

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 15th July 2025

Members: Grahame Darnell (GD – Committee Chair & Trustee)
 Alan Cogbill (AC – Trustee – virtual – items 1-7)
 Sr Veronica Hagen (VH – Trustee)
 Bernard Marley (BM – Trustee)

In attendance: Nick Stevens – (NS – joint CEO)
 Rebecca Trower (RT – joint CEO – items 1-7)
 Kate Billingham Wilson (KBW – Director of Fundraising & Communications)
 Sara Jane Harris (SJH – Commercial Director)
 Anna Jackson (AJ – Head of Communications & Marketing – items 1-2)
 Natalie Theodorou (NT – Communications & Marketing Manager – items 1-2)
 Anna Machin – Governance (AM - virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
2. Presentation on brand refresh	Secure feedback on brand through stakeholder group and survey	Anna Jackson	By October 2025 Committee meeting	15.07.25/01
	Circulate brand guidelines and presentation to Committee	Anna Jackson	Immediate	15.07.25/02
4. Actions list; 8. Departmental Risk Register	Meet to discuss risk register then circulate to Committee	Bernard Marley, Sara Jane Harris, Kate Billingham Wilson	July 2025	15.07.25/03
5. Fundraising and communications update	Update order of report contents in line with Committee feedback	Kate Billingham Wilson	For October 2025 Committee meeting	15.07.25/04
	Share information on Supporter Care donor counts and workload	Kate Billingham Wilson	For October 2025 Committee meeting	15.07.25/05
7. Income Generation activity	Bring together paper on Retail site options	Sara Jane Harris	For October 2025 Committee meeting	15.07.25/06

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting and no apologies were shared. The meeting was confirmed as quorate. There were no declarations of interest in relation to items on the agenda.

2. Presentation on brand refresh

Anna Jackson and Natalie Theodorou were introduced to Committee members, and shared the rationale for refreshing the St Raphael's visual identity. The project is not a full rebrand and therefore the logo and core purple colours will remain the same – the focus has been to refine and modernise communications outputs. There will be a phased launch which will also help to save costs, and the new website will be launched towards the end of the project. More detail was shared on the 'before' and 'after' examples of brand identifiers and elements (e.g. petals), icons, the brand palette, typography/ font choices and posters, with the new approach giving more warmth of colours and consistency. The new petal visuals are designed to be symbolic of the hospice's nurturing ethos and personalised, individual care – and this reflects into the soft edges of the visual boxes and photos in communications materials.

The new marketing materials will help to maintain brand identity and integrity, and consistency in look, feel and messaging. There will be more pictures used of individuals involved in the organisation to bring St Raphael's materials to life. The brand designers have been very engaged in this exercise and staff have also been bought in. The initial launch of new visuals has helped to foster more engagement on social media. The Committee and senior colleagues expressed pride in the work achieved and commended the team on delivering this in-house at relatively low cost. It was recommended that the stakeholder group could be consulted as the brand is rolled out and a question included in the stakeholder survey. The Communications team will remain open to all feedback received.

3. Review of minutes from 6th May 2025 Committee meeting

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

4. Actions List and update on matters arising

The actions list had been reviewed in full at the prior meeting, and actions were complete, or on this meeting agenda aside from review of risks. Sara Jane Harris had updated the Commercial Risk Register and a meeting would be held with Bernard Marley and Kate Billingham Wilson to finalise the Fundraising Risk Register, to circulate the holistic Departmental Risk Register in follow up to the meeting.

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

Kate Billingham Wilson took feedback on the meeting report format/ and Committee members were content to keep the current detail and length, so that activity can be summarised across team members alongside the figures. The table capturing fundraising performance would be brought to the start of the document alongside a snapshot executive summary. There has been a successful first quarter with the Major Donors target for the year already succeeded. Most areas of fundraising are progressing well although there was some disappointment around the performance of 'Every Moment Matters'. Themes from input from sector and local events were shared, including the Hospice UK Income Generation conference. Local events have been useful for building connections across both Sutton and Merton including re-establishing some prior business connections. A snapshot of donations for each area was shared.

The Committee reflected on the positive trends in figures and benefits of both clinical and non-clinical departments having a fundraising mindset, and enabling the ability of families and friends of patients to donate. The next step will be to consider how the Supporter Team can move to work on-site. The success rate for trusts and foundations is strong, and some team members recently held a meeting to reflect on corporate fundraising and targets.

The combination of the challenge and community work in one role has worked very well with strong outreach and engagement. The Supporter Care team will present to the full Board at the upcoming meeting. The Committee requested some more information in the paper on numbers around appeal responses and donor counts and work created for that team to help understand workload.

The Committee commended activity in the first quarter with income being above target and costs being below budget, particularly in such a challenging financial climate for the wider sector – this arises from the hard work and dedication from the team. It was acknowledged that for example, major donor income may be higher in this quarter due to the end of the tax year and so the team are not complacent and the same pace of income in certain budget lines would not necessarily be maintained in the next quarter.

6. Standing item - ICB income; NHS consultation

Nick Stevens shared that the initial offer was 2.15% and has moved to 2.83% (an additional £12,000), and there will be a visit to the Hospice from the incoming South West London ICB CEO in September. This is in a context of broader cuts within the sector and the Hospice is grateful for this support. Whilst there would not be an expected significant uplift from the ICB, there may be certain pots of funding that may align with the Hospice's activities that could be accessed.

7. Update on Income Generation activity

Sara Jane Harris shared that the start to the year has been more challenging for Retail with the heatwave impacting footfall and reduced driver capacity meaning that Donation Centre furniture and certain shop items have not been refreshed. Income is c. 2% down but expenditure is also lower than budget, and there have been fewer shop visitors than usual although income is still higher than this time in the prior year. There are certain successes however, with Rose Hill 8% above budget and Wimbledon Village continuing to perform well and opening on certain evenings to coincide with the tennis championship. The Committee celebrated these innovations in opening times alongside activities like clearance sales and 'pre-opening nights' when new stock comes in. Gift Aid income has increased and the meeting paper includes an update on relevant negotiations on shop leases.

The HR team has supported discussions with several Bank Staff moving to different contracts. Potential new shop sites in different locations have been identified, but rents for certain sites are very high, and square footage varies, and so a more formalised paper will be brought to the Board to consider options. Further information from Retail leads in other Hospices will be received to help support benchmarking. The Committee reflected on the benefit of being located in areas with higher footfall where customers are browsing various shops. In response to questions from the Committee, the intention was confirmed for one new shop to be brought online this financial year. An update on further activity including the RAG market, and certain items gifted by patients.

An update was next given on Lottery and the plans to move in-house, alongside leadership for this activity and licensing responsibilities potentially moving to Fundraising particularly with the link to Communications. The Committee thanked the team for their work in the financial year to date.

8. Departmental risk register

The Commercial Risk Register was tabled but the full Departmental Risk Register would be circulated in follow up to the meeting following a meeting with Bernard Marley.

9. Standing item – retail incident report

There were no concerns to apprise the Committee on since the last report, and the Datix report was noted.

10. Any Other Business and Dates of future meetings

Alan Cogbill will update the Board at the upcoming meeting. There were no further items shared. The date of the next meeting was confirmed as Tuesday 14th October 2025.

The meeting ended at 13.15pm

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

DRAFT