

Governance Report to St Raphael's Hospice Board of Trustees

April 2022 Board meeting

1. Committee Terms of Reference

Each Committee has reviewed their Terms of Reference and they are submitted to the Board for approval at this meeting, The changes were drafting changes and the main change has been to formalise the oversight role of Safeguarding on the part of the Clinical Quality & Governance Committee. The Board is requested to approve the following Terms of Reference:

- Clinical Quality & Governance Committee
- HR Committee
- Fundraising & Communications Committee
- Finance & Resources Committee

2. Financial Delegated Authorities

The Financial Delegated Authorities have been updated to reflect changes in roles in the Hospice. The core thresholds for approval have not changed. The Board is requested to approve the Financial Delegated Authorities.

3. Approval of governance appointments

Approval is sought for the Board for the following appointments:

- Manjit Lall as Trustee and HR Committee member.

4. Board self-review

The Board self-review is included for reference as a section will be revisited at each Board meeting – [the link is here on the portal](#).

Terms of Reference for Communications & Fundraising Committee

St Raphael's Hospice

Scope of Committee remit

1. The Board of St Raphael's Hospice is responsible for the strategic direction of the charity, and Board members hold collective legal liability for oversight of the charity. The Board are supported in their oversight of the charity's promotional and income generation activities by the Communications & Fundraising Committee.
2. The Committee takes responsibility for overseeing, planning, coordination and implementation of all communications and fundraising activities in support of the programmes, projects and activities of the Hospice. Committee members will contribute expertise, human resource capacity, and their professional perspectives to the development and successful operation of the Saint Raphael's Hospice fundraising programme.
3. The charity's Scheme of Delegation outlines the key decision-making structure within the charity, including delegation from the Board to the Committee.
4. The Committee reports directly to the Board of St Raphael's Hospice.

Committee membership and composition

5. In line with the Articles of Association, the number of Committee members shall not be less than two, of whom at least one must be a Trustee of St Raphael's Hospice. It will be general practice for Committees to consist of at least three individuals, of whom two will be Trustees.
6. Additional suitable Committee members may be co-opted who, in the opinion of the Board and Committee, will bring additional relevant skills and expertise. Co-opted Committee members do not hold the same legal duties as the charity's Trustees, but are expected to uphold high standards of governance and adhere to the policies and procedures applicable to Board members.
7. Committee members must be over 16 years in age, and must not be disqualified under the provisions of clause 5.6 of the Articles of Association and disqualification criteria set by the Charities Commission of England and Wales.
8. Appointments to the Communications & Fundraising Committee are made by the Trustees, for a period of three years. Following this first term, a Committee member may be appointed for up to two further terms of three years. This arrangement mirrors the term lengths for the St Raphael's Hospice Board of Trustees.
9. Committee members will receive no remuneration in relation to their role, and will adhere to the charity's expectations and procedures with regards to conflicts of interest and connected persons.
10. The Trustees will appoint a Chair of the Communications & Fundraising Committee, who shall be a Trustee.

Role and responsibilities of the Committee

11. Subject to the provisions in the charity's Articles of Association, the members of the Communications & Fundraising Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:
 - Provide feedback on the development of the Fundraising Strategy and Communications Strategy, including contributing to an annual evaluation programme to establish all objectives are met.
 - Implement, monitor and evaluate the Fundraising Strategy and Communications Strategy once they are adopted.
 - To receive reports on progress against key communications and fundraising objectives in the Hospice's annual Management Plan.
 - Receive updates on Income Figures and progress towards targets.
 - Receive information on community, corporate and trust fundraising; lottery; and supporter care.
 - Lead on review of Retail performance, including consideration of opening in new locations and closure in existing locations in event that profitability does not meet expectations.
 - Ensure best practice is applied in all Fundraising activities in line with the Charity Commission, National Audit Office (NAO), GDPR, HRMC and other regulatory bodies.
 - Receive updates on the pipeline of existing and potential sponsors and funders.
 - Oversee the development of 'Signature' proposals to submit to potential sponsors and funders.
 - Acknowledge support and financial help provided by sponsors/ funders.
 - Input into relevant PR statements for Hospice.
 - Assisting the Board identify the Hospice's major risks in relation to communications and fundraising, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.
 - Receive updates on Communications and Fundraising team development and wellbeing.
12. The Board may delegate additional powers to the Committee and these are to be documented.
13. The exercise of delegated powers is to be recorded in the minutes of the meetings and, thereby, reported to the Board.

Access

14. Individual Committee members or managers may raise concerns with the Committee Chair at any time.

Committee Meetings

15. The Committee will meet at least four times a year. The Committee Chair may call additional meetings if necessary.
16. In line with the St Raphael's Hospice Articles of Association, the quorum for Committee meetings will be two Committee members, of whom one must be a Trustee.
17. Meetings may be held in person, or by suitable electronic means such as video conference.

18. Meetings of the Committee will normally be attended by the Joint CEOs, Director of Income Generation and Head of Donor Development. Other members of the Communications and Fundraising team may be invited to attend or present.
19. Committee members may ask any attendees who are not members to withdraw to facilitate open discussion of particular matters.
20. Any votes will be undertaken in accordance with the provisions in the St Raphael's Hospice Articles of Association.

Reporting

21. Minutes will be taken of each meeting of the Committee, by the Secretary to the Committee or another individual agreed with the Committee, and circulated to Committee members
22. Minutes of Committee meetings will be made available to the Board.
23. Minutes will be stored for at least 10 years.

Renewal

24. The Terms of Reference will be updated every three years.

Date of last approval: May 2022. Date of next renewal: May 2025.

Terms of Reference for Finance & Resources Committee

St Raphael's Hospice

Scope of Committee remit

1. The Board of St Raphael's Hospice is responsible for the strategic direction of the charity, and Board members hold collective legal liability for oversight of the charity. The Board are supported in their strategic oversight of the charity's management of finance and resources by the Finance & Resources Committee.
2. The Committee takes responsibility for overseeing financial management, facilities management, health & safety, information technology, corporate governance and data protection activities in support of the Hospice's financial sustainability. Committee members will contribute expertise, human resource capacity, and their professional perspectives to the development and successful operation of the Saint Raphael's Hospice financial and operational activities.
3. The charity's Scheme of Delegation outlines the key decision-making structure within the charity, including delegation from the Board to the Committee.
4. The Committee reports directly to the Board of St Raphael's Hospice.

Committee membership and composition

5. In line with the Articles of Association, the number of Committee members shall not be less than two, of whom at least one must be a Trustee of St Raphael's Hospice. It will be general practice for Committees to consist of at least three individuals, of whom two will be Trustees.
6. Additional suitable Committee members may be co-opted who, in the opinion of the Board and Committee, will bring additional relevant skills and expertise. Co-opted Committee members do not hold the same legal duties as the charity's Trustees, but are expected to uphold high standards of governance and adhere to the policies and procedures applicable to Board members.
7. Committee members must be over 16 years in age, and must not be disqualified under the provisions of clause 5.6 of the Articles of Association and disqualification criteria set by the Charities Commission of England and Wales.
8. Appointments to the Finance & Resources Committee are made by the Trustees, for a period of three years. Following this first term, a Committee member may be appointed for up to two further terms of three years. This arrangement mirrors the term lengths for the St Raphael's Hospice Board of Trustees.
9. Committee members will receive no remuneration in relation to their role, and will adhere to the charity's expectations and procedures with regards to conflicts of interest and connected persons.
10. The Trustees will appoint a Chair of the Finance & Resources Committee, who shall be a Trustee.

Role and responsibilities of the Committee

11. Subject to the provisions in the charity's Articles of Association, the members of the Finance & Resources Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:

Financial

- To review the long-term strategic financial plans of the Hospice and undertaking detailed review of the annual financial plan and budget, to make recommendations thereon to the Board of Trustees.
- To receive reports on progress against key financial objectives in the Hospice's annual Management Plan.
- Regularly review performance against plan and budget.
- Take responsibility on behalf of the Board for overseeing all financial aspects of charity operations, so as to ensure short and long-term viability.
- Approve, within limits agreed by the Board through the Financial Delegated Authorities, expenditure of a significant nature on new initiatives.
- Approve any significant changes in accounting policies or practices.
- Establish, maintain and retain appropriate financial reporting and records.
- Ensure trading activities are in line with charitable status.
- Identify priorities for additional expenditure or for savings.
- Review the plans and requirements for Capital Expenditure and consider the fixed asset register from time to time.
- Review longer-term forecasts of income and expenditure and approve the form of presentation of financial information.

Investment

- In the event that the Hospice intends to invest funds - to agree and review the charity's statement of investment principles.
- To agree and review the charity's investment policy, including the charity's stance on ethical investments.
- To agree and review the charity's attitude to financial risk and the charity's asset allocation strategy.
- To review the performance of the charity's investments.
- To review the performance of the charity's investment managers and to meet them formally at least once a year.

Pensions

- To monitor and review the charity's pension schemes.
- To recommend to the Board of Trustees appropriate actions following any scheme valuations.
- To review the performance of the charity's pension fund managers and to meet them formally at least once a year.
- To consider if there are any notifiable events under the Pensions Act 2004.

Audit framework

- To recommend to the Board of Trustees a framework of effective audit coverage, having reviewed the external audit processes.
- To advise the Board of Trustees on the minimum and optimum level of external audit arrangements, and any internal audit reviews commissioned to provide assurance on internal controls.
- To monitor external audit reviews and to advise the Board of Trustees accordingly.

External audit

- To determine the frequency of tendering for external auditing services.
- To consider tenders for the external auditing services and recommend to the Board of Trustees which firm should carry out the annual external audit of the charity's statutory accounts.
- Attending (by representative or as a body) the audit planning meetings and audit clearance meetings with the audit Partner and having the option to hold such meetings (or part of them) without the presence of executive staff.
- To scrutinise and advise the Board on the contents of the draft audit report and of any management letter that the auditors may wish to present to the Board, and to formulate for Board use any written representations that may be needed by the auditors in connection with the charity's statutory accounts or any other financial statements.
- To discuss with the external auditors any problems or reservations arising from the draft external audit report and draft management letter, reporting relevant issues back to the Board, and advising the Board accordingly.
- To review the performance of the charity's auditors and advise the Board on any changes that ought to be made to their terms of engagement.
- To obtain any necessary external professional advice to enable the Finance & Resources Committee to carry out its responsibilities more effectively.

Resources

- To receive reports on the Health & Safety and Premises management activities delivered by the Hospice team.
- To receive reports on strategic Information Technology and Information Security projects.
- To receive assurance on the compliance of data protection activities.
- Reviewing and/or ratifying the Hospice's corporate policies for the areas covered by the Committee.

Risk and assurance

- Assisting the Board identify the Hospice's major risks in relation to finance and resources, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.
- To investigate on behalf of the Board any financial or administrative matter which may put the charity at risk.
- To examine reports on special investigations and to advise the Board of Trustees accordingly.
- To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
- To ensure there is coordination and good working relationships between external audit and any other review bodies that have been set up.
- To encourage a culture within the charity whereby each individual feels that he or she had a part to play in guarding the probity of the charity, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Chair of the Finance & Resources Committee.

12. The Board may delegate additional powers to the Committee and these are to be documented. For example, the Board may delegate to the Committee powers to authorise changes in personnel named in the Hospice's bank mandates.
13. The exercise of delegated powers is to be recorded in the minutes of the meetings and, thereby, reported to the Board.

Access

14. Individual Committee members or managers may raise concerns with the Committee Chair at any time.

Committee Meetings

15. The Committee will meet at least four times a year, and will generally meet six times each year. The Committee Chair may call additional meetings if necessary.
16. In line with the St Raphael's Hospice Articles of Association, the quorum for Committee meetings will be two Committee members, of whom one must be a Trustee.
17. Meetings may be held in person, or by suitable electronic means such as video conference.
18. Meetings of the Committee will normally be attended by the Joint CEOs and Finance Manager. Other members of the Finance and Resources teams may be invited to attend or present.
19. Committee members may ask any attendees who are not members to withdraw to facilitate open discussion of particular matters.
20. Any votes will be undertaken in accordance with the provisions in the St Raphael's Hospice Articles of Association.

Reporting

21. Minutes will be taken of each meeting of the Committee, by the Secretary to the Committee or another individual agreed with the Committee, and circulated to Committee members
22. Minutes of Committee meetings will be made available to the Board.
23. Minutes will be stored for at least 10 years.

Renewal

24. The Terms of Reference will be updated every three years.

Date of last approval: March 2021. Date of next renewal: March 2024.

Terms of Reference for Clinical Quality & Governance Committee

St Raphael's Hospice

Scope of Committee remit

1. The Board of St Raphael's Hospice is responsible for the strategic direction of the charity, and Board members hold collective legal liability for oversight of the charity. The Board are supported in their oversight of the clinical quality, governance and risk activities by the Clinical Quality & Governance Committee.
2. The Committee takes responsibility for providing assurance to the Hospice Board that the organisation has a robust framework for clinical governance that supports the delivery of safe and effective care and the management of clinical systems and processes. To achieve this, the Committee will ensure that quality is integral to the work of the Hospice and the systems and services that support that work, and that there is a robust programme that supports the monitoring of clinical performance across all clinical services. Committee members will contribute expertise, human resource capacity, and their professional perspectives to the development and successful operation of the Saint Raphael's Hospice clinical governance activities.
3. The charity's Scheme of Delegation outlines the key decision-making structure within the charity, including delegation from the Board to the Committee.
4. The Committee reports directly to the Board of St Raphael's Hospice.

Committee membership and composition

5. In line with the Articles of Association, the number of Committee members shall not be less than two, of whom at least one must be a Trustee of St Raphael's Hospice. It will be general practice for Committees to consist of at least three individuals, of whom two will be Trustees.
6. Additional suitable Committee members may be co-opted who, in the opinion of the Board and Committee, will bring additional relevant skills and expertise. Co-opted Committee members do not hold the same legal duties as the charity's Trustees, but are expected to uphold high standards of governance and adhere to the policies and procedures applicable to Board members.
7. At least one Committee member should have a Clinical background.
8. Committee members must be over 16 years in age, and must not be disqualified under the provisions of clause 5.6 of the Articles of Association and disqualification criteria set by the Charities Commission of England and Wales.
9. Appointments to the Clinical Quality & Governance Committee are made by the Trustees, for a period of three years. Following this first term, a Committee member may be appointed for up to two further terms of three years. This arrangement mirrors the term lengths for the St Raphael's Hospice Board of Trustees.
10. Committee members will receive no remuneration in relation to their role, and will adhere to the charity's expectations and procedures with regards to conflicts of interest and connected persons.

11. The Trustees will appoint a Chair of the Clinical Quality & Governance Committee, who shall be a Trustee or Board Advisor. The Chairing of this Committee may rotate between each meeting, to leverage the respective expertise of Committee members.

Role and responsibilities of the Committee

12. Subject to the provisions in the charity's Articles of Association, the members of the Clinical Quality & Governance Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:
- Receive assurance on the delivery of a work programme on an annual basis in accordance with Hospice's strategic objectives.
 - Assure the quality and safety of any service development or re-design.
 - To receive reports on progress against key clinical quality and governance objectives in the Hospice's annual Management Plan.
 - Receive assurance that the key critical clinical systems and processes are robust, safe and effective. These systems will include, but are not limited to clinical leadership, staffing, competency, activity, learning/ education, incident management, complaints, audit, and effective. They will also encompass the Patient and Service User Experience, compliance with the CQC Fundamental standards of quality and safety, Electronic Patient Record (EPR), Research and Development and Medicines Management.
 - Receive assurance that safe and effective person-centred care is being delivered and will do this by:
 - Receive reports on clinical quality across the Hospice.
 - Ensuring mechanisms are identified to enable all clinical teams to review performance in line with national benchmarking and evidence based practice and review/agree subsequent action plans.
 - Receive assurance that that new clinical systems are implemented within a framework of robust clinical governance, improve patient care and experience.
 - Receive and review minutes from the Hospice's internal Clinical Committees.
 - Review the Provider Information Return.
 - Conduct in-depth review of the Clinical Risk Register.
 - Receive progress reports on the Clinical Action Plan.
 - Review Clinical Key Performance Indicators (KPIs), data and information on Clinical Complaints.
 - To review and approve/ recommend to the Board other related clinical reports or publications as agreed.
 - To consider how the Hospice contributes and is part of the wider health and care system.
 - Have delegated authority to review progress and take decisions within a framework approved by the Advisory Board and linked to the annual business cycle.
 - Assisting the Board identify the Hospice's major risks in relation to clinical quality and governance, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.

Access

13. Individual Committee members or managers may raise concerns with the Committee Chair at any time.

Committee Meetings

14. The Committee will meet at least four times a year. The Committee Chair may call additional meetings if necessary.
15. In line with the St Raphael's Hospice Articles of Association, the quorum for Committee meetings will be two Committee members, of whom one must be a Trustee.
16. Meetings may be held in person, or by suitable electronic means such as video conference.
17. Meetings of the Committee will normally be attended by the Joint CEOs, Clinical Director and Head of Quality and Improvement. Consultants working at the Hospice may also be invited to attend or present.
18. Committee members may ask any attendees who are not members to withdraw to facilitate open discussion of particular matters.
19. Any votes will be undertaken in accordance with the provisions in the St Raphael's Hospice Articles of Association.

Reporting

20. Minutes will be taken of each meeting of the Committee, by the Secretary to the Committee or another individual agreed with the Committee, and circulated to Committee members.
21. Minutes of Committee meetings will be made available to the Board.
22. Minutes will be stored for at least 10 years.

Renewal

23. The Terms of Reference will be updated every three years.

Date of last approval: March 2021. Date of next renewal: March 2024.

Terms of Reference for HR & Remuneration Committee

St Raphael's Hospice

Scope of Committee remit

1. The Board of St Raphael's Hospice is responsible for the strategic direction of the charity, and Board members hold collective legal liability for oversight of the charity. The Board are supported in their oversight of the charity's HR, Recruitment and Remuneration activities by the HR & Remuneration Committee.
2. The Committee takes responsibility for overseeing, monitoring and evaluating strategic HR, training, development and remuneration actions and policies that will enhance and embed the Hospice's reputation as an employer, and enable it to recruit, develop, engage and retain the best staff, volunteers, and Trustees. It does not replace formal channels and procedures for dealing with individual HR issues, or have responsibility for, or input into, operational HR matters at the Hospice. Committee members will contribute expertise, human resource capacity, and their professional perspectives to the development and successful operation of the Saint Raphael's Hospice HR and remuneration activities.
3. The charity's Scheme of Delegation outlines the key decision-making structure within the charity, including delegation from the Board to the Committee.
4. The Committee reports directly to the Board of St Raphael's Hospice.

Committee membership and composition

5. In line with the Articles of Association, the number of Committee members shall not be less than two, of whom at least one must be a Trustee of St Raphael's Hospice. It will be general practice for Committees to consist of at least three individuals, of whom two will be Trustees.
6. Additional suitable Committee members may be co-opted who, in the opinion of the Board and Committee, will bring additional relevant skills and expertise. Co-opted Committee members do not hold the same legal duties as the charity's Trustees, but are expected to uphold high standards of governance and adhere to the policies and procedures applicable to Board members.
7. Committee members must be over 16 years in age, and must not be disqualified under the provisions of clause 5.6 of the Articles of Association and disqualification criteria set by the Charities Commission of England and Wales.
8. Appointments to the HR & Remuneration Committee are made by the Trustees, for a period of three years. Following this first term, a Committee member may be appointed for up to two further terms of three years. This arrangement mirrors the term lengths for the St Raphael's Hospice Board of Trustees.
9. Committee members will receive no remuneration in relation to their role, and will adhere to the charity's expectations and procedures with regards to conflicts of interest and connected persons.
10. The Trustees will appoint a Chair of the HR & Remuneration Committee, who shall be a Trustee.

Role and responsibilities of the Committee

11. Subject to the provisions in the charity's Articles of Association, the members of the HR & Remuneration Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:

- Advises on, and monitors, the Hospice's HR strategy, policy development, change management and pay, performance and reward systems, reporting to the Board as appropriate.
- To receive reports on progress against key HR objectives in the Hospice's annual Management Plan.
- Consider Hospice Business Planning and people changes including establishment changes.
- Take responsibility for monitoring and approving the Hospice's approach to Remuneration including Directors' salary and benefits, SLT salary framework and the annual pay award.
- Considers succession planning activities within the Hospice.
- Advises on, and monitors the Hospice's Training and Development strategy and policy and practices (both internally and externally).
- Advises on, and monitors the Hospice's Volunteer Strategy, policies, recruitment and retention.
- Collectively maintains an oversight on relevant external HR issues and relevant developments including legislative changes, good people management and general governance practices, employment and management trends, and any relevant standards or benchmarking.
- Is responsible for ensuring that Board's HR processes and practices are relevant, up to date, and conform to any relevant standards or practice.
- Receives reports on the outcomes of Staff Surveys.
- Serves as a vehicle for consultation on, and communication to the Board of, strategic HR issues between the Executive, the HR team and the Board.
- Lead the Hospice's activities relating to equality and diversity.
- Appoint a Speaking Up lead from amongst their number to act as a point of escalation for any whistleblowing concerns.
- Is a resource for HR processes and projects if required, e.g. sitting on an appeals panel, as delegated by the Board Chair.
- Assisting the Board identify the Hospice's major risks in relation to HR and remuneration, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.

Access

12. Individual Committee members or managers may raise concerns with the Committee Chair at any time.

Committee Meetings

13. The Committee will meet at least four times a year. The Committee Chair may call additional meetings if necessary.

14. In line with the St Raphael's Hospice Articles of Association, the quorum for Committee meetings will be two Committee members, of whom one must be a Trustee.

15. Meetings may be held in person, or by suitable electronic means such as video conference.

16. Meetings of the Committee will normally be attended by the Joint CEOs, Head of HR and the Volunteer Services Manager will attend to present the Volunteer Services update. Other members of the HR or Volunteering team may be invited to attend or present.
17. Committee members may ask any attendees who are not members to withdraw to facilitate open discussion of particular matters.
18. Whilst the Committee is not a forum for the resolution or discussion of individual cases, there may be occasions when issues of a confidential or personal nature may be discussed. Unless this is clearly with the consent of the individual concerned, any discussion will ensure that no individual is able to be identified, and that as a general principle confidentiality is respected and maintained at all times.
19. Any votes will be undertaken in accordance with the provisions in the St Raphael's Hospice Articles of Association.

Reporting

20. Minutes will be taken of each meeting of the Committee, by the Secretary to the Committee or another individual agreed with the Committee, and circulated to Committee members.
21. Minutes of Committee meetings will be made available to the Board.
22. Minutes will be stored for at least 10 years.

Renewal

23. The Terms of Reference will be updated every three years.

Date of last approval: March 2021. Date of next renewal: March 2024.

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 26th April 2022

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

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

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
3. Actions list	Invite Alex Rudkin to next Finance & Resources Committee	Anna Machin	For July meeting	26.04.22/01
	Circulate information on financial projections vs. five-year plans	Nick Stevens	4 th May Board meeting	26.04.22/02
4. 2021/22 year end finance report	Share information on 'other income' with Committee	Nick Stevens	Immediate	26.04.22/03
	Add information on volunteer numbers to KPI report	Nick Stevens, Kelly Channer	For July meeting	26.04.22/04
	Schedule annual meeting with Sarasin	Nick Stevens, Anna Machin	August 2022 & October Committee meeting	26.04.22/05
	Include information on approach to ESG in annual accounts	Nick Stevens	For July meeting	26.04.22/06
5. IT & Estates update	Organise letter of thanks from Chair of Trustees to firm delivering Men's Den	John Groom, Norman McWhinney	Upon completion of project	26.04.22/07

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 Neena Vadgama.

2. Review of minutes from 18th January 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:

- Include Investment Income in Finance Report graphs – Nick Stevens confirmed that the information was included in the graph within the cash position, as the investments are liquid and can be drawn down if required.
- Include further contextual information on H&S incidents – this would be included in the next report and Alex Rudkin would be invited to the July meeting.

The Committee discussed key themes from the previous meeting. Some Shops are planning to open on Sundays, if and when sufficient staffing levels allow. Nick Stevens would circulate information on financial performance vs initial five-year financial plans, which can also be included in the Board meeting papers.

4. 2021/22 Year End Finance Report

4.1. Year end management accounts to 31st March, balance sheet and cash movements –

Nick Stevens presented key points from the report:

- 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. Restricted income has been tracked carefully, in order to ensure strong stewardship of donor funds.
- The headline expenditure for 2021/22 is comparable in terms of the year-end position vs budget however the individual components of spend did vary during the year.
- Legacies during the year were £1.25m vs a budget of £1m and this may increase slightly as part of finalising the accounts. In Memory donations reduced as fewer patients and families were able to visit patients on-site.
- Donations income was significantly affected by the pandemic, even more so than in 2020/21, primarily due to the pandemic inhibiting the number of events that can be held in person. There are more activities being planned now which will feed through into 2022/23.
- Retail continued to perform well overall to the end of the financial year, but with Raynes Park and Stonecot underperforming. Looking into 2022/23, the Donation Centre will need to move during the year and some provision is included in the budget.
- £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. This has been released into the accounts from the balance sheet into the P&L as donor income in the statutory accounts.

- Capital expenditure was lower than projected, primarily due to opening only one and not two new shops during 2021/22, and delay in purchase of some items such as the Lottery van.
- Investment income has fluctuated due to market factors and the snapshot in the year-end accounts will be an increase of £17k.

Nick Stevens would share the factors for the difference in 'other income' vs budget compared to the accounts.

The Committee asked about the basis on which projections are made for the charity shops in the budget. Nick Stevens confirmed that it is based on current performance during 2021/22. This makes the figures realistic, however the team will aim to improve the performance of shops that are not performing as well as hoped.

The Committee noted that eBay income was low for 2021/22 due to changeover in the account and delays in recruiting to the role. A temporary team member has been identified to move on this area of income. The Lottery role was also challenging to recruit for, and so an agency has been identified to lead on Lottery recruitment. Spend of £50k on the Lottery van will be delayed until the Lottery is managed in-house.

The Committee emphasised the challenge that the cost base for the Hospice had increased due to the introduction of the Agenda for Change and also inflationary pressures, at the same time in which fundraising had been challenged due to Covid. Nick Stevens reflected that the cash position was stronger than had been expected at this point in time, and the Hospice has been grateful for additional funds received from the NHS and CCG, including continued donations from DoC. Moving ahead however, Fundraising income must be increased significantly to pre-pandemic levels – but also an additional £200k needed on top of this. There are risks associated with increasing Lottery income and the need to replace the Donation Centre location. The Hospice will also need to identify strong new locations for Retail, and it is a competitive market for leases on shop spaces. It is recognised that it will take time to re-energise fundraising activity. The CCG income has also not fully increased in line with the level of inflation.

The Committee asked whether inflation would be reflected in the price structures within Retail and Lottery. The rates for Retail and Lottery are often linked to set figures e.g. '£1', '£2' which makes this more complex.

The Committee asked about further opportunities for collaboration with other local Hospices, which could save on expenditure. Nick Stevens confirmed that initial discussions had been held with other neighbouring Hospices which could help identify possible areas, to realise to economies of scale.

- 4.2. Audit and statutory accounts** – the Committee noted the headline financial statements included in meeting papers and that the external audit visit would be held in June 2022.
- 4.3. 2022/23 Fundraising Campaign income and expenditure** – the Board approved the budget in February 2022, subject to more detailed development of the Fundraising Campaign budget. The Joint CEOs have met with the Communications and Fundraising teams and the expected outlay for their activities is currently below £100k – however, three creative agencies have been contacted for quotes (two have responded and one has declined the invitation) which may bring up the costs relating to the Campaign. The team will only proceed with the agency if there is full confidence that the required level of income will be raised. It is expected currently that the spend will sit within the financial delegated authority level for the Joint CEOs, and if it is due to go beyond this, the cost will be brought to the Trustees for approval.
- 4.4. KPI report** – Committee members noted the KPI report. Recruitment remains an area of challenge due to the current recruitment environment, for retail and nursing roles, despite the move to the Agenda for Change paycales. This is a major risk including for recruitment of

volunteers into Retail. The Committee requested that volunteer numbers be added to the KPI report.

4.5. Update on investments – the Committee noted the updated provided in meeting papers, and that a certain portion of cash has been retained and the timing of adding into the investment portfolio has been strategic. The annual meeting with Sarasin would be scheduled in August 2022 and an invite would be sent to the October Committee meeting for their team to attend.

A section on the Hospice’s approach to responsible investment would be included in the annual report and accounts including given the growing importance of Environmental, Social and Governance (ESG) factors. The Hospice also has an Environmental Policy which outlines the approach to fostering sustainability.

5. IT & Estates update – John Groom presented key points from the report:

- The Committee continues to move software to the cloud and conduct phishing testing in order to ensure business security.
- The Men’s Den is making good progress in relation to the build, with pro bono support in developing this. A letter of thanks would be written to the company from the Chair of Trustees to thank them for their contribution when the Men’s Den is complete and in use.
- The Hospice is considering moving to a new website provider within the next couple of years, due to the relatively high costs in relation to the quality of customer support.
- The Estates team are supporting the review of potential alternative premises to the current location in Sutton.

The Committee received assurance that all relevant qualifications are in place in relation to Housekeeping and serving food in the Hospice.

6. Finance & Resources Risk Register – the Committee reviewed the key risks, including rising inflation which is expected for two years, and the need to meet the ambitious fundraising targets for the year – as has been discussed earlier in the meeting. The timing of needing to access investment funds must be strategic, given the fluctuations in the external market. A ‘key’ would be added to the Risk Register.

7. Annual review of Committee Terms of Reference – the Committee were content to recommend the Terms of Reference to the Board.

8. Annual review of Financial Delegated Authorities – Nick Stevens presented the delegated authorities. The detail of the document has been updated to reflect nuances to spend areas. The threshold for the Joint CEOs recommending an approval to the Chair is £50k. The Committee were content to recommend the thresholds to the Board for approval.

9. 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 12th July from 2-4pm.

The meeting ended at 3.30pm.

Approved.....

Date.....

Joint CEO's Report

Finance and Governance

1. The 2022/23 Budget was approved by the Board at the Trustee Away Day held on February 9th in St Bede's, subject to any amendment to the budget for the Campaign.
2. The first draft year-end accounts show a surplus of £200k and cash standing at £6.4m. Details are included in the Finance Report.
3. Govt Covid Support Funding which was calculated by reference to the Capacity Tracker was received for December and January and amounted to £95k. There has not been any indication of any further funding the remaining two months to March 31st from Hospice UK(HUK). Inputting of daily data related to in patient numbers and community support ceased on March 31st. Alex Rudkin, Head of Quality Improvement (HQI) continues to extract data daily for our own monitoring and purposes.
4. The percentage increase in the SWL ICS contract for 2022/23 is 2.5%, well below the level of inflation. We have received additional monies to support two Clinical Nurse Specialists (CNSs) posts in order to be able to have 2 CNSs on duty at a weekend Saturday and Sunday and £500,000 non- recurrent funding to support the impact of Covid on fundraising.
5. IT continues to support the use of email cyber security software across all departments with a reduction in the number of staff members who wrongly "click the link". In the first month, 34% of all participants wrongly clicked the link, in the fourth month 8% of all participants wrongly clicked the link. This is a positive improvement and will be continually monitored as the risk of cyber-attacks unfortunately remains a real and present danger.
6. Risk registers are reviewed at each of the Committees on a scheduled basis for assurance and highlighted risks incorporated into main organisational risk register which is reviewed regularly by the Exec team.
7. Health and safety engagement across the hospice and associated sites continue as a priority. Alex Rudkin HQI, working with Hettle Andrews continues to pursue the actions from the 2021 audit and fire risk assessments.
8. Following a recent water risk assessment and report it has been identified that the plant and equipment needs to be upgraded to support a new chemical cleaning system.
9. Incidents – there has been greater engagement with reporting since the introduction of Datix (November 2021) across the hospice particularly from the

retail and fundraising teams which is positive (see CQ&G report for specific incident report).

Staffing and Recruitment

- 10.** Staff nurse vacancies on the IPU continue to pose a risk to service delivery over time. Response to adverts has resulted in recruitment of a 0.2 FTE staff nurse and FTE Nurse Associate. Advertising for remaining 4 FTE staff nurse vacancies remains active.
- 11.** Please see Clinical Directors update in CQ&G report related to IPU and community team staffing/activity. On a positive note, the IPU has been able to support 10 beds for the past few weeks which has had a significant impact on our waiting list and brought increased vitality to the unit. An increase in the number of Bank staff and their availability has supported this.
- 12.** Recruitment remains challenging for the roles of Assistant Shop Manager (x4). This puts increased pressure on existing staff roles to ensure adequate cover. Despite these challenges the retail team are continuing to manage opening the majority of the retail outlets.
- 13.** The volunteer recruitment campaign initiated at the beginning of March has so far resulted in the successful recruitment of 29 new volunteers. Of note most of the volunteers were recruited by shop managers, which is the mode of operandi we are seeking to encourage. Radio advertisements on Radio Jackie, social media platforms and posters in all shops with associated literature sharing volunteer stories were used to engage potential volunteers. We recognise that attracting volunteers in sufficient numbers to support activity across all areas in the hospice is key to our success in delivering services and raising our profile across our community. Recruitment of volunteers particularly for retail will remain active.

Retail and Fundraising

- 14.** Retail continues to perform well against budget and despite the continued challenge of staff and volunteer shortages most shops have remained opened.
- 15.** Following communication with the company facilitating hospice use of the Donation Centre (DC) related to its continued use the time line has now become critical. Approximately six months has been the time discussed, as planning has been sought for a residential building project. We have been looking for new premise but the need has become more immediate and the risk to our operation more acute. It is looking unlikely that we will be able to secure a premise as large as the DC which will provide the facility to receive donations, store, sort and have a shop front. We are currently looking for premise in both Merton and Sutton. The additional risk is that all the current volunteers servicing the DC are from Sutton and it is unlikely that they would be willing to travel 'out of area'. The DC has been itemised on both the Fundraising and Organisation Risk registers.

- 16.** Planning continues for the launch and delivery of the Campaign to raise new monies for the delivery of Hospice services. A design brief has been sent to three Marketing and Communications companies. One company has returned its design portfolio and costs, one has withdrawn indicating we are too small for them and we await the third quote.
- 17.** The first of what is hoped to be the beginning of the return of face to face fundraising events was hosted on Friday 29th and Saturday 30th; I'm a Director Get me out of here. Nick Stevens represented the hospice on the victorious Red Team. The photos of the challenge events tell their own story and great respect is due to all the participants. The fantastic sum so far of £18.5k including gift aid has been raised, with costs of £2.5k. An event that we hope to capitalise on going forward.

Trustee Away Day

- 18.** The Trustee Away Day on February 9th was well received by everyone who attended. The day gave an opportunity for the Trustees to meet together and to hear presentations from the Exec and staff members related to service developments/improvements, engagement with the CQC and aiming to be outstanding, Hospice strategy, finance and fundraising.
- 19.** The challenges faced by the hospice both in terms of finance, staff resource and services were explored. Innovative ideas were presented by the Clinical Director and Lead Consultant that in an ideal world would have a positive impact on patient/family care. The constraints however return to being able to resource the ideal both financially and staffing. The power of the presentation was knowing that it was a known patient's story. Despite the continued challenges as an organisation will aim to realistically achieve the best care delivery we can working collaboratively with all other involved health and social care colleagues.
- 20.** The presentation by the Head of Quality and Improvement on engagement with the Key Lines of Enquiry (KLOEs) and the hospice drive to achieve outstanding when next inspected. The presentation highlighted the journey the hospice has been on to evidence the improvements and developments since the last inspection and the work undertaken by the presenter in engaging staff from across clinical teams with the process. The work of fulfilling the KLOEs is continuous and evolving however the drive and enthusiasm of the presenter was evident bringing the presentation alive.
- 21.** The Director of Income Generation shared and explored the Fundraising Strategy and the efforts of the team over the past two years to engage with and retain the interest and connectivity with the hospice of our donor base. The future plans for delivery as we emerge from the pandemic were explored and the outline of the Campaign to raise the required extra funds were discussed.
- 22.** The Joint CEOs presented on the Hospice Strategy of Eve and the potential challenges the organisation faces as we come out of the pandemic. The current and

future financial projections were shared in a presentation which focussed on the risks around income generation and cost inflation.

External Engagement

23. CEOs continue to participate in the Sutton System Leaders meetings, London CEOs monthly meetings and engaging with other local hospice CEOs. The main discussion point with neighbouring CEOs is presenting a united front to commissioners of services to try and ensure equitable funding, standardisation of service delivery and assurance of equity of access for all patients and families. There is a willingness to collaborate and to share expertise and support across services. Examples being liaison related to our proposed new IT system EMIS and support for the introduction of Compassionate Neighbours.

Operations

24. The final few snagging items have been resolved on the IPU. Other areas such as the staff changing rooms, rest room and the tea room in the Galley have been updated by the Facilities team.
25. The Men's Den, which was purchased at a cost of £42k, has been constructed at no charge by a local construction company AJ Building Group. They will continue with the internal work, plumbing, electrics and the provision of kitchen and toilet facilities as their voluntary time allows. They will also install wheelchair friendly access and escape routes. The building will require painting which is also being planned. The value of the donated time and goods will be between £50k and £70k.
26. The Angel Courtyard is now ready for planting. Pete Morris and a member of his gardening team, Joe, have undertaken strenuous preparation work to get the ground ready for planting to make this area an oasis for patients/families and staff to use.

Staff Wellbeing

27. Covid Policy Review – The Clin 52 policy which has been regularly reviewed across the pandemic currently reflects the stance in the acute local hospital and in the general community as per government guidance. This reflects the return to a more routine approach to testing, working and access to the clinical site. Twice weekly LFT testing is currently only being undertaken by staff working in the clinical area. There continues to be a level of sickness/absence due to covid although the personal impact is much less than previously.
28. International Nurses Day on May 12th is being celebrated in the Hospice with a series of events being held in St Bede's. All staff are invited to the sessions to celebrate the contribution of nurses to healthcare and patients support.
29. Employee Assistance Programme (EPA) continues to be flagged to all staff who may need some support. All staff are encouraged to take their annual leave to ensure they have time away from work for rest and relaxation.

30. Staff morale appears to be relatively good at the moment. Staff have been able to take holidays to warmer climes and are looking forward to continuing to do so as we approach summer.

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

St Raphael's Hospice

Minutes of a Meeting of the Board of Trustees

Held at 13:30 on 26th January 2022 by virtual conference call

Trustees:

Norman McWhinney (NM) (*Chair*) **Alan Cogbill** (AC) (*Vice-Chair*) **Grahame Darnell** (GD)

Sister Veronica Hagen (Sr VH) **Paul Holmes** (PH) **Sister Kathleen O'Reilly** (Sr KO'R)

Bernard Marley (BM) **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*) **Steve Mulhall** (SM) (*HR Committee member – observer*) **Jenny Strawson (JS)** (*Lead Consultant*)

Sara Jane Woods (SJW) (*Director of Income Generation*) **Anna Machin** (PM) (*Clerk*)

Apologies:

Roderick O'Connor (RO'C) **Rebecca Trower** (RT) (*Clinical Director*)

Agenda item	Action	Responsible	Timeline
4.2 Joint CEO Report	Share summary of actions and progress update from Staff Survey	GL, NS	February Board meeting
4.3 Joint CEO Report	Draft letter from the Board thanking staff	NM	February Board meeting
4.3 Joint CEO Report	Arrange provider visits for Trustees and notify staff	GL, NS, NM	February/March inductions
7.7 Finance discussion	Consider options for staff input into communications around pay increase for non-clinical staff	GL, NS	February Board meeting
8.1 Governance update	Complete Board Self-Evaluation	All Trustees	31 st January
8.2 Governance update	Take forward notification and paperwork for Trustee and Committee appointments	Sr VH, NM	February Board meeting

1. Welcome and apologies for absence

1.1 The Chair welcomed Trustees to the meeting.

1.2 Apologies were received from Rebecca Trower and Roderick O'Connor.

2. Declarations of interest

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

3. Minutes of Board meeting held on 24th November 2021 & Actions List

3.1 The minutes of the 24th November 2021 meeting were approved as an accurate record of proceedings, subject to two drafting changes.

3.2 Trustees received updates on key themes. The Agenda for Change has now been seen through with staff. Further to the incident at the Sutton Shop, an alarm has now been installed in the shop, with the same system as CNS. The Board received assurance that every shop has such a system with a personal alarm, which is tested to rigorous standard and connects with police through a call centre as needed. Sara Jane Woods confirmed that Skyline have finished their work on the Shops but still liaise frequently with the team, and are supporting on plans for eBay. The Hospice has budgeted for their time on training with Area and Shop Managers, along with access to an online portal.

3.3 The actions list was reviewed:

- Joy Tweed is to undertake Level 3 safeguarding training, and there is the opportunity for Level 2 safeguarding training for the wider Trustee group.
- Key actions on the meeting agenda are due for consideration at the February strategy day.

4. Joint CEO Report including update on Integrated Care System (ICS) discussion

4.1 Gail Linehan updated on key points from the Joint CEO Report:

- In light of the continued changes in guidance relating to Covid-19, the Hospice is constantly assessing how to implement guidance whilst supporting patients and staff. There has been a relatively high rate of self-isolation due to Covid-19, and as a response the team has been highly flexible in their shifts in order to deliver services. The Hospice is following NHS policy so that Covid-related absence does not impact on their sickness absence allowance.
- Statutory vaccination is a current issue, with a very small number of staff members having not yet been vaccinated. If the staff member is in a patient-facing clinical role it is challenging to put in place a risk assessment that provides sufficient protection, so the team can examine options for redeployment. This is a challenge currently facing all healthcare organisations and will also be factored into recruitment processes.
- Staff pay for 2022/23 has been put to the Remuneration Committee and will be considered under the Finance agenda item.
- The roll-out of the Datix Reporting System has progressed well and is being used to capture both incidents and examples of good practice.
- Staff Survey responses show engagement with the EVE strategy, and enjoyment in their work. A key lesson relates to communication across Departments and from SLT to continue to ensure this is frequent. The outcomes relating to fair pay would likely have been impacted in part by the challenges around the implementation of the Agenda for Change. HR are bringing together an Executive Summary and set of key actions, also factoring in the benchmarking analysis provided by survey facilitators Birdsong.

4.2 In response to questions from the Board, it was confirmed that response rates for the staff survey compared to the wider national benchmarks. The Board requested the summary of actions and progress update at the next meeting.

4.3 Trustees noted the need to consider wider visibility amongst staff of the Trustee Board going forwards to increase awareness and engagement, including through Provider Visits. A letter would be brought together for staff to express thanks on behalf of the Board. Re-instating Provider Visits now that in-person visits can be held more safely will also be a key part of this. Staff could also be notified that the Board will be attending the Hospice in person which could be held in March to coincide with the induction for new Board and Committee members.

4.4 Trustees asked about the Hospice's process for exit interviews. Gail Linehan confirmed that these are held and feedback taken to shape the Hospice's plans. An important area is ensuring that staff have plenty of opportunity for professional development, and it is also important to understand reasons why existing staff stay.

4.5 Trustees asked about the impact of Covid-19 and recruitment on the number of beds open in the Hospice. This is flexed continually according to staff availability and the needs of each patient, the number of beds has been increased this week to 8 beds, however staff workload is currently very high. The team are in contact with local Hospices to consider any opportunities to share Bank staff, although this can be a challenge practically if Bank staff are required to travel too far. Staff have continued to work throughout the pandemic, without the usual opportunities to connect and refresh through staff events or holidays and the SLT continue to be conscious of this. Trustees asked for this to be continually reviewed and any ways in which Trustees can engage strategically to be raised.

4.6 Gail Linehan updated on the communications team activities and stakeholder engagement including with local MPs and Hospices. In terms of follow up on the Integrated Care System (ICS) discussion, the Hospice has been invited to attend the meeting for Sutton care leaders through Michelle Rahmin which is positive.

5. Committee Chair updates

5.1 11th January HR Committee - Paul Holmes shared that the Committee reviewed the Staff Survey outcomes, and will review the Action Plan at the April meeting. Gail Linehan held a meeting with an advisory organisation in relation to progressing equality and diversity matters. The HR Risk Register is being developed and will include Volunteer-related risks.

5.2 14th January Clinical Quality & Governance Committee - Carrie Chill updated that the expanded Committee had embedded, with additional attendance of Consultant colleagues. There were a range of examples of Excellent Practice shared, and a discussion on the Clinical Risk Register which showed staff workload as the main concern. The Committee also reviewed the Clinical Action Plan, updates on staff vaccination status, and Safeguarding Audit Report including a suggestion to benchmark numbers of referrals with other Hospices.

5.3 18th January Finance & Resources Committee - Joe Ryan updated on the year-to-date position to December 2021 with a shortfall of £378k, and £1.45m before DoC funding. The forecast shortfall for the full year is £1.1m including an assumption of £50k further funding from CCG. Sarasin have provide wording for the Ethical Investment Policy which has been agreed with DoC and will be incorporated into the final version of the Hospice Investment Policy. £2m has been transferred to Sarasin & Partners investment managers. The Committee discussed the implications of inflation on pressures on wages. Members of the Finance Committee held external audit tender meetings and propose haysmacintyre as the selected firm, and anticipate that they will bring a strong audit team. Buzzacott have been notified of this intention to change.

5.4 18th January Fundraising Committee - Board members asked for the reason behind the underperformance of the Stonecot Hill and Carshalton Beeches shops. This relates to closure of several businesses local to the shop which has halved footfall. There is a new landlord at Carshalton Beeches who is undertaking a full refurbishment of the shop.

6. Fundraising Report

6.1 Sara Jane Woods provided a high-level summary on Hospice fundraising - an in-depth update on fundraising will also be brought to the 9th February Board Strategy meeting:

- Past months have been challenging with staff isolating due to Covid-19. Light up a Life was held virtually, but Lower Morden Lane Lights was a positive in-person event, and thanks have been expressed with their residents. The team is now at the stage of being able to plan more events including 'I'm a Director, get me out of here'.
- The Supporter Care team have been highly effective in helping the wider team.
- The Fundraising Committee held a useful discussion on team morale in response to the challenging environment and the need to continually respond and re-plan activities.

6.2 The Board recognised the innovation in the Fundraising team's work.

7. Finance discussion

7.1 Nick Stevens updated on the year-to-date finance position which is an improvement on the budgeted position, but still shows a shortfall. A large legacy of £500k has been confirmed in late January meaning that the Legacy budget target will definitely be exceeded. Continued Covid-19 levels inhibit in-person fundraising but Retail and Appeals are both performing well. The Hospice will not draw down on any more DoC funding than planned. The cash position is due to remain buoyant, including due to several large legacies which are due. The internal reporting will show the overall cash position including funds invested with Sarasin.

7.2 The 2022/23 budget mirrors in many ways the original 2021/22 budget presented to the Board, as Covid-19 has led to in-year delays to recruitment and growing key areas such as the Lottery. The Agenda for Change has 'hard-coded' £300k to costs, and there are a few final capital projects included including the Bariatric Room, fire doors and boiler. The Board received assurance on the approach to accounting for legacies which has been agreed with the auditors, and the process to thank families of those who have left legacies.

7.3 The current budget includes the opening of two new shops during 2022/23 if the right locations can be identified, building on the current success in Retail, with one to open in September 2022 and a second in April 2023. The forward-look projections have been updated to factor this in including the forecast cash position by 2028.

7.4 Board members noted the risk that the NHS pay settlement may sit higher than 5%, factoring in inflationary pressures now that the Agenda for Change has been implemented, which could lead to additional pressure on staff expenditure in future.

7.5 Trustees discussed the options available for pay award for non-clinical staff. Board members reflected on the importance of showing staff are valued, including in the current recruitment market, and with inflation, but ensuring that communications make clear that this level of pay rise would not necessarily be ongoing in future and is not formally tied to the NHS.

7.6 Trustees approved an increase of 5% and asked for clear communications to staff on the change, taking into account reflections on the communications on the Agenda for Change.

7.7 Trustees also asked about the input that could be gained from staff representatives into this discussion on communications, for example a union representative, and Gail Linehan and Nick Stevens would consider options for this including involvement of HR.

8. Governance update

8.1 Trustees were reminded to complete the Board Self-Evaluation by 31st January.

8.2 Trustees appointed Norman McWhinney as Nominated Individual for the Hospice, Joy Tweed as Safeguarding Link Trustee and Steve Mulhall as co-opted HR Committee member. Sr Veronica Hagen and Norman McWhinney would take forward the notification and paperwork on this.

8.3 Trustees approved the appointment of haysmacintyre as external auditors for the Hospice on the basis of the proposal shared in the meeting papers.

9. Any Other Business & Date of Next Meeting – Wednesday 9th February 2022

9.1 Norman McWhinney shared headline plans for the February Strategy meeting.

9.2 There were no further items of business raised. Trustees noted the date of the next meeting of Wednesday 9th February.

The meeting ended at 4.30pm

Approved.....

Date.....

St Raphael's Hospice
 Minutes of a Meeting of the Board of Trustees
Held at 11:00 on 9th February 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)** **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*) **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)** (*Clerk*)

Actions arising

Agenda item	Action	Responsible	Timeline
2. Presentation on palliative care	Share data on frequency of refusal of patient admission	Rebecca Trower, Jenny Strawson, Alex Rudkin	April CQ&G meeting
	Bring update on milestones to work towards Hospice strategy	Rebecca Trower, Jenny Strawson	May Board meeting
3. CQC	Have presentation on palliative care ready to share at CQC inspection	Rebecca Trower, Jenny Strawson, Alex Rudkin	In preparation for inspection
4. EVE strategy	Share feedback from Medical Examiner Service	Dr Jenny Strawson	Summer 2022
	Take forward development of 'balanced scorecard' for Board reporting	Gail Linehan, Nick Stevens	By July meeting

Agenda items arising

Agenda item	Action	Responsible	Timeline
Fundraising Campaign	Submit income/ expenditure budget, launch date and 'lead indicator' KPIs – with KPIs to then be shared monthly	Sara Jane Woods	May Board meeting

1. Welcome and declarations

- 1.1. The Chair welcomed Trustees and colleagues to the meeting and welcomed them back to the Hospice in person. There were no apologies sent to the meeting and no declarations of interest in relation to items on the agenda.

2. Presentation of developments, present and future, in specialist palliative and end of life care (Jenny Strawson, Rebecca Trower)

- 2.1. A presentation was shared which started by setting out the Patient Journey at St Raphael's using a case study as an example of support provided by the Hospice to an individual patient. This highlighted the areas of new practice implemented at the Hospice over the past year such as the IPU refurbishment, OACC scoring, patient feedback questionnaire and facilitation of online calls. There were also examples of current limitations on patient support, primarily relating to capacity of NHS partners and the Hospice team, especially to run IPU at greater occupancy.
- 2.2. The presenters then shared key points on feedback from patients and families, firstly on support by the Community team, which show the strength of service, but also trends from complaints around expectations on families to provide medical support when waiting for in-person visits. IPU patients are consistently positive about all aspects of care, and the main challenges relate to the discharge process and RGN recruitment and retention.
- 2.3. In terms of the external operating environment, Hospices are more strongly on the radars of the public, CCG and healthcare providers particularly due to the pandemic. St Raphael's is keen to ensure continually closer working with other health care providers and enhancing the Wellbeing Service. Collaboration through sharing resources and expertise with other local Hospices – particularly through the Education team – would reduce duplication, cost and deliver best outcomes.
- 2.4. Other key areas of opportunity are to develop the Hospice's digital strategy, create an Urgent Response Community team and Night Response team, and expand the psychological support service. The team also want to think strategically about how each area of the Hospice's work is funded and sharing ways to develop the team.
- 2.5. The presentation concluded by providing an insight into the impact that these new services and increased capacity would have on the patient in the case study.
- 2.6. Trustees thanked Jenny Strawson and Rebecca Trower for the compelling presentation, and asked about the extent to which the key challenges that arise in relation to the current patient experience. These link to communication between agencies and IPU capacity. The frequency of refusing patient beds is being audited to have clear data, but usually occurs several times per week. Increasing the number of beds available at any time at the Hospice could improve this. Around 40% of patients also do not pass away in the Hospice, but have been admitted to support with pain management and may be discharged to another location – this explains why conversations with families around discharge are complex.
- 2.7. Trustees asked about the implications for finances. The Hospice's plans are based on opening 10 beds, subject to being able to recruit sufficient staff. If the Hospice moved to 13 beds, it is around 2 FTE required which is not a significant marginal cost, although recruitment would be an issue.
- 2.8. Trustees saw the opportunity to collaborate through the Integrated Care Services (ICS) structure, to encourage more seamless joint working through the various agencies involved in supporting patients.
- 2.9. Trustees asked about the limitations in staff recruitment. The Agenda for Change implementation will improve this, but there is also a lower supply of nurses in the wider healthcare sector than previously.
- 2.10. Trustees discussed the timelines for achieving this vision, and it was agreed that the key milestones would be discussed in more detail at the next meeting.

3. CQC: St. Raphael's Hospice's moving from Good to Excellent (Gail Linehan, Alex Rudkin)

- 3.1. Alex Rudkin presented the context to the role of the Clinical Quality Commission (CQC) in the healthcare sector, and confirmed that the last inspection at Sr Raphael's was held in November 2019. An expectation is anticipated, in particular due to the handover in the role of Registered Manager from Gail Linehan to Rebecca Trower.
- 3.2. An internal team has been convened from across Departments to focus on preparation. A Staff Handbook has also been compiled and shared with colleagues on the process, CQC framework and Key Lines of Enquiry (KLOEs) and Hospice's core values and behaviours. The register of excellence will play its part.
- 3.3. The key areas that may be a focus will include innovation, partnership working, supporting vulnerable groups, and evidence of colleagues going above and beyond. The move from Good to Outstanding also involves a range of areas including demonstrating Excellent Practice, outstanding compliance, and significant developments at the Hospice since 2019
- 3.4. Being given 2 out of 5 KLOEs with an Outstanding rating and 3 Good would achieve an Outstanding rating overall. The Hospice maintains a live self-assessment on the KLOEs providing evidence across all of the areas of care
- 3.5. Trustees asked about the main implications of achieving Outstanding. The main aspect would be affirmation of the current staff's level of provision and also the assurance to patients on understanding that they are receiving the highest quality care. It would also make the Hospice attractive for collaboration with local Hospices and the wider sector
- 3.6. Trustees suggested that the style of the strategy presentation which focused on the impact of the Hospice's services on individual patients could be presented to the CQC during an inspection. Trustees also recognised their opportunities for engagement through training and Provider Visits.

4. Review of the EVE Strategy. - what is being done and what is still to do

- 4.1. Gail Linehan presented the original genesis of the EVE strategy, which began with a review of services in 2019, vision to become a Beacon Hospice, and development of a Strategy, Transformation and Business Plan. The review also identified the need to enhance inter-departmental working, reduce the structural deficit, and continue to attract high quality staff. Growing local awareness of the Hospice's work is key to this, as is creating ambassadors who have experienced the care that is given.
- 4.2. An analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) was shared. Key strengths include the expertise held in the Hospice team, introduction of flexible working attracting new staff, committed staff and Board, Leadership Team development and improved profile in the sector. The key weaknesses and areas of focus relate to the funding structure and environment, continuing to improve internal communication, and ageing profile of nurses making recruitment a priority. The pandemic has also significantly delayed growing fundraising activities to generate more income.
- 4.3. The main Opportunities centre on collaboration, achieving an Outstanding CQC rating, enhancing communications and fundraising activity, and opening new Retail shops. In terms of threats, the Hospice's structural deficit and inflation increase pressures on fundraising. Covid-19 increases difficulty in recruiting volunteers and staff retention. Having high intentions also means the Hospice needs to deliver. The foundations of the EVE strategy are in place particularly in relation to Excellence, and the next phase will focus on Visibility and Engagement which are the key 'Becher's Brook' – next significant hurdle to cross.
- 4.4. Trustees asked if, as an outcome of the EVE strategy, the Hospice can say that more patients are dying well – which is the main charitable objective for the organisation. Gail Linehan confirmed that staff go above and beyond in ensuring patients' wishes are facilitated.

- 4.5. There is a new Medical Examiner Service which includes direct feedback from families on the IPU, and this approach will be mirrored in the Community. This feedback would be shared with Trustees.
- 4.6. Trustees asked about understanding of the Hospice and its strategy amongst volunteers, and also amongst local residents in the Borough of Merton. Gail Linehan confirmed that the 'One Team' approach includes volunteers, they bring strong skills and experience and are enthusiastic about being involved in the Hospice. It is a priority to raise awareness within Merton - both CCGs give equal funding across Merton and Sutton and so it is important that there is broad awareness of the Hospice's services.
- 4.7. Trustees suggested bringing developing the current 'rag-rated KPIs' into a fuller 'dashboard' or 'balanced scorecard' which could be included in Board papers going forwards.

5. The Campaign - Rationale, content and approach

- 5.1. Sara Jane Woods shared the context to the plan to run a Campaign, which is held within the Fundraising Strategy. Thinking has evolved from the initial intention to run the Garden Appeal, to put forward the proposal to run a fund that raises £1m more each year towards the Hospice's core work. It will highlight the extraordinary care given by the hospice – staff and volunteers organising weddings, christenings, mowing the lawn, doing the dishwasher for patients so that they can have treasured time and memories with their loved ones. There has been significant consultation with stakeholders and colleagues to inform the plans.
- 5.2. The Campaign will last for 18 months with tie-ins with significant national events, and a range of target audiences based on the knowledge of local residents, their ages and interests. There are a large number of SMEs in the local area particularly in the construction industry. Fundraising Groups and other local organisations will be key to engage.
- 5.3. There are key criteria that have been set for the concept, and there will be a strong call to action, inspiring stories to engage, and broad coverage with the launch across social media and channels. There will also be set targets for each area of income, aligning with the overall Fundraising Strategy, and underpinned by a detailed outline of expenditure for the Campaign. The key challenges relate to the unknown life span of the pandemic, behaviour change of donors, and starting and maintaining the momentum of the campaign. The team are clear on the next steps, including building out on the timeline for the Campaign, and phased income and cashflow model.
- 5.4. Trustees asked about how the fundraising team's growth and enhanced skill sets would underpin the campaign. Sara Jane Woods confirmed that the team's Campaigns and mailings have improved, which helps to set trackable targets. The Clinical team will also be equipped to talk about fundraising and how to donate.
- 5.5. Trustees discussed potential inhibiting factors to donations in the wider environment including inflation, and cost of living – but also that there may be more interest in in-person events.
- 5.6. Trustees asked for the targets and related expenditure to be set in accordance with acceptable external benchmarks on spend and an assessment on the likely 'return on investment' (ROI). The team should also be mindful of internal staff perceptions on spending on this campaign whilst the Hospice is in deficit and preparing strong internal communications to share the rationale and expected outcomes.
- 5.7. It was confirmed that the postponed Volunteer Recruitment Campaign will now launch in March 2022.

6. Financial implications and five year outlook, including 2022/23 budget approval

- 6.1. The full budget paper provided in advance of the meeting was taken as read and Nick Stevens focused the presentation on key risks to the longer-term financial position. The current cash projection ends up at a similar point in spring 2028 to that which had initially

been expected at the time of the Hospice's move to independence – however, whilst the Hospice's current cash position exceeds initial expectations, it then diminishes at a steeper rate.

- 6.2. During the 3 years 2019-22 the Hospice has only spent £500k net more than funds that have been received. The financial outturn is better than expected due to high legacies, and government Covid-19 grants. Yet there is a time lag between funds being spent on fundraising and communications and more donations coming in – and the implementation of the Agenda for Change has 'baked in' staffing costs and removed flexibility/ contingency in the budget.
- 6.3. Looking at the key risks in turn – the first risk is inflation which is factored into the budget for 2022/23 but not for 2023/24 at the higher 5% rate that is now anticipated. The impact of inflation may be mitigated by natural staff turnover which often reduces overall staff costs by 4-5% vs budget due to vacancies.
- 6.4. The second risk is that donations need to move from the around £1.2m-£1.5m p.a. to £2m p.a. The fundraising team is strong, and there is £100k of spend in the budget for the Campaign, but this also requires a large number of volunteers and ambassadors. Similarly, the Lottery needs to double in income.
- 6.5. Looking third at Retail, the changes to the Shops are bearing fruit and the trajectory must continue to build the average income per shop. The total number of new shops included in the forward-look projection has reduced due to Covid-19 but the team will keep an open mind.
- 6.6. Fourth, £1m p.a. is estimated in Legacy income, and the last five years' average is higher, but the future is uncertain and there is a lag between outreach and building awareness and receiving a gift of around 10+ years. The Hospice has historically had a strong link to the Catholic church through being held within the Daughters of the Cross (DoC) charity, and elderly people are also increasingly paying for their own care which will impact the funds held in their estates.
- 6.7. Nick Stevens presented a set of 'blended' scenarios whereby a range of risks and opportunities comes to fruition, which showed the impact of the quantum of variances to plan for the different income areas. This leads in to the appropriate decision-point on viability of the Hospice, and the goal to move away from the structural deficit. March 2023 was originally set as the review point with DoC but these projections suggest that it will be too soon to be able to give a firm outlook at this stage, largely due to the delays in fundraising activity caused by the pandemic. By March 2024, the Fundraising Campaign will still be ongoing but if income is not being increase (as in Example 3 where a blend of factors give a poor outcome overall) it may be possible to sense that the strategy is not working and take appropriate action, though too soon to distinguish between partial successes. Leaving the decision a further year may be too late for the failed scenario of example 3, but by March 2025, it should be possible to distinguish between the scenarios indicating partial success.
- 6.8. Trustees noted that there would also be opportunities to introduce financial risk mitigations in the event that income was not in line with plan, and also to introduce collaboration and shared services with other local organisations to streamline cost. The main priority is to maintain the overall extent and quality of service to the community.
- 6.9. Edward Cook, as financial advisor to the DoC, expressed that the DoC understands the impact of the pandemic on delay to fundraising, and that it is appropriate to choose review points on the financial projections that will enable the forward-look trajectory to be more firm than hold to the March 2023 timeline.
- 6.10. Trustees reviewed the 2022/23 budget. Trustees approved the overall budget envelope, subject to the detailed income and expenditure model for the Fundraising Campaign being submitted to the May Board meeting, with the 'lead indicators' for Campaign performance and a set launch date.

7. Any Other Business & Date of Next Meeting

7.1. There were no further items of business raised. Trustees noted the date of the next meeting of 4th May from 1-5pm.

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 4th May 2022

TO BE PRESENT:

Trustees:

Norman McWhinney (NM) (<i>Chair</i>)	Alan Cogbill (AC) (<i>Vice-Chair</i>)	Grahame Darnell (GD)
Sister Veronica Hagen (Sr VH)	Paul Holmes (PH)	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) (<i>Joint CEO</i>)	Nick Stevens (NS) (<i>Joint CEO</i>)	Carrie Chill (CC) (<i>Board Advisor</i>)
Ed Cook (EC) (<i>Advisor to DoC & Finance Committee member</i>)	Manjit Lall (ML) (<i>Prospective Trustee</i>)	Jenny Strawson (JS) (<i>Lead Consultant</i>)
Rebecca Trower (RT) (<i>Clinical Director</i>)	Sara Jane Woods (SJW) (<i>Director of Income Generation</i>)	Anna Machin (PM) (<i>Clerk</i>)

1 - Purpose: Discussion/ Approval/ Policy/ Information

Item	Description	Purpose ¹	Lead	Timing
	T-Time (trustee only session)	Discussion	Chair	1.30-2.30
1.	Welcome and apologies for absence	-	Chair	2.30-2.35
2.	Declarations of interest	-	Chair	
3.	Minutes of Board meeting held on 26 th January & 9 th February 2022 & Actions List	Approval	Chair	2.35-2.45
4.	Joint CEO Report and update on milestones towards Hospice strategy	Discussion	GL, NS	2.45-3.05
--	<i>Break</i>	-	-	3.05-3.15
5.	Committee Chair updates & meeting minutes: <ul style="list-style-type: none"> • 5th April HR inc. update on Equality and Diversity and Staff Survey outcomes • 1st April Clinical Quality & Governance • 26th April Fundraising & Communications • 26th April Finance & Resources 	Discussion	Committee Chairs	3.15-3.35
6.	Fundraising Report inc. Figures & verbal update on Campaign	Discussion	SJW	3.35-3.55
7.	2021/22 Year-End Finance & Resources Report	Discussion	GL, NS	3.55-4.15
8.	Governance update inc. annual approval of Committee Terms of Reference & Financial Delegated Authorities	Discussion	Chair	4.15-4.25
9.	Any Other Business & Date of Next Meeting	-	Chair	4.25-4.30

Dates of upcoming meetings:

- Wednesday 20th July, 1-5pm
- Wednesday 26th October, 1-5pm

Finance and Resources Report

Recommendations

1. It is recommended that the Committee:

- a. Notes that the internal management accounts for the 12 months to 31st March 2021 shows a surplus of £200k after DoC drawdown (shortfall of £(467)k before).
- b. Cash (including the investment portfolio) at the end of December stood at £6.4m
- c. The forecast for 2022-23 is a shortfall of £1.7m before DoC drawdown and £700k after it.

Finance

2. Management Accounts – Income and Expenditure

The internal management account for the year ending 31st March 2022 is attached. The full year for 2021-22 is shown in the shaded boxes towards the left, the new financial year is shown in the shaded boxes to their right.

Income from NHS (£2.26m) included an additional £500k grant towards Covid impacts and £120k grants for Community staffing in 2022-24 (being an extra role in the budget) and £30k towards our 2022-23 project to replace the Patient Admin system. The underlying annual grant of £1.56m will be subject to a 2.5% uplift for 2022-23.

Other Income includes £94k of Govt Covid Grants (relating to December and January). We may receive some additional funds for February and March, but this is, as yet, unconfirmed.

Other Income also includes the “Gift in Kind” of £270k to cover the notional rental value of the land and buildings included in “Direct Costs of Service” for the same amount.

Direct costs of service are the key costs of the charity and these have been subject to significant change this year which will impact the next year and beyond. The table below summarises how the actual spend has differed to the 2021-22 budget (albeit not by much in total) and also how the new budget for 2022-23 has increased over this 2021-22 level.

Direct Cost of Clinical Services Reconciliation £000s	Budget to Actual	Budget to Budget
Budget 2021-22	£3,854	£3,854
Added cost from Agenda for Change	£154	£300
Actual vacancy saving / assumed in budget	£(208)	£(65)
Additional notional rental	£150	£150
Other (savings)	£(81)	£(48)
2 new budget roles 2022-23		£75
5% pay increase assumed in budget		£175
Actual Spend 2021-22 / Budget 2022-23	£3,869	£4,441

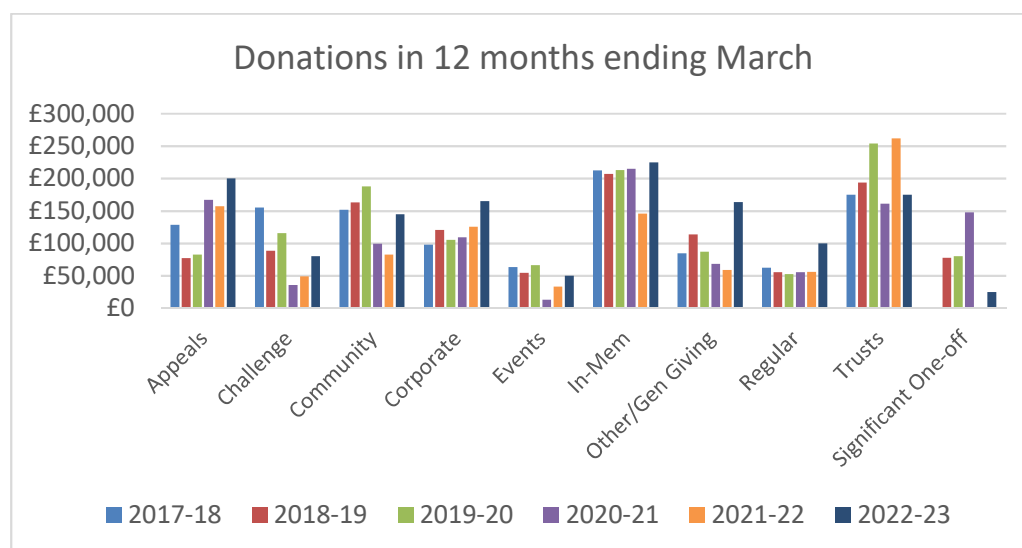
Legacies have reached £1.25m at the end of March. This figure may change before the accounts are finalised because of three factors:

1. If we receive confirmation of the value of a legacy that we are currently aware of, but whose value is currently uncertain or unknown, before the accounts are finalised in the summer, we will adjust the figures (if it is material).
2. If we receive the cash for a legacy that we have included in our figures but which is currently “due” and if we receive more cash than we have accrued, then that will be adjusted for if it is material and arrives before the accounts are finalised.
3. If we discover additional information about a legacy as a result of the additional end of year checks we undertake, and that makes the value and certainty of receipt sufficiently certain, then that will be included regardless of its scale.

It is quite possible that the figure will increase, but less likely that it will be reduced. The average over the last five years has amounted to £1.5m and we may wish to consider increasing the assumption that we make in our budgets from the £1m assumption we have adopted, to perhaps £1.25m.

Donations

The graph below is driven by data direct from the Raisers’ Edge database and excludes Gift Aid. It is for the 12 months to the end of March over the years 2017 to 2022 and now also includes the budget for 2022-23.



The orange bar is for 2021-22 and shows that Appeal income has risen by £75k compared to 2019-20 and is at a similar level to 2020-21. Some categories of donor income fell materially below their 2019 level last year and have not recovered this year. These areas are Challenge (£66k down on 2019), Community (£105k down), Events (£33k), In Memory (£66k) and “other” income (£30k).

All these reductions can be assigned to the ongoing impact of COVID – fewer face-to-face opportunities, people not choosing to congregate unnecessarily, fewer active volunteers

and fewer in-patient visitors, smaller funerals and fewer challenge events which may have led to the reduction in in-memory giving. Last year had also benefitted from two large, one-off donations with no significant individual gifts this year.

Fundraising costs, whilst £57k below the budget, were £80k above the pre-pandemic level, largely due to our recruiting additional team members in readiness for the growth we need over the coming years.

Retail

The retail income shown below excludes Gift Aid and sundry other income.

It shows that the shops which were open for some or all of the year performed 13% better than planned overall. However, individual shops varied with the clearance stores in New Malden and Sutton and the Boutique new store in Wimbledon Village all producing excellent result whilst Raynes Park and Stonecot Hill disappointed.

12 months to March 31st	Actual	Budget	Variance	%
Banstead High Street	£97,994	£99,020	−£1,027	-1%
Carshalton	£122,813	£114,399	£8,415	7%
Cheam Village	£120,878	£108,835	£12,043	11%
New Malden	£85,531	£54,631	£30,900	57%
Raynes Park	£71,805	£94,761	−£22,956	-24%
Rosehill	£89,999	£83,691	£6,308	8%
Stonecot Hill	£59,000	£70,324	−£11,324	-16%
Sutton	£94,412	£62,342	£32,070	51%
Wimbledon Village	£197,029	£147,071	£49,958	34%
	£939,460	£835,074	£104,386	13%
Ebay	£8	£0	£8	
Donation Station	£69,277	£39,894	£29,383	100%
Rag + Books	£28,668	£0	£28,668	100%
Webuyanybooks	£9,985			
Carshalton Beeches	£0	£90,002	−£90,002	-100%
New Shop 1				
	£1,047,398	£964,971	£72,442	8%

Overall income was £80k above plan (including the Gift Aid etc) and costs were £45k below which allowed the team to just edge into surplus. However, we will need to spread the overhead elements across more shops, improve the underperformers and seek to extend opening hours with more volunteers in order to enable the significant future contribution we need.

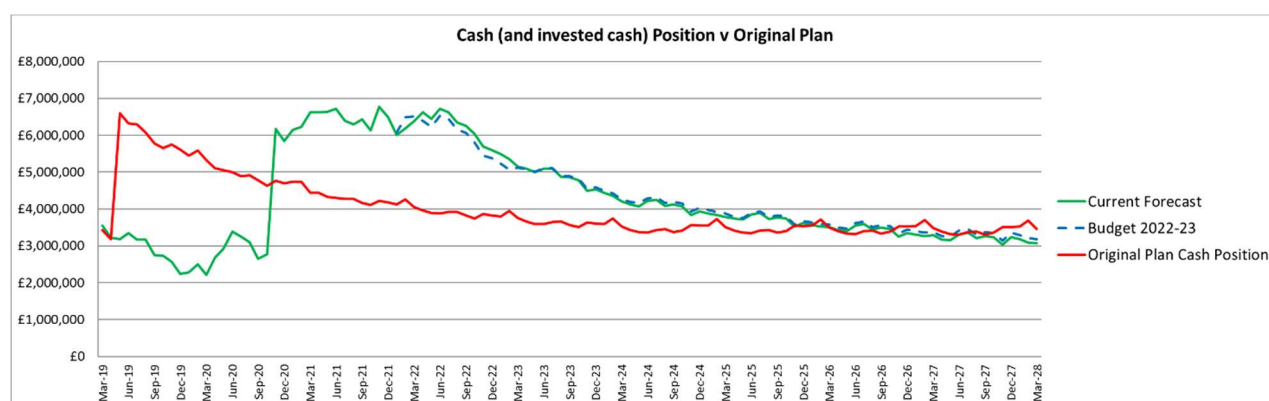
For the **Lottery** we had planned to recruit an additional team member who in turn would recruit a volunteer sales team to grow our number of players. The ongoing impact of the pandemic, coupled with the resignation of our Lottery lead, delayed this and is the reason for the income having slipped and the costs being much below the budget. Overall the contribution is better than the budget by £37k.

We are now looking into re-connecting with the agency who had been commissioned back in 2020 to commence a campaign to grow the lottery, a commission that fell when covid struck. In this way we hope to begin the growth plans in 2022.

DoC Grant drawdown has amounted to £666k this year. Designed to cover the gap in funding over the coming years as we invest to improve our income in due course, this was drawn each month until the receipt of a large legacy suggested that the gap would not be great this year. At that point we had drawn £666k and this remains the case. It means that we have taken £946k of the £3.6m grant into income (and out of deferred income on the Balance Sheet) since independence in November 2020. This leaves £2.654m for the ensuing years with £1m budgeted for 2022-23.

3. Management Accounts – Balance Sheet

Cash (including the £2.02m investment fund) stood at £6.4m at the end of March 2022, £250k down from March 2021 but £2.5m above the plan which was set before the grants and legacies that boosted 2020-21 were known. Capital expenditure of £333k is well down on the planned £610k and around £150k of the work has been carried into the new year. Much was achieved in year and all within the budgets set.



Debtors include £440k invoice for CCG grants (received in early April) and nearly £700k for one legacy still outstanding from 2021. The valuation is for £800k.

Net assets stood at £5.5m at the end of March 2022, up by the £200k surplus on 2021.

4. Investment Fund

After dropping in value in January and February, the fund has rallied to end up £17k. We have not yet received the “audited” statement from Sarasin (should have arrived by the time we meet) which will provide the technical breakdown needed to account for the fund correctly. At present we are simply shown the £17k as investment income but it will be more fully “exploded” in the statutory accounts.

5. Statutory Accounts and Audit

We are at very early stage of preparing the statutory format accounts for audit. This will be done over the course of the next month. The initial draft SOFA, Balance Sheet and Cash Movement pages are attached, but these will need analysis between restricted and

unrestricted, investment accounting, adjustments as we progress with the preparation etc. Work will also commence on the Annual Report and the notes to the accounts in the next month.

6. Campaign Budget

The Budget includes an additional c.£100k in order to provide for the Campaign. The table below shows the amount spent over the last three years on all marketing, events, postage and printing costs for fundraising and lottery.

	Spend	Spend	Spend	Budget
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
Total Spend on Fundraising and Lottery Marketing, Events, Postage, Printing	£188,164	£108,199	£151,595	£264,057
Music in Park and Trek costs	£55,764			
Raphaelite Costs (including Raffle tickets)	£63,274	£53,995	£75,031	£80,545
Total Excluding Raphaelite and Large One-Offs	£69,126	£54,204	£76,564	£183,512

Once the individual large cost of the 2 x Raphaelite printing and distribution are excluded, and also the non-repeating large spends of 2019, we have an annual spend of £63k, £54k and £75k across these years. In the budget we have £183k.

At present, that is likely to be sufficient. Additional Fundraising activity costs are around £25k and we have the first quote for Creative Consultancy of c£10k. However, there are 2 aspects still to be defined:

1. The Creative Consultancy will suggest media through which we may advertise – until they advise, we are not able to make a judgement.
2. We are considering additional high-level consultant support for the Campaign, to ensure that the finite resource that is Sara Jane is not over-extended by the lottery plans, the shop development plans and a Campaign on top.

At the Board meeting in February, the budget was approved subject to this Campaign spend. At this stage we are still not in a position to crystallise this part of the budget. My recommendation is that we proceed with the current level and that we utilise our authorisation approval levels in order to manage any additional spend (see below).

7. Delegated Authorities

The Delegated Authority levels are due to be reviewed and are attached. These are designed to manage the risks of unauthorised expenditure against the pragmatic need for decisions and actions to be unhampered.

The organisation needs the ability to take any decision (subject to law and the requirements to act in the best interest of the charity) and hence the Board of Trustees (also directors for the purposes of the Companies Act) need to wield that unfettered ability. Our bank, Nat West, also requires that the Board holds unlimited authority to act.

Since last review, there have been two appointments to the Exec Team – Jenny Strawson as the lead consultant (on rotation) and John Groom. Both these roles will need to have the same level of authorisations as Sara Jane and Becca Trower.

During the year, where necessary, individuals holding invoice authorisation rights are amended as and when required, using the template of this document as the guide.

Nick Stevens, Joint CEO

19th April 2022

ITEM 07
Communications & Fundraising Report April 2022

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

- Recruitment is proving very difficult at the moment. We have five Assistant Manager posts vacant, Lottery Co-ordinator and Ebay. We have tried professional organisations like the Charity Retail Association and specialist charity recruitment agents as well as our website, shop windows, internal adverts to our volunteers and CV Library etc. As a result, we have re-thought how we source some of these roles. We have decided to use a Lottery agency to recruit players in the hope that this will bridge the gap while the job market settles down. We have also got a recently retired member of the retail team to come back, on a short-term contract, to get Ebay off the ground with volunteers.
- We have had a couple of false alarms in retail with the loan worker devices. One was human error, not understanding the use of the device, the other was the fault of the operators. This has made us revisit our training but also confirmed that the processes that are in place work effectively.
- The office and retail have had a lot of COVID cases in the past few weeks. In retail that has meant we have struggled to maintain opening hours. The fundraising team have been very supportive of each other while people were working from home. It has also made us develop contingencies for any activities so that we have back up staffing plans for events like I'm a Director.
- I have a meeting next week with the London College of Fashion to progress our plans for a recycled fashion show with Cara Delavigne. The objective is to make the most of the zeitgeist for recycling, showcase our shops, appeal to a younger demographic and maximise the PR opportunities offered by Cara's celebrity status and her 46 million Instagram followers.
- In future reports, the Campaign will have its own section. We have sent the brief to three agencies and the deadline for their first pitch is next week. We have completed a fundraising budget and once we have a creative agency on board we will be in a better position to finish off the marketing budget. The Donor Development team continue to plan events, including the pilot for a new mass participation event. These will all be promoted as part of the campaign once we have finalised the design and messaging. We continue to meet bi-weekly to review progress.

RETAIL - Caroline Worley and Linda Ryan
Figures

- March sales £108,681 +15.6% above budget
- 17,095 customers were served by our team resulting in an average spend of £6.36

- Year to date £957,635 +9.48% above budget
- Boutiques +18.2% above budget
- Clearance +41.1% above budget
- High street +1.2% above budget which was mostly driven by Carshalton

Shops/Team

- Total of 17 days of trade lost due to holidays which the team had to take before the end of the financial year, which had often been difficult to take earlier due to cover required for Covid
- 4 vacant Assistant Manager roles also contributed to the shop closures and continued to cause challenges. The team are great and are flexible and recognise the needs of the business
- Donation Centre has been challenging with the influx of donations. Staff Holidays, Covid and general sickness. However, this has not impacted on it's opening or sales with no closure days.

General

- Alex and Steve continue to make H&S visits to shops completing inspections. We are liaising with them regarding actions required.
- General Risk Assessments are underway for each shop and the Donation Centre. Outstanding issues identified are in hand for Banstead, Rosehill and Cheam. Remaining shops will follow shortly as Linda has been on leave. Expect completion by the mid/end of May.
- Lead volunteers are in place for Banstead and Stonecot which has been invaluable and enabled both of the shops to remain open. We hope to be able to roll this out to more shops.
- New Malden and Sutton Clearance shops have unfortunately experienced pickpocket incidents, Datix were raised for each. As a result, additional posters have been sent to shops to highlight pickpockets to customers. We have worked with IT to develop instruction on how to store the CCTV images so they can be passed to the police if needed.

DONOR DEVELOPMENT - Emily Nicholls

It finally feels like the team are able to celebrate some well-earned successes with hard work coming into fruition in the final quarter of the year. Many new and returning activities are engaging the public and giving them an opportunity to support their Hospice. There is a clear sense that COVID is lifting and we are seeing this in the response from our community:

- 13 own place challenge event participants signed up between January and March
- Skydive day in May sold out (14) and additional jumps taking place in August (3)
- I'm a Director corporate event hitting target a month in advance (over £8,000)
- Full London Marathon team for 2022 (18 runners)
- Community Christmas lights raising £5k more than previous year
- Excellent response by new supporters to Street Party campaign so far (29 sign ups)
- Fundraising Groups booking in events for 2022 (2 quizzes so far raising over £2,000)
- Shops and train stations allowing us to book collection dates for June (13 locations)
- Many successful applications for the bariatric room from trusts and foundations

Key areas showing the beginnings of growth again are corporate (£16k up on 2020-21), events (£20k up), challenges (£13k up) and trusts (£100k up). However, these and other categories are still below their 2019 levels and have not recovered. These areas are challenges (£66k down on 2019), Community (£105k down), Events (£33k), In Memory (£66k) and “other” income (£30k). We are also starting to see some areas decrease due to the COVID ‘call to action’ wearing off. Our appeals saw a small decrease (£10k down) in 2021-22 compared to 2020-21 but is still £75k above 2019-20.

All these reductions can be assigned to the ongoing impact of COVID – fewer face-to-face opportunities, people not choosing to congregate unnecessarily, fewer active volunteers and fewer in-patient visitors, smaller funerals and fewer challenge events which may have led to the reduction in in-memory giving. However, as you can see above, the fact that we have been able to book 13 bucket collections and fundraising groups are organising events again this year does show that this could have turned a corner.

Our total income for 2021-22 is below where we would have hoped to be at this stage in our plan but with the above achievements there is a sense of optimism that we can start to get back on track. As we know, COVID has delayed us for 2 years now and we are only just seeing our volunteers and donors coming back to fundraise on our behalf. We have spent the pandemic not only trying to innovate to keep afloat but also setting the groundwork needed to kickstart our strategy once again when we are able. We feel this is a time now to test new initiatives such as a structured major donor programme, recruitment of fundraising groups and a mass participation event but also reignite previously successful activity such as challenge events, corporate partnerships and community collections.

Events

Santa Dash – Final total raised is £8,678 (gross), £5,791 (net).

London Marathon – We have filled all spaces for the October 2022 Marathon with a team of 18 (includes roll over places due to COVID and so some have already raised sponsorship in 2019/20). 12 places are available for April 2023.

Skydive Day – Celebrating International Nurses Day we have filled all 14 places for our tandem jump day on the 14th May. This includes Gail and a number of hospice staff from facilities, volunteering and clinical. Additional supporters are taking part in August and enquiries continue to be received.

Lavender Walk – The annual in memory sponsored walk takes place on the 25th June taking a 6mile circuitous route starting from and returning to Mayfield Lavender Farm in Banstead. An informal picnic in Oaks Park will follow afterwards. Supporters can take part virtually throughout June if they prefer. Tickets have been increased to £17 adults and £12 children. Hoping for around 200 walkers.

Challenge Events – Recruitment of challenge participants has definitely increased with our now varied programme offering triathlons, walks, runs, cycles, obstacle courses and adrenaline fuelled events. A team of 6 are hiking Snowden again in August and 13 people have signed up for a variety of other events between January

and March. For example, Team Quigley who are a family that took part in The Winter Walk half marathon raising nearly £10,000 in under a month in memory of their parents and grandparents.

Woof Fest – The team are finalising the business case for our mass participant event pilot in September 2022. It will be a festival and trail/walk celebrating dogs and their families. There will be music, stalls, food/drink vans, shows, workshops and a trail/quiz.

The aim of this event is to test and learn. We would like to focus on an area that has low visibility of the hospice and use it to increase this through engaging 750+ attendees. The pilot event will aim to make a small loss before developing into a high earning event over the next 5 years.

Merton, and Wimbledon in particular, was the main focus venue, but following detailed research of similar events in the area, criteria for use of the Common, additional events in Rosehill and the timeframe we are working with, we have decided Beddington may be a better area for the pilot. There could be scope in the future to change the venue/time of year and expand the event. The longer-term aim is that in 2-3yrs time we will be attracting over 1,000 people to this event.

Major Donor Garden Party – We would like to get to know our High Value Donors (HVD) better. We have written a detailed strategy/approach showing how we would like to build personalised relationships and regular communication with these key supporters in the hope that they are in a position to give a 5-figure gift to the hospice in 2023/24. The start of this process is to organise a small garden party on hospice grounds in July 2022. We have identified 25 of our individual HVDs and expect that 10-15 of them will attend alongside guests, key clinical and management staff and trustees. The aim for the event will be that there will be no ‘ask’ it will be purely a chance to get to know them and us in return. We would like to thank them for their support up to now and create a deeper connection to our hospice, service users and work in the community.

Community

Rudolf Runs – Final total raised £9,601 (net £6,406) with 10 schools taking part. This was less than 2020 due to COVID escalations, last minute cancellations and lack of Merton school engagement due to their own funding cuts.

Lower Morden Lane Lights – Final total raised by the Christmas lights on Lower Morden Lane was £17,177. Including £114 from contactless machines and £1,912 from QR code posters.

Street Parties - We are asking the public to hold a street party to raise funds for the Hospice and celebrate the Queen’s Jubilee between the 2nd and 5th June. A comprehensive marketing plan has been put in place to engage the public which has resulted in 29 sign-ups so far. Mostly these are new to supporting the Hospice. We hope to steward these fundraisers into Fundraising Group Members or to create new groups.

Gaming for Good – Aiming to take place in October 2022. We are asking people to take on a gaming challenge (e.g. 24hr Gameathon) and virtually stream it as a way

to raise money for the hospice. This will most likely happen on Twitch but can also be a table top game too. Twitch is a live streaming service that focuses on video game live streaming, including broadcasts of e-sports competitions, in addition to offering music broadcasts, creative content, and "in real life" streams. We will be using the ready-made JustGiving tools for people to advertise their charity gaming marathon and use the designs to show our brand and allow donors to interact with the gamer.

Calendar Photo Competition – Following the success of last year's photo competition and development of a 2022 calendar, we will be repeating this year with a pet/companionship theme. This is a chance to raise visibility of the hospice through the competition and engage a new creative/arty audience, as well as producing a product to sell and raise funds. We hope to attract a sponsor this year to raise the prize money and entice more support.

Fundraising Groups – 2 groups have organised events so far in 2022. Wallington Group quiz raised £715 and Sutton Group quiz raised around £1,400 (despite lower capacity due to COVID cautiousness). 4 more booked in for the coming year including the return of the Sutton Group Christmas Craft Market. Work continues on the handbook, kit and marketing plan for summer 2022 recruitment of groups. The aim will be to focus on the 'bread and butter' groups first, i.e. localities that do not currently have a fundraising group before developing into special interest and high value groups.

Lavender Collections – 13 bucket collections are booked in throughout June at local supermarkets, train stations and shops.

Collection Cans and Buckets – Newly branded cans and buckets have been received to replace old ones and be distributed to 100 new sites throughout the year. QR codes have also been added to enable donors to make payments quickly online via GiveTap if they do not have cash. Additional contactless machines have also been received for use at events and on the hospice reception.



Corporate

I'm a Director... Get Me Out of Here! – 15 local business leaders will take on challenges at Old Ruts Rugby Club on 22nd April. They have surpassed their £8,000 target raising £10,000 so far. The team have developed a compelling engagement plan using a Whatsapp group, unique lock boxes (including a Lenny the Lion, sweets, cards and a star), as well as competition between the Red and Blue teams, to encourage these business leaders to raise as much as possible. A number of gifts in kind have been received e.g. the venue and decorations by Bella Blue Events.

You can buy tickets to watch Nick and his campmates complete the final trial and see the crowning of the King/Queen of the Jungle, as well as witnessing the losing team subjected to something much less dignified. Spectator tickets are £5 in advance or £6 on the door via our website. Staff & Volunteers are asked to show their ID badge on the door and make a small donation.

Make Your Will Fortnight – Taking place between the 9th and 22nd May 2022. 6 solicitors are taking part which is less than previous years. We anticipate that this will be the last year of this campaign as we have seen a steady decrease in funds and engagement. We aim to set up a free wills programme instead with a focus on pledging to leave a gift in a will rather than a donation for making a will.

A Night Full of Stars - We will be repeating our corporate awards night this year at St Bede's in September. There will be awards given for the wonderful support we have received from local businesses, info about how those people have made a difference to the hospice and a thank you event with food and drink. This year there will be a charge of around £20 per ticket to include food and drinks.

Men's Den – The new Men's Den is being erected by AJ Build Group and a number of other trades who they have engaged through their network. Emma has worked tirelessly to develop this relationship and connect them through a mutually beneficial partnership including a formal, signed partnership agreement which details what each party will offer. She has engaged with key hospice colleagues to get the project off the ground. AJ Build have estimated at the moment that they will be donating £72,000 worth of labour and internal materials.

Trusts

Bariatric Room - £78,707 received so far towards this project (incl £50,000 donation from The Marie Helen Luen Trust).

SUPPORTER CARE - Lucy Ribaldo

Lavender Appeal - In preparation for the Lavender Appeal we have been busy updating and cleaning our database to ensure the mailout hits the right audience. We have spent a lot of time cross referencing all databases to ensure they all correspond and that the information we hold is as up to date and as accurate as can be.

Lottery - Since October 21 Supporter Care have been taking care of the Lottery Administration. Sue, Sara Jane and myself have been liaising with Sterling Lotteries, our lottery management company who have been very helpful in supporting us. We have held several zoom meetings with them to gain an insight into the day to day running and requirements of our lottery. We have also, alongside our

Communications team been involved in the roll out of our new Lottery Sign Up page and Raffle page on our website.

There was a historic ongoing issue with St Anthony's Spire lottery payroll. I am pleased to say that after much chasing and a little bit of detective work we have finally managed to resolve this at last.

We will be completing the Spring Bumper Draw administration in house, apart from the online sign ups. Al, our Database Manager has managed to import all active members from Sterling's database into our Raisers Edge database and built a compatible spreadsheet for us to use and upload to Sterling in time for the final draw. Good progress has been made with the simplification of systems, processes and procedures of the lottery.

Gift Aid – Stripe, our website provider, had a technical issue with our Gift Aid claim which unfortunately they were unable to assist us with. This meant Al had to bring the claim in house and with the help of the team, manually process it. We finally received £18,470.87 & £7,230.36 on the 4th April 22. We have also made a claim for £9,411.61 in fundraising donations and £549.88 in sponsorship donations which we received on 9th February 22. There is an outstanding claim of £4,955.41 for fundraising donations which we processed on the 8th April and are awaiting payment.

Retail Gift Aid - We have arranged for all paper copies of retail Gift Aid declarations to be scanned on to our system. We have so far had 1 of the files back with the remaining due by the 25th April. We will then be in a position to make a gift aid claim for retail.

Finance Reconciliation - Al and myself met with Neena and Lisa to work through some new reconciliation processes needed for Fundraising to ensure they link in with the finance reporting. The meeting was extremely useful to gain a better understanding of how and why we process payments into RE and what effect it has on the overall reconciliation for financial reporting. We have agreed and implemented some process changes which will assist Neena and Lisa in their reconciliation.

Staffing We have made the following permanent changes to our staffing in the team:

- **Sue Snelling** is now 0.80 fte (full time equivalent) working 4 full days a week covering Lottery Administration, Gift Aid and Supporter Care Admin.
- **James MacGraw** is now working Full time as a Database Administrator
- **Denise Pendlington** is now 0.40 fte working 2 days a week covering Supporter Care Administration.

LOTTERY - Sara Jane Woods

- Printing for the Bumper Draw tickets is very expensive and we have previously sent tickets to everyone who receives the Raphaelite approx. 30,000. This appeal we are sending Bumper Draw tickets to all members of the Lottery and anyone who has brought a ticket previously, around 8,000. In addition, for the first time, people can buy a ticket via our website.
- We are still using the DOC Lottery licence as it has not been as straight forward as we had hoped. We have had to review our T&Cs and only once the compliance team at Sterling had agreed them, could we send them to the

Gambling Commission (GC). The Commission require 28 days notice before we can mail our players which means that this mailing will not be able to go out until the last week of May. This date will also be dependent on a timely response from the GC. However, the artwork and the letter are ready to go.

COMMUNICATIONS - Diamond Naraviene

Branding/Merchandise:

- **Fundraising Groups (FG) logo.** We have been working on the look and feel of our FG's recruitment campaign (to launch in August), starting with a design of a unique logo to represent this particular volunteer group and their activities in the community. The logo is going to be designed in line with the main St Raphael's Logo.
- **Men's Den Rail Banner.** As part of the corporate sponsorship package, we developed a rail banner to acknowledge the contribution of the company building it, as well as to inform the public about the cabin and its opening this Summer. Our website has been updated accordingly.

Campaigns:

- **Skydive Day:** print literature, newsletter and rail banner, radio advertising and on-line exposure: advertising, e-news, website, email signature and socials.
- **Retail Volunteer Campaign:** four volunteer case studies, representing the four different roles. Print literature, newsletter and rail banner, radio advertising and on-line exposure: advertising, e-news, website, email signature and socials. T-shirts and active involvement of our shops. Tailored print and online campaign working together with local Guardian.
- **Street Party Campaign:** print literature, newsletter and rail banner, radio advertising and on-line exposure to include advertising, e-news, website, email signature and socials; Door-to-Door Royal Mail targeting 26,000 households, shop window display and merchandise.
- **Make Your Will Fortnight:** advertising and online exposure with Time and Leisure; e-news, website, email signature and socials, as well as the newsletter.
- **Lavender Appeal:** 38,000 packs sent out; included double-sided letter and donation form, the Raphaelite and approx.5,000 raffle books.

Digital Marketing:

- **Lottery microsite.** The team has been working with our lottery provider, Sterling, to complete and launch our new microsite allowing people to sign up and take part in Spring and Christmas raffles online.
- **Trustee profiles on our website.** Trustee pictures have been added onto our website at www.straphaels.org.uk/trustees. Profiles, which are being checked at the moment, are the next to upload.

- **Training Courses.** GP Masterclass and Foundations of Palliative Care have been listed as events on our website allowing attendees to book and pay online.
- **January to March Digital Mkt stats** are available and can be accessed by contacting the Comms Team.
- **Email signatures.** Updated across the organisation; mainly the users with regular external contact. Monthly promo plan to alternate the design in line with the running campaigns and events.

Collateral:

The following leaflets have been designed and printed:

1. Breathlessness
2. Discharge from IPU
3. CPR
4. What to expect in the last days of life
5. Patient and family information booklet
6. Issue 8 of the Raphaelite

All of the above to be uploaded on our website.

PR:

- Paid for, full-page interview with Gail, published by Time and Leisure
- Media mailer to promote our Retail Volunteer Campaign
- Media mailer to promote the Street Party Campaign
- 'I'm a Director, Get Me Out of Here' press release, published by Time and Leisure
- 'I'm Director, Get Me Out of Here' press release to share the message from the Queen of the Castle, Giovanna Fletcher.
- Radio Interview with our retail volunteer driver, Dave, who was one of the poster people as part of the recruitment campaign

Strategy:

- **Monitoring.** Both Digital Marketing and PR monitoring tools have been introduced by respective team members and are in use.
- **SEO and Online Advertising.** Meta descriptions are being added to the events and other pages to increase the traffic whilst users search for specific information using key words. Facebook pixel has been set up allowing us to create look-alike audiences based on our website visitor demographics and interests.

VOLUNTEERING - Lorraine Hunt

- We have 170 retail volunteers supporting us in the shops, the donation centre and driving our vans who have contributed 6,407 hours of their time since the beginning of this year.
- We have recruited 30 new volunteers this year to date and have 11 in the pipeline awaiting confirmation of start dates.

- We launched our new retail recruitment campaign, 'Please become our next Retail Volunteer' in March with a specific target audience in mind, featuring the stories of four of our existing volunteers who decided to take early retirement and who support us in various roles within retail. It has been promoted on our website, radio Jackie, in our shop windows and other social media platforms. We have received a fair flow of enquiries so far and 25 people have applied online or completed application forms via the shops to date.
- This year to date 24 volunteers have completed 1 year of service and have been sent a badge and thank you card.

St Raphael's Hospice
Meeting of the Clinical Quality & Governance Committee
Held at St Raphael's Hospice with video dial-in option
At 10:00am on Friday 1st April 2022

Members: Dr Carrie Chill – Board Advisor & Committee member (CC)
 Alan Cogbill – Trustee & Committee member (AC)
 Dr Eva Kalmus – Co-opted Committee member (EK)
 Norman McWhinney – Board Chair & Committee member (NM)
 Dr Joy Tweed – Trustee & Committee member (JT)

In attendance: Naomi Collins – (NC, items 5-9)
 Gail Linehan – Joint CEO (GL)
 Nick Stevens – Joint CEO (NS)
 Alex Rudkin – Head of Quality and Improvement (AR)
 Rebecca Trower – Clinical Director (BT)
 Anna Machin – Governance (AM)

Apologies: Dr Jenny Strawson – Consultant (JS)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
1. Welcome and declarations	Update Declarations of Interest log with Eva Kalmus' appointment	Anna Machin, Eva Kalmus	Immediate	01.04.22/01
3. Evidence of Excellent Practice Register	Consider mechanisms to capture Community team feedback	Gail Linehan	July meeting	01.04.22/02
4. Clinical Quality & Governance Report	Collate examples to demonstrate impact of audit on clinical practice	Alex Rudkin	July meeting	01.04.22/03
	Update table in Clinical Action Plan page 8 to have most recent date first	Alex Rudkin	July meeting	01.04.22/04
	Itemise Management Plan on Committee agendas and include progress summary	Alex Rudkin, Anna Machin	July meeting	01.04.22/05
	Bring together Wellbeing programme case studies	Rebecca Trower	July meeting	01.04.22/06
5. Clinical Risk Register	Review pre-control score for Agenda for Change	Rebecca Trower	July meeting	01.04.22/07
6. Clinical Quality & Governance Objectives	Share timeline for completion of key goals	Rebecca Trower	July meeting	01.04.22/08

8. Annual Review of Committee Terms of Reference	Update point 11	Anna Machin	July meeting	01.04.22/09
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Agenda items arising

Agenda item arising	Details	Responsible	Timeline
Support for younger patients	Discuss Hospice paediatric care role and levels of support that can be provided	Invite colleague lead	July meeting
Benchmarking of Safeguarding referrals vs. other local Hospices	Share update from LA feedback	Alex Rudkin	July meeting
Twilight shift cover	Update on volunteer twilight shifts	Rebecca Trower	July meeting

The meeting began at 10.00am.

1. Welcome, apologies for absence and declarations of interest

Joy Tweed took the Chair and welcomed Committee members and attendees to the meeting. Apologies were received and accepted from Jenny Strawson. It was noted that Eva Kalmus has been appointed as a lead role on End of Life at Sutton Care which would be updated in the Register of Interests.

2. Review of minutes from 14th January 2022 Clinical Quality & Governance Committee meeting, Actions List and update on matters arising

The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings. The Committee reviewed the actions arising from the previous meeting:

- Share update on equality & diversity Working Group on patient behaviour towards staff - all members had engaged and were in the process of setting up the first meeting.
- Provide update on paediatric palliative trainee post and support for younger patients – this is proving a hugely beneficial role and is becoming a more pressing issue for Hospices. An update would be provided at the July meeting.
- Bring together document to frame progress outlined in CAP – This will be incorporated into the main Management Plan going forwards, which will mean it is visible to everyone across the Hospice.
- Benchmark level of Safeguarding referrals vs. other local Hospices – LAs have canvassed for feedback, this is to be shared at the next meeting.
- Take forward arranging Safeguarding Link Trustee visit – This has been completed.
- Provide update on conversations regarding staff vaccination – This has been completed. Conversations have been held with the few members of staff to make them aware of risks, there has now been a reversal of the government directive so no further action is required. There have been no questions from patients about vaccination rates.

3. Evidence of Excellent Practice Register

The Committee noted the examples of excellent practice, including attendance of colleagues at a patient's funeral and Medical Examiner Service feedback. Committee members

discussed the factors that explain the lower level of input into the Register from the Community team. They work across multiple sites and often work alone, whereas additions to the Register are often highlighted by others in the IPU setting. Gail Linehan and the team would consider how to capture Community team examples of feedback in more depth, for example from contemporaneous notes from colleagues taken during time with patients.

4. Clinical Quality & Governance Report

Alex Rudkin presented his section of the report:

- Datix software was introduced in November 2021, staff have adapted well and are demonstrating the Hospice's strong reporting culture, with relevant internal colleagues review and sign off incidents. The majority of incidents within the Community team are minor but they recognise the staff time involved in terms of resolving any incidents.
- 2021 was highly positive in terms of engagement from the Clinical team for audit which is helping to shape practice. The Hospice established an internal Clinical Engagement and Audit Project Improvement Forum for short presentations by project leads.
- Data extraction and monitoring work and plans are underway for key submissions.
- The Clinical Action Plan for 2021/22 has been reviewed and 18 out of 20 actions were fully completed by the end of the year – the two not completed hold awareness within the Committee –
 - Implementation of Datix to manage Incident/complaint/complements. Incident reporting was implemented in Nov'21. There are plans to implement the Feedback module in Q1 2022/23
 - Increase establishment of Band 5 nurses on the IPU to facilitate secondment to other clinical departments to support staff development and a 'One Team' approach. The recruitment of RGNs to the IPU remains a challenge
- Systems are in place to monitor the responsiveness of local health partners and report to the CCG on this. Preparation for the CQC inspection is continually updated.

The Committee reflected on the breadth of activity and how the audit report showed the reflection that the process had inspired with colleagues adapting and refining practice.

Committee members asked about how the audit process is designed. It was confirmed that the prioritisation of projects is primarily led by regulatory or statutory responsibilities or CQC engagement.

The Committee asked about the follow up process once an audit has taken place to see the impact on practice and outcome. It was confirmed that this is built into timelines for re-auditing to assess a snapshot at ongoing points in time. As an example of the impact of an audit, the Hospice's discharge letter is now addressed directly to the individual, and the GP subsequently receives this, which has demonstrated the personalised care offered.

The Committee asked for examples to be collated to show the impact of audits on clinical practice within the Clinical Audit Summary, and for this to be summarised in the Clinical Quality & Governance Report. Clinicians could be invited to present at a Committee meeting in future, and for Committee members to attend Forum meetings virtually, to observe the impact of the Hospice's audit programme.

The Committee asked how Action Plan items would be presented to the Committee given the change in plans to present as part of the Management Plan. It was confirmed that the Management Plan will be itemised on Committee agendas. The summary on progress that had been included in the Clinical Action Plan will be included.

The Committee reviewed the complaints log. They noted the actions taken to address complaints and the strong 'no blame' culture within the Hospice. Rebecca Trower echoed

that the team is timely and open when responding to complaints, analysing the Hospice's own records of care and using these to reflect on areas for improvement. The Committee asked if there are any grounds for refusing access to patient records if they are requested. The Hospice gains legal advice as needed as a safeguard for the Hospice to confirm that the relevant process is being followed, for example to ensure rights of access. Staff are always conscious that patient records need to be factual and not based on opinion.

Rebecca Trower updated on the report:

- It was noted that covid-related risks on the register are reducing slightly. Government guidance has relaxed now but providers are remaining responsive and safe. There has been a higher incidence of covid amongst staff in past weeks. Staff are still doing rigorous testing on a daily basis and staff are encouraged to stay at home if in any doubt. The Hospice has extended the covid-related sick leave allowance until the end of April.
- Rebecca Trower updated on admissions refused due to staff capacity. Many volunteers are returning including Ward Companions. The Psychological Support team approached SMT to bring on board a 0.6 FTE post to support bereaved families, showing more instances of PTSD from bereavement particularly linked to challenging experiences in covid.
- Wellbeing centre attendees now comprise around half Hospice patients and half referrals from external providers that the Hospice has put time into building relationships with. The Men's Den is fully installed in terms of external structure and the Hospice is now focusing on fit-out. Complementary therapies have recommenced with a strong new staff member and volunteers will also be recruited to work alongside.
- The Hospice is interviewing for vacancies for the Hospice at Home programme which is strong and well evaluated. The on-call collaboration service with other Hospices has been working well overall and covers evening admissions. A range of other roles such as one-day Volunteer Consultant Psychiatrist are working successfully. The Hospice is building links with local universities to support outreach and recruitment particularly Roehampton.

The Committee asked how the Hospice captures data and information on the Wellbeing programme. The Hospice is capturing attendance, with feedback summaries from sessions used to help feed into future funding applications. Rebecca Trower would put further work into developing case studies.

5. Clinical Risk Register

The Risk Register review focused on top-level risks. There is still a focus on ensuring there is cover on night shifts, some new colleagues are joining which will build out capacity. Agency cover requires nurses to have access to Electronic Patient Records Systems (EPR). The Hospice is exploring opportunities for volunteers who could be part of twilight shifts to help add capacity – an update on this will be shared at the next meeting. The Committee asked if the move to EMIS will help mitigate the risk of PAS system failure. It is web-based which could support back-ups and reduce the need for 24-hour IT cover. The Committee asked why the pre-control score is still high for the introduction of Agenda for Change, and it was agreed that the pre-control score will be reviewed.

6. Clinical Quality & Governance Objectives – Extract from Management Plan 2022/23

Rebecca Trower updated:

- The team have been thinking about how to foster CPD further on the IPU. The Hospice have made an internal appointment to a Ward Sister post for a 12-month secondment to focus on implementing areas such as nurse-led assessment. This enables Tracey

Young to focus on upcoming projects with a refocused role to bring in the EMIS system, infection control, embed OACC, embed audit, and streamline discharge processing. All relevant training will be put in place to support.

- The Hospice has implemented twice-daily Admissions meetings to ensure more priority for patients coming from the Acute sector. The Hospice is aiming to open up to 10 beds when appropriately staffed. Schwartz Rounds are also a priority to bring in into the longer term, which will require external training and registration.

The Committee reflected that these priorities align with the Hospice’s overall aims for cross-team working and requested to see timelines at the next meeting for the completion of key goals. Moving to the EMIS system will enable more streamlined work – it was noted that locally EMIS Community is still to link with EMIS GP. The Committee asked about preparation for change for CMC to the Urgent Care Plan. This has been integrated into plans and staff have received training recently on this area.

7. Minutes of internal meetings

The minutes of internal meetings were noted. The Committee asked about the relatively low uptake at GP masterclasses. The Hospice had consulted with some GPs to understand the drivers and also approached them to potentially slot into GP practices’ own sessions. The Committee recommend sharing dates well in advance and targeting Care Home Lead GPs.

St Helier’s will be providing support for Infection Control across a range of areas. This is in the budget for 12 months, capacity will be built in to take in-house if needed thereafter. A 0.6 FTE Psychological Support Services role is also in the budget.

8. Annual Review of Committee Terms of Reference

The Committee proposed updating point 11 to include not just a Trustee ‘or Board Advisor’. The Committee noted additions in relation to Safeguarding. The Board Chair confirmed the Committee is delivering well including the reporting link to the Board.

9. Any Other Business and Dates of future meetings

Gail Linehan updated on a new method of assessment from the regulator CQC for organisations with an existing Good rating - CQC will inspect organisations less frequently unless risk-related items are raised, and so the Hospice will be less likely to have a visit soon. The Committee asked how organisations can change their ratings – this is to be confirmed by CQC.

Committee members noted the dates for future meetings:

- Friday 1st July 2022, 10am-12pm – Alan Cogbill to Chair.
- Friday 7th October 2022, 10am-12pm.

The meeting ended at 12.00pm.

Approved.....

Date.....

St Raphael's Hospice
Meeting of the HR Committee held by Video Call
At 10:00am on Tuesday 5th April 2022

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

In attendance: Kelly Channer (KC – Head of HR)
Manjit Lall (ML – Prospective Committee Member & Trustee)
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.
3. Volunteer Services Update	Add comparative figures of current vs planned volunteers to report	Ginny Toubal	By July meeting	22/04/05-01
4. HR Departmental Risk Register	Develop Volunteer Risk Register	Kelly Channer, Ginny Toubal	By July meeting	22/04/05-02
5.1. HR Report	Speak about staff survey outcomes	Kelly Channer, Manjit Lall	By July meeting	22/04/05-03
5.2. Staff survey outcomes	Add new Trustees and Committee members to the Monthly Board Update	Gail Linehan	Immediate	22/04/05-04
	Update on challenging responses to survey and add to the risk register	Kelly Channer	By July meeting	22/04/05-05
6. Equality, diversity and inclusion	Take Action Plan and Survey to Board	Paul Holmes	July Board Meeting	22/04/05-06
7. Terms of Reference	Change reference to 'SMT' to 'Executive' across all ToR	Anna Machin	Immediate	22/04/05-07

1. Welcome, apologies for absence and declarations of interest

Steve Mulhall was welcomed to the meeting as a fully appointed Committee member. Manjit Lall was welcomed to observe the meeting as a prospective Trustee and Committee member. There were no apologies sent to the meeting, or declarations of interest in relation to items on the meeting agenda.

2. Review of minutes from 11th January 2022 HR Committee meeting

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

2.2. Actions List - The Committee reviewed the actions arising from the previous meeting.

3. Volunteer Services Update

Ginny Toubal introduced the context of the Volunteer team's work and structure. The Volunteer team is up to 120 volunteers. The team are trialling a new Ward Companions shift to add capacity during twilight shifts at the Hospice. The number of volunteering applications has grown, including following the Volunteer Recruitment Campaign which brought in 22 applications, and all new volunteers are provided with a full induction and occupational health checks. The Volunteer Value Audit is underway to quantify the number of hours and in-kind value of their support.

The Hospice has engaged with the Hospice Biographer Charity who work with patients to develop stories and biographies for their loved ones.

The Committee asked about the target group for the Volunteer Recruitment Campaign and whether it is supporting more shops to open. The recruitment has focused on individuals who are just at the point of retirement in particular. For now, the volunteers are supporting the existing shops to stay open during times of Covid absence, and as the numbers grow this would then enable new shops to open. The Campaign will be maintained in coming months to keep conducting outreach.

Committee members asked about any challenges in recruiting to particular volunteer roles. Retail is the highest priority and with the Men's Den and other projects the garden is a focus. The PsychoSocial team is almost at a full complement. The Hospice is also looking to grow the fundraising team and so bringing in more volunteers there is also a priority. The ultimate goal is to double current numbers to fully support the Fundraising and Communications campaign.

The Committee requested for target number of volunteers to be added to the report to provide comparative figures of current vs planned volunteers.

The Committee noted the progress made on actions and items placed on the agenda.

4. HR Departmental Risk Register

Kelly Channer presented the HR risk register. Recruitment remains a key challenge for the Hospice which is also being experienced by other hospices, particularly for Band 5 roles. The Hospice is exploring options to take creative approaches. Staff wellbeing is a priority and support encompasses personalised cards, gift vouchers, staff events, the Employee Assistance Programme, signposting to wellbeing tools, and active support when staff have Covid-19. The Volunteer Risk Register would be developed with Ginny Toubal and brought to the next meeting. The Committee asked if there is an Employee Referral policy to support recruitment. Kelly Channer confirmed that this is integrated into staff communications and offer letters for new joiners and has brought in 4-5 staff members.

5. Update on HR Activity and Management Plan

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

- Despite the challenges in recruiting to certain posts, a number of new staff have joined since the last meeting with a range of healthcare posts recruited to recently.
- Payroll has been processed including the staff pay award and the process has been started to bring payroll back in-house from Buzzacott. Assurance was given that the

team have sufficient capacity to deliver this. The Committee noted the link to the risk register in managing the complexities of timesheets for shift roles and bank staff.

- Training for the administration team is being organised on the management and logging of annual leave.

The Committee asked about the potential to digitalise payroll systems. Kelly Channer confirmed that there is a module within the new system BrightPay which could be considered, however many staff do not currently work with computers so a culture shift would be needed. Colleagues do have smartphones but the staff demographic are not all confident with technology to the same degree. The module within the patient management system had been discounted as it does not give sufficient flexibility.

Kelly Channer presented the summary of key changes made for HR over the past two years, during the pandemic, including the TUPE process to move to independence, management of the furlough scheme, implementation of annual leave buy-back, and upgrade of the HR system. Several policies have been changed including maternity, sickness absence and certain systems have been automated. The Agenda for Change has been implemented alongside a review of pay scales to ensure they remain attractive to new joiners.

The Committee congratulated the team on the range of achievements, particularly during the pandemic. They noted the length of service for staff members at the Hospice and also the average age of new joiners being lower than leavers. Nick Stevens also recognised the work by the HR team to manage and address queries from colleagues on a whole range of matters which supports wellbeing and relationships with staff.

Manjit Lall and Kelly Channer would arrange to speak about staff survey outcomes in more detail.

5.2. Staff survey outcomes – Kelly Channer presented the item and confirmed the survey will be delivered by Birdsong on an annual basis going forwards in order to measure progress year-on-year.

The Committee asked about techniques to increase participation from the current rate of 50%. Kelly Channer confirmed that the timing of issuing in December was impactful when staff had other priorities. It is shared electronically and in hard copy. The Committee were supportive of holding the survey in the window of spring (February) or autumn (October). The industry standard rate of 60%+ would be a core goal.

The Committee explored the matter of sharing communications across teams and also the engagement from the leadership team and Board members in their teams' own work. The Joint CEOs share a Monthly Update to staff with an update on achievements across different departments. Staff raised that there would be interest in an Intranet. The pandemic also inhibited the potential for staff to visit the clinical areas of the site.

New Trustees and Committee members are to be added to the Monthly Board Update.

The Committee asked about the most challenging responses to the survey and requested for them to be added to the risk register, including the statement on harassment which has been taken seriously. Kelly Channer would take this forward for the next meeting.

6. Equality, diversity and inclusion

Kelly Channer confirmed that an internal working group has been established and a draft survey and cover email has been brought together for review by the Committee. The Committee discussed with leadership the appropriate level of depth of information to ask and the sensitivity of details that would be requested, as well as the purpose of collecting the information linked to the scale and size of the Hospice.

The Action Plan and Survey would be taken to the Board for input to help decide the next steps and HR Committee members would input to give specific feedback on the survey.

The Committee noted the draft Action Plan which would be developed to review the baseline and timeframes to set out goals to achieve.

7. Terms of Reference

The Committee reviewed the Terms of Reference. The reference to 'SMT' to 'Executive' is to be changed across all ToR.

8. Speaking Up

There were no concerns raised under the Speaking Up policy to report to the Committee.

9. Any Other Business and Dates of future meetings

There were no items raised under Any Other Business. Norman McWhinney registered apologies for the July meeting. Committee members noted the dates for future meetings:

- Tuesday 5th July 2022, 10am-12pm
- Tuesday 11th October 2022, 10am-12pm
- Wednesday 7th December 2022, 10am-12pm (Remuneration Committee)

The meeting ended at 11.45am

Approved.....

Date.....

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 26th April 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 – Clerk (AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. Risk Register	Add Donation Centre risk to Risk Register	Sara Jane Woods	Next meeting	26.04.22/01
6. Fundraising Update	Connect Sara Jane Woods to potential sources of support for Lottery	Grahame Darnell	May 2022	26.04.22/02
	Share details on Major Donor strategy and event	Emily Nicholls, Sara Jane Woods	May 2022	26.04.22/03
	Bring Fundraising Campaign targets and phased income report to next meeting	Emily Nicholls, Sara Jane Woods	Next meeting	26.04.22/04
8. Committee Terms of Reference	Update Terms of Reference	Anna Machin, Nick Stevens	Immediate	26.04.22/05

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 18th January 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 and it was confirmed that the risk register would be discussed during the meeting.

4. Communications & Fundraising Risk Register

Sara Jane Woods shared the Risk Register, and confirmed that the risk relating to the Donation Centre would be added to the Register as the Hospice can be given 28 days' notice at any point on the use of the Centre. The site is used to collect items, store and also benefit from the time of a number of volunteers. The use of the Centre has hugely helped to enable the current scale of donations. It has been indicated that the space could continue to be used for up to six months further, and alternative locations are being sought to have a comparable space beyond this time. The Committee were supportive of this proactive approach.

Sara Jane Woods updated on the Volunteer Recruitment campaign, which had not received the uptake expected. Covid-19 sickness and the Easter holidays may be factors. The Hospice is steadily recruiting 10-15 volunteers each month and will continue to focus on outreach.

The new joiners to the Fundraising team have embedded well and a comprehensive Fundraising Strategy has been developed, which is the key mitigations against the risk of not raising all expected income.

The team have put in place rigorous measures around lone working including issuing and testing devices, signage, and updating the policy. The testing has demonstrated that the system of notifications works well.

The team continue to use robust risk assessments and crisis communications plans, for example for the recent 'I'm a Director, Get Me Out of Here' event which ran well and without any health and safety challenges.

5. Communications update

Diamond Naraviene provided an update on key activity since the last meeting. The Communications team have supported a range of campaigns through social media, radio and print, including for the Skydive Day, Jubilee Street and Garden Parties, and the Lavender Appeal. The team is able to accurately track digital impressions across social media platforms (LinkedIn, Instagram, Twitter and Facebook) and the website, which is showing widespread coverage. Royal Mail enables selective approaches to sending Fundraising campaigns within local areas, which also helps to ensure strategic marketing spend.

The Committee proposed using social media channels as a specific focus to channel Volunteer Recruitment, given this is a strategic priority for the Hospice, and joining this up with in-person recruitment activity in the Retail shops.

6. 2021/22 year-end Fundraising update

6.1. Sara Jane Woods circulated the Fundraising Figures and shared key points from the Fundraising Report:

- Staff recruitment has been challenging particularly within Retail which reflects the wider recruitment market currently, but also for the Lottery role. A range of outreach channels have been used to promote role as broadly as possible. For the Lottery role, a recruitment agency will be used instead of an in-house role, for now, who will take responsibility for sign ups. This is a priority to develop and also recruit more volunteers for local promotion, as being ready for the summer is important to bring new joiners earlier in this financial year. The raffle tickets have been sent out to all individuals who

are part of the Lottery and have participated in the raffle previously. A key risk is that the company needs to recruit sufficient staff themselves to support the Hospice.

- Retail continues to perform very well including the Donation Centre, and financial performance was above budget for the year. The boutique approach has worked well in Wimbledon, and discount stores have also been very popular. Raynes Park has been disappointing in terms of its performance. The strategy to rotate stock is working well, and the focus is to consider whether the footfall is sufficient in some of the lower performing shops, and the best type of outlet for each shop.

6.2. Emily Nicholls shared an update on fundraising activities:

- The overall income for the year continued to be impacted throughout 2021/22 due to Covid-19 and the limitations on in-person activity which it is also felt has reduced the level of In Memory donations. However, there has been strong take up, coming into the new financial year, with outreach such as self-initiated challenge events, sell-out of the Skydiving Day, and a number of London Marathon runners. Other areas are moving towards pre-Covid levels such as corporate outreach.
- A range of events and activities are planned for spring and summer 2022. A major donor afternoon tea will be held in May, invitees have been identified and the Trustees will be invited to be involved. The team are also exploring new activities such as events relating to computer games, which will help to draw in new audiences.
- The 'I'm a Director, Get Me Out of Here' event was very well received, and with a venue given for free, the costs for the event were very low. Plans are already underway to hold the event again next year.

The Committee discussed with the team in more detail how the design of the shops is adapted to each site, and also noted that it was planned to open two more shops during 2022/23. Grahame Darnell offered to connect the team to potential alternative sources of support with the Lottery. The Committee provided advice on the approach to Major Donor stewardship which would be shared with the Committee in follow up.

7. 2022/23 Fundraising Strategy – Fundraising Campaign

Sara Jane Woods updated that progress had been made on the overarching planning for the Fundraising Campaign which had been presented to the Joint CEOs, and the next step is to build out the specific fundraising targets for each area of work, linking into the Fundraising Strategy. The Committee received assurance that plans for ensuring strong coverage in Merton are in place, as the Hospice is well established in Sutton. The Campaign targets will be brought to the next meeting along with a phased income report which is shared with the Finance Committee.

8. Committee Terms of Reference

Feedback was provided on the Terms of Reference which would be incorporated in the version sent to the Board.

9. 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 12th July at 11am.

The meeting ended at 13.00pm.

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