

St Raphael's Hospice
Minutes of a Meeting of the Income Generation & Communications Committee
Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX with video call
access

At 11am on Tuesday 14th October 2025

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

In attendance: Nick Stevens – (NS – Joint CEO)
 Sara Jane Harris (SJH – Commercial Director)
 Karen Monaghan – Governance (KM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
3. Actions list	Brand feedback from stakeholder surveys is to be added to the agenda for the next meeting.	KBW	13/01/26	14.10.25/01
4.3. Lottery	Lottery Progress Update to be added as a standing agenda item for future meetings.	KBW	06/01/26	14.10.25/02
7. Retail site options	SJH to liaise with her contact Alison, regarding the revised offer and to keep NS and AC informed.	SJH		14.10.25/03
8. Risk	SJH, KBW, and BM to meet prior to the January meeting to harmonise risk scoring and present an updated version.	SJH/ KBW/ BM	13/01/26	14.10.25/04

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting. Apologies were received from Rebecca Trower (RT – Joint CEO) and Kate Billingham Wilson (KBW – Director of Fundraising & Communications). The meeting was confirmed as quorate. There were no declarations of interest in relation to items on the agenda.

2. Review of minutes of 15th July 2025 Committee meeting

The minutes of the meeting were reviewed and approved as an accurate record of proceedings subject to one drafting change.

3. Actions List and update on matters arising

The Chair confirmed that all actions had been addressed or were covered on the current agenda. The outstanding item relating to brand feedback from stakeholder surveys will be carried forward to the next meeting.

Action: Brand feedback from stakeholder surveys to be added to the agenda for the next meeting.

4. Fundraising and Communications update inc. 2025/26 priorities and KPI dashboard

4.1 Fundraising Performance: NS presented the report in KBW's absence, and NS reported strong financial performance throughout the first six months of 2025/26. Income of £760k was achieved against a budget of £540k (budget aligned with last year's actuals). This reaches 50% of the full-year target already achieved at the mid-year point, with traditionally stronger income expected in the second half of the year. The forecast is to exceed the annual budget if current trends continue.

Major Donors, Trusts, and Community fundraising are performing particularly well, with events slightly below target but expected to recover. The run rate for donations over the past 12 months exceeds long-term projections. Legacy income, which has averaged £1.7m annually over eight years, continues to be supported by proactive stewardship of legacy pledgers and new follow-up calls. Retail is above target as of this week, delivering a healthy contribution ratio and supporting fixed cost recovery.

4.2 Staffing Update: NS and SJH reported significant team changes which included:

- David Morris was appointed as Head of Fundraising, performing strongly across corporates, trusts, and major donors.
- Hannah (Appeals & Regular Giving) is on maternity leave with cover in post.
- Isabella left to pursue a master's degree, with John Peakfield joining the team to replace her.
- Lucy is leading the Lottery initiative now, having transferred from the Commercial team.
- Sue Snelling now holds an aligned JD with a focus on legacies.

Overall, the team is considered stable, high-performing, and well-motivated. Anna Jackson, Head of Communications, has resigned to take up a similar role closer to home and will leave at the end of December 2025. Recruitment for her replacement will begin shortly, likely through an external agency given the specialist nature of the post. The Committee noted this as a significant loss and recognised Anna's contribution to the Hospice's profile and communications work. The Committee discussed offering mentoring or professional development opportunities for David Morris, particularly through the income generation network, to support his career progression and retention.

4.3 Lottery: The Committee noted that the Lottery is performing well but requested that a formal progress update be provided at the next meeting. It was noted that St Raphael's lottery attrition rates are low relative to the sector, and lessons from St Giles Hospice will inform future strategy.

Action: Lottery Progress Update to be a standing agenda item for future meetings.

4.4 Systems and Data: The fundraising database has transitioned from Raiser's Edge to NXT (cloud-based), providing enhanced access to real-time analytics. KPI charts are now generated directly from NXT. Data ownership and analysis sit fully within the Fundraising team, with strong technical support from Richard in IT. Training has been provided to ensure continuity during Richard's planned leave.

4.5 Supporter Care and Office Space: The Supporter Care operations continue to balance office and remote working effectively. Plans for relocation to Nick Stevens' previous office has been deferred until after Christmas due to workload and seasonal activity pressures.

5. Standing item - ICB income; NHS consultation

NS provided an update on national and regional funding developments. It was noted that there have been productive discussions with Katy Fisher, the new CEO of the Southwest London ICB, which has resulted in a positive working relationship and recognition of hospice contributions to local end-of-life care.

The funding outcomes mean that St Raphael's have secured a 4.8% uplift in core ICB funding (above inflation) and £35,000 towards weekend CNS cover, plus a fully funded CNS role for care homes, to begin in Q4 2025/26.

In view of the recent party conferences, it was noted that Hospice UK's engagement with senior politicians, including a recent meeting with Wes Streeting, signals a possible policy shift towards more sustainable hospice funding. The Committee discussed wider NHS-hospice integration, recognising that current government allocations remain insufficient. Members noted the strategic need for collective lobbying, as exemplified by St Raphael's collaboration with three neighbouring hospices.

It was commented that hospice and NHS end-of-life funding should be integrated, given the shared purpose. NS emphasised the delicate balance between advocacy and partnership, noting that the Hospice's constructive approach is yielding positive engagement. The Chair commended NS and colleagues for their effective representation of the sector and diplomatic leadership, which have strengthened St Raphael's position regionally and nationally.

6. Update on Income Generation activity

6.1 Retail Performance: SJH provided an extensive update, noting that year-to-date performance is 1% above budget, reversing earlier underperformance. The departure of the Rosehill Shop Manager was noted; she will remain a volunteer and continues to be a valued ambassador. Recruitment remains challenging with 4–5 vacancies, but bank staff and volunteers are currently providing coverage. As a result of in-house training, Gift Aid participation has risen to 25%, which is now meeting targets. A two-day bespoke training course for 25 staff will take place in mid-November, preceded by mystery shopper visits to identify areas for improvement.

6.2 Operational Updates:

- Emergency lighting installed in three shops to ensure compliance
- Benchmarking identified pay disparities across roles, so salaries have been adjusted at a cost of £30k p.a. to achieve consistency. All retail staff now operate under standardised job descriptions and T&Cs.
- Clearance stores have increased minimum prices from £3 to £5 and introduced a 10% overall price rise, which early results show is sustainable.
- The updated retail brand guidelines have been introduced, supporting consistent customer experience across all sites.

6.3 Innovation and Efficiency: SJH highlighted multiple innovations including:

- The Charity Retail Association "Rag" pilot involves separating unsaleable textiles into "recycle" and "reuse" categories, reducing disposal costs and potentially generating future income.
- The eBay "bundle bag" initiative sees bundles achieving £2 per kilo compared with 13p via traditional rag merchants.
- The Wimbledon preview evening achieved £2.5k in 2.5 hours, and £10k in the following week's trading. A future event planned for Cheam in Spring 2026.
- Fashion shows and themed retail events at the Hospice have generated over £3k in a single day and recruited four new volunteers.

The Chair congratulated the retail team for its creativity, adaptability, and commitment to innovation. Members noted that smaller, agile retail operations continue to outperform larger chains due to their responsiveness to market conditions.

7. Retail Site Options

SJH presented details of a proposed new retail unit in Wimbledon, located near the mainline station and adjacent to NatWest Bank and Ely's. The unit offers excellent visibility and high-quality frontage but lacks internal facilities such as a toilet and kitchen. An offer of £90k rent had been

submitted, though two competing bids were in play, and subsequently the site went to another bidder.

The Committee discussed at length the strategic value of securing a presence in Wimbledon, balancing high footfall potential against fit-out costs and limited internal space. It was agreed that an effort should be made to secure the site with a counteroffer of up to £100k, the budget approval limit for the Committee.

Decision: The Committee authorised a counteroffer of up to £100k, which was approved by the NS and AC, as per the Terms of Reference.

Action: SJH to liaise with her contact Alison, regarding the revised offer and to keep NS and AC informed.

Further exploration of retail opportunities in Wallington will continue to strengthen the local presence.

8. Departmental risk register

JH and BM reviewed the current Commercial and Income Generation Risk Registers. It was noted that the lottery risk has been relocated within the commercial register. Some duplicate entries between the income generation and commercial registers were identified and may be streamlined. The Committee agreed that the current content was comprehensive but requested a review of scoring methodology to ensure consistency and proportionality.

Action: SJH, KBW, and BM meet prior to the January meeting to harmonise risk scoring and present an updated version.

9. Retail Incident Report (Standing Item)

SJH confirmed there were no significant incidents to report during the period. Routine compliance and health and safety checks remain up to date.

10. Any Other Business and Dates of future meetings

NS advised that the London Marathon 2027 allocation would remain at 40 charity places, with total costs of £40,000. Based on the previous year's strong demand (120 applicants) and projected income of £100–120k, the Committee agreed to proceed with the allocation.

Decision: The Committee that the 40 charity places for the London Marathon 2027 could be secured at a cost of £40,000.

Members reiterated appreciation for the high quality of work delivered across all income generation streams and the culture of innovation embedded within the teams.

Proposed future dates: Tuesday 20th January 2026, Tuesday 5th May 2026, Tuesday 14th July 2026, Tuesday 13th October 2026.

The meeting ended at 13.07pm

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