

St Raphael's Hospice
Meeting of the Income Generation & Communications Committee
To be held at St Raphael's Hospice, London Road, Cheam, Sutton, SM3 9DX
At 11:00 on 15th July 2025

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

In attendance: Nick Stevens (NS – Joint CEO)
Rebecca Trower (RT – Joint CEO)
Kate Billingham Wilson (KBW – Director of Fundraising & Communications)
Sara Jane Harris (SJH – Commercial Director)
Anna Jackson (AJ – Head of Communications & Marketing – item 4)
Anna Machin (AM – Governance)

Item	Time	Description	Purpose	Lead
1.	11.00 - 11.05	Welcomes, apologies for absence and declarations of interest	Discussion	Chair
2.	11.05 - 11.15	Review of minutes from 6th May 2025 Committee meeting	Approval	Chair
3.		Actions List and update on matters arising	Discussion	
4.	11.15 - 11.30	Presentation on brand refresh	Discussion	AJ
5.	11.30 - 12.00	Update on Fundraising and Communications activity inc.: <ul style="list-style-type: none"> • 2025/26 headline priorities + progress against target • KPI Dashboard, to include low, medium, high scenarios for key income lines 	Discussion	KBW
6.	12.00 - 12.10	Standing item – ICB income	Discussion	NS, RT
7.	12.10 - 12.40	Update on Income Generation activity, to include Lottery update	Discussion	SJH
8.	12.40 - 12.50	Departmental risk register	Discussion	KBW, SJH
9.	12.50 - 12.55	Standing item – Retail incident report (as required)	Discussion	SJH
10.	12.55 - 13.00	Any Other Business & Date of next meeting	Discussion	Chair

Dates of future meetings: Tuesday 14th October, 11am-1pm

Actions log

Agenda item	Action	Responsible	Timeline	Ref.	Update
5. Income generation activity	Review of consultant's report and further segmentation of benchmarking data around size of charity	Sarah Jane Woods & Grahame Darnell	Jan meeting	15.10.24/02	Complete
5. 2025/26 fundraising strategy	Update table on targets with 2024/25 comparative figures, and headline expenditure	Kate Billingham Wilson	For next meeting	21.01.25/01	Complete
	Take forward securing final assurance in relation to Lottery proposal	Nick Stevens, Sara Jane Harris	Immediate	21.01.25/02	Complete – update given at March board
8. Departmental risk register	Share current risk register to Committee	Anna Machin	Immediate	21.01.25/03	Complete
	Place risk register as item on agenda for next meeting	Anna Machin	For next meeting cycle	21.01.25/04	Complete
4. Fundraising and Communications update	Share visual documents from Hospice rebrand to Committee	Kate Billingham Wilson	Immediate	06.05.25/01	Complete
6. Income Generation update	Support in identifying potential relevant firms that support aspects of Lottery activity	Grahame Darnell	May 2025	06.05.25/02	Complete – plan to move in-house
7. Departmental risk register	Develop risk register	Kate Billingham Wilson, Sara Jane Harris, Bernard Marley	For July 2025 meeting	06.05.25/03	
9. Terms of Reference	Update based on Committee feedback	Anna Machin	Immediate	06.05.25/04	Complete