. These include the Clinical Director to take forward the Clinical Action Plan and to lead all the medical and clinical teams. We will recruit a full complement of specialist consultants to work in unity with our specialist nursing teams and able to rotate between IPU and Community work. These roles will undergird our excellence.
- ◆ **Training** – a well trained workforce will deliver excellence. We will engage with the Princess Alice Hospice (PAH) Learning Zone to deliver our mandatory training and this will be supplemented by in-house training delivered by our education team and consultants. We will also engage with expertise in the charity retail sector to train our staff in this specific area whilst encouraging all staff to advance their skills.
- ◆ **Team Structures** – the Senior Management Team (SMT) will be re-scoped and extended to ensure that the breadth of skills available are brought together to drive and disseminate the actions. The SMT will support a small Exec that will meet weekly to maintain momentum. With an aim to minimise silo working we will work to connect our teams operating in different parts of the organisation so that the Hospice acts, thinks and is perceived as one team and everyone involved feels responsible for the whole.
- ◆ **Volunteers** – the Hospice recognises the value of our volunteers who perform a wealth of roles and also embed the Hospice into the communities they come from. We aim to involve all managers in specifying how volunteers can help their team improve service delivery and increase our recruitment and management of volunteers by targeted marketing.
- ◆ **Communications** – We will communicate regularly both internally and externally to increase engagement with the aims of the hospice. We will increase our visibility through social media and our website and use targeted marketing techniques to raise the profile of the Hospice's services throughout the Merton and Sutton boroughs. Shops – we will engage with sector specific expertise to overhaul our retail process including enhanced use of data, pricing policy, layout and stock rotation. We will train our staff in relevant skills and revise the structure through which they operate. We aim to open two new shops, one of which will be on Wimbledon Village High Street, a key geography we aim to reach.
- ◆ **Fundraising** - we will continue to develop our Fundraising team with an emphasis on engaging with local business, growing our supporter groups and increasing regular donors.

Trustees' Report 31 March 2020

- ◆ Facilities - we will enhance the Hospice site by improving the reception area, re-flooring the ward areas and commencing a refresh of our ward bedrooms. We will aim to source funding to create a bariatric room in order to cater for a growing demand for this specialist capacity.
- ◆ HR – we will upgrade our Select HR system to introduce a recruitment module and work to simplify our payroll process to reduce time and cost.
- ◆ IT – we will complete the transition to a newly upgraded Citrix environment and implement the Datix system. We will increase the internet capability at the Hospice to facilitate increased use of digital technology for working and for providing an enhanced environment for our patients.

Approved on behalf of the Board

Mr Norman McWhinney
Chairman

Date:

Independent examiner's report to the trustees of St Raphael's Hospice

I report to the charity trustees on my examination of the financial statements of the charitable company for the 15-month period ended 31 March 2020.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with my examination giving me cause to believe:

- ◆ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ◆ the financial statements do not accord with those records; or
- ◆ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ◆ the financial statements have not been prepared in accordance with the methods and principles of "Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)."

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Edward Finch FCA
Buzzacott LLP
Chartered Accountants
130 Wood Street
London EC2V 6DL

Statement of financial activities Period ended 31 March 2020

		Unrestricted			
	Notes	General fund £	Designated fund £	Restricted funds £	Total funds 2020 £
Income and expenditure					
Income from:					
Donations and legacies	1	200,000	-	14,286	214,286
Total income		200,000	-	14,286	214,286
Expenditure on:					
Charitable activities	2	17	-	-	17
Total expenditure		17	-	-	17
Net (expenditure) income before transfers		199,983	-	14,286	214,269
Gross transfers between funds in connection with tangible fixed assets	6-7	(153,844)	168,130	(14,286)	-
Net movement in funds		46,139	168,130	-	214,269
Reconciliation of funds:					
Fund balances carried forward at 31 March 2020		46,139	168,130	-	214,269

Balance Sheet 31 March 2020

	Notes	2020 £	2020 £
Fixed assets			
Tangible assets	4	168,130	
Current assets			
Cash at bank and in hand		<u>48,408</u>	
		216,538	
Creditors: amounts falling due within one year	5	<u>2,269</u>	
Net current assets			<u>214,269</u>
Total net assets			<u>214,269</u>
Represented by:			
Funds and reserves			
Restricted funds	6		-
Unrestricted funds			
. Designated funds	7		168,130
. General fund			<u>46,139</u>
Total funds			<u>214,269</u>

Approved by the trustees on:

Trustee

Statement of cash flows Year ended 31 March 2020

	Notes	2020 £
Cash flows from operating activities		
Net cash (used in) provided by operating activities	A	<u>216,538</u>
Cash flows from investing activities:		
Purchase of tangible fixed assets		<u>168,130</u>
Net cash used in investing activities		<u>48,408</u>
Change in cash and cash equivalents in the year		
Cash and cash equivalents at 18 December 2018	B	-
Cash and cash equivalents at 1 April 2020	B	<u>48,408</u>

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

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

	2020 £
Net movement in funds (as per the statement of financial activities)	214,269
Adjustments for:	
Depreciation charge	-
Investment income	-
(Increase) decrease in debtors	-
(Decrease) increase in creditors	<u>2,269</u>
Net cash (used in) provided by operating activities	<u>216,538</u>

B Analysis of cash and cash equivalents

	2020 £
Cash at bank and in hand	<u>48,408</u>
Total	<u>48,408</u>

Principal accounting policies 31 March 2020

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

Basis of accounting

The financial statements have been prepared for the fifteen-month period ended 31 March 2020. There is no comparative information.

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

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

St Raphael's Hospice is 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 pound.

Assessment of going concern

The management have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements and they have made this assessment in respect of a period one year from the date of the approval of these financial statements.

The charity management have considered the impact of the current Coronavirus pandemic on the charity's operations, with a particular focus on its effect on the future transfer of undertakings and the charity's future financial position including the charity's future income, expenditure and reserves; the charity's beneficiaries; and the charity's employees. The charity has and will have, under the agreements made with DoC, sufficient cash resources to continue with its plans, and remains confident that its finances are satisfactory for the foreseeable future.

The management have therefore 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.

Income recognition

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

Expenditure

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. All expenditure is inclusive of irrecoverable VAT.

Principal accounting policies 31 March 2020

Tangible fixed assets

Tangible fixed assets are shown on the balance sheet at valuation on a depreciated replacement cost basis or at cost, less accumulated depreciation.

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

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

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

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

No depreciation is provided on freehold land.

No depreciation is provided on assets in the course of construction or assets with immaterial diminution to their expected useful life as at the year end.

Reserves and Fund Accounting

Any restricted funds are monies raised for a specific purpose and their use restricted to that purpose, or are donations subject to donor-imposed conditions.

The designated funds are those which represent the value of tangible fixed assets or monies which may be used towards meeting the charitable objectives of the Hospice but which have been designated for a specific purpose by the trustees and their management team.

The general fund represents free reserves and comprises those monies which may be used towards meeting the charitable objectives of the Hospice at the discretion of the trustees. Once operational (after the transfer of the Hospice activity), the required level of free reserves should be between three- and six-months operating expenditure. Prior to the transfer, without ongoing expenditure or commitments beyond the correct use of restricted funds, the free reserves may be below this level.

Both the general fund and designated funds are unrestricted.

Leased assets

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

Debtors

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

Principal accounting policies 31 March 2020

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

In the current period there are no employees of St Raphael's Hospice.

1 Donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2020 £
Donations and Grants	200,000	14,286	214,286
Legacies	-	-	-
2020 Total	200,000	14,286	214,286

2 Charitable activities

	Unrestricted funds £	Restricted funds £	Total 2020 £
Bank Charges	17	-	17
2020 Total	17	-	17

Audit costs have been borne by the Congregation of the Daughters of the Cross of Liege.

3 Taxation

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

4 Tangible fixed assets

	Land and Buildings £	Assets under the course of construction £	Motor vehicles £	2020 Total £
Cost or valuation				
Additions	48,540	102,478	17,112	168,130
At 31 March 2020	48,540	102,478	17,112	168,130
Depreciation				
Charge in period	-	-	-	-
At 31 March 2020	-	-	-	-
Net book values				
At 31 March 2020	48,540	102,478	17,112	168,130

Depreciation has not been charged in period on the grounds of materiality and that a number of assets are in the course of construction before their useful lives commence.

5 Creditors: amounts falling due within one year

	2020 £
Trade creditors	2,269
	2,269

6 Restricted funds

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

	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2020 £'000
Community Car Grant	14,286	(14,286)	—	—
	14,286	(14,286)	—	—

The Community Car Grant was a grant provided to enable the charity to acquire a hybrid electric pool car for the use of the Community Team of St Raphael's Hospice and other members of the hospice team on hospice business.

7 Designated funds

The unrestricted funds of the Hospice include the following designated fund which has 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 for the benefit of the hospice and hence is not available for working capital.

	Transfer £'000	At 31 March 2020 £'000
Fixed asset fund	168,130	168,130
	168,130	168,130

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

8 Analysis of net assets between funds

	Restricted funds £'000	General fund £'000	Designated fund £'000	Total 2020 £'000
Fixed assets	-	-	168,130	168,130
Current assets	-	48,408	-	48,408
Creditors: amounts falling due within one year	-	(2,269)	-	(2,269)
Total net assets	-	46,139	168,130	214,269

9 Related party transactions

The Congregation of the Daughters of the Cross of Liege (The DoC) created the legal entity, St Raphael's Hospice, in order that it may be prepared to accept the transfer of the assets, liabilities and activities of its charitable work as a hospice trading as St Raphael's Hospice. It has provided legal advice, audit, grant funding and a registered office for the charitable entity. Two of the trustees of The DoC, who are also on the Advisory Board of the charitable work of St Raphael's Hospice, are also trustees of the charitable entity, St Raphael's Hospice. A further seven members of the Advisory Board of the charitable work of St Raphael's Hospice, are also trustees of the charitable entity, St Raphael's Hospice.

During the period the DoC provided grant funding totalling £200,000 to the charity. This fund is to be used to pursue the objects of the charity.

There were no other related party transactions.

10 Capital commitments

There were no capital commitments at 31 March 2020.

Serial	Cause of Risk	Description of Principle Risk to Charity	Current Controls to prevent occurrence	Current Impact	Current Probability	Raw Score	Additional Controls	Residual Impact	Residual Probability	Residual Score	Monitoring Process	Date Action Required By:	Who is responsible for action	Progress Update Frequency	Comment on Status/Next Action	Date of last review	Date of next review	Clinical Risk Register				
																		Clinical	Facilities and Support	Management/General	Finance	Trustees/Adv Committee
1	Sustainable and relevant service provision	Reticence of some staff to embrace change to working practice as outlined in Clinical Action Plan (CAP).	Proactive leadership to communicate and support change in working practice in line with CAP with Managers and key staff.	3	2	9	CAP to be communicated to all staff to clarify the vision and direction of hospice clinical service provision. Concerns will be listened to and addressed. Monitoring of change and recognition of the improvements will be communicated to all staff on an ongoing basis through team meetings and education sessions.	3	2	9	Ongoing	Plans communicated after independence November 2020 - Management planning to update Jan 2021	EXEC	On December 3rd 2019, 4 staff and volunteer meetings held to inform staff of hospice direction, retirement of current CEO in March 2020 and appointment of joint CEOs.	Ongoing	11/01/2021	11/02/2021					
2	Workforce: Community Clinical Nurse Specialist Ability to recruit suitably qualified Clinical Nurse Specialists to support the demands of referral for community support	Decrease in service delivery to support the demand in the community. Requirement to review service provision - modify the current offer	Succession Planning- Supporting CNS Development posts Comparable Salaries to NHS A&C Good working Environment Flexible Working Hours Introducing a skill mix of staff into the community service	2	2	6	Currently full CNS team establishment achieved. Keep under review the number of development posts which can be supported should vacancies occur.	2	1	4	Ongoing		Clinical Director (CD)	Continued recruitment of CNSs/Development posts to support team capacity. Two resignations		11/01/2021	11/02/2021	Y				
3	Workforce: Registered General Nurses Recruitment of appropriately qualified nurses to support the delivery of care on the In-Patient unit.	Night duty cover remains problematic. If RGN cover on night duty not sufficient, the number of patients that can be safely supported will be affected as safe staffing is across 24hours. Increasing difficulty in recruiting Band 5 nurses for day duty - staff undertaking extra shifts to cover requirement risk burnout. Managing unexpected sick/compassionate leave can put pressure on the staff cover.	Current qualified nursing staff levels are adequate to support 8/10 IPU beds on day duty with full current complement of staff. COVIDis impacting staffing levels due to requirement to self isolate and furlough of clinically vulnerable staff. Active recruitment of Band 5 nurses to fill permanent and Bank to support core team at times of AL/SL or increased high dependency. Requirement for continued review of night RGN cover for safety assurance. Staff flexibility from day duty to night duty- Consultation is complete and rotation has commenced. On the job training, mentoring and educational support to obtain required qualifications e.g. Support of the TNA programme for HCAs	4	3	16	In situations where staffing levels are adversely affected there would be a managed reduction of available beds. Engaging with local and national training schemes to demonstrate the attractiveness of the hospice as an employer. Review sickness policy and maternity leave	4	2	12	Maternity Policy has been reviewed and updated. No change with Sickness policy.		CD			11/01/2021	11/02/2021	Y				
4	Allergy	Risk of anaphylaxis to an at risk staff member and related impact on staff and patients.	Staff member transferred to day duty. Mitigation- all staff made aware of the allergens- requested not to bring in food containing nuts. Staff member to have EpiPen on their person at all times and take personal responsibility for their own health as well as reliance on staff support. Occupational Health review. Anaphylaxis kit in the Clean Supply room on IPU. Notices informing where the kit is stored are displayed around hospice as an aid de memoir for staff. Staff member has been referred and seen by OH related to the risks and unpredictability of the allergic response.	4	3	16	Await any further mitigations advised by OH - currently all mitigations possible have been put in place	4	3	16	Ongoing		CD/HR			11/01/2021	11/02/2021	Y				
5	Lack of medical team capacity	1. Patient safety at risk. 2. Delays impact of EVE. 3. Increase staff anxiety. 4. Reputational damage	1. Agency cover in place. 2. 2x new consultant in post and CD appointed	4	2	12	Seek 3rd new consultant to complete team. 2. Develop existing expertise. 3. Take every opportunity to become increasingly innovative and collaborative. 4. Re-instatement of StR from April 2021	3	2	9	Regular review meetings. Seek external view on progress (i.e. RO ESHHT)		EXEC			11/01/2021	11/02/2021	Y				
6	Staff Resilience negatively impacted during long pandemic	1. Inability to continue delivering service to the desired standard. 2. Consequential impact on EVE	1. Peer Support implemented for managers- aim to equip staff effectively. 2. HR proactive and available to hear and escalate issues 3. HR Mental Health Helpline. 4. Regular and open communication from Senior Team. 5. Weekly testing for staff. 6. Vaccine roll out to most staff	4	2	12	1. SRH standing by staff for one month beyond government recommendations. 2. Provide some other welfare benefits to acknowledge difficulties i.e. small treats	3	2	9	Manager feedback		EXEC			11/01/2021	11/02/2021	Y				
7	Clinical Incidents	Patient Safety (Falls/Pressure Ulcers/Medication Errors). Risk of complaints from patients/families Requirement to report outside the organisation to CQC Preempt a CQC Inspection Reputational damage	Reporting of all incidents related to clinical care Hierarchy of investigation Outputs- Learning informs improved procedures and processes Regular review of incidents Report to EXEC, Clinical Governance Committee & Advisory Committee. Dissemination to all hospice teams to inform learning	4	2	12	Continued staff training and awareness of new techniques and products. Encourage an environment of comprehensive reporting to support learning and quality improvement. Introduction of Datix in Q1 2021 will support reporting and monitoring.	4	1	8	Review of Data and subsequent themes.	ongoing	CD & Governance Lead			11/01/2021	11/02/2021	Y				
8	Lone working	Staff/volunteers work singularly in the community within referred patients homes. Risk of accident/incident in a patients home and individual risk to staff member. Risk in travel to and from home visits	Policy and procedure in place to support community working (SOP). Supplied with a mobile phone for contact with the hospice or other healthcare professionals. ACC informed of access and egress. Lone worker alert devices in place.	4	1	8	Lone Worker Policy informing steps to follow if a colleague does not return to base at expected time. Clarification and supported training on use of safety devices. EXEC OOH on call in place for contact and advice on further action.	4	1	8	On going		CD			11/01/2021	11/02/2021	Y				
9	Complaints	Rumours Local press coverage Potential for public concern Elements of public expectation not being met Loss of confidence in the service Reputational damage	All complaints both verbal and written treated with the same level of scrutiny Complaints procedure in policy for staff to follow- escalation process Complaints documented and reported via Quality Manager Reported at Clinical Quality Improvement and Clinical Quality and Governance meetings Complainants (both verbal and written) are offered the opportunity to meet and discuss concerns with Director of Care All complaints discussed at hospice team meetings for awareness and learning across the organisation Biannual review by EXEC	3	2	9	Use of root cause analysis for significant incidents Scoping to establish all clinical staffs access to communication skills training Training on care delivery Information shared re: Duty of Candour and scope of the policy Reporting of any concerns- no blame but responsibility	3	1	6	Ongoing		CD			11/01/2021	11/02/2021	Y				
10	Breaches of confidentiality involving person identifiable data (PID), including data loss	If low risk breach- dealt with locally as per policy- CUI reporting More serious breach - RCA may be required- may have wider implications if data not encrypted If serious IG breach may be media coverage Potential loss of public confidence to keep PID safe	All staff paid and unpaid trained on IG on induction and annual mandatory training. Policy communicated to whole organisation Clinical staff have nhs emails (encrypted) Regular organisational sweeps in all departments	3	2	9	Use of root cause analysis for significant incidents Scoping to establish all clinical staffs access to communication skills training Training on care delivery Information shared re: Duty of Candour and scope of the policy Reporting of any concerns- no blame but responsibility	3	1	6			IT/CD			11/01/2021	11/02/2021	Y				
11	Brexit - Risk of medication shortages via suppliers	Required medication/opioids, neuropathic agents, anti seizure etc.) not available in specified dose ranges to support symptom management. Impact on patients.	Liaison with clinical pharmacy Ashtons - Reassurance that adequate supplies in stock.	2	2	6	Regular updates from clinical pharmacist. Communication with wider CCG pharmacy colleagues.	2	2	6	Ongoing		CD			11/01/2021	11/02/2021	Y				
12	Corona Virus	Infection spread within hospice	All staff emails alert. Signage directing all staff & visitors to hand-washing on entering and leaving the ward / rooms and use of hand sanitiser. Staff adherence to control of infection policy. As per government guidance clinical staff that can work from home have been facilitated to do so. Community service provision has changed from face to face to telephone contact or virtual contact via skype.	5	2	15	Corona Virus Policy constructed to address all operational issues. PPE supplies checked. Contingency planning clarified for any identified case within the Hospice - as per government guidance. Single room nursing. Reduced face to face visiting dictated by urgency. Increased telephone contact. Introduction of virtual assessment	4	2	12						11/01/2021	11/02/2021					
13	Corona Virus	Infection brought in on clothing	Staff instructed not to wear uniform into work. Change in work , at beginning and end of shift. Scrubs and coveralls supplied.	5	2	15	Wash bags provided to all staff in which to place uniform for transporting home. Advised wash uniform in bag at 60 degrees. CPCT supplied with uniforms to facilitate essential community visits as well as all PPE	3	2	9						11/01/2021	11/02/2021					
14	Corona Virus	Staff Anxiety re: CV	Staff offered weekly PCR testing and vaccination. EAP accessible by all staff for wellbeing support. Clinically Vulnerable staff furloughed. Working from home supported where possible.	5	2	15	two weekly HoDS to discuss any COVID issues and regular EXEC emails providing update and reassurance.	3	2	9						11/01/2021	11/02/2021					

15.	St Raphael's Hospice Corona Virus	Staff safety at work	IPU - wearing face masks at all times as difficult to maintain social distancing in environment. Full PPE as appropriate. CPCT - social distancing in place in offices (Jubilee & old CPCT office). Admin Corridor : staff using available office space to meet social distancing. Psychosocial and other teams working from home where possible and service delivery can be maintained.. Face coverings worn in all public areas. Offices have signage stating masks to be worn when more than one person is in the office.	3	2	9	ACC team moved into two offices(side by side) for space safety and assurance.	3	2	9						11/01/2021	Clinical Risk Register	11/02/2021		
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ITEM 07
Communications & Fundraising Report

Aim

To update the Advisory Committee members on the fundraising activity at St Raphael's Hospice.

Recommendations

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

Report Overview - Sara Jane Woods

- The team have worked very hard to provide support to our donors in whatever way they communicate with us. We have had to be creative when we can't meet with people. For example, supporters remembering a loved one by putting a leaf on the Tree of life can't come to the Hospice to see it being installed. We have hung the leaf on the tree and written to them enclosing a picture and a promise to invite them in when we can. We have sold items from shop windows and delivered them to customers like an amazon delivery, leaving it on the door step.
- The team did a brilliant job producing this year's virtual Light up a Life. Right up to the week before we planned a live event at the hospice. We worked with facilities to turn the courtyard into a star lit sky. At the last minute we had to be of site and move to do a pre-recorded event. Thanks to Sutton Film Club we produced an event that retained some of the special emotion of our usual event.
- We have been using the last few weeks to review our processes, develop our budget and plans for the future. With the constantly changing environment this continues to be a challenge.
- The team have really supported each other, particularly those who are working from home or are furloughed. We have a work Whatsapp group and do updates and meetings via Zoom.

RETAIL - Caroline Worley

- Most of the retail team have been put back on furlough except Caroline Worley and Tracy Burnside. Caroline keeps in weekly communication with the team by phone and email. We have also asked the team to complete all there mandatory training during this time.
- Sadly Stewart Taylor who is one of our senior managers has lost his Mum to Covid.

- Karen McIlroy who is an Assistant Manager and also her husband, are currently quite ill with Covid.
- Retail sales were £31,356 between 3/12 and 19/12 (due to the 2nd lockdown from 5/11-1/12) and we served 4,091 customers achieving an average selling price of £7.71.
- Wimbledon Village contributed 38% of the sales during this time period with an average spend of £12.41.
- Carshalton Beeches continued as a donation station accepting 1275 bags/boxes of donations, serving 317 customers of which 73 were current Gift Aid donors and 19 were new.
- Between 16/11 and 9/1 eBay sold 75 items, achieving £3,007 with 4552 page views. We have suspended our shop until early Feb when we will review.
- All shops had weekly performance visits, or in some cases more often, which proved challenging at times, however standards and sales improved as a result and the managers can see the strategy working.
- Skyline also supported with the performance visits.
- All Retail volunteers are contacted regularly by Managers.

DONOR DEVELOPMENT - Emily Nicholls

The Donor Development team continue to deliver as much as possible and plan for 2021 and beyond. Despite the pandemic and not being able to deliver much of our usual program, we have seen some exceptional fundraising and willingness from our community to get involved. For example, Rudolf Runs in schools, now only in its second year, has increased income by 79%. Also, the Light up a Life Appeal has increased income by 42% compared with last year.

Events

- **LUAL** – Virtual service was held via zoom on 6th December with nearly 250 households attending. Despite a few technical difficulties, we received positive feedback and some lovely engagement on the night through the zoom chat function. Sutton Film Club produced the video of the service for a very minimal fee and Truelove Funeral Directors sponsored the appeal once again.
- **Santa Dash** – 72 Santas took part virtually over December raising £4,200 so far.
- **Virtual Quiz** – Took place on 15th December with 30 attendees. Ticket costs were kept low to increase engagement and additional donations were asked for on the night. The main aim was to keep ourselves visible to supporters and £100 profit was raised. Barclays of Wimbledon sponsored the prizes at a cost of £200.

- **Marathons** – London Marathon due to take place in October 2021. Applications are open until 25th January for our 4 remaining places. We also have places in the Brighton Marathon in September.
- **Royal Parks Half Marathon** – A full team of 6 with all places filled are still due to run in April 2021.
- **Music in the Park** – Due to continuing uncertainty and the need to organise this event well in advance, the decision has been made to cancel once again in 2021.
- **Lavender Walk and Service** – Due to go ahead in June. A socially distanced event with circular route to and from the lavender fields will be planned with a virtual alternative. The memorial boards will be placed at the lavender fields once again to replace a service at the hospice (again due to potential COVID restrictions).

Community

- **Rudolf Runs** – 16 schools took part despite lockdown and having to stick within their class bubbles. This campaign was piloted in 2019 with 5 schools raising £8,000. This year the 16 schools have raised a staggering £38,000 and counting.
- **Christmas Hampers** – 20 venues still agreed to take their Christmas hampers and raffle to customers. One fish and chip shop who regularly supports raised £700 alone. The hampers have so far raised £1,500.
- **Valentines Campaign** – We plan to launch a Valentines Tree Campaign on Valentines Day. A tree in local parks such as Nonsuch, Morden Hall and Wimbledon Common will be taken over to raise awareness of the Hospice. A poster will be put up and passers by will be asked to tie something purple to the tree and make a donation through a QR code. This could be ribbon, a knitted item or anything else. This was successful with another charity asking to hang baubles on at Christmas.
- **Fundraising Groups** – Continue to receive regular communications but fundraising is non-existent. Regular emails and zoom meetings have been organised to keep in touch and many seem ready and raring to go with fundraising as soon as they are able to.

Corporate

- **Make Your Will Fortnight** – Funds continue to come in slowly due to many solicitors offices being closed. So far it has raised £7,500 and another campaign is planned for May as usual.
- **Staff Thank You Video** – Celebrities Dani Harmer (Tracy Beaker) and Theo Paphitis (Dragon's Den) alongside a number of key local supporters such as AFC Wimbledon Director, MP Siobhan McDonagh, Mayor's and Merton Chamber of Commerce, came together to thank staff and volunteers for their hard work during

the year. Corporate Fundraiser, Emma put the video together and sent to staff as a pick-me-up before Christmas.

- **I'm a Director Get me out of Here** – This new corporate event is being piloted in September/October 2021. Local company directors will be asked to take part in an 'I'm a Celebrity' style day full of challenges which can be done at a social distance if necessary. They will raise funds for the hospice in advance but their staff can also do the same to ensure their Director completes the challenges. We are looking for a hospice representative to take part (preferably a Director of Trustee) any takers?

Trusts

- £63,000 received so far this financial year including funds for bariatric equipment, bereavement services and PPE alongside a number of unrestricted donations.
- Projects pending include bariatric room renovations, IPU room refurbishment, garden appeal and education room computers.
- A new project list is helping to prioritise and increase number of project suggestions put forward.

Regular Donors

- Annual letter and diary were sent to regular donors before Christmas to say thank you and update them on the Hospice. This year's letter came from Rebecca Trower and positive feedback has been received.

SUPPORTER CARE - Lucy Ribaudo

- Supporter Care has been busier than ever with the Christmas Events, processing over 1540 donations for Light Up A Life with an income £98,318.51 which is an impressive £40,000.00 increase on the previous year so far. It really has been a 'Team' effort with writing out the personalised Stars, packaging and posting, with HR loaning us Dawn and Retail loaning Tracy.
- Christmas Card sales has been another huge success, considering all shops were closed we have processed 815 orders for cards totalling £12554.54 – 282 of those orders came via our website proving a brilliant success of our online shop facility. It's encouraging to see that in the face of adversity our donors are still able to support us and make purchases online.
- Towards the end of the year and into the New Year we have been 'knee deep' in coins from the schools Reindeer Runs, Christmas Hamper Raffle and Santa Dash, all of which are still being counted. Lower Morden Lane Lights has raised an amazing £12,860.72 which is £3,800 more than the previous year.

LOTTERY - Glenda Withall

- From the beginning of November to the end of December 2020 we saw 103 new members but 154 new entries. This brings the total from 6th April 2020 - 31st December 2020 - 398 new members (698 entries).
- The Christmas 20 Week Campaign has been really successful which started in October 2020. We had 144 members sign up to 20 weeks lottery (146 entries) of which this consisted of new members or existing.

Christmas Bumper Draw

- The Christmas Bumper Draw has been the best ever the total the Campaign brought in is £32,502. Bumper Draw Entries, Donations and Christmas lottery Campaign.

COMMUNICATIONS - Diamond Naraviene

Merchandise/branding

- A selection of well-priced contemporary promotional gifts for our online store and other uses has been confirmed and is ready to be ordered.
- A new stock of 1,000 home collection boxes, made of card, ordered and delivered. To be used by our fundraisers as part of their fundraising pack.
- In accordance with health and safety requirements and to enhance visitors' meet and greet experience, a frosted vinyl sticker has been designed and is ready to be ordered. It'll be applied on the internal sliding door in the Hospice reception.
- To enable cost-effective and professional video and photo shoots, 2mx2m branded backdrop is being designed to order.
- A background image for zoom meetings produced in-house.
- Staff magnetic name badges are under review. The proposal is to make them in the same style and look as NHS, making sure that the name is displayed in a big font and is visible.

Digital marketing

- Animation about the Hospice has been completed and is planned for launch this month.
- December E-news: 2, 613 recipients, an incredible 50% open rate, 50 clicks, top links: LUAL ceremony and Santa Dash.

News

- Santa Dash story published under the Fundraising stories on our website. A joyful video with pictures and quotes from participants created and uploaded on both social media channels and our website.
- Our gardener, Pete, has been shortlisted for Our Health Heroes Award. To encourage public voting, the news with a link to cast votes is going to be announced on social media and our website on Monday, January 18th.

VOLUNTEERING - Lorraine Hunt

- All recruitment and training has been put on hold until shops reopen. We do have a number of people who have shown an interest in volunteering they are still very keen to volunteer in our shops. Prior to the shops closing in December and in preparation for some of them reopening during January, the education team put together an online PPE training to be delivered by Zoom for current and new retail volunteers. We changed the way we needed to deliver the training due to the restrictions for visitors in and out of the Hospice grounds. We are hoping we will be able to use this way of delivering training for retail volunteers in the future.
- We are keeping in regular contact with our current retail and fundraising volunteers with the support of our shop managers. We currently have 114 Retail and 14 fundraising office volunteers who wish to remain with a view to returning to their roles when it is possible. We do have 3 volunteers who have been given access to be able to work from home and they are assisting the supporter care team and corporate fundraiser with a variety of tasks.
- All retail volunteers were sent the attached festive newsletter in mid-December with a mini chocolate and the fundraising office volunteers where sent a Christmas card together with a festive robin pin badge.
- Ellen Kenny our amazing fundraising office volunteer has been shortlisted for the Sutton Community Outstanding Volunteer Award. Ellen has recorded a video for the awards ceremony, which will take place virtually in February via the councils you tube channel. Shortlisted candidates all receive a certificate and the winners a Trophy. Good Luck Ellen!
- We are contacting volunteers and shop managers who have been selected to help with our reaccreditation for Investing in Volunteers taking place during January.

14/01/2021

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

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

St Raphael's Hospice
Minutes of a Meeting of the Finance & Resources Committee
Held using Zoom Video Conferencing
14:00 on Wednesday 13th January 2021

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

In attendance: Gail Linehan (Joint CEO – GL)
 Nick Stevens (Joint CEO – NS)
 Neena Vadgama (Finance Manager – NV)
 Anna Machin (Clerk – AM)

Actions arising

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

1. Apologies for absence

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

2. Review of minutes and matters arising from last meeting

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

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

3. Finance Report incl. review of investment options

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

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

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

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

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

Committee members noted the management accounts and balance sheet.

5. Draft 2021/22 budget

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6. Any Other Business and Dates of future meetings

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

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

The meeting ended at 3.55pm.

Approved.....

Date.....