

## ACTION LIST

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

Reference	Lead	Description	Target Date for Completion	Comments
24.11.21/03	GL, Michelle Rahmin	Explore opportunities for joint working with the ICS team and St Raphael's	January 2022 meeting	Complete
169/07	GL	Incorporate customer care/conflict/complaints management training into mandatory training		WIP Content of Mandatory Training under review.
23.09/11	NM, AC, NS, GL	Bring together schedule of Provider visits	Spring 2021	For discussion at meeting based on Hospice covid protocols
24.03.21/01	GL, NS	Take forward discussions with Diverse Matters re timing and cost of Equality Audit, including reviewing an existing example of Audit Report	April 2022 meeting	Baseline data report being brought together
22.09.21/06	NM, AM	Discuss appropriate number of Trustees on Board	February 2022 meeting	Update in Governance Update for T-Time discussion
22.09.21/07	NM, AM	Discuss training for Trustees	February 2022 meeting	Update in Governance Update for T-Time discussion
24.11.21/05	AM, JR	Take forward Safeguarding Link Trustee appointment and training	January 2022 meeting	Safeguarding Link Trustee to be appointed with handover from Joy Tweed
04.05.22/01	NM	Contribute to staff newsletter to express thanks for contributions from staff to EVE strategy	May/ June 2022	

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	
1.	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. Significant current deficit on night duty. COVID is impacting staffing levels due to requirement to self isolate. 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	4	20	In situations where staffing levels are adversely affected there would be a managed reduction of available beds.Caveat is that even with one bed open there is a requirement to have 2 RNs on duty. Engaging with local and national training schemes to demonstrate the attractiveness of the hospice as an employer. Reviewed sickness and maternity leave policy- both amended to increase benefit October 2021 - payscale review and implementation of AfC aligned rates to remove the financial disincentive in recruitment January 2022 - bank RGN and HCA numbers increased. Agency nursing staff used when possible. Current RGN vacancy 15-18%.	4	3	16	Recruitment rates			CD
2.	IT PAS System Failure	Inability to access contemporaneous clinical records.	Contactable team OOH (not formal contract). Back up resource - outsourced at times of AL. Back up to PAS system facilitating access to the PAS. Risk is that recent recording may not be captured.	5	2	15	Daily back up of PAS. Risk Assessment undertaken related to IT risk to PAS. Highlighting gaps. Access to OOH IT Consultant response in place.	4	2	12				IT/CD
3.	Clinical Incidents	Patient Safety (Falls/Pressure Ulcers/Medication Errors). Risk of complaints from patients/families Requirement to report outside the organisation to CQC Pre-empt 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- closing the loop from reporting to action and learning 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. Report at Clinical HoDs. Report by managers at team meetings. Opportunity to participate in reflection and sharing learning and outcomes. Feedback to complainants regarding change in practice. Encourage an environment of comprehensive reporting to support learning and quality improvement. Introduction of Datix in Q3 2021 supports reporting and monitoring.	4	1	8	Review of Data and subsequent themes.	ongoing		CD & Head of QI
4.	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 clinical and main Hospice building staff. 6. Vaccine roll out to most staff	2	2	6	1. Continue to provide some other welfare benefits to acknowledge difficulties i.e. social meal cost contribution. 2. Supportive communication across teams. 3.Access to vaccinations improved. 4. Regular review of organisation support for staff sickness / isolation to ensure staff resilience and service provision	1	2	3	Manager feedback			EXEC
5.	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 are facilitated to do so. Increased utilisation of telephone contact.	3	2	9	Corona Virus Policy updated on government guidance changes. PPE supplies checked. Contingency planning clarified for any identified case within the Hospice - as per government guidance. Single room nursing. Marginally reduced face to face visiting dictated by urgency. Increased telephone contact. FFP3 mask fit testing complete. Refresher PPE training and advice and support from PHE. LFD testing for all staff in clinical situations or in the hospice building. Formalised SLA in place with SHH IP&C from 1 April 2022	2	1	4				CD
6.	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 Bi-annual review by EXEC Required action taken to address concerns with staff members where individuals have been identified by the complainant File notes kept of discussions by HR	3	2	9	Use of root cause analysis for significant incidents. Feedback to complainants regarding change/improvement in practice. 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
7.	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	IT monitoring and oversight of PID in received and sent emails. Monitoring includes audit and test Phishing emails via IT Dept. Intermittent checking in areas such as photocopier/clear desks. Established link with Capsticks solicitor who provides ad hoc advice on data access issues January 2022 - Information Governance Check list audit / Clinical Record documentation audit	3	1	6				IT/CD

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8.	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 . Admin Corridor : staff using available office space to meet social distancing.	2	2	6	Infection Control Lead in place SLA with SHH IP&C	2	1	4			CD
9.	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.	3	1	6	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.	3	1	6	On going		CD
10.	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			CD

**ITEM 07**  
**Communications & Fundraising Report July 2022**

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**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**

- Shop performance continues to be strong and we are delighted that Stonecot and Raynes Park have exceeded target every week this year. Over all the team are 15.5% above budget at the end of period 3.
- We had a day's classroom training for our Shop Managers with Skyline. It was very well received and we are about to launch a new online training package as soon as the logins are available.
- I have started my round of volunteer shop visits which seem to be well received. Most shop volunteers do not come to the 'Thank You' events at the Hospice and so we decided to take the thanks to them. I provide them with an update on our Hospice services, share the success of our shops and how far we have come and cover the challenges we face with fundraising and what we have to do to reach sustainability.
- We are starting to plan the movement of stock to the new site in Sunningdale Road. We also will shortly be visiting with the shop fitters to get a quote for the work to make it fit for purpose.
- Unfortunately, the manager of Wimbledon had a slip whilst placing money in her safe and broke her wrist. The necessary reviews have taken place and a slip mat for her chair is now in place. Datix was completed and Alex reported to RIDOR.
- Our volunteer Co-ordinator has been of sick. Ginny worked very hard to support us whilst she was away.
- The Lavender Walk was very well organised and very much a team effort when one of the team was taken ill and had to have a week off in the run up. Everyone enjoyed being face to face with supporters once again.
- It is heartening to see that retail volunteer numbers are almost up to pre-pandemic levels.

**RETAIL - Caroline Worley and Linda Ryan**  
**Figures**

- June Sales £89,309
- 14,759 customers were served by our team resulting in an average spend of £6.71
- Year to date £262,074

**Shops/Team**

- Total number of days lost trade: 2 days to sickness, 5 days to staff training and 3 days while we replaced the back door and repositioned the window bed in Banstead
- Vacancies: We still have 1 vacancy for an Assistant Manager for New Malden. We have lost 3 bank staff for various reasons and this will undoubtedly leave us in a vulnerable position with the rising Covid infections and the approaching school holidays.
- We continue to be over donated in the Donation Centre which has been challenging. However, the team have responded well and have kept the site clear and safe.
- At the end of May we held two days of clearance sale at St Bede's. Over the weekend we sold thousands of items and cleared a lot of stock from the upper floor of the donation centre. We marketed it through banners, posters and social media and people came from across Surrey. Over the two day we raised just over £5,000. We were well supported by Comms, facilities and our retail team.
- eBay has now been set up on the MOR4 system and training will take place on the 20<sup>th</sup> July.
- Holiday season has kicked in and staff are very stretched to cover all shops but have been accommodating and flexible.
- We have had some mechanical issues with both the retail van but the team have managed well and the problems are mostly resolved.

## **General**

- Alex and Steve continue to visit shops completing inspections. We are liaising with them regarding actions required.
- General Risk Assessments are now completed for each shop and the Donation Centre. Any outstanding issues identified are in hand.

## **DONOR DEVELOPMENT - Emily Nicholls**

### **Events**

**Skydive Day** – 13 people took part in our tandem jump day on the 14<sup>th</sup> May raising £10,887 so far (net £6,785). Another 6 will take part in August.

**Lavender Walk** – The annual in memory 6 mile sponsored walk took place on the 25<sup>th</sup> June. Supporters started and finished at the Mayfield Lavender Farm where our memorial boards are also placed for the remainder of the summer. 149 walkers took part raising £6,200 so far (net TBC). 172 walkers took part last year so we saw a small decrease. We have also noticed lower sponsorship this year too. 2021 included a large family who raised around £2,600 in memory of their brother/son, significantly helping towards the £15,000 gross income.

**Woof Fest** – Plans continue to get this event off the ground with a tight time frame. Taking place in Beddington Park on the 17<sup>th</sup> September. A fun dog festival with sponsored treasure trail walk. Attendees will be charged £5 each and asked to raise sponsorship for the 2-3mile walk. There will be music by Radio Jackie, stalls,

food/drink vans, shows, workshops as well as the trail/walk. The aim of this event is to engage lots of people in our community, to test and learn so we can look to grow in future years.

**Snowdon Trek** – 8 participants taking part in August including staff from Retail.

## Community

**Street Parties** – 34 Street Parties took place over the Jubilee weekend following our marketing campaign. £7588 raised so far with more to come in (net -£992). A lot of materials were produced like bunting, balloons and packs which can mostly be re-used.

**Calendar Photo Competition** – This year's competition is now live. We are asking the public to submit photos with the theme "life is better with pets" to celebrate the joy, companionship and care that animals bring to our lives as well as acknowledging the therapeutic role they have on our mental and emotional wellbeing. We have had immediate entries on the same day as the launch. The 3 judges (local photographer, wellbeing centre patient and Sara Jane Woods) will vote for 12 images that will be included in our 2023 calendar which will be sold. A £200 voucher prize is on offer for the winner with smaller runner up prizes as well.

**Lavender Collections** – 13 bucket collections were booked in throughout June at local supermarkets, train stations and shops. Sadly, recruitment of volunteers was difficult and many had to be cancelled. £350 has been raised so far from a few.

**Fairs** – We had a stall at Cheam Charter Fair manned by Cheam FRG volunteers. We will be attending Morden Fun Day in July, manned by Morden FRG and Carshalton Eco Fair in August.

**Fundraising Groups** – A few groups have plans in the pipeline, including the Sutton Group returning their November Craft Fair and Wimbledon doing a tea party. A recruitment marketing campaign is being planned for August as well as some information sessions to engage new members and groups. Materials are being produced like leaflets, handbook and more.

## Corporate

**I'm a Director... Get Me Out of Here!** – The final total raised was £15,732 + GA (net £13,232).

**Make Your Will Fortnight** – 7 solicitors took part and 5 sold out appointments. Donations will take 3-4 months to be returned but so far it has raised £1,389 (net TBC). We are looking into setting up a Free Wills Service to replace this campaign in the future.

**Be More Studios** – Local women focussed gym in North Cheam have provided 30 memberships free of charge to our staff following a visit to the hospice and tour by Emma. This will be for 6months and if well used then it can continue.

**Andrews Estate Agents** – A new relationship has been built with the local branches and they have agreed to sponsor Santa Dash 2022 providing promotion on their boards etc. The sponsorship package/amount is TBC.

**Experiences** – Through a variety of corporate relationships that Emma is building, we have been donated a number of gifts that have provided both patients and staff with amazing experiences. These have included Wimbledon Theatre tickets, Sutton United tickets, spa products for the Wellbeing Centre and most recently 2 tickets to the sold out Adele concert in Hyde Park.

**A Night Full of Stars** – Plans continue for our 2<sup>nd</sup> corporate awards night in St Bede’s in September. There will be the popular pizza van, gin bar (donated), balloon decorations (donated) and attendees will be charged £20 a ticket to attend to include this and the presentations.

**SUPPORTER CARE - Lucy Ribaldo**

**Fundraising Donations:** We have had a busy few months in our department processing the various fundraising activities from the Donor Development team. The skydive was extremely popular and well supported. Our team processed all payments and sponsorships made in person, online and on JustGiving totalling over **£9000**. The Jubilee Street Parties most definitely kept us busy in Supporter Care. Money is still coming in literally in buckets! We have so far counted and banked just under £7000.00. We have also processed all donations from the Golf Day, I’m A Director, the Retail 2-day Clothes Sale, Make Your Will Fortnight, as well as the usual In Memory and ad hoc fundraisers.

**Lavender Appeal:** The Lavender Appeal was quieter than last year on average the number of donations we received against the value we are down by £3.75 approx. per donation.

<b>Year</b>	<b>Number of Donations</b>	<b>Total Banked</b>	<b>Average</b>
2022	604	£42,883.00	£70.99
2021	886	£66,223.04	£74.74
2020	838	£47,960.20	£57.23
2019	682	£26,763.21	£39.24

The team have hand written more than **847** individual Lavender Markers and mailed them out along with their “Thank You” letters. We are also in the process of reconciling the Lavender Walk Event, sponsorship forms and donations are still coming in.

**Lottery.** Our new online Lottery sign up & Bumper Draw page went live just in time for the launch of our Spring Bumper Draw. This live page now links directly to Sterling Lotteries, our management company and is a really straight forward, clear and user-friendly sign-up process.

We completed the Spring Bumper Draw administration in house, apart from the online sign ups. It was decided for this draw we would only mail out to all active lottery members and anyone who had previously purchased a raffle ticket. There were 12304 entries into the draw this time round. Our Lottery Admin lead, worked the new system we had put in place and reported that the whole process was much more efficient, less time consuming and extremely accurate. Sterling reported that this draw was the first time we had no errors or failures and therefore we didn't incur any additional charges.

### **Gift Aid**

We have now received the outstanding claim of £4,894.78 for fundraising donations which we had processed on the 8<sup>th</sup> April

**Retail Gift Aid** All paper copies of Retail Gift Aid declarations have now been scanned on to our system. We will be sending out the gift aid notification letters to all eligible donors on the 6<sup>th</sup> July starting the gift aid claim for retail.

### **LOTTERY - Sara Jane Woods**

We have now got three organisations who would like to work with us as our Lottery Canvassers. LFS are the team who worked with us before the pandemic with great success. We hope to finalise which company or companies we will work with in the next week or so.

The on line signup microsite seems to be working well. The Lottery Supporter Care administration lead has settled in well and is now undertaking training with the remainder of the Supporter Care team so there is always cover.

### **COMMUNICATIONS - Diamond Naraviene**

#### **Branding/Merchandise/Display:**

- **Signage outside the Hospice.** Two signs leading to the Hospice reception have been updated, giving St Raphael's brand more prominence, as well as a new sign facing the traffic coming from Cheam, Nonsuch and Worcester Park has been erected; all to deliver – Hospice care for the people of Merton and Sutton – message and brand recognition capturing the traffic and footfall on a busy London Rd.

- **Hospice van.** The new hospice's electric van has been branded featuring soft and delicate but very clean and noticeable logo, brand messaging and contact details. It also says 'I'm electric, caring for our environment' on its back.
- **Branded glass door stickers.** Subtle transparent stickers have been applied as a brand visual and health & safety measure on all the glass doors in the Orangery courtyard.
- **Fundraising Groups logo.** The logo below is going to be used for the promotion of our Fundraising Groups along with the message of:  
*The Beating Heart of Our Community.*



- **Donation sticker for our shop windows.** A double-sided sticker has been supplied for the application on our shop windows, so people can make instant donations online whilst visiting our shops or passing by. Example below.



- **HR banner to boost nurses recruitment.** The banner below focuses on people/our team and the benefits of working for the Hospice as a palliative care nurse. It is to be printed for display on our railings. Designed in-house.



**Campaigns/Events:**

- **Lavender Walk + Appeal:** Radio Jackie adverts x 30, paid and free online coverage, print collateral, rail banners and ads in local newspapers. For example paid posts on Facebook delivered: 24,841 ppl reached, 1,309 interactions and 402 link click to the event's page.
- **Photography Competition – Life is better with Pets (27/06-01/08).** The campaign has been set up online at: [www.straphaels.org.uk/photocompetition](http://www.straphaels.org.uk/photocompetition). To support its promotion, we'll run paid social media adverts and use a rail banner outside the Hospice.
- **Woof Fest.** Four types of channels and not-to-be-missed presence from 4 July to 17 September: online, radio, leaflet distribution (parks, local business and etc) and outdoor display boards. We took a creative approach to the campaign, using dogs pictures and quotes from dogs to include our PAT dog, Maisie: [www.straphaels.org.uk/wooffest](http://www.straphaels.org.uk/wooffest). To be completed and launched on 4 July. St Raphael's heart has been cleverly incorporated into the Woof Fest icon to represent dog's nose.



#### Digital Marketing:

- **E-news template.** We are revising our e-news template aiming to come up with a refreshed, modern and user-friendly look. We would also like to personalise it in the future, so the names of our subscribers are merged into the text of the e-news, welcoming them individually to our digital newsletter.
- **Website revision.** We would like to arrange a number of small focus groups to evaluate the functionality and accessibility of our current website, so we can make recommendations and action improvements. Plans on how to recruit people representing our audiences and how to run it are being devised. Based on a board spectrum of skills of our Comms Team, we are looking to run it ourselves to save the cost.

#### Collateral:

- **Leaflets.** The following leaflets have been designed and printed: Psychological Services. Next in the pipeline are: 'Just in case medicine' and 'What to do when someone dies at home'.
- **Leaflet racks.** As our leaflet portfolio is expanding we would like to have a professionally-looking display area both at our Wellbeing Centre and in the Hospice. Currently at the product selection stage.

#### PR:

Last few months were exceptionally fruitful PR wise, allowing us to benefit from some incredible coverage, free of charge.

- **Street Party.** Online and print publications: 266,800 users and readers combined
- **Skydive** (<https://www.straphaels.org.uk/news/our-joint-ceo-jumps-out-of-a-plane-for-international-nurses-day> ).
  - Online publications – 902,000 users/readers (Wimbledon Times, Sutton & Croydon Guardian, This is Local London)
  - Publisher social media channels – 48,064 followers
- **Lavender Walk**
  - Online publications – 165,000 users/readers
  - Publisher social media channels – 6,520 followers

#### **VOLUNTEERING - Lorraine Hunt**

- We are currently in the process of cleansing and updating the volunteer database for all areas of retail. We currently have 151 retail volunteers in shops, the donation centre, drivers and supporting the re launch of eBay.
- We are receiving applications both online and via the shop managers. To date we have recruited 49 retail volunteers and have approximately 10 potential volunteers in the recruitment pipeline.
- Recruitment Plans for the next couple of months are to spend time out in the community in various locations close to our shops and hopefully launch a fresh campaign towards the end of September.
- We have created a new health assessment form for all retail volunteers to replace the COVID19 risk self-assessment form which is awaiting approval.
- Currently writing a new comprehensive recruitment process for all retail volunteers which will be distributed to all managers 1<sup>st</sup> week of July.

## **St Raphael's Hospice (DRAFT)**

### **Equality, Diversity and Inclusion Steering Group – Action Plan**

**Equality, Diversity and inclusion** – in the context of St Raphael's Hospice, refers to our intention that no applicant, employee, volunteer, patient/client or other stakeholder should receive less favourable treatment due to their race, religion or belief, gender, disability, sexual orientation, gender reassignment, married/civil partnership status, pregnancy and maternity or their age. It is based on a belief that equality of opportunity and freedom from discrimination is a fundamental right for everyone and that diversity within our organisation and our community is a strength to be promoted and developed.

#### **Our Values**

Our values define who we are and how we act:

**SAFE**

**TEAMWORK**

**RESPECT**

**ACCOUNTABLE**

**PERSON-CENTERED**

**HONESTY AND INTEGRITY**

**ADAPTABLE**

**EXCELLENCE**

**LEADERSHIP**

## SPECIALIST

EDI steering group meeting on the 7<sup>th</sup> of April 2022 for first meeting, with an aim to develop a culture which values its staff and patients/carers and our boroughs Merton and Sutton and to have a system in place which proactively promotes inclusion and equality for all as well as embracing diversity. The aim will be to integrate equality, diversity and inclusion in everything that we do, so that it is embedded in our daily practice.

OBJECTIVE	ACTION/TASK	HOW	WHO	DATE/TIMES CALE	MEASURES OF SUCCESS
<p><b>Strand – Internal/Workforce:</b> oversee and implement a plan of action that ensures equality, diversity and inclusion across our workforce. To ensure that no applicant, employee or other stakeholder receives less favourable treatment due to any personal characteristics. One key priority organisationally is minimising unconscious bias in our people processes and systems.</p>					
<p><b>People, Process and systems</b></p>					
<p><b>Recruitment &amp; Selection of Paid and Voluntary Staff</b></p> <p>Building a diverse and inclusive workforce that understand the community we serve</p>	<p>Ensure that out recruitment and selection processes are inclusive and minimise bias</p>	<ul style="list-style-type: none"> <li>• R&amp;S Training – for managers.</li> <li>• Review R&amp;S and selection internal process, and forms – e.g. Blind shortlisting.</li> <li>• Review of R&amp;S existing job advertising platforms reach more diverse audience.</li> <li>• Improve guidance notes for applicants to ensure they are as inclusive as possible.</li> <li>• Screening adverts to ensure they are attractive to people from all backgrounds e.g. gender bias screening.</li> <li>• Explicit recruitment to widen skills/languages spoken in some areas of service e.g. counselling</li> </ul>	<p>HR/EDI Steering Group</p>		

Staff/Volunteer training	Identify and minimise biases	Unconscious bias training	Education team	Ongoing	
Induction	Set standards and expectations for behaviours at work	HR Induction with all new starters – highlighting EDI related expectations/policies  Introduction of Staff handbook – to include hospice values and update EDI information, e.g. Include information on Mental Health First Aiders, Freedom to Speak up policy	HR  HR/CEO/Comms team	Ongoing	
People, Policies & Procedures	Review all existing people policies, guidance and processes – aligning with EDI vision	Policies to review to include: <ul style="list-style-type: none"> <li>• Recruitment &amp; Selection</li> <li>• Disciplinary</li> <li>• Grievance</li> <li>• Performance Management</li> <li>• Capability</li> <li>• Bullying &amp; Harassment</li> <li>• Flexible working</li> </ul>	HR		
<b>Organisational, culture and monitoring</b>					
<b>Promote and support an inclusive workplace culture</b>	Promote and support a “staff speak up” agenda  Raise awareness through EDI awareness events	Giving our people a voice  Challenging unfair treatment and/or discrimination  Exit interviews – review and analysis of data  Develop guidance resources for managers on disability support	HR/EDI Steering Group		Staff feel respected, heard, valued and comfortable to speak up
<b>Ensuring all staff and volunteers feel valued and</b>	Consider implementing the NHS Workforce Race Equality Standards				

<b>contribute to our success</b>		<p>Focus on national and international events [Celebration of difference]:</p> <ul style="list-style-type: none"> <li>- Black History month</li> <li>- Disability month</li> <li>- Pride/ LGBTQ history month</li> <li>- Diwali / Eid other religious festivals</li> <li>- Learning disability week</li> <li>- Learning at work week</li> </ul>			
<b>Continued workforce EDI monitoring analysis</b>	Encourage staff engagement and participation in completing EDI data on HR system	<p>Collect and analyse diversity monitoring data in order to identify any trends or gaps in relation to the diversity of our workforce.</p> <p>Explore gender and race pay gap reporting</p>			
<b>Annual Staff survey</b>	Review EDI elements	Analyse EDI issues raised in surveys and put appropriate measures in place			
<b>Grievance, performance improvement and Disciplinary Procedure</b>	Review EDI data for staff who raise grievances, go through performance improvement/ disciplinary	<p>Analyse data for each area of work</p> <p>Explore training for managers in implementing 'a just culture'</p>			

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## SPECIALIST

EDI steering group meeting on the 7<sup>th</sup> of April 2022 for first meeting, with an aim to develop a culture which values its staff and patients/carers and our boroughs Merton and Sutton and to have a system in place which proactively promotes inclusion and equality for all as well as embracing diversity. The aim will be to integrate equality, diversity and inclusion in everything that we do, so that it is embedded in our daily practice.

OBJECTIVE	ACTION/TASK	HOW	WHO	DATE/TIMES CALE	MEASURES OF SUCCESS
<p><b>Strand – Internal/Workforce:</b> oversee and implement a plan of action that ensures equality, diversity and inclusion across our workforce. To ensure that no applicant, employee or other stakeholder receives less favourable treatment due to any personal characteristics. One key priority organisationally is minimising unconscious bias in our people processes and systems.</p>					
<p><b>People, Process and systems</b></p>					
<p><b>Recruitment &amp; Selection of Paid and Voluntary Staff</b></p> <p>Building a diverse and inclusive workforce that understand the community we serve</p>	<p>Ensure that out recruitment and selection processes are inclusive and minimise bias</p>	<ul style="list-style-type: none"> <li>• R&amp;S Training – for managers.</li> <li>• Review R&amp;S and selection internal process, and forms – e.g. Blind shortlisting.</li> <li>• Review of R&amp;S existing job advertising platforms reach more diverse audience.</li> <li>• Improve guidance notes for applicants to ensure they are as inclusive as possible.</li> <li>• Screening adverts to ensure they are attractive to people from all backgrounds e.g. gender bias screening.</li> <li>• Explicit recruitment to widen skills/languages spoken in some areas of service e.g. counselling</li> </ul>	<p>HR/EDI Steering Group</p>		

Staff/Volunteer training	Identify and minimise biases	Unconscious bias training	Education team	Ongoing	
Induction	Set standards and expectations for behaviours at work	HR Induction with all new starters – highlighting EDI related expectations/policies  Introduction of Staff handbook – to include hospice values and update EDI information, e.g. Include information on Mental Health First Aiders, Freedom to Speak up policy	HR  HR/CEO/Comms team	Ongoing	
People, Policies & Procedures	Review all existing people policies, guidance and processes – aligning with EDI vision	Policies to review to include: <ul style="list-style-type: none"> <li>• Recruitment &amp; Selection</li> <li>• Disciplinary</li> <li>• Grievance</li> <li>• Performance Management</li> <li>• Capability</li> <li>• Bullying &amp; Harassment</li> <li>• Flexible working</li> </ul>	HR		
<b>Organisational, culture and monitoring</b>					
<b>Promote and support an inclusive workplace culture</b>	Promote and support a “staff speak up” agenda  Raise awareness through EDI awareness events	Giving our people a voice  Challenging unfair treatment and/or discrimination  Exit interviews – review and analysis of data  Develop guidance resources for managers on disability support	HR/EDI Steering Group		Staff feel respected, heard, valued and comfortable to speak up
<b>Ensuring all staff and volunteers feel valued and</b>	Consider implementing the NHS Workforce Race Equality Standards				

<b>contribute to our success</b>		<p>Focus on national and international events [Celebration of difference]:</p> <ul style="list-style-type: none"> <li>- Black History month</li> <li>- Disability month</li> <li>- Pride/ LGBTQ history month</li> <li>- Diwali / Eid other religious festivals</li> <li>- Learning disability week</li> <li>- Learning at work week</li> </ul>			
<b>Continued workforce EDI monitoring analysis</b>	Encourage staff engagement and participation in completing EDI data on HR system	<p>Collect and analyse diversity monitoring data in order to identify any trends or gaps in relation to the diversity of our workforce.</p> <p>Explore gender and race pay gap reporting</p>			
<b>Annual Staff survey</b>	Review EDI elements	Analyse EDI issues raised in surveys and put appropriate measures in place			
<b>Grievance, performance improvement and Disciplinary Procedure</b>	Review EDI data for staff who raise grievances, go through performance improvement/ disciplinary	<p>Analyse data for each area of work</p> <p>Explore training for managers in implementing 'a just culture'</p>			

**St Raphael's Hospice**  
**Minutes of a Meeting of the Finance & Resources Committee**  
**Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX**  
**At 14:00 on Tuesday 12<sup>th</sup> July 2022**

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

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

**Actions arising**

Agenda item	Action	Responsible	Timeline	Ref.
4.1. Management accounts	Take Lottery proposal forward to Board for approval	Nick Stevens, Sara Jane Woods	20 <sup>th</sup> July meeting	12.07.22/01
8. Update on pension arrangements	Prepare report on pensions arrangements inc. update on payment due to NHS pension	Nick Stevens	October meeting	12.07.22/02

*The meeting commenced at 2pm*

**1. Welcome, apologies for absence and declarations of interest**

Committee members were welcomed to the meeting and apologies were received and accepted from Joe Ryan and Paul Holmes. Alan Cogbill took the Chair. The meeting was confirmed as quorate.

**2. Review of minutes from 26<sup>th</sup> April 2022 Committee meeting**

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

**3. Actions List and update on matters arising**

The Committee reviewed the actions arising from the previous meeting – almost all actions have been completed.

**4. 2022/23 Year to Date Finance Report**

**4.1. Management accounts to 31<sup>st</sup> May 2022; update on investments – Nick Stevens** presented key points from the report:

- In terms of headline points to note on the figures, 'other income' is down vs budget primarily due to investments not bringing in anticipated income due to the wider state of economy. £280k of legacies received recently have been included in last year's income which increased prior year's surplus but there are low levels of legacies for 2022/23 so far. There have been some cost savings on expenditure.
- Income from debtors held at the end of 2021/22 has been received and cash has increased to £6.7m.
- Lottery Bumper Draw income will come in June rather than May which contributes a timing difference of £20k. Lottery income is therefore down £10k net overall.
- Fundraising Figures show that £243k has been raised vs a budget of £247k - 18% of the annual total, compared to 20% that had been raised in the same period in the prior year. However the Appeals figure is lower with the Lavender Appeal raising £43k vs prior year £63k. The average donation stayed constant but the overall number of donors is lower across all increments of donation and there was also slightly lower take up in Lavender Walk. Potential factors impacting willingness to donate were discussed at the Fundraising Committee, including the public donating to the Ukraine crisis and inflationary pressures. Challenge income is above target.
- Retail is performing strongly. Shops are ahead of budget overall by 13%, with only Banstead sitting below target. The next Shop opening will not meet the target of July and Ebay is not yet started. Skyline have been asked to submit a quote for consultancy to help scope new locations. The Donation Centre is likely to move in six months so the back-up space has been identified.
- A Lottery Agency has been identified as the Hospice had not recruited sufficient volunteers to pursue that avenue of the strategy. A tabled analysis of Lottery projections was shared, showing a range scenarios for sign-ups per week. If the Agency achieved 100 sign ups per week in Yr1, the same in Yr2, and no sign ups in Yrs 3-5, the budget target would be exceeded by £115k over a 5-year period. This agency has strong quality assurance and training processes in place for its staff. The payment to the Agency would be £50 per sign up (i.e. the first year's income). Due to the size of the contract, it will need Board approval.

The Committee shared questions contributed in advance by Joe Ryan and Paul Holmes as well as their own feedback.

The Committee asked for a comparative picture on the full-year forecast position, compared to this time last year. Nick Stevens confirmed that this time last year, a shortfall of £1.6m was projected before £1m funding from DoC. The year-end position had been a £85k shortfall with £666k from DoC, but there is not a comparable assumption of government covid funding, or large legacies, so the 2022/23 budget is more exposed.

The Committee discussed the approach to releasing DoC funds and suggested that this could be done at year-end once the financial position is fully known rather than on a monthly basis.

The Committee asked more detail on the assumptions behind the Fundraising figures and expected year-end picture. The targets have been set based on an assumption of a return to budget lines meeting pre-covid levels with targets for some high performing areas to increase further. However, the early picture shows that not all Fundraising areas will meet expectations. The Fundraising Campaign has not yet launched and the optimal timing of October 2022 or March 2023 is being considered, as the donor journey and technology/ website capability needs to be ready.

Given the success of Retail, the Committee emphasised the importance of identifying new shop locations as a matter of priority. The Fundraising team must also remain focused on the fundraising activities with the highest 'return on investment' (ROI).

Gail Linehan confirmed that the team are reviewing the strategy and detailed action plan, and this will include monitoring and understanding the impact of external factors in the economy/ charity sector on other comparable organisations.

The Hospice's analysis shows that there is room to increase the number of Lottery players, in comparison to the number of players per member of the local population that others achieve.

The Committee were content to recommend the Lottery proposal to the Board for approval.

#### **4.2. Balance sheet and cash movements; KPI report – the Committee noted these reports.**

**5. Finance & Resources Risk Register –** the Committee noted the medium-term budgetary risk relating to continued inflation, with an assumption of 5% in the current year, but 2% in future years depending on the NHS pay settlement. The Hospice has strong cash reserves and the longer-term income scenarios will be continually updated and shared with Trustees to guide decision-making.

#### **6. Health & Safety update**

Alex Rudkin shared a summary of key points from the paper, sharing that the Hospice has a stringent approach to policy management with 63 reviewed in the past year. Bernard Marley had held a meeting to review the Hospice's processes in more detail and commended the approach to visiting Shops to undertaken assessments, given that this is the most likely location that an incident involving the public could happen.

#### **7. IT & Estates update**

John Groom highlighted key points from the report, including move from CrossCare to EMIS, NurseCall software, and development of the Men's Den and bariatric room. The new Retail storage space has been negotiated from a £60k to £50k p.a. lease of 10 years with a 5-year break clause. Two short-term system outages were solved promptly and the fault removed to prevent this reoccurring.

Nick Stevens congratulated the colleagues involved in the recent meetings from the insurance surveyors, who had responded that St Raphael's practices were exemplary. The Committee wished to record their thanks for team members involved in this visit.

#### **8. Update on pensions arrangements**

Nick Stevens updated on a recent notification of a pension cost expected to sit at £35k towards a recently retired staff member who is on an NHS pension. Due to pay rises in the last three years of employment, St Raphael's is due to pay a contribution. There are only two further staff for whom this request is likely to also apply, meaning a potential future one-off cost of around £100k.

Full details of pension arrangements in place for all staff would be shared at the October meeting, along with an update on the pension costs due relating to these three staff.

#### **9. Draft statutory accounts**

The Committee noted the draft accounts. Neena Vadgama updated on the audit process and significant adaptation to the hamsmacintyre process of remote audit. The audit is 70% complete and the wrap-up meeting is set for mid-September.

#### **10. Any Other Business and Dates of future meetings**

There were no further items raised under Any Other Business. The next meeting will be held at 2pm on Tuesday 18<sup>th</sup> October from 2-4pm.

*The meeting ended at 3.35pm.*

Approved.....

Date.....

# Joint CEO's Report

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## Key Points

1. The Lavender Appeal was 33% below last year and this highlights the continuing challenge to fundraising.
2. We are discussing the best timing for the Campaign. The desire to go soon in order to start to raise the income is being tempered by the recognition that we also need to be able to ensure a smooth journey “from ask to bank account” for donors.
3. We are ready to commence a Lottery Campaign with an Agency we have used previously. We will ask the Board to agree the principle and the target to set.
4. Retail is ahead of budget but needs to grow in line with plans. For this we need to find new shop locations to spread the overhead and also more volunteers and some staff to support Ebay and Sunday opening to maximise our existing capability.
5. Recruitment of Band 5 nurses remains a challenge. We have recruited to the Head of HR role.
6. The increase in Covid cases has caused a step back to mask wearing in the Hospice building and a number of staff absences, again.
7. We have attached the latest Quarterly Summary of feedback to the independent Medical Examiners who review each death in Merton. As with last time, the feedback evidences the extraordinary blend of expertise and real care that is operating at St Raphael's Hospice.

## Finance and Governance

8. Our new insurance company, Markel, carried out their risk survey on the hospice site on June 16th. The survey covered policies and procedures, Covid management, health and safety, buildings and maintenance and a number of other areas of potential risk. Our team showcased their expertise and provided a level of assurance that led the broker, from Hettle Andrews, to describe St Raphael's as “the best of the best”. The risk inspector and insurance surveyor both agreed with this summary. They stated that there have only been a handful of organisations in their experience where there had been no significant points to raise and that this had never been the case with a medical establishment. We take huge assurance from this assessment and are very proud of the team.
9. Our new auditors, Hayes Macintyre, commenced their first audit in July. There have been some teething problems as they operate through a virtual system which

demanded a large volume of information very late in the day. This was compounded by Neena having a nasty bout of Covid at the same time. Our wrap up meeting has been delayed to September 15<sup>th</sup>, in time for the final approvals at the October Board.

10. The final tranche of funding of £70,000 for engagement with the Capacity Tracker has been received in July. This relates to March and is included in the 2021-22 accounts.
11. The bank total (including the investment fund) remains healthy with £6.35m at the end of June, though within that total, the investment value has dropped by £80k to £1.92m due to the economic crisis. We will not need to draw upon this fund in the foreseeable future and can await recovery.
12. A new chemical cleaning system has been installed for assurance of water quality throughout the hospice.
13. Incidents – 2 RIDORR reports to HSE:
  - a. A fractured arm was sustained when a member of the retail team slipped off a chair. Mitigations have put in place to prevent a recurrence.
  - b. A retail volunteer slipped on a handbag left on the floor by a customer, possible fractured arm and strained ankle.

## **Staffing and Recruitment**

14. Please see **Clinical Directors** update in CQ&G report related to IPU and community team staffing/activity. Due to staffing challenges related to recruitment (Band 6 & Band 5 roles), staff affected by Covid, long term sickness and annual leave the IPU is supporting 8 beds at present.
15. Volunteer recruitment remains active across all three strands (Hospice, Retail and Compassionate Neighbours). The most challenging area remains retail volunteers.
16. We are delighted to confirm that we have appointed Barry Angel to be interim Head of HR. Barry is currently Group Director of HR for a nationwide accountancy firm and previously set up the HR function for Metro Bank across UK. He will spend a day with Kelly and the team on Tuesday next week to have some handover time and with a fair wind, should be in post before the end of August.

## **Retail and Fundraising**

17. The challenge to fundraising and achieving targets is ever present and the current economic environment is not helpful. We are concerned that the number of donors to the annual Lavender Appeal was down by 1/3<sup>rd</sup> and we saw a similar reduction in the numbers supporting the Lavender Walk.

18. Sara Jane has noted that the team has little visibility in the hospice building where many of our future supporters will come. We also have little material on site to highlight the need and the opportunities to fundraise. We will take action to address this.
19. We have been notified of £540k of legacy income since the year end, of this total £280k relates to legacies we were aware of but could not quantify before the year end and hence has been added to the total for last year. £260k will be accounted for in 2022-23.
20. Retail is ahead of budget but needs to grow in line with plans. For this we need to find new shop locations to spread the overhead and Sara Jane is obtaining a quote from Skyline for a site-finding service which will free her time.
21. We also need more volunteers and some additional bank staff to enable us to maximise our existing capability. For example, we are yet to re-commence our Ebay platform and could benefit from Sunday opening in a number of shops.
22. The lease to secure the warehouse premises in Sunningdale Road Sutton is progressing.
23. Planning continues for the launch and delivery of the Campaign. We have met with AVE the design and marketing company and they have re-worked the brief to promote the “Ask” in the concept. They have also outlined the tone and feel. Final decision on the timing is still to be agreed. It has been noted that the existing “supporter journey” on the website is not good and a “microsite” may be required for the purpose. We have followed this route with the Lottery sign-up journey. Logistics suggests that the options will be October or March. This is later than envisaged and will impact this year’s fundraising. Getting the timing right is vital for success however.
24. Research into the challenges to fundraising faced by other hospices and charities is being undertaken by Fundraising to give assurance that we are not missing any opportunities to capitalise on our efforts.
25. We are ready to re-commission the Lottery Agency that made a start with us before lockdown. A separate note on the implications of this will be presented. Their expectation is that they can recruit 100+ new players per week. They charge £50 per play. This entails high up front costs and high long term gains.
26. Please see Fundraising and Communications and Finance report for more a more comprehensive overview.

## **External Engagement**

27. We have met with CEO colleagues from Royal Trinity (RT), Princess Alice (PAH) and St Christopher’s Hospice (SCH). The meetings allow for exchange of ideas and currently sharing of financial data and commissioning. It is clear that we are all facing exactly the same challenges related to commissioning and staffing. Further meetings have

been scheduled to continue the dialogue. There is a willingness to think about how we could collaborate across functions in the future, potentially education and HR. Nick has been liaising with the Financial Directors from RT and PAH to compare data and construct a template where we are all reporting to the SWL ICS comparable data.

28. We participated in the launch event of the SWL ICS on line on July 1<sup>st</sup>. The 6 areas of Croydon, Sutton, Merton, Richmond, Kingston and Wandsworth constitute the SWL ICS.
29. Hospice UK (HUK) had exposure on BBC Breakfast earlier this the month, highlighting the challenge faced by hospices because of inflationary costs particularly to related to energy and other supplies. The interview clearly outlined the pressure hospices are under to raise funds in this challenging climate and the vital work that they do. HUK have stated that each hospice would need a £500,000 uplift just to maintain current levels of provision. Watch this space.

## **Operations**

30. The Men's Den is progressing well. Work has been slow as the volunteer contractors are in the midst of their busy period. The kitchen has been delivered and will be fitted soon. The banner outside the hospice advertising the completion and opening as summer date has been removed. We are currently hopeful for late Autumn.
31. Progress is being made re: the new Patient Administration System with the preferred option being Emis.
32. New signage has been installed at the front of the hospice facing onto the London Road which is clearly visible on both approaches to the entrance. This should help with raising awareness of our presence from drivers and pedestrians.

## **Staff Wellbeing**

33. There has been a recent increase in the number of reported Covid cases which has impacted staff members across the hospice. Although staff have not been too adversely affected, they have continued to test positive for up to 10 days, which has affected ability of the IPU to maintain 10 beds. Bed availability has been reduced to 8 at present.
34. Covid Policy Review – The Clin 52 policy which has been regularly reviewed and in response to the increase in Covid cases we have reverted to wearing masks in the hospice and the re-introduction of sneeze screens at main reception and in the Orangery for safety. Twice weekly LFD testing has been maintained as standard for all clinical staff and staff accessing the clinical areas.
35. Staff are beginning to take their annual leave which is well deserved and will hopefully be enjoyed with minimal disruption to travel if going abroad.

**36.** We have shared with our team that as a benefit of working for St Raphael's they are entitled to life insurance with AIG. As part of the cover they have unlimited access to their health and wellbeing service – Smart Health. The service is available to staff and their immediate family, including their partner and any children under the age of 21. This is an unlimited service which can be utilised on a laptop, desktop, mobile or tablet anywhere in the world 24/7, 365 days a year. It offers the following suite of six services designed to keep you healthy:

24/ online GP appointments

Professional mental health support

Nutrition advice from a team of Nutritionists

Fitness plans designed by sports coaches

Second medical opinion

Health check

Prescriptions delivered straight to your door the next day

**37.** We would like to acknowledge the dedication of all our staff across teams and thank them for all they do to support our services both clinical and non-clinical.

**Gail and Nick - Joint CEOs    13<sup>th</sup> July 2022**

**St Raphael's Hospice**  
 Minutes of a Meeting of the Board of Trustees  
**Held at 13:30 on 4<sup>th</sup> May 2022**  
**At St Raphael's Hospice, London Road, Sutton, SM3 9DX**

**Trustees:**

**Norman McWhinney (NM)** (*Chair*)    **Alan Cogbill (AC)** (*Vice-Chair*)    **Grahame Darnell (GD)**  
**Sister Veronica Hagen (Sr VH)**    **Paul Holmes (PH)**    **Manjit Lall (ML)**  
**Bernard Marley (BM)**    **Roderick O'Connor (RO'C)**    **Sister Kathleen O'Reilly (Sr KO'R)**  
  
**Joe Ryan (JR)**    **Dr Joy Tweed (JT)**

**In attendance:**

**Gail Linehan (GL)** (*Joint CEO*)    **Nick Stevens (NS)** (*Joint CEO*)    **Carrie Chill (CC)** (*Board Advisor*)  
**Ed Cook (EC)** (*Advisor to DoC & Finance Committee member*)    **John Groom (JG)** (*Director of IT & Estates*)    **Alex Rudkin (AR)** (*Head of Quality & Improvement*)  
**Jenny Strawson (JS)** (*Lead Consultant*)    **Rebecca Trower (RT)** (*Clinical Director*)    **Sara Jane Woods (SJW)** (*Director of Income Generation*)  
  
**Anna Machin (PM)** (*Governance*)

**Actions arising**

<b>Agenda item</b>	<b>Action</b>	<b>Responsible</b>	<b>Timeline</b>
4. Joint CEO Report	Contribute to staff newsletter to express thanks for contributions from staff to EVE strategy	Norman McWhinney	May/ June 2022

**Agenda items arising**

<b>Agenda item</b>	<b>Action</b>	<b>Responsible</b>	<b>Timeline</b>
Fundraising Campaign	Update on Fundraising Campaign targets	Sara Jane Woods	July meeting

**1. Welcome and apologies for absence**

- 1.1. The Chair welcomed Trustees and colleagues to the meeting, which was preceded by a closed session of Trustees which is subject to a separate minute. Trustees congratulated John Groom on his recent promotion to the role of Director of IT & Estates.

**2. Declarations of interest**

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

### **3. Minutes of Board meeting held on 26<sup>th</sup> January and 9<sup>th</sup> February 2022 and actions list**

- 3.1. Trustees reviewed and approved the minutes of the 26<sup>th</sup> January and 9<sup>th</sup> February as an accurate record of proceedings.
- 3.2. Looking at the prior discussion on staff communications, it was confirmed that the Hospice would not be formalising attendance of a Union Representative at meetings but that there were individual unions such as the RCN, Unison and BMA that staff can access.

### **4. Joint CEO Report and update on milestones towards Hospice strategy**

- 4.1. Gail Linehan and Nick Stevens highlighted key points from the Report:
  - The capacity tracker is now no longer completed by Hospices, and the associated Treasury grant funding also ceased as at the end of March 2022. Grant funding related to covid, which is received via the CCG, has been confirmed up to December 2021, with no further notifications of funding although Hospice UK expect a further grant may be received.
  - The Hospice is embedding within Merton Place and Sutton Place under the new place-based NHS strategy and will attend an upcoming group discussion on contracting with SW London organisations in mid-May. There is a desire with other local Hospice CEOs to make representation as a group to advocate and ensure equitable funding
  - Recruitment remains challenging particularly for Band 5 nursing roles (in common with other local Hospices) and fundraising roles although the Hospice is currently able to operate at 10 beds. Staff morale is strong and new staff members have commented positively on the Hospice's ethos.
  - Covid-19 policies have been adjusted line with government guidance, with stringent procedures still in place in IPU. There are currently relatively low instances of covid amongst staff.
  - A range of milestones are being reached in terms of the Excellence strand of the Hospice's strategy, including development of the Men's Den, the Hospice and Retail portfolio refresh, successful recruitment to the Consultant roles, alignment with the Agenda for Change, improved digital capability.
  - In terms of Visibility, there has been significantly enhanced PR and social media outreach through new hires to the communications team, strong representation on local care networks, and links built with local universities to meet nursing graduates. Volunteer time was at 52,000 hours pre-covid, 10,000 during covid and increased to 35,000 hours in 2021/22 despite periods of lockdown. The Fundraising Campaign will further enhance organisational visibility.
- 4.2. Trustees recognised the efforts of the team and would express their thanks in the next staff newsletter and could attend events on International Nurses' Day.
- 4.3. Trustees emphasised the importance of moving from outputs to outcomes measures now that this strong foundation is in place, particularly in relation to fundraising.

### **5. Committee Chair updates & meeting minutes**

#### **5.1. 5<sup>th</sup> April HR inc. update on Equality & Diversity and staff survey outcomes**

- 5.1.1. Paul Holmes updated that the Committee had been joined by new members Steve Mulhall and Manjit Lall, which has built out the size and expertise of the group. With the focus on volunteer recruitment, the team were requested to share indicators to track progress vs volunteer recruitment targets. An update will be given at the July Board meeting comment on Equality, Diversity & Inclusion plans following set-up of the internal Working Group.

## 5.2. 1<sup>st</sup> April Clinical Quality & Governance

- 5.2.1. Dr Joy Tweed updated that the Committee had discussed Clinical Audit in detail which showed that provision within the Hospice is very strong in terms of procedures, auditing and maintenance of registers. Feedback from the Medical Examiner Service has been positive. The team have introduced a new role focused on clinical outcomes, infection control, streamlining the discharge process and quality aspects of care.
- 5.2.2. The Board were asked to note that the CQCs approach to engagement and inspections has shifted, focusing more on relationship management rather than unannounced inspections at this time with Hospices that have a 'Good' rating. The team would still wish to go through the Key Lines of Enquiry (KLOEs) even without a CQC visit to maintain this discipline. The CQC is still to confirm the approach to inspection so that a Hospice could move from Good to Outstanding. Capturing case studies of the Hospice's work is also vital, ready to share with inspectors.

## 5.3. 26<sup>th</sup> April Fundraising & Communications Committee update; Fundraising Update

- 5.3.1. Rod O'Connor and Sara Jane Woods updated that the recent 'I'm a Director, Get me Out of Here' was the first in-person event during 2022 and was highly positive with £18.8k raised with just £2.7k expenditure excluding staff costs. More in-person activities and Challenge events are being planned, and take-up is strong.
- 5.3.2. Retail is performing ahead of budget. Shop Managers are being trained in volunteer recruitment which is bearing fruit, although the organisation needs 500-600 volunteers to run shops effectively and is still a way from this target. There are also challenges in recruiting to paid Shop Assistant Manager, Lottery and Ebay roles. Shop staff and volunteers have been highly flexible in swapping and covering shifts. The rent at the Raynes Park has increased at the same time as footfall has decreased significantly and this will be addressed. The plans for the Fundraising Campaign are under way including contacting a communications agency, but the full plan and set of targets has not yet been brought together.
6. The Hospice team shared information on the alternative Donation Centre location that had been identified, as it was now confirmed that the current space would most likely be available for a maximum of 6 months. The cost would be £60k per annum, with provision of £50k included in the budget. The contract is 10 years with a 5 year break clause. A mezzanine space could be installed to maximise use of the Centre. The team would aim to negotiate further on the annual cost. In line with the financial delegated authorities, Trustees approved the spend of £60k per annum.

## 6.1. 26<sup>th</sup> April Finance & Resources Committee update; Finance & Resources Update

- 6.1.1. Joe Ryan provided a summary of the Financial position, which had been reviewed in detail at the Finance Committee:
- The full year-end management accounts show a surplus of £200k after DoC drawdown (and a shortfall of £(467)k before). Greater than expected income from the Clinical Commissioning Group (CCG), towards Covid-19 and areas such as weekend cover, has been fundamental to this change in position.
  - £666k was drawn down during 2021/22 from Daughters of the Cross (DoC) meaning that a total of £946k of the £3.6m grant has been spent. This means that £2.654m is remaining for future years, with £1m budgeted to be spent in 2022/23.
  - £2m has been transferred to investment advisors Sarasin, with £17k income achieved so far.
  - Following the Committee meeting, Ed Cook as Financial Advisor to DoC had shared an analysis of the key financial trends, emphasising the scale of the task ahead to reach financial sustainability. The 2019/20 financial position had been reviewed, which showed

a small shortfall of £77k with strong legacies. At a more typical income of £1m legacies, it would have represented an adjusted shortfall of £827k for the year.

- Within the 2022/23 budget, there is an increase of £680k in net service delivery costs primarily due to staff costs linking to the Agenda for Change and inflationary pressures. Fundraising is also forecasting £200k less than achieved in 2019/20. Compared to a £1m gap expected at independence, the 2022/23 funding gap is £1.7m. The Hospice must increase fundraising significantly by £600k per annum. The 7-year projections also do not project the Hospice reaching full sustainability.

6.1.2. Nick Stevens and Sara Jane Woods echoed and recognised the scale of the challenge, and provided a response to the areas raised by DoC:

- The budgets for upcoming years reflect the increased expenditure commitments, however this will now present a consistent cost base, all of which had been included in the Hospice's plans and strategy aside from the £300k increase due to the Agenda for Change. There will be vacancies each year which will reduce actual expenditure. Over the course of the last seven years, inflationary pressures have increased the annual clinical cost base by around £750k.
- The Hospice's fundraised income is £160k lower than expected due to covid-related delays, which have inhibited the work of the Fundraising team. The Hospice is developing the Fundraising Campaign in recognition of the need to increase income, grow current donors and attract new donors. This will involve implementing new communications strategies, regular gift requests, and specific targets for each area of income. A full marketing plan will be developed once the communications agency is contracted. Retail income for 2022/23 is based on 2021/22 performance but may well be outperformed.
- There are encouraging signs from recent fundraising activity, including 30 sign-ups for the Street Parties of which 28 are new contacts, 9 new corporates engaged through 'I'm a Director', and £16k raised in the Lavender Appeal's first 15 days compared to £4k in the prior year. The Fundraising team understand the risks and pressures, particularly in maintaining and increasing Lottery income.

6.1.3. Trustees asked about the typical financial impact of the vacancy rate. It was confirmed that this lead to £200k of savings in 2021/22. Trustees also emphasised the impending legislative change around provision of specialist palliative care and that the Hospice would need to be proactive in understanding how the sector would respond. Trustees noted the year-end financial update and draft statements being developed for inclusion in the annual report and accounts.

## **7. Governance update**

7.1. Trustees noted the Governance Report and approved the Financial Scheme of Delegation and Committee Terms of Reference.

## **8. Any Other Business & Date of Next Meeting**

8.1. There were no further items of business raised. Trustees noted the date of the next meeting of 20<sup>th</sup> July from 1-5pm.

Approved.....

Date.....

## St Raphael's Hospice

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

At 10:00am on Tuesday 5<sup>th</sup> July 2022

Members: Paul Holmes (PH - Chair)  
Norman McWhinney (NM – Chair of Trustees)  
Manjit Lall (ML – Committee Member & Trustee)  
Steven Mulhall (SM – Committee Member)

In attendance: Kelly Channer (KC – Head of HR)  
Gail Linehan (GL – Joint CEO)  
Nick Stevens (NS – Joint CEO)  
Ginny Toubal (GT – Volunteer Services Manager - items 1-3)  
Anna Machin (Clerk – AM)

### Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
5. Update on HR Activity	Make updates to Risk Register inc. reference to Staff Handbook development	Kelly Channer	Summer 2022	22/07/05-01
	Develop approach to absence reporting within Hospice	HR team	Summer and autumn 2022	22/07/05-02
6. Equality and Diversity Policy	Make requested updates to Policy	Kelly Channer	Summer 2022	22/07/05-03
	Share example sign-off process for policies in relation to EDI assessment	Manjit Lall	Summer 2022	22/07/05-04
7. Speaking Up	Confirm completion of update to posters at next meeting	Gail Linehan	Summer 2022	22/07/05-05

#### 1. Welcome, apologies for absence and declarations of interest

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

#### 2. Volunteer Services Update & Dashboard

Ginny Toubal presented headline information from the Volunteer Services update:

- The Volunteer team is supporting Retail outreach as well as the core Hospice and Compassionate Neighbours strands. The opportunity is being pursued through the Compassionate Neighbours programme to support community members who are not under the Hospice's clinical care, but can be supported in terms of their wellbeing and to alleviate loneliness.

- The Volunteer Value Audit showed the range and value of in-kind contributions during the past year from 669 volunteers including Supporter Groups, and is calculated through an index-linked 'average rate of pay' for the various roles.
- The Wellbeing Centre also brings in volunteers and they are able to support attendees with the range of technology available, for example accessing music and images.
- The Ward Companions volunteers were stood down temporarily at the very end of June to reduce footfall whilst covid provisions were adapted but are now back on site.
- The Hospice was able to hold the first employee partnership event since the pandemic, which helps to support individuals who are moving back into employment.

The Committee asked for further detail on Retail volunteer recruitment, as a strategic priority for the Hospice. There are currently 145 active retail volunteers in Shops, Donation Centre and Drivers, with 20 recruited since 2<sup>nd</sup> April, however there have also been leavers during the year. The on-boarding processes have been made as efficient as possible, however there are still barriers including individuals' availability with economic pressures creating more pressure to take on paid work, and volunteers wishing to undertake more administrative rather than shop-based roles.

### **3. Volunteer Services Risk Register**

Trustees thanked the team for bringing together the Risk Register which highlighted the mitigating actions in relation to areas including volunteer recruitment, and impacts of the pandemic on absence. The Hospice's shops are generally still able to open with a strong team of staff and volunteers in place, however the Hospice also plans to open further shops and so this will remain an ongoing and important priority. The Fundraising Campaign will also need volunteers to be recruited and there are alumni volunteers that Ginny Toubal could support the Fundraising team identify as part of this. Another factor is reliance on a certain number of volunteers that perform a range of roles in the Hospice which works well aside from periods of their absence.

### **4. Review of minutes from 5<sup>th</sup> April 2022 HR Committee meeting**

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

**4.2. Actions List** - The Committee reviewed the actions arising from the previous meeting. The Volunteer Risk Register development had been completed and remaining actions would remain on the list for consideration at the next meeting.

### **5. Update on HR Activity and Management Plan**

**5.1. HR Report** - Kelly Channer updated on key developments since the April meeting:

- Covid-19 remains a challenge in terms of cover being required when staff are isolating and Bank staff also often take leave over the summer months. Agencies have not yet come forward with any permanent candidates. The communications team are supporting with outreach and promotion of vacancies including potentially through local radio. The NHS approach to applications is presenting as a barrier to being able to link in with candidates. In conversations with other Hospices, it has been shown that despite a range of strategies that are used, there are still difficulties and it is a sign of the current recruitment market overall. One positive sign is that there have been more applications for Bank nurses that are based locally. The Hospice is considering Preceptorships and support for nurses returning to practice.
- The implementation of the new payroll system has been put on hold until the new leader of the HR team is in post. Feedback on the pension surgery meetings was strong.

- The SmartHealth online GP portal has been well received and covers family members including children up to the age of 21.
- Appraisals are underway but there are a range of areas due for completion.

The Committee suggested that in due course, the offer in the Employee Assistance Programme (EAP) and SmartHealth through insurance could be compared and streamlined to reduce any areas of replication.

**5.2. Management Plan** – The Committee thanked Kelly Channer for the clear presentation of the Plan for the year. The Staff Handbook is being developed as a key priority to complete by the end of summer. The Committee requested that Staff Handbook completion be added to the Risk Register.

**5.3. Staff Survey outcomes** – it is planned to undertake the next full Staff Survey in autumn 2022 or spring 2023. It will be important to understand the Hospice’s progress against key areas and also foster higher levels of responses. In future, the Hospice may also wish to undertake Pulse Surveys to track perceptions against actions.

**5.4. HR statistics** - It was agreed that absence reporting would need to be integrated into the HR Report and embedded across the Hospice more fully. Committee members noted that new joiners had a lower average age than leavers, and the strong figure for average length of service.

## 6. Equality, diversity and inclusion update inc. Policy

Kelly Channer updated on the first meeting of the Equality & Diversity Steering Group which explored areas including use of signage in the Hospice emphasising the zero tolerance approach to discrimination, and the proposal to add an Equality Impact Assessment within all organisational policies. Manjit Lall would share an example EDI sign-off process for policies.

Committee members received assurance that a statement on equality and diversity is included promotion of roles on the Hospice website, and asked that this statement is included at the start of the Policy. The phrasing on the Hospice’s Catholic ethos would be reviewed.

## 7. Speaking Up

There were no concerns raised under the Speaking Up policy to report to the Committee. Posters are being updated with the Link Trustee details to share within the Hospice building.

## 8. Any Other Business and Dates of future meetings

The Committee wished to share their thanks and appreciation for Kelly Channer’s significant contribution, integrity and expertise given to the Hospice during her years of service particularly during over the course of the pandemic.

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

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

*The meeting ended at 11.05am*

Approved.....

Date.....

## St Raphael's Hospice

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In attendance: Kelly Channer (KC – Head of HR)  
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Approved.....

Date.....

# St Raphael's Hospice

## Meeting of the Board of Trustees

To be held at St Raphael's Hospice at 13:30 on Wednesday 20<sup>th</sup> July 2022 (lunch 13:00-13:30)

### TO BE PRESENT:

#### Trustees:

<b>Norman McWhinney</b> (NM) ( <i>Chair – apologies for meeting</i> )	<b>Alan Cogbill</b> (AC) ( <i>Vice-Chair - Chair of meeting</i> )	<b>Grahame Darnell</b> (GD)
<b>Sister Veronica Hagen</b> (Sr VH)	<b>Paul Holmes</b> (PH)	<b>Manjit Lall</b> (ML)
<b>Bernard Marley</b> (BM)	<b>Roderick O'Connor</b> (RO'C - <i>apologies</i> )	<b>Sister Kathleen O'Reilly</b> (Sr KO'R)
<b>Joe Ryan</b> (JR)	<b>Dr Joy Tweed</b> (JT)	

#### In attendance:

<b>Gail Linehan</b> (GL) ( <i>Joint CEO</i> )	<b>Nick Stevens</b> (NS) ( <i>Joint CEO</i> )	<b>Carrie Chill</b> (CC) ( <i>Board Advisor</i> )
<b>Ed Cook</b> (EC) ( <i>Advisor to DoC &amp; Finance Committee member</i> )	<b>John Groom</b> (JG) ( <i>Director of IT &amp; Estates</i> )	<b>Alex Rudkin</b> (AR) ( <i>Head of Quality &amp; Improvement</i> )
<b>Jenny Strawson</b> (JS) ( <i>Lead Consultant</i> )	<b>Rebecca Trower</b> (RT) ( <i>Clinical Director</i> )	<b>Sara Jane Woods</b> (SJW) ( <i>Director of Income Generation</i> )

**Anna Machin** (PM) (*Governance*)

1 - Purpose: Discussion/ Approval/ Policy/ Information

Item	Description	Purpose <sup>1</sup>	Lead	Timing
1.	Welcome and apologies for absence	-	Chair	1.30-1.35
2.	Declarations of interest	-	Chair	
3.	Minutes of Board meeting held on 4 <sup>th</sup> May 2022 & Actions List	Approval	Chair	1.35-1.45
4.	Joint CEO Report	Discussion	GL, NS	1.45-2.15
5.	Committee Chair updates & meeting minutes: <ul style="list-style-type: none"> <li>• 5<sup>th</sup> July HR inc. update on Equality and Diversity</li> <li>• 1<sup>st</sup> July Clinical Quality &amp; Governance</li> <li>• 12<sup>th</sup> July Fundraising &amp; Communications</li> <li>• 12<sup>th</sup> July Finance &amp; Resources inc. verbal update on Ethical Investment Policy</li> </ul>	Discussion	Committee Chairs	2.15-2.35
--	<i>Break</i>	-	-	2.35-2.50
6.	Fundraising Report inc. update on Campaign & approval of Lottery contract	Discussion	SJW	2.50-3.20
7.	Hospice Corporate Risk Register & summary of Departmental Risk Registers	Discussion	GL, NS	3.20-3.40
8.	Any Other Business & Date of Next Meeting	-	Chair	3.40-3.45
9.	T-Time (trustee only session) inc review of meeting actions	Discussion	Chair	4.00-4.30

**Date of next meeting:** Wednesday 26<sup>th</sup> October, 1-5pm

## Review of Lottery Agency Proposal

Below is a summary of the impact that the use of the Lottery Agency would have, of itself and on the pre-existing budget. The pre-existing budget was based on the current lottery plays (reducing by 4% per year) + new players introduced by a staff and volunteer team. That included staff and marketing costs + other costs. The revised budget would exclude the staff and marketing costs but include all other costs + agency costs.

## Background Assumptions

£50 is paid to the agency for each "play"  
 30% of players take 2 "plays"  
 20% of sign-ups cease before 3 months (resulting in a refund of agency fee)  
 10% of sign-ups cease after 6 months (no refund of agency fees)  
 10% of sign-ups cease after 36 months (no refund of agency fees)

Summary of Yields	Cost over 5 years from this source	Net Income over 5 years from this source	Lottery contribution (income - costs) arising over 5 years in current budget (2022-27), using staff + volunteers	Lottery contribution (income - costs) arising over 5 years in revised budget (2022-27), using agency	Difference (current v revised)	Cumulative Income in Year 2 compared to current budget	Net Income in Year 5 compared to current budget
<b>For weekly sign ups in years 1 - 2 - 3 - 4 - 5</b>							
100 - 0 - 0 - 0 - 0	£(270,400)	£817,960	£1,764,605	£1,752,824	£(11,781)	£42,393	£(123,578)
100 - 50 - 0 - 0 - 0	£(405,600)	£1,121,484	£1,764,605	£1,999,310	£234,705	£9,178	£(5,025)
100 - 50 - 50 - 0 - 0	£(540,800)	£1,310,933	£1,764,605	£2,127,243	£362,638	£9,178	£122,915
100 - 50 - 50 - 50 - 50	£(818,350)	£1,310,920	£1,764,605	£2,094,022	£329,417	£9,178	£122,908
80 - 40 - 40 - 0 - 0	£(432,640)	£1,048,746	£1,764,605	£1,909,859	£145,254	£15,824	£29,710
80 - 40 - 40 - 40 - 40	£(654,680)	£1,048,736	£1,764,605	£1,883,281	£118,676	£15,824	£29,705
<b>100 - 100 - 0 - 0 - 0</b>	<b>£(540,800)</b>	<b>£1,425,008</b>	<b>£1,764,605</b>	<b>£2,245,797</b>	<b>£481,192</b>	<b>£(24,037)</b>	<b>£113,529</b>
150 - 150 - 0 - 0 - 0	£(811,200)	£2,137,512	£1,764,605	£2,848,535	£1,083,930	£(57,258)	£341,848

Please note that, even if we do invest in the agency option, we would still seek to gain new lottery members ourselves via the website, events, our Appeals and etc. This would be in addition to the figures above.

Below are the highlighted option (2 years at 100 per week) under different assumptions for "within 3 months; after 6 months; after 36 months)

Summary of Yields under different attrition assumptions	Cost over 5 years from this source	Net Income over 5 years from this source	Contribution (income - costs) over 5 years in current budget	Contribution (income - costs) over 5 years using agency	Difference (current v revised)	Cumulative Income in Year 2 compared to current budget	Net Income in Year 5 compared to current budget
<b>20%; 10%; 10%; - as shown above</b>	<b>£(540,800)</b>	<b>£1,425,008</b>	<b>£1,764,605</b>	<b>£2,245,797</b>	<b>£481,192</b>	<b>£(24,037)</b>	<b>£113,529</b>
20%; 20%; 20%;	£(540,800)	£1,105,936	£1,764,605	£1,988,410	£223,805	£(47,034)	£7,735
20%; 20%; 30%;	£(540,800)	£1,034,956	£1,764,605	£1,943,963	£179,358	£(47,034)	£(27,755)
20%; 30%; 20%;	£(540,800)	£857,844	£1,764,605	£1,775,470	£10,865	£(70,031)	£(62,569)
10%; 10%; 10%;	£(608,400)	£1,624,428	£1,764,605	£2,410,065	£645,460	£(33,579)	£183,833

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	Date Action Required By:	Who is responsible for action	Date of last review	Date of next review
1.	<b>Inability to Recruit Sufficient Volunteers to support Income Generation</b>	<ul style="list-style-type: none"> <li>Retail Operation is restricted</li> <li>Supporter Group plans curtailed</li> <li>Lottery Growth delayed</li> </ul>	<ul style="list-style-type: none"> <li>Retail Team being engaged and trained in recruitment and retention of volunteers</li> <li>Supporter Group Fundraiser drawing up a plan for growing groups</li> <li>High calibre volunteer to be drafted in to support implementation of plan</li> <li>Safe volunteering measures in place to re-assure potential volunteers</li> </ul>	4	4	20	<ul style="list-style-type: none"> <li>Comms Plan being drawn up to repeat the recruitment drive of spring 2021 on ongoing basis</li> <li>Lottery role + Retail 0.5 in budget to support recruitment and management of volunteers</li> <li>Gather a team of Volunteers to drive ideas for recruitment</li> </ul>	4	4	20	Feb-22	Volunteer Lead + Dir Income Gen	Jan-22	Mar-22
2.	<b>Failure to meet Budget income levels</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>New team members recruited, overall increase in fundraising staff and resources</li> <li>Campaign being planned to raise profile and provide opportunity to donate</li> <li>Sufficient funds in place to ensure 2-4 years viability</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Mitigation funding has been agreed in principle to ensure time to react to unexpected changes to circumstance (eg coronavirus impacts) so long as evidence of improvement is clear</li> </ul>	3	3	12	Feb-22	Head of Donor Dev + Dir Income Gen	Jan-22	Mar-22
3.	<b>Materially reduced legacy income</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>Publicise Legacy opportunity in The Raphaelite</li> <li>Annual Make you Will Fortnight event</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Implementation of a legacy marketing plan</li> </ul>	4	2	12	Feb-22	Head of Donor Dev + Dir Income Gen	Jan-22	Mar-22
4.	<b>Loss of key members of staff delaying implementation of the strategy</b>	<ul style="list-style-type: none"> <li>Delay arising from loss of corporate and system "knowledge"</li> <li>Delay arising from recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Regular 121's, Performance reviews and checks on morale</li> <li>Achievable but challenging individualised targets</li> <li>Regular feedback</li> <li>One team one goal approach</li> </ul>	3	3	12	<ul style="list-style-type: none"> <li>Career development training and opportunity</li> <li>Market rate salary</li> </ul>	3	2	9	Feb-22	Head of Donor Dev + Dir Income Gen	Jan-22	Mar-22
5.	<b>Vulnerability of retail staff lone working</b>	<ul style="list-style-type: none"> <li>Staff at risk of harm or accident</li> <li>Staff at risk of anxiety and concern</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Increase paid staff to try and cover opening hours at high risk venues and close whenever insufficient</li> <li>All shops given Lone Worker devices and training on how to use them.</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Seek to increase volunteer numbers to ensure dual presence at all times</li> </ul>	3	2	9	Feb-22	Retail Area Managers + Dir Income Gen	Jan-22	Mar-22
6.	<b>Serious incident of harm at event run by SRH (staff or volunteer led)</b>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Financial Liability</li> </ul>	<ul style="list-style-type: none"> <li>Planning and regular risk assesment highlighting possible H&amp;S risks</li> <li>Adherence to legal and professional regulation</li> <li>Volunteer management and training</li> <li>Insurance cover in place</li> <li>Designated staff oversight</li> </ul>	5	1	10		5	1	10	Feb-22	Head of Donor Dev + Dir Income Gen	Jan-22	Mar-22
7.	<b>Negative social media / other negative PR</b>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Loss of Supporter Engagement</li> </ul>	<ul style="list-style-type: none"> <li>New Comms role with responsibility for social media</li> <li>Regular monitoring of all social media channels and press</li> <li>Response to complaints, enquiries and feedback</li> </ul>	3	2	9	<ul style="list-style-type: none"> <li>Focus on quality of all aspects of SRH work to reduce risk of dissatisfaction</li> <li>Learning culture to encourage improvement and learning from mistakes</li> </ul>	3	2	9	Feb-22	Comms Manager + Joint CEOs	Jan-22	Mar-22
8.	<b>Legal changes in fundraising regulation or from the Gambling Commission causes an avenue of income generation to cease</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>Follow regular updates from the fundraising regulator and Gambling Commission</li> <li>Members of the Hospice Income Generation Group and IOF</li> </ul>	3	1	6	<ul style="list-style-type: none"> <li>Ensure wide involvement with technical updates across the team</li> </ul>	3	1	6	Feb-22	Head of Donor Dev + Dir Income Gen	Jan-22	Mar-22

# Finance and Resources Report

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## Key Points

### 1. Key Points are:

- a. The internal management accounts for the 2 months to 31st May 2022 shows a shortfall of £(313)k after DoC drawdown (shortfall of £(479)k before).
- b. Cash (including the investment portfolio) at the end of May stood at £6.7m and £6.4m at the end of June.
- c. The forecast for 2022-23 is a shortfall of £1.7m before DoC drawdown and £700k after it.
- d. The draft statutory format accounts for the year ending 31 March 2022 show a surplus of £581k.

## Finance

### 2. Management Accounts – Income and Expenditure

The internal management account for the two months ending 31<sup>st</sup> May 2022 is attached. The figures for the end of June are not yet available.

**Income from NHS** of £267k includes a 2.5% uplift for 2022-23. We also budget for ad hoc “continuing care” fees (£2k per month). None has been received.

**Other Income** is £48k below budget because the value of the investment fund has declined, due to the economic crises, where the budget had assumed an increase.

**Direct costs of service** is £51k below the budget – the most significant contributors to this are departments where vacancies are being filled later than planned, though the savings for IPU staff vacancies are largely being covered by agency and bank staff costs.

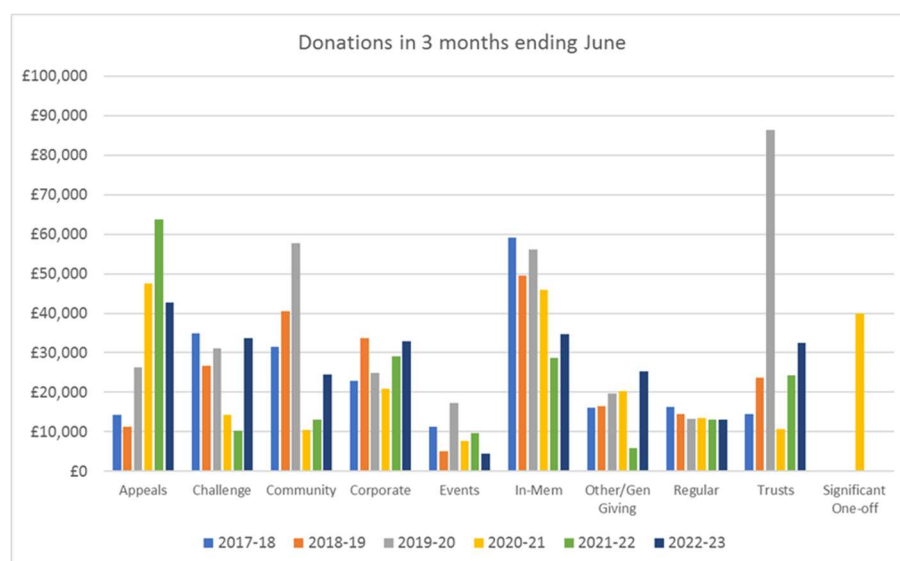
**Support costs** are on plan.

**Legacies** which arrive in the first weeks and months of the new financial year are often accounted for in the prior year accounts (because we were aware of a legacy being due but, until receipt, we were unaware of the *quantum*). £290k of legacies have been notified during this period, but only £14k of this total relates to the new financial year. All the rest has been added to the 2021-22 total.

### Donations

Reconciled donation income was a little ahead of budget at the end of May, as shown in the management account. The graph below is driven by data direct from the Raisers’ Edge

database (excluding Gift Aid). This covers the 3 months to the end of June and the total remains aligned to the budget at £243k (budget £247k).



3 Months to June	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2022-23 Full	
							Year Target	% Achieved
Appeals	£14,299	£11,270	£26,263	£47,519	£63,771	£42,690	£200,000	21%
Challenge	£34,952	£26,705	£31,116	£14,237	£10,317	£33,694	£80,000	42%
Community	£31,395	£40,567	£57,794	£10,542	£13,030	£24,525	£145,000	17%
Corporate	£22,835	£33,768	£24,941	£20,971	£29,137	£32,900	£165,000	20%
Events	£11,253	£4,958	£17,210	£7,670	£9,747	£4,388	£50,000	9%
In-Mem	£59,177	£49,577	£56,123	£45,859	£28,632	£34,600	£225,000	15%
Other/Gen Giving	£16,002	£16,466	£19,660	£20,319	£5,939	£25,188	£163,555	15%
Regular	£16,199	£14,543	£13,235	£13,386	£13,108	£13,075	£100,000	13%
Trusts	£14,550	£23,750	£86,424	£10,750	£24,341	£32,500	£175,000	19%
Significant One-off	£0	£0	£0	£40,000	£0	£0	£25,000	0%
<b>Total Fundraising</b>	<b>£220,661</b>	<b>£221,604</b>	<b>£332,766</b>	<b>£231,252</b>	<b>£198,022</b>	<b>£243,559</b>	<b>£1,328,555</b>	<b>18%</b>

As can be seen from the figures, the Appeal Income, at £43k, is lower than last year. This relates to the Lavender Appeal that arises from the Spring Raphaelite mailing. The volume of responses was 68% of the volume for this edition last year whilst the average donation was very similar, leading to a c33% reduction in income.

Challenge events are ahead of last year as more activity is being planned and undertaken as Covid recedes. Similarly, there is an increase in Community activity, though some way down on pre-Covid levels. Other areas show some improvement over 2021 but it is clear that the full year target will be challenging. Our Campaign will include an “Ask” and the impact of this will greatly influence the success of this year.

**Fundraising costs** are on plan.

**Lottery** income and costs (at the end of May) are both below budget. The income budget included £20k for the “Bumper Drawer” which actually took place in June. Allowing for that the income is still £10k down. The current estimate for the “Bumper Drawer” for June is well down on plan, but this will become clear once the June accounts are reconciled.

We now have quotes from 2 agencies who can offer lottery recruitment services. They suggest that they should be in a position to set a target of 100 new plays per week. We pay, in effect, one year's revenue in advance which releases that revenue in full the following year. It was deployed very successfully a few years back. We will no longer seek to acquire the "lottery van" in 2022 or recruit the two additional roles.

## Retail

Whilst the accounts show the 2 months to May with retail income just ahead of plan, we have up to date figures to the end of June from the "Eproductive" till system. The retail income shown below excludes Gift Aid.

The shop units are operating 13% above the budget and if that quarterly total repeated across the remaining months of the financial year these units would be 11% above budget.

As yet we have not been able to staff the Ebay project, or source a new shop and so these reduce the actual results to 7% above plan and, if they remain inactive, the projected total would meet budget but not exceed it.

3 months to June 30th 2022	Actual	Budget	Variance	%	Annual Run-rate	Budget 2022-23	Variance	%
Banstead High Street	£24,123	£26,653	-£2,530	-9%	£96,492	£108,583	-£12,091	-11%
Carshalton	£32,264	£31,910	£354	1%	£129,057	£130,000	-£943	-1%
Cheam Village	£35,030	£31,713	£3,316	10%	£140,119	£129,200	£10,919	8%
New Malden	£32,568	£28,359	£4,210	15%	£130,274	£115,533	£14,741	13%
Raynes Park	£27,150	£22,530	£4,620	21%	£108,601	£91,787	£16,814	18%
Rosehill	£26,035	£23,186	£2,849	12%	£104,139	£94,460	£9,679	10%
Stonecot Hill	£21,727	£17,796	£3,931	22%	£86,907	£72,500	£14,407	20%
Sutton	£30,895	£28,162	£2,732	10%	£123,578	£114,733	£8,845	8%
Donation Station	£31,204	£26,490	£4,714	18%	£124,818	£107,921	£16,897	16%
Wimbledon Village	£58,538	£46,886	£11,651	25%	£234,150	£191,014	£43,136	23%
	<b>£319,534</b>	<b>£283,686</b>	<b>£35,848</b>	<b>13%</b>	<b>£1,278,135</b>	<b>£1,155,731</b>	<b>£122,404</b>	<b>11%</b>
Ebay	£0	£12,273	-£12,273	-100%	£0	£50,000	-£50,000	-100%
Rag + Books	£6,333	£8,591	-£2,258	-26%	£25,332	£35,000	-£9,668	-28%
New Shop 1					£0	£64,086	-£64,086	-100%
	<b>£325,867</b>	<b>£304,550</b>	<b>£21,317</b>	<b>7%</b>	<b>£1,303,467</b>	<b>£1,304,817</b>	<b>-£1,349</b>	<b>-0%</b>

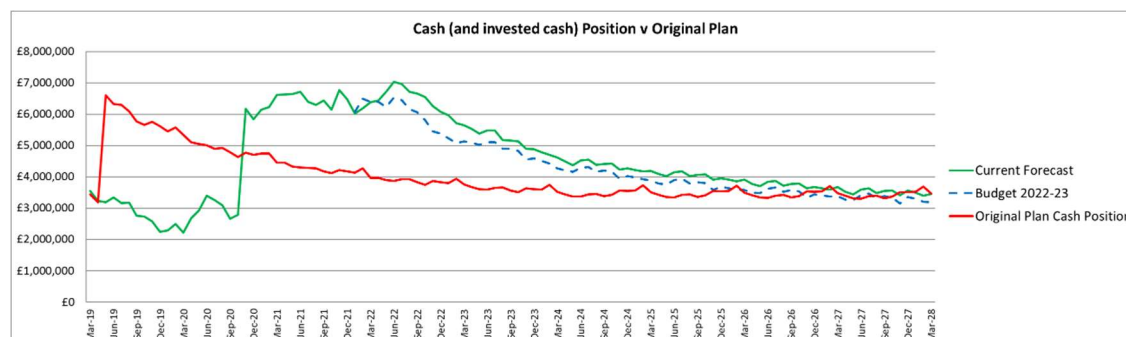
Shop costs were 6% below budget and we continue to have vacancies for Ebay and for Sunday opening, both of which, once filled, should lead to improved results.

The biggest risk in these promising results is that the Donation Station is likely to be closed at some point this year and we will need to find as low a cost alternative to it in order to retain as much of this income as we can.

**DoC Grant drawdown** is running at £83k per month in order to total £1m across the year.

### 3. Management Accounts – Balance Sheet

Cash (including the investment fund) stood at £6.7m at the end of May 2022, £400k above the March level and £500k above plan. This can be associated with the CCG grants of £440k which were notified after the budget was crystallised and received in April.



Net assets stood at £5.6m at the end of June 2022, down by the £300k shortfall on the year end March 2022.

### 4. Investment Fund

The fund stood at £1.98m at the end of May which is a fall of £35k over the year end and this is reflected in the May accounts. Since then the market has continued to decline and the fund has a value of £1.9m at 6<sup>th</sup> July. This is being held for the medium to long term and we do not need to release it at this point.

### 5. Statutory Accounts and Audit

The draft statutory accounts (except for the written Annual Report and Audit Report) are attached and show a surplus of £581k. This is after adding £280k to the legacy total since the year end. The total now stands at £1.53m. The average level of legacies over the last five years is now £1.67m which is £670k above our planning value.

I think it is fair to say that the audit has not progressed smoothly. Unfortunately, Neena contracted Covid a few days before the start of the audit and was really quite poorly throughout the week, limiting her ability to service the many, many information requests that arrived via Haysmacintyre online portal! We received notification of 65 requests for data and information on the first day of the audit and, as the audit team were standing by for the responses, follow-up requests came in as fast as responses were made! Gone are the days when the audit junior would go and find information for themselves!

Progress has now been made but many strands remain incomplete and we have agreed that the wrap up meeting should be delayed from 20<sup>th</sup> July to a date in late August or September, still to be confirmed. The accounts are due to be signed on 18<sup>th</sup> October.

One of the casualties of my being drafted in to the audit fieldwork (usually fully run by Neena and the team) is that I have not commenced drafting the written Annual Report. It will be circulated for comment, once drafted.

## **6. Local Hospice Comparables**

We have agreed to share some finance and clinical data with Princess Alice Hospice (PAH) and Royal Trinity Hospice (RTH) in order to:

- Work together to agree the core running costs for each service in order to leverage our influence on the new South West London Integrated Care System (SWL ICS)
- To better understand our own cost structures in order to consider improvements and efficiencies

The figures relate to the part of the hospice activity that relates to SWL ICS. This is approximately 50% of PAH and RTH activity and 100% of our own. St Christopher's Hospice also provides services to SWL ICS and may also participate.

This is at an early stage and we have begun to share more detailed financial data in order to clarify that we are comparing apples with apples. Nonetheless, there are some interesting observations from this first attempt.

## **7. Volunteer Numbers**

In response to an action from the April FRC, Ginny Toubal (Hospice Volunteer lead) has co-ordinated the collation of numbers of active volunteers. This totals 317 at present. The reason this is a lower figure than in the statutory accounts (669) is because the latter includes supporter group members (fundraising) and also many volunteers perform several roles.

**Nick Stevens, Joint CEO**

**6<sup>h</sup> July 2022**

Serial	Cause of Risk	Description of Principle Risk to Charity	Current Controls to prevent occurrence	Initial Impact	Initial Probability	Raw Score	Additional Controls	Residual Impact	Residual Probability	Residual Score	Who is responsible for action	Date of last review	Date of next review
1.	<b>Failure to meet Budget income levels</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>Overall increase in fundraising staff and resources</li> <li>Campaign being planned to raise profile and provide opportunity to donate</li> <li>Sufficient funds in place to ensure 2-4 years viability</li> </ul>	5	4	25	<ul style="list-style-type: none"> <li>If income generation is not achieving required, mitigation funding has been agreed in principle to ensure time to implement alternative measures to secure service</li> </ul>	4	4	20	Head of Finance / Joint CEO	Jun-22	Sep-22
2.	<b>Inflation levels impact costs without commensurate income increases</b>	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>Mitigation funding has been agreed in principle to ensure time to react to unexpected changes to circumstance (eg inflation above 2%) so long as evidence of other improvement is clear</li> <li>Review of cost and affordability of service would need to be initiated to seek mitigation savings</li> </ul>	4	4	20		4	4	20	Head of Finance / Joint CEO	Jun-22	Sep-22
3.	<b>Economy suffers a material fall at a time when SRH needs to access its investment fund</b>	<ul style="list-style-type: none"> <li>Financial Losses</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>Existing cash levels sufficient for 2-3 years</li> <li>Forecasting future needs offers reasonable visibility to timing of access needs</li> <li>Experienced advisers to guide SRH on risks and economic outlook</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Ensure that future levels of readily accessible cash are sufficient for 12 months' expected need</li> </ul>	3	2	9	Head of Finance / Joint CEO	Jun-22	Sep-22
4.	<b>Major Projects</b>	<ul style="list-style-type: none"> <li>Not compatible with objectives, plans and priorities of the Charity</li> <li>Project not appropriately authorised</li> <li>Project viability</li> <li>Lack of skills/people resource</li> <li>Reputational risk of about turn on major project</li> </ul>	<ul style="list-style-type: none"> <li>Delegation and Authorisation levels are agreed</li> <li>Annual budget process highlights major projects</li> <li>Regular Communication between Exec and Trustees</li> </ul>	3	2	9	<ul style="list-style-type: none"> <li>Ensure projects plans are documented and reviewed in advance of launch</li> <li>Ensure Board involvement in projects of scale</li> </ul>	3	1	6	Head of Finance / Joint CEO	Jun-22	Sep-22
5.	<b>Loss of Key Personnel</b>	<ul style="list-style-type: none"> <li>Disruption to service</li> <li>Inability to prepare accounting information</li> <li>Knock on effect to other team members</li> </ul>	<ul style="list-style-type: none"> <li>Assistant level staff can cover one another</li> <li>Financial records and workings are well organised and could be followed</li> <li>Sage system is well known and temp cover could be arranged</li> </ul>	4	2	12	<ul style="list-style-type: none"> <li>Written processes and policies to be undertaken in order to illustrate all aspects of the work to be done</li> </ul>	3	2	9	Head of Finance / Joint CEO	Jun-22	Sep-22
6.	<b>Financial Fraud (significant sums)</b>	<ul style="list-style-type: none"> <li>Financial Loss</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Two signatures required for all transactions</li> <li>Annual budget set as boundary for activity</li> <li>Monthly review of accounts to budget and variances investigated</li> </ul>	4	1	8	<ul style="list-style-type: none"> <li>Review of financial policies and accountability structures to be undertaken</li> </ul>	4	1	8	Head of Finance / Joint CEO	Jun-22	Sep-22
7.	<b>Operational Risk</b>	<ul style="list-style-type: none"> <li>Financial risks arising from operations (lawsuits relating to negligence and employment disputes, Health &amp; Safety, unfair dismissal etc)</li> </ul>	<ul style="list-style-type: none"> <li>Covered by Insurance with Legal Advice to guide difficult decisions</li> <li>Policies and Procedures</li> </ul>	4	1	8	<ul style="list-style-type: none"> <li>Further expert legal advice would be taken as and when needed</li> </ul>	3	1	6	Head of Finance / Joint CEO	Jun-22	Sep-22
8.	<b>Trustee Reporting</b>	<ul style="list-style-type: none"> <li>Inadequate information resulting in poor decision making</li> <li>Failure of trustees to fulfil their responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Regular structured Committee and Board meetings</li> <li>Timely and accurate financial reporting</li> </ul>	4	1	8	<ul style="list-style-type: none"> <li>Delegation and Authorisation levels are agreed</li> <li>Annual Audit provides independent review</li> </ul>	3	1	6	Head of Finance / Joint CEO	Jun-22	Sep-22
9.	<b>Failure of Sage IT system</b>	<ul style="list-style-type: none"> <li>Unable to produce banking files to make supplier and staff expenses payment</li> <li>Unable to input data and produce accounts reports</li> </ul>	<ul style="list-style-type: none"> <li>Finance system is backed up daily</li> <li>Purchase of Sage support services</li> </ul>	3	1	6	<ul style="list-style-type: none"> <li>Payments can be made via banking system</li> <li>Previous back ups can be restored and support is available 24 hours</li> </ul>	2	1	4	Head of Finance / Joint CEO	Jun-22	Sep-22
10.	<b>Lack of compliance with Finance Procedures</b>	<ul style="list-style-type: none"> <li>Unpaid supplier invoices and unable to order goods</li> <li>Unpaid bills and debt recovery charges</li> <li>Loss of information</li> </ul>	<ul style="list-style-type: none"> <li>Raise awareness and training of Financial procedures in place</li> <li>Good departmental Communication</li> <li>Reconciliation of the purchase of ledger</li> </ul>	3	1	6	<ul style="list-style-type: none"> <li>Good supplier relations</li> <li>Able finance team in place to deal with issues</li> </ul>	2	1	4	Head of Finance / Joint CEO	Jun-22	Sep-22

Serial	Cause of Risk	Description of Principle Risk to Charity	Current Controls to prevent occurrence	Initial Impact	Initial Probability	Raw Score	Additional Controls	Residual Impact	Residual Probability	Residual Score	Who is responsible for action	Date of last review	Date of next review
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		1	2	3	4	5
P r o b a b i l i t y	1	2	4	6	8	10
	2	3	6	9	12	15
	3	4	8	12	16	20
	4	5	10	15	20	25
	5	6	12	18	24	30

**Revised Score Matrix**

- The score matrix calculates (impact x probability + impact)
- This is in order to heighten the influence of *high impact* risks even if they have a low probability
- Hence a score of 5 on impact will always warrant consideration if the probability is 2 or more
- On the old score an impact of 5 and probability of 2 would not be seen as a red risk to be considered further
- Also an Impact of 5 and probability of 2 is a greater risk than an impact of 2 and probability of 5



**L.P.S**  
PROMOTIONS LIMITED



PROPOSAL  
FUNDRAISING





# Thank you for considering us!

LPS strive to provide our clients with quality long term supporters.

Training and compliance being at the heart of our operations.

Ensuring that all supporters fully understand the support they are giving to your Charity.

We at LPS pride ourselves as “Professional Fundraisers”, ensuring we deliver a professional presentation, thus allowing the supporter to “Make their own informed decision.”

# Content

- Working practices
  - Door to door
  - Charity sites
  - Private sites
- New Ideas
- Fees explained
- KPI's
- Training & Compliance
  - Induction & Training
  - Verification of new supporters
  - Mystery shopping
- Technology
  - Data exchange
- Collateral
- Set up Brief
- Charity Partners we are working with

# Working Practices

## Door to door

- Fully trained door to door fundraisers, operating under the IOF codes of practices
- Planned and delivered, targeted area coverage, focusing on the catchment area of your Charity

## Private Sites

- Professional trained fundraiser's working a fully approved Rota of sites provided by you the client
- Maximising the opportunity to work sites , giving us the best opportunity to engage with supporters on your campaign
- IOF rules & Regulations for "Private Site" operations
- In addition to sites provided by you the client, we can maximise the campaign using "Paid for sites"

## Telephone Fundraising

- In addition to the above "Face to Face" operations, we at LPS also offer a Telephone Fundraising opportunity, thus giving a fully covered campaign, ensuring we engage with your supporters and therefor providing you with the maximum coverage



# New Ideas

The whole of Fundraising has changed over the last two years, its time to look again at what we do..  
As a face to face organisation, we are more than “sales”.  
We believe we offer a wider range of opportunities for the Charity to engage with the public.

# New Ideas

Our face to face fundraisers are a direct link to the public, they are your ambassadors, we believe that by focusing solely on sales, the charities are missing a great opportunity to gain vital connections to the supporting public.

For a fundraiser to obtain a sale they may well speak to 20 people, before finding the person who can afford to support, at that moment.

Our fundraisers have the ability to offer more than one way to support your charity. By offering a number of proposition's, you the charity can gain so much more.

Here is a list of possible outcomes from all interactions -

Supporter can't afford - we obtain permission to keep in contact for the charity to open a supporter journey, by keeping that person updated on the charities activities and therefor have the ability to ask for financial support at a later date.

Supporter not sure if they want to support the charity - again we **gain** permission to keep them updated about the great work the charity is doing.

Supporter wants to donate a one off payment - we usually direct people to the web site of the charity to do this, however with todays technology we can interact and obtain one off payments instantly. At the same time gaining consent for future contact, allowing the charity to engage and thus turn the support into a regular giver at a later date.(fee to be agreed)

Supporter wants to help out by volunteering - again we would direct the supporter to the web site. With us taking their details at point of interest and also gaining consent for future contact, the charity has a new volunteer and consent to keep in touch.

Supporter engages with a sale, lottery - "Round Up" we offer the supporter the ability to round up their monthly amount to a round figure, giving more income to the charity and the ability to also gain from gift aid on the rounded up amount.

# Campaign Fees – Door to Door & Venues

## Full Refund on All No Shows and Cancels Inside 3 Payments

Lottery players –

Volume – 50 a week

Single ticket player £1 – £50.00

Double Ticket player £2 – £100.00

We understand that if a supporter is going to cancel, it is most likely to happen within the first three months. With that in mind, we offer the peace of mind that you don't pay anything if a supporter cancels without making three payments.

Our fee includes the cost of the all important Welcome/Verification call

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Tickets	Fees
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1 ticket	£50.00
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2 tickets	£100.00
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To ensure we provide you only the best quality supporter, we put in place the following KPI's:



Single ticketplayers 70%



Double ticket players 30%



Age restriction 25+



Email collection 80+%



Telephone collection	100%	Mobile	90%
		Landline	30%



Attrition rates 15-25%

# KPI's

# Training & Compliance

## **Induction & Training**

- In our current 'Covid' situation, all training has been moved to 'Zoom' meetings. All Fundraisers attend a detailed induction with monthly on-going training sessions by both ourselves and yourselves.
- The course covers IOF rules & regulations, industry compliance, charity requirements and Gambling Commission
- Following the initial induction, we then train charity details, charity information, charity ask

## **Verification of new supporters**

- We attempt to contact all new supporters in a verification call, we check all data collected is correct, we also take the opportunity to ask for the supporters experience of the interaction with the fundraiser

## **Mystery shopping (Private Sites)**

- Mystery shopping can be undertaken by ourselves and you as a client. We will agree at set up stage, the ratio of mystery shops to supporters recruited. (cost to be agreed)



## TECHNOLOGY

All data is collected on our secure tablets  
Using a contact free sign up process.  
SMS and E-Mails are sent directly after  
each Sale.

Data is sent direct to your data handler

Data Exchange  
SFTP or  
Password  
Protected  
E-Mail



We will export all data on a daily/weekly basis unless another time frame is requested and agreed.



Data can be delivered to you and/or your lottery provider direct by SFTP.



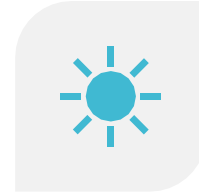
We need you to inform us of all cancellations on a weekly basis, this allows us to monitor the attrition rates of all fundraisers efficiently and allows us to complete the reconciliation calculation for you to agree



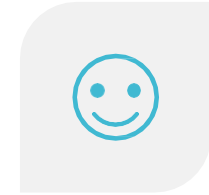
UNIFORM



STANDS



LAMINATES



THANKYOU  
CARDS

COLLATERAL  
Supplied by Yourselves

## Set Up Brief

- We will set up a working brief before we start any campaign, establishing full details for a successful campaign
- Our aim is to engage in a trial campaign of 13 weeks, where we will build towards your required targets
- As we come towards the end of the trial campaign, we will engage and assess the trial, at which stage we can discuss the results so far, attrition rates and ongoing campaign
- Managing the campaign on a weekly basis, we will set a weekly catch up call with the campaign manager and you the client

Some of  
the Charity  
Partners we  
are working  
with



*Celebrating Life,  
Dignifying Death*



**St Raphael's Hospice**  
**Minutes of a Meeting of the Fundraising & Communications Committee**  
**Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX**  
**At 11:00 on Tuesday 12<sup>th</sup> July 2022**

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

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

**Actions arising**

<b>Agenda item</b>	<b>Action</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Ref.</b>
4. Communications update	Share end to end analysis of Lavender Appeal	Sara Jane Woods	October meeting	12.07.22/01
5. 2022/23 YTD fundraising update	Bring updated Fundraising Strategy to next meeting	Sara Jane Woods	October meeting	12.07.22/02
	Take Lottery proposal to Finance Committee, then Board for approval	Sara Jane Woods, Nick Stevens	July meetings	12.07.22/03

**1. Welcomes, apologies for absence and declarations of interest**

The Chair welcomed Committee members and colleagues to the meeting. There were no apologies sent to the meeting. There were no declarations of interest in relation to items on the agenda.

**2. Review of minutes from 26<sup>th</sup> April 2022 Committee meeting**

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

**3. Actions List and update on matters arising**

Committee members reviewed the matter arising. The actions relating to the risk register, connection to Lottery firm, and Terms of Reference had been completed. The Major Donor Strategy and Fundraising Campaign would be covered as part of the meeting.

#### 4. Communications update

Diamond Naraviene updated on main activities since the last meeting, including updates to the branding, signage and logo, support for HR team on nurse recruitment campaigns, and social media. There has been wide reach and large view numbers for certain articles (e.g. 200k+ for the Lavender Walk) and the social media reach continues to increase.

The Committee held a detailed discussion on the relatively lower numbers of participants in the Lavender Walk this year compared to 2021, when the social media engagement had been strong. An end-to-end analysis would be undertaken and shared with the Committee at the next meeting.

#### 5. 2022/23 year-to-date fundraising update

**5.1. Fundraising update** - Fundraising Figures show that £243k has been raised vs a budget of £247k - 18% of the annual total, compared to 20% that had been raised in the same period in the prior year. However as noted in the Communications update, the Appeals figure is lower with the Lavender Appeal raising £43k vs prior year £63k. Retail is performing strongly with shops ahead of budget overall by 13%, with only Banstead sitting below target, and Ebay only just commencing. The Donation Centre brings in strong sales so when this moved, an alternative approach will need to be taken for these selling similar items. The Committee received assurance that marketing activity for Fundraising events is becoming more embedded in Shops.

The Committee discussed the external factors that could be impacting donation levels. Within wider fundraising sector analysis, the Ukraine crisis is being acknowledged as attracting donations from range of donors, not just those typically giving to international development. Individuals may now have less disposable income than during the pandemic and we are now moving into a time with inflation. It was noticeable that customers in Shops were buying items to send to Ukraine.

The Committee asked if other Hospices are having similar experiences. A recent Hospice UK feature on TV focused on rising costs for Hospices, yet there is no response yet from government despite this national representation. Initial signs show that Hospices are looking at individual giving and lottery as channels for growth. The Fundraising Campaign will need to make clear narrative on the need within the Hospice for funds particularly in inflationary environment.

Emily Nicholls updated on successes in Challenge events and the Run4Charity partnership, new potential corporate donors, and regular giving which were both remaining steady. Events are slow to recommence after Covid and community fundraising focused on the Jubilee which was broadly break-even in terms of ROI with material that can be used for future events. Trust fundraising focuses on the bariatric room, solar panels and items for the Hospice Community team. New ideas being explored include a Major Donors event and Business Club. Supporter Care continue to support across all Fundraising activity.

**5.2. Lottery proposal** – A Lottery Agency that the Hospice used for a short period prior to the pandemic has been identified as the Hospice had not recruited sufficient volunteers to pursue that avenue of the strategy. The payment to the Agency would be £50 per sign up (i.e. the first year's income), which is the same price charged before covid. This agency has strong quality assurance and training processes in place for its staff and achieved a strong level of sign ups for the Hospice previously.

A tabled analysis of Lottery projections was shared, showing a range scenarios for sign-ups per week. If the Agency achieved 100 sign ups per week in Yr1, the same in Yr2, and no sign ups in Yrs 3-5, the budget target would be exceeded by £115k over a 5-year period. The assumptions sitting behind the projections are prudent.

Due to the size of the contract, it will need Board approval. The Committee were content to recommend the Lottery proposal to the Board for approval. It was recommended that the Hospice ask whether the cashflow could be managed by staged payment and if there could be a % clawback if an individual left the Lottery in Month 4.

**5.3. HR and staffing** – The Special Events and Major Donor Manager resigned recently and so this will be used as an opportunity to consider the team’s composition. There have been two RIDDOR-reportable incidents in shops, they were not due to any unsafe practices in the shops and they showed the internal reporting and recording systems to be robust. Both individuals had to wait 4+ hours for an ambulance so the process for hospital referrals has been reviewed.

**5.4. Update on Fundraising Campaign** – Sara Jane Woods updated on a series of actions that have been agreed in response to the year-to-date figures showing some concerns on the level of engagement in certain budget lines:

- Research other charities’ trends experienced in current fundraising environment
- Explore other potential fundraising mechanisms that are working for other organisations
- Bring a review of the Fundraising Strategy to the October meeting to explore the Hospice’s response to the quickly changing external environment
- Review the use of headcount and resource in Donor Development
- Integrate further with the Clinical team further to have more presence in the Hospice site, which in turn build relationships with families;
- Consider the potential to streamline resource spent on The Raphaelite
- Ensure strategic use of Skyline to build capacity, for example in expanding Retail
- Prepare the replacement of Donation Centre and shop front focusing on Sutton area
- Pursue Lottery sign ups using the identified agency
- Liaise with the Fundraising Campaign agency and exploring optimal timing linked to review of funding mix and readiness of technology to streamline donating process for either October 2022 or March 2023 start.

## **6. Fundraising and Communications Risk Register**

The Committee noted the ongoing priority of volunteer recruitment particularly for Retail.

## **7. Any Other Business and Dates of future meetings**

The Committee thanked the team for their presentations at the meeting. There were no items raised under Any Other Business. Committee members noted the date of the next meeting of 18<sup>th</sup> October at 11am.

*The meeting ended at 13.00pm.*

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

11/07/2022

## 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	Who is responsible for action	Date of last review	Date of next review
1.	Inability to Grow Longer Term Funding Streams	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Hospice sustainability at risk</li> </ul>	<ul style="list-style-type: none"> <li>Additional fundraising staff and resources in place</li> <li>Campaign planned to launch in 2022</li> <li>Sufficient funds in place to ensure 2-4 years viability</li> </ul>	5	4	25	<ul style="list-style-type: none"> <li>If income generation is not achieving required, mitigation funding has been agreed in principle to ensure time to implement alternative measures to secure service</li> </ul>	4	4	20	Exec	Jun-22	Sep-22
2.	Inflation levels impact costs without commensurate income increases	<ul style="list-style-type: none"> <li>Financial Losses continue and cash drains</li> <li>Long Term sustainability reduced</li> </ul>	<ul style="list-style-type: none"> <li>Mitigation funding has been agreed in principle to ensure time to react to unexpected changes to circumstance (eg inflation above 2%) so long as evidence of other improvement is clear</li> <li>Review of cost and affordability of service would need to be initiated to seek mitigation savings</li> </ul>	4	4	20		4	4	20	Exec	Jun-22	Sep-22
3.	Current and immediate risk to staffing levels on the In-Patient Unit	<ul style="list-style-type: none"> <li>Unable to safely staff IPU</li> <li>IPU has to close</li> <li>Patient impact</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Bank Nurses recruited and utilised</li> <li>Agency Nurse being utilised</li> <li>Some vacancies now recruited to</li> <li>Staff adapting/flexing shifts to cover IPU</li> <li>Monitoring of staffing capacity monthly/weekly/daily</li> <li>Alignment with Agenda for Change pay scales implemented</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Active recruitment for ongoing vacancies</li> <li>Preceptorship being put in place for newly qualified nurses</li> </ul>	4	3	16	Exec	Jun-22	Sep-22
4.	Inability to Recruit Sufficient Volunteers to support Income Generation	<ul style="list-style-type: none"> <li>Retail Operation is restricted</li> <li>Supporter Group plans curtailed</li> <li>Lottery Growth delayed</li> </ul>	<ul style="list-style-type: none"> <li>Retail Team being engaged and trained in recruitment and retention of volunteers</li> <li>New Supporter Group Fundraiser drawing up a plan for growing groups</li> <li>Lottery role in budget to support recruitment and management of volunteers</li> <li>Safe volunteering measures in place to re-assure potential volunteers</li> <li>High calibre volunteer drafted in to support staff team</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>2022 Campaign will include call to arms for volunteers</li> <li>Revised plan to work with Lottery Agency for at least 12 months to enable time to grow internal team</li> </ul>	3	3	12	Exec	Jun-22	Sep-22
5.	Key Staff Capacity	<ul style="list-style-type: none"> <li>Progress in critical projects is hindered</li> <li>Staff burnout leads to staff losses</li> <li>Work/life balance and job satisfaction impaired</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of regular, supportive 1:1s</li> <li>Professional coaching available</li> <li>manage expectations and set realistic time-frames as required</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Ensure critical projects and teams are resourced sufficiently</li> <li>Acknowledge and Celebrate</li> </ul>	3	3	12	Exec	Jun-22	Sep-22
6.	Cyber attack	<ul style="list-style-type: none"> <li>Virus/malware attack</li> <li>Malicious software prevents normal service</li> <li>Problem spreads to other servers</li> <li>Denial of Service Attacks</li> </ul>	<ul style="list-style-type: none"> <li>Anti-virus &amp; anti-malware software and Firewalls on all servers &amp; computers</li> <li>Software updates &amp; security patches are applied when needed.</li> <li>Email and Web filtering reduces risk from unsafe sites/emails.</li> <li>Staff training and testing over risks from fishing attacks.</li> <li>Mandatory training now includes cyber security for all staff</li> <li>Password complexity and replacement frequency increased</li> </ul>	4	3	16	<ul style="list-style-type: none"> <li>Two factor authentication being introduced</li> <li>Replace aging firewalls with up-to-date devices.</li> <li>Regular penetration testing to be adopted to ensure long term protection from remote attacks.</li> </ul>	3	2	9	Exec	Jun-22	Sep-22
7.	Staff resilience negatively impacted during long pandemic and winter pressures	<ul style="list-style-type: none"> <li>Inability to continue delivering service to the desired standards</li> <li>Consequential impact on EVE</li> </ul>	<ul style="list-style-type: none"> <li>Peer support implemented for Managers - aim to equip to support staff effectively</li> <li>HR pro-active and available to hear and to escalate issues + mental health helpline</li> <li>Any Covid-related absence is not treated as sick leave (ongoing in line with NHS)</li> <li>Regular and open communication from senior team</li> <li>Twice-weekly testing for clinical staff to lower anxiety and lower risk of absences</li> </ul>	3	3	12	<ul style="list-style-type: none"> <li>Continue to look for small ways to recognise staff efforts and constraints (i.e. by providing fruit on occasion)</li> </ul>	3	3	12	Exec	Jun-22	Sep-22
8.	IT systems failure	<ul style="list-style-type: none"> <li>Loss of access to patient data</li> <li>Loss of service functionality</li> </ul>	<ul style="list-style-type: none"> <li>Backup system in place, Critical data with 2-3 hours turnaround</li> <li>Multiple servers and failover power source to spread risk</li> <li>Highly qualified and experienced service lead responds when possible</li> <li>External support contracted as 24/365 backup</li> </ul>	4	2	12		4	2	12	Exec	Jun-22	Sep-22
9.	Phone System Failure	<ul style="list-style-type: none"> <li>No access for hospice support for patients/families/HCP</li> </ul>	<ul style="list-style-type: none"> <li>CNS team have individual mobile phones to enable outgoing calls (anonymise number)</li> <li>IPU has one mobile phone and use to phone all Next-of-Kin to provide number for incoming calls</li> </ul>	3	3	12		3	3	12	Exec	Jun-22	Sep-22
10.	Coronavirus spreads within the Hospice	<ul style="list-style-type: none"> <li>Patients, staff or volunteers suffer CV-19</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>All staff and volunteers Risk Assessed</li> <li>Strong protocols in place for infection control</li> <li>PPE in use - masks continue to be worn in clinical areas</li> <li>Social distancing observed</li> <li>Government Guidance is observed for clinical testing</li> <li>Uptake of Booster vaccinations</li> <li>External Infection Control expertise bought in</li> </ul>	3	3	12		3	3	12	Exec	Jun-22	Sep-22
11.	Data Breach	<ul style="list-style-type: none"> <li>Data suffers an accidental leakage</li> <li>Patient or donor confidentiality compromised</li> <li>Loss of Reputation</li> <li>Potential ICO fine</li> </ul>	<ul style="list-style-type: none"> <li>Strong IT system access security</li> <li>Data is only made available to staff on a need-to-know basis.</li> <li>IT issued encrypted USB pens only to be used for data mobility.</li> <li>Web filtering prevents access to file transfer services.</li> <li>Mandatory training now includes data security for all staff</li> <li>Password complexity and replacement frequency increased</li> </ul>	3	2	9	<ul style="list-style-type: none"> <li>Two factor authentication being introduced</li> </ul>	3	2	9	Exec	Jun-22	Sep-22
12.	Financial Fraud (significant sums)	<ul style="list-style-type: none"> <li>Financial Loss</li> <li>Reputational Damage</li> </ul>	<ul style="list-style-type: none"> <li>Two signatures required for all transactions</li> <li>Annual budget set as boundary for activity</li> <li>Monthly review of accounts to budget and variances investigated</li> </ul>	4	1	8		4	1	8	Exec	Jun-22	Sep-22

Quarterly feedback from Medical Examiner's Office – from people who had loved ones under our care

Staff at St Raphael's were very patient and attentive

Emotional rollercoaster at Royal Marsden, calmer & nicer environment at St Raphaels.

Hospice was fantastic looking after patient and entire family

Good care from DN and hospice - NHS is brilliant. Went to hospice due to unremitting pain - died with dignity.

Could not praise hospice highly enough, grateful passed away peacefully.

Exceptional care received from STH, RMH & St Raph's

Well cared for at St Raph's. Much easier than at home

Care at the hospice was second to none, absolutely brilliant

St Raphael's were excellent, no concerns.

Friendly at Hospice. Couldn't do enough for Mum & Family

Care at the hospice was exceptional, staff are all angels. "They should be running the country rather those who currently are!"

Has left a google review. "Incredible" care. "Could not have asked for better care"

They were "legends at the hospice" "Dignity shown" and comfortable in their care.

Excellent feedback for hospice in community. Always gave them time and helped with concerns. Care was exceptional.

Care was exceptional. No concerns at all. Very grateful the daughter was allowed to stay for the final night.

Hospice care was "phenomenal"

Care was excellent although pt only at hospice for a few hours

The family have said that excellent care was provided and the setting was good i.e open into garden

Outstanding care at St Raphael's. Couldn't ask for more

Nothing but praise for SRH. Really impressed with all staff.  
Community/nursing/Doctors/catering staff - all brilliant.  
Care at hospice was very good, room was marvellous, quiet and peaceful.  
Civil partnership arranged with Sutton R/O - very grateful for this. Staff  
v supportive.

Care at SRH was amazing

Care at SRH was "wonderful". They were all "angels" and treated patient  
and family very well.

Very happy with care

Hospice staff were absolutely brilliant- amazing care

Care at SRH was so good, amazing. A different story at Kingston but  
they were understaffed.

Was in the hospice for 4 weeks and from admission the staff on all levels  
showed nothing but kindness, love & support to her and the family.

There was good communication and respect shown to her personal care.

They were all made so welcome it felt like a second home. Couldn't have  
asked for more - St Raphael's was the best place they could have asked  
for her to be at the end of her life.

Dignity/nursing care & time at SRH was "exemplary" Not seen anything  
like it. It was "beyond" what they had expected.

Hospice care was "exceptional"