

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 17th January 2023

Members: Joe Ryan (JR – Chair)
 Alan Cogbill (AC)
 Ed Cook (EC) – items 1-7
 Paul Holmes (PH)
 Sr Kathleen O'Reilly (KO'R)

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

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4.4. External audit contract	Request comparative data from external auditors	Neena Vadgama	By April 2023 meeting	17.01.23/01
9. Departmental risk register	Review approach to Finance risk register	Nick Stevens with Bernard Marley	By April 2023 meeting	17.01.23/02

The meeting commenced at 2pm

1. Welcome, apologies for absence and declarations of interest

Committee members were welcomed and there was no apologies received. There were no declarations of interest in relation to the items on the agenda.

2. Review of minutes from 18th October 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 meetings:

- **Add information on volunteer numbers to KPI report** – this has been completed.
- **Include information on approach to ESG in annual accounts** – further information on ethical investments was included in the 2021/22 year-end accounts.
- **Prepare report on pensions arrangements inc. update on payment due to NHS pension** – Nick Stevens updated that the HR Committee has received verbal information on pensions and legal advice is being sought in relation to the instance

raised previously with the Committee on historic liabilities for former staff on NHS pensions.

- **Review Board representation as referenced in report** – this would be taken forwards as part of Board T-Time discussions.
- **Review choice of Auditor for 2022/23** – this would be covered under the Finance Report item.

4. 2022/23 Year to Date Finance Report

4.1. Management accounts to 30th November 2022; update on investments – Neena Vadgama presented key points from the report:

- The year-to-date shortfall is £1.4m before the drawdown from the Daughters of the Cross (DoC) for the 8 months to 30th November 2022, compared to £1.2m projected in the budget. Cash stood at £6.6m in mid-November and currently stands at £6.1m as of mid-January.
- CCG income has increased by 2.5%, recognising inflationary pressures, and all funds have been expected as received. 'Other income' is down compared to budget due to the falling value of the investment fund, linked to the challenges in the wider financial climate. JER noted that this had no cash impact.
- The Direct Cost of Services has increased due to use of agency and bank staff and the inflationary impact on buying supplies.
- The level of legacies fluctuates month by month and based on prior experience, further legacies may likely to be forthcoming in the final quarter of the year.
- Donor income is 20% lower than budget to the end of November, however the figures up to the end of December sit at £794k which shows the impact of fundraising activities around the Christmas period and moves the organisation closer to the target agreed with Trustees as part of the mid-year forecast.
- In terms of fundraising budget lines, Lottery income and expenditure is below budget, and Corporate events is unlikely to meet the overall target. Other areas such as Challenge and Community events are performing well in relation to budget.
- Retail continues to perform well and new potential shop locations are being identified.
- In terms of the projected year-end position, it is not expected that the income target will be met, due in part due to vacancies and transitions in the Fundraising team, as the Board are aware.

The Committee asked for the driving factors behind the relatively high number of agency nurses. There are two FTE vacancies for night staff currently which has received some internal cover but primarily requires use of external agency staff.

The Committee asked about the team's reflections on the Lavender Walk and appeal, and lower engagement this year. The Fundraising Committee had held a discussion that morning on the differentiation between 'product-led' and 'cause-led' events and individuals' different motivations for involvement. The outreach for the Lavender Walk has been strong, but this event is an 'in memory' event that generally means attendees have a link to the Hospice and/ or a loved one where they are participating in their memory. The Communications and Fundraising teams are also exploring ways to make appeals and mailings more cost- and time-efficient.

4.2. Balance sheet and cash movements; KPI report – Nick Stevens shared key points from the KPI report:

- The level of Donations is below plan, and is expected to reach around £1m overall (compared to a revised full-year forecast of £1.05m), and sitting at around £100k below pre-pandemic levels.
- Lottery income is also sitting below expectations as the agency were not able to recruit staff to support local outreach.
- Retail is performing above budgetary expectations, showing the strong performance of this team.
- The year-end figure for legacies is not yet known and they continued to be received and processed by the finance team.

4.3. Promoting opportunities to leave legacies – Joe Ryan raised that the Hospice could undertake more active promotion of the opportunity to leave legacies. Nick Stevens confirmed that this matter was in the scope of the review being undertaken by Ruth Sorby (Fundraising Consultant). The feedback from the consultant has been that the messaging for public promotion for donation opportunities should emphasise the urgency of making a donation and there will be a presentation on the main findings from the Consultant's work at the February Board meeting.

4.4. Discussion on external audit contract – whilst the team did not feel that overall performance of the auditors was strong for 2022/23, it has been agreed that there should be a continuation of the contract for the current year as the challenges with the audit manager and broader support from the auditors will have been addressed. The Committee requested the comparative data updates from the audit firm which was an action linked to the presentation of the 2021/22 year-end accounts.

5. Outline 2023/24 look-ahead & review of financial position vs five-year plans & recommendation for pay uplift from Remuneration Committee

The 2023/24 budgets will be set towards the end of January 2023. The Remuneration Committee have recommended an increase for pay of non-clinical staff of 5%, which does not fully cover the inflation levels in the wider economy, but is comparable to other organisations and also takes account of wider budgetary pressures on the Hospice. This is compared to a pay increase of 2% that was initially budgeted before inflation at this level became a factor that needed addressing, and leads to a total budgetary impact of £60k (for non-clinical staff alone) added to annual costs. For staff who are on the Agenda for Change, the pay levels will be set through the NHS settlement and could be between 5-10%. The Remuneration Committee also wished to maintain a gap between the Minimum Wage and the Hospice's lowest paid staff.

There will be a Board strategy meeting in early February and then a Board meeting in March, through which a formal review of financial projections compared to original plans agreed with DoC at the point of independence will be shared for discussion. Action NS

6. Update on investments

Neena Vadgama confirmed that investments sit at £1.9m as at the end of December, with £2m invested, and no changes to the ethical investment policy or approach. Any investment income gained is wrapped into the value of the investment.

7. IT & Estates update

John Groom highlighted key points from the report:

- The EMIS super-user training has been completed as part of the system roll-out. The Bariatric room is also in development and has received trust funding. A £9k grant has been received from the National Lottery to develop the garden and patio areas.
- With one new shop site opened, we have expressed interest in 3 other sites. The new Donation Centre in Sutton lease will be agreed soon, following which the fit-out work will commence.
- There was a security incident identified and disaster recovery matter, both relating to software upgrades, as noted in the report and both have been resolved.

Committee members asked about the delay to the Men's Den which was being developed through in-kind support of a local firm. The firm managed to deliver the project in part but has had other commitments arise. £20k had been included in the budget as a contingency and these funds will be spent – although the Hospice would have benefited from full completion on an in-kind basis, this will not cause any unbudgeted rise in expenditure.

8. Corporate governance, health & safety update

Alex Rudkin confirmed that compliance with the NHS Data Security & Protection Toolkit is regularly reviewed and submissions made. The Hospice has a comprehensive set of 160 policies which are regularly updated with overall management of the framework and any out-of-date policies identified. Policies are generally reviewed every three years. The Finance team will provide further support on the outstanding policies due for update.

There is a comprehensive programme of Health & Safety (H&S) updates and the Committee noted the minutes of the internal H&S meeting that had been held recently. The relationship between the Retail and Premises teams is critical in ensuring a positive H&S culture and awareness raising. A risk management and H&S consultancy undertakes rigorous audits on a range of themes including fire safety and topics and also provide online learning opportunities. Alex Rudkin will visit each Retail location twice each year.

The Committee asked about the 'urgent' areas arising from the visits. Alex Rudkin confirmed that these actions primarily related to areas of documentation to be developed such as noise levels noted in risk assessments, rather than any identified practical shortcomings in H&S practices. There is a healthy reporting culture, and no incidents with the Log that lead to a cause for concern in the Hospice's approach. Challenges with verbal/ physical behaviour sits outside of the Hospice's control in terms of how an incident is initiated but staff are well trained and supported to response. The Datix system enables rapid reporting across multiple layers of the organisation. There is no further information to report on complaints and no areas of concern.

The Committee asked for an update on the previous storage arrangements in Capitol House. Alex Rudkin confirmed that this prior risk had been mitigated through the opening of the Donation Centre in Sutton.

9. Departmental risk register

Neena Vadgama took the paper as read and invited questions from the Committee. The inflationary environment has been reflected on the risk register – there are additional mitigating actions including regular reviews of contracts and procurement. There is also an opportunity to save costs by not delivering certain activities or roles. Bernard Marley (Trustee) had provided feedback in the Fundraising Committee on how to score the mitigating actions and residual scores and this would be taken forwards in time for the March 2023 Board meeting. The Committee emphasised the importance of sharing a clear ask to the Hospice supporters and community which reflects that the financial climate facing the organisation is challenging and is embedded across all communications - telling personal stories of the Hospice's work and deep care for patients. This would be discussed further at the upcoming Board meeting.

10. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The next meeting will be held at 2pm on Tuesday 25th April from 2-4pm.

The meeting ended at 3.35pm.

Approved.....

Date.....

St Raphael's Hospice

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

At 10:00am on Tuesday 10th January 2023

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

In attendance: Barry Angel (BA – Head of HR – items 1-9)
Nick Stevens (NS – CEO – items 1-10.1)
Ginny Toubal (GT – Volunteer Services Manager - items 1-2)
Anna Machin (Governance – AM – virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. Update on HR Activity	Include standing item on Education & Training in HR Update	Barry Angel, Anna Machin	April 2023 meeting onwards	10.01.23/01
	Discuss purpose of EDI training in further detail	Barry Angel, Manjit Lall	January 2023 meeting	10.01.23/02
	Bring staff survey questions to next meeting for feedback	Barry Angel	April 2023 meeting	10.01.23/03
5. Financial wellbeing policy	Take forward implementation of policy, following Board approval	Barry Angel	February 2023	10.01.23/04
6. Staff Handbook	Share Handbook with Board for information	Anna Machin	February 2023 Board meeting	10.01.23/05
	Initiate conversation with Board Chair on streamlining Hospice values	Anna Machin	January 2023	10.01.23/06
7. EDI update	Invite Trustees to March 2023 EDI training	Barry Angel, Anna Machin	January 2023	10.01.23/07

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members and colleagues to the meeting. Anna Machin and Manjit Lall attended by video call. Apologies were received and accepted from Steve Mulhall and Norman McWhinney. The meeting was confirmed as quorate with two Trustees present.

There were no declarations of interest in relation to items on the meeting agenda from Committee members. Staff members would absent themselves in relation to any agenda item in which their own remuneration, terms or conditions were discussed.

2. Volunteer Services Update & Dashboard

Ginny Toubal presented headline information from the Volunteer Services update:

- The Compassionate Neighbours programme has now been fully re-launched, with widespread communications to promote opportunities.
- There were 75 new Retail volunteers in total in 2022 with good levels of retention, and the number of volunteer hours given during the year was very strong. The Psycho-Social team are providing highly valued support and are strategic in the volunteer support that they can bring in. There has been some absence in key volunteer roles in past weeks primarily due to sickness, and the team are working to ensure continuity.
- Outreach opportunities are being used, including through Hospice UK and local connections, both for fundraising and volunteer management.

Committee members asked about turnover levels amongst volunteers. Within the Hospice there is strong retention and turnover is higher amongst student volunteers, and so levels usually depend on the profile of the individual. The Hospice is finding that potential volunteers who are retired often commit more time to supporting childcare with their own grandchildren which can limit their availability, compared to a few years ago. The total target for volunteer numbers this year is 220 and currently sits at 187.

3. Review of minutes from 10th October 2022 HR Committee meeting

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

3.2. Actions List - The Committee reviewed the actions arising from the summer and autumn HR Committee meeting, and December Remuneration Committee meeting, in order to ensure rigorous oversight of actions during the period of transition between Kelly Channer and Barry Angel as Head of HR:

- **Make updates to Risk Register inc. reference to Staff Handbook development** – the Staff Handbook has been drafted.
- **Develop approach to absence reporting within Hospice; Place absence management on agenda of future meeting and prepare paper** – the ability to provide accurate absence reports has been delayed due to errors in the reporting data, and so this information will be shared at the April meeting.
- **Make requested updates to Equality & Diversity Policy** – this action has been completed.
- **Share example sign-off process for policies in relation to EDI assessment** – this action has been completed.
- **Confirm completion of update to posters at next meeting** – this action has been completed.
- **Arrange presentation on Compassionate Neighbours programme to Clinical Quality & Governance Committee** – this action has been completed.
- **Include Supporter Groups within target volunteer numbers** – this action has been completed and information included in the Volunteer KPI Report.
- **Place payroll provision on agenda of future meeting and prepare paper inc. paper-based costing exercise** – this item would be shared at the April meeting, with Barry Angel to take forward the costings exercise.
- **Update HR Risk Register to reflect risk relating to night shift recruitment and capacity** – this action has been completed.

- **Bring HR Strategy and 2023/24 Management Plan to Committee for review** – this item would be shared at the April meeting.
- **Place annual leave allocation on Remuneration Committee agenda and prepare paper** – this item was discussed at Remuneration Committee

4. Update on HR Activity and Management Plan

4.1. HR Report – Barry Angel updated on key developments since the October meeting, and also December Remuneration Committee:

- The HR team are working very well and developing their areas of respective specialism. The number of vacancies is not high overall but recruitment of nurses, particularly for night shifts, is a continual challenge and focus. An upcoming meeting with the Communications team is planned to explore new outreach strategies. There have been a strong number of applications for the Director of Fundraising role and this is progressing according to the agreed timetable.
- There are relatively high levels of sickness absence due particularly to the winter flu, but not due to Covid-19.
- The payroll provider continues to be challenging in terms of service effectiveness, and the contract will be renewed.
- The HR Management Plan is kept fully updated and a high-level rag-rating is included in meeting papers. The priority for absence management is to finalise and interpret the data, and the HR policies remain up to date. The starters and leavers process is working well. Training, development and performance management is an area of focus including Barry Angel's oversight of the appraisals process.

It was agreed that a standing update on Education & Training would be included on the Committee agendas – either within the HR Update Report going forwards and/ or by sharing minutes of the internal Education Working Group staff meeting - to ensure more in-depth oversight of this area.

For the upcoming year, Equality & Diversity continues to be a high priority including with planned training in March. The Committee reiterated the importance of ensuring that the training was relevant to colleagues' experiences, and Manjit Lall and Barry Angel would speak further about these plans in their upcoming meeting. The Hospice plans to take part in the Birdsong annual staff survey. It was agreed that the survey questions would be a topic of discussion for the April meeting to define the questions and secure more in-depth information than the prior year.

5. Financial wellbeing policy

Barry Angel updated on the plans initially shared at the December 2022 Remuneration Committee meeting, to have a loan opportunity for staff that would be repaid over a 12-month period, and support staff in the current inflationary environment. No interest would be received on the loans by the Hospice, and there are no tax implications for the Hospice or colleagues. The Committee approved the proposal, subject to minor drafting changes, for consideration and final approval by the Board for Barry Angel to then take forwards and implement.

6. Staff Handbook

The Committee provided positive feedback on the Handbook and a small number of drafting suggestions. It was agreed that the Hospice's values could be streamlined in future – this could be raised at the February 2023 Board meeting, and the Handbook would be shared with the full Board for information.

7. Equality, diversity and inclusion (EDI) update

Barry Angel shared information on the training programme with support from The Diversity Trust. Trustees would be invited to sessions as an opportunity to participate.

8. Speaking Up

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

9. Departmental risk register

The Committee reviewed the main changes since the prior meeting, noting the continued risk around night shift recruitment. Barry Angel is also exploring visa-related recruitment and opportunities to recruit from overseas as one possibility. Whilst certain staff members initially covered night shifts during the pandemic, they are now expressing a strong preference for day shifts. This requires use of more bank staff, which in turn also has a budgetary impact.

The volunteer numbers have increased but continues to be a high priority for the organisation to recruit further.

10. Any Other Business and Dates of future meetings

There were no items raised under Any Other Business. Committee members noted the next meeting would be held on Tuesday 4th April 2023, 10am-12pm. A separate closed session was held on executive pay following the meeting.

The meeting ended at 12pm.

Approved.....

Date.....

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Approved.....

Date.....

St Raphael's Hospice

Meeting of the Board of Trustees

To be held at St Raphael's Hospice at 13:00 on Wednesday 22nd
March 2023

TO BE PRESENT:

Trustees:

Norman McWhinney (NM) (<i>Chair</i>)	Alan Cogbill (AC) (<i>Vice-Chair</i>)	Carrie Chill (CC)
Grahame Darnell (GD)	Sister Veronica Hagen (Sr VH)	Paul Holmes (PH)
Manjit Lall (ML)	Bernard Marley (BM)	Roderick O'Connor (RO'C)
Sister Kathleen O'Reilly (Sr KO'R)	Joe Ryan (JR)	

In attendance:

Nick Stevens (NS) (<i>CEO</i>)	Kate Billingham Wilson (KBW) (<i>Director of Fundraising</i>)	Ed Cook (EC) (<i>Advisor to DoC & Finance Committee member</i>)
John Groom (JG) (<i>Director of IT & Estates</i>)	Alex Rudkin (AR) (<i>Head of Quality & Improvement - apologies</i>)	Dr Gaby Tamura-Rose (GT-R) (<i>Lead Consultant</i>)
Rebecca Trower (RT) (<i>Clinical Director</i>)	Sara Jane Woods (SJW) (<i>Commercial Director</i>)	Rebecca Tolhurst (RT) (<i>Governance</i>)

1 - Purpose: Discussion/ Approval/ Policy/ Information

Item	Description	Purpose ¹	Lead	Timing
1.	Welcome, introductions and apologies for absence	-	Chair	1.00 - 1.35
2.	Declarations of interest	-	Chair	
3.	Minutes of Board meeting held on 7 th February 2023 & Actions List	Approval	Chair	1.05 - 1.15
4.	CEO Report	Discussion	NS	1.15 - 1.45
5.	Committee Chair updates & meeting minutes: <ul style="list-style-type: none"> 20th January 2023 Clinical Quality & Governance 10th January 2023 HR & inc. update on Equality and Diversity, Financial Wellbeing Policy and Remuneration-related matters 17th January 2023 Fundraising & Communications 17th January 2023 Finance & Resources 	Discussion	Committee Chairs	1.45 - 2.05
6.	Fundraising Update inc. progress on report recommendations	Discussion	NS, KBW	2.05 - 2.35
--	<i>Break</i>	-	-	2.35 - 2.45
7.	2023/24 Budget and Management Plan	Approval	Chair	2.45 - 3.15
8.	Governance Update inc. Trustee role description, Income Generation & Communications Committee Terms of Reference and update on skills audit timelines	Approval	Chair	3.15 - 3.25

9.	Any Other Business & Date of Next Meeting	-	Chair	3.25 - 3.30
10.	T-Time (trustee only session – <i>minutes circulated in follow up to February meeting</i>)	Discussion	Chair	3.30 - 4.00

Dates of upcoming meetings:

- Wednesday 3rd May, 1-5pm
- Wednesday 19th July, 1-5pm
- Wednesday 25th October, 1-5pm

BriteVox & St Raphael's Hospice

LOTTERY MARKETING
OVERVIEW



St Raphael's
Your Local Hospice



23.02.2023

Meet BriteVox

BriteVox is a face-to-face fundraising, lottery marketing and customer acquisition specialist.

- BriteVox in operation since 2017 in UK and US
- Professional face to face fundraising and direct marketing agency
- BriteVox proudly delivers high quality supporter campaigns for its charity and commercial clients
- Simple mission:
 - Collaborate with clients to deliver strategies informed by data
 - Innovating and responding to market conditions
 - Deliver client messages to its supporters with integrity, passion and professionalism

- Accreditations



Proven Track Record

National reach, multi channel, high quality

- Multi Channel: residential, event and private sites
- Specialist in both regular giving fundraising and lottery marketing having acquired over 500,000 new supporters for various campaigns since 2018.
- BriteVox is currently acquiring over 1,600 lottery supporters and over 1,000 regular giving donors each week.
- Market leading attrition across both regular giving and lottery acquisition due to innovations in profiling and donation/supporter asks
- Flexible approach to clients' needs with donation ask levels, routes to market and campaign reach.



150,000
regular
giving
donors

350,000
lottery
players

Proven Track Record

Marketing Leading KPIs

Lottery Marketing

85%
1 line

45+
Avg Age

Regular Giving

84%
Gift Aid

45+
Avg Age

Flexible
average
donation

Opt-Ins

80%
email

50%
telephone

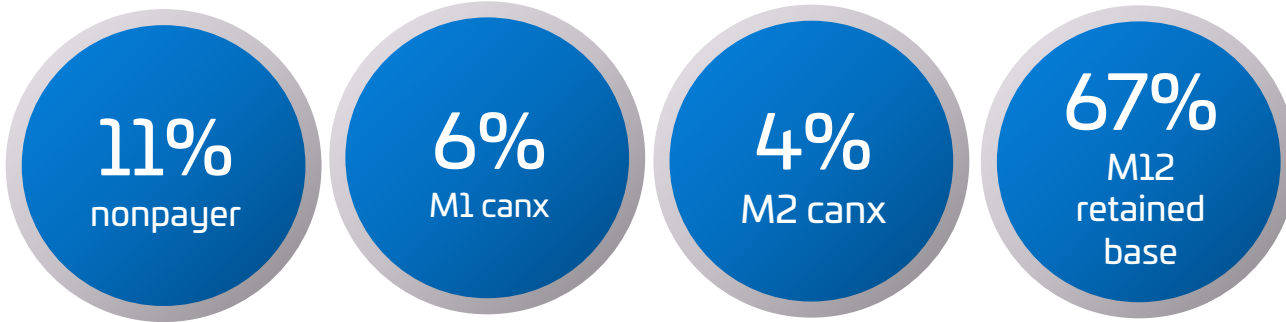
60%
SMS



Proven Track Record

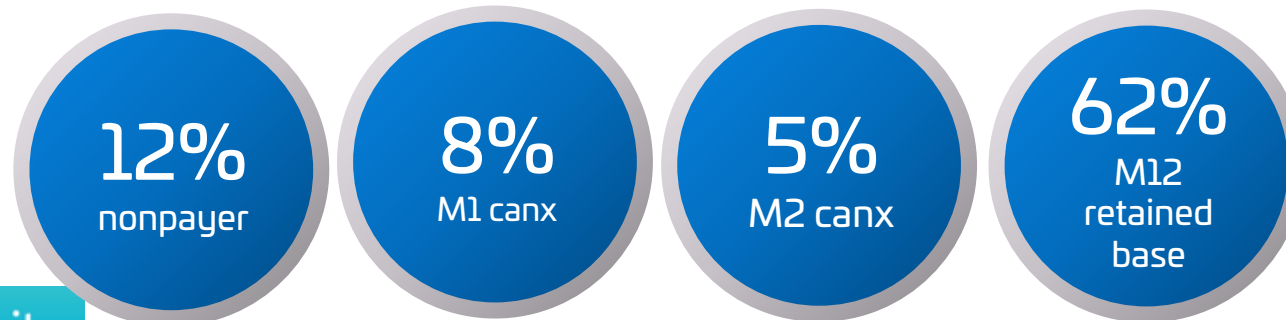
Marketing Leading Attrition

Lottery Marketing



Regular Giving (direct debit processing)

Subject to donation mix



Lottery Expertise



350,000 lottery players

Some of the campaigns BriteVox works on:

London's Air Ambulance Charity

£1 PER ENTRY

LIFE SAVING Lottery

Join a lottery where just taking part can be life-saving

WHEN LONDON CALLS, EVERY SECOND COUNTS

WIN AND SUPPORT LONDON'S AIR AMBULANCE WITH THE LIFE SAVING LOTTERY!

7 PRIZES EVERY WEEK OVER 950 WINNERS EVERY YEAR

50 million people in London 24/7, 365 days a year. Anywhere in London in 11 minutes

ALWAYS A DOCTOR AND PARAMEDIC ON BOARD

GOLDEN HOUR: 120 minutes to save lives

OPEN HEART SURGERY

...could help fund our helicopters, so we're always ready to reach London's most critically ill patients, fast

WHAT HAPPENS NEXT?

BeGambleAware.org

COMMISSIONING COMMISSION

Great Ormond Street Hospital Charity

Great Ormond Street Lottery

PLAY NOW TO WIN UP TO **£1,000**

And loads more GREAT cash prizes every Friday

AROUND **90%** of all money raised goes to children

AROUND **210k** children with cancer

NEARLY **50%** of all money raised goes to children

lottery.gosh.org

BUILDING A BETTER FUTURE FOR SERIOUSLY ILL CHILDREN

Contribute towards helping a better future for seriously ill children

- £15000 charity prizes
- Supporting research
- Supporting equipment
- Child and family support

FOR JUST £1 A WEEK...

£10000 cash prize

FOR JUST £2 A WEEK...

£10000 cash prize

What will happen next?

• A £10000 cash prize to help fund your child's treatment and care

• £10000 cash prize to help fund your child's treatment and care

• £10000 cash prize to help fund your child's treatment and care

• £10000 cash prize to help fund your child's treatment and care

BeGambleAware.org

Scope

SCOPE = Equality for disabled people

"I worry day about Elise's Christmas"

We won't stop until all disabled people enjoy equality and fairness

Play to change the game

It's only **£1 per week!**

Friday Lottery

Play every week for your chance to win...

1st prize **£500**

2nd prize **£50**

3rd prize **£10**

Plus you will be entered into our jackpots to win up to **£10,000**

Check out people like Elise and how they're making a difference every day. At home, at work, at school, in our communities.

There are 14 million disabled people in the UK - that's 1 in 5 of us.

BeGambleAware.org



Regular Giving Expertise



150,000 regular giving supporters

Some of the campaigns BriteVox works on:

London's Air Ambulance Charity

Great Ormond Street Hospital Charity

Leeds Hospital Charity



Case Study

BriteVox has worked with London's Air Ambulance Charity campaign since October 2021

BriteVox has acquired over 20,000 supporters for London's Air Ambulance Charity across both its regular giving and lottery campaigns in D2D and Private Sites

"London's Air Ambulance Charity has worked with BriteVox since 2021. During this time, they have helped us raise vital funds, helping us reach London's most critically injured patients. We have been hugely impressed with their dedication to our cause, both in the office and out in the field. Their fundraisers have strived to embody our values, which has been reflected in the quality and quantity of the donors they have added to the charity.

I have been especially impressed with their account management services and specifically in their attention to detail in analysing a host of KPIs and then acting promptly to improve them.

Another area that has impressed me is the knowledge, passion and enthusiasm of the Marketing Companies that BriteVox use on their behalf. This in turn has been translated into very enthusiastic and knowledgeable fundraisers who have a genuine passion for the charity.

Moving forward, we are confident that BriteVox will continue to deliver the quality supporters that we need to help provide critical care when London calls."

Eddy Francis, Direct Marketing Manager (Direct Dialogue) – London's Air Ambulance Charity



Case Study

BriteVox conducts F2F activity for GOSHC across both its regular giving and lottery marketing campaigns with both Private Sites and D2D teams.

BriteVox has acquired over 25,000 regular giving donors and 35,000 lottery supporters for Great Ormond Street Hospital Charity since April 2021.

“Great Ormond Street Hospital Children’s Charity have worked with BriteVox for over a year across our Lottery and Regular Giving face to face programme.

The team are results driven and solutions focused while remaining friendly and positive. Their operations management is clear and thorough which gives me confidence and trust in how they process supporter data.

Their fundraisers are passionate, take pride in representing us, and are good brand ambassadors out in the field.

Overall BriteVox offers us a great combination of enthusiasm and professionalism.”

Abena Bentum, Head of Committed Giving – Great Ormond Street Hospital Charity



GREAT ORMOND STREET HOSPITAL CHARITY

Help bring more smiles to the UK's most seriously ill children

Around **210k** children visit GOSH each year

Around **90%** of the children at GOSH are referred from other hospitals

More than **50%** of the children at GOSH come from outside of London

By giving **£10 a month** You could help fund:

- vital life-saving equipment to help deliver better care to children

By giving **£15 a month** You could help fund:

- pioneering kinder treatments for children with both defects and rare inherited disorders

By giving **£20 a month** You could help fund:

- family accommodation so that parents can stay close to their child when they need them most

We need your help to raise more than £100 million each year

Help to bring more smiles to the UK's most seriously ill children.

Donations go towards:

- Hospital redevelopment
- Advanced medical equipment
- Pioneering research
- Child and family support

By giving **£10 a month**

By giving **£15 a month**

By giving **£20 a month**

What will happen next?

We will attempt to call, thanking you for your generosity and to confirm your details. We will also receive confirmation of your donation from the charity.

giftaid it

REGULATOR



Meet the Team

Extensive experience across
Strategy; Compliance; Data & Systems;
Territory; Analysis; Sales & Growth



Ali Mir
Director



Perveen Virdee
Director of Operations



Becky Carpenter
Head of Operations



Chris Wichard
Licensing & Compliance
Manager



Kirsty Slarke, Nancy Buxton,
Tom Skipworth, Conor Kelly
Account Management Team



Steve Rowley
Country Manager



Kate Avery
Operations Manager



Johnathan Ukuoku
Field Development
Manager



**Campaign strategy and
proposition design**



**Campaign
management**



**Target territory and demographic
analysis and planning**



**Quality assurance management
and customer service**



**Territory management
and site management**



**Recruitment of
quality donors
/ customers**



**Logistics
and planning**



**Data process mapping, data
management and operations**



**Creative and
proposition design**



**Reporting
and analysis**

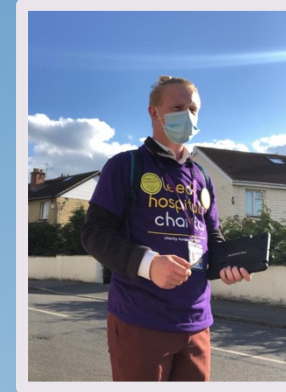
Training & Ongoing Compliance

BriteVox prides itself on maintaining a high standard of ongoing training and coaching within its business community.

Initial training requirement for 2-3 days classroom / online learning sessions:

- **Industry & Compliance:**
 - the need for fundraising
 - the fundraising rule book
 - essentials that must be communicated clearly to the donor
 - technology and the sign up process
- **Lottery Compliance**
- **Social distancing / Covid-19**
 - Safely conducting face to face fundraising
- **Product training***
 - Charity's aims, ethos and objectives
 - The fundraising campaign & case studies

*initial sessions conducted by the Charity / Lottery



Full Compliance

Doing the right things at the right time is at the heart of what we do

Training in compliance

Policies which the fundraisers adhere to

- Vulnerability and treating individuals fairly
- Complaints
- Data Protection
- Whistleblowing
- Covid-secure measures and policies

Checks and balances:

- Robust policies & procedures
- Data validations
- Welcome calls
- Field incident forms
- Reassessments
- Mystery shopping & field shadowing
- Contactless sign up process – Evergiving



Data Processing

Customisable contactless processing with Evergiving



- Leading fundraising donor and lottery application
- Data validation to ensure higher accuracy of supporter data
- Contactless processing: safe fundraising
- Fully customisable – e.g. choose point of making the process contactless, re-skin the application with the charity's brand
- Ability to send customised welcome emails and welcome text messages to supporters at the point of sign up.

evergiving

Friday Lottery BeGambleAware.org SCOPE Equality for disabled people

Contact details

Postcode

House or Bldg

Street No Street

Town / City - County

Email

Retype email

Home phone

Mobile phone

Primary contact number Home phone Mobile phone

I'd like to hear about how Scope's work makes a difference to disabled people, as well as ways access or give support.

Please contact me via (tick all that apply):

Post
 Text
 Phone
 Email

You're in control. You can change your preferences at any time by emailing supportercare@scope.org.uk or calling us on 0800 800 3333. You can also read about how we protect and use your personal information in our Privacy Policy at [scope.org.uk/privacy](https://www.scope.org.uk/privacy).

evergiving

Friday Lottery BeGambleAware.org SCOPE Equality for disabled people

Personal details

Title

First name

Last name

Date of birth

evergiving

Friday Lottery BeGambleAware.org SCOPE Equality for disabled people

THE SCOPE FRIDAY LOTTERY

The % of proceeds raised and declared as profit from each of the society lotteries promoted in 2020 by Scope and the likelihood of winning a prize, can be found at [scope.org.uk/lottery](https://www.scope.org.uk/lottery)

Full information available at: <https://www.scope.org.uk/lottery> & at the Lottery helpline: 01524 753266

- £4.34 per month for 1 entry per week plus entry into the quarterly jackpot
- £8.68 per month for 2 entries per week plus entry into the quarterly jackpot

Weekly prizes:

- drawn every Friday
- 1 x £500
- 1 x £50
- 5 x £10

Jackpot prizes:

Super Jackpot draw prizes:

- Drawn in October
- 1 x £10,000 or prize equivalent
- 1 x £500 or prize equivalent
- 1 x £250 or prize equivalent
- 5 x £50

Jackpot draw prizes:

- Drawn in March, July, December.
- 1 x £4,000 or prize equivalent
- 1 x £500 or prize equivalent
- 1 x £250 or prize equivalent
- 5 x £50

Prize equivalent = prize equivalent to the cash prize such as a luxury holiday, car, music equipment. Winners can choose the cash or the prize

- Winners notified by post
- Winning numbers and towns posted online at <https://www.scope.org.uk/giving/friday-lottery/>
- Winning cheques sent within 7 days

I understand

Welcome Calls & Fulfilment

Welcome, verification calls and processing of ANLs



- Best in class contact centre
- 7-10 attempts over a week to contact (2-3 attempts per day)*
- Contact rates 60%-62%
- Ability to spot potential vulnerability
- Email and post ANL fulfilment: expediting 1st payment collection (for RG campaigns)

*can be tailored to enable a higher contact rate or to comply with specific policies.



Supporter Feedback & Complaints

Ongoing monitoring of quality and regular feedback loops

- **Sources of feedback**

- Field incident forms (direct from the field)
- Welcome call feedback
- Welcome call monitoring
- Supporter care feedback
- Mystery shopping
- Complaints

- **Complaint SLAs**

- Acknowledgment within 24 hours
- Resolution 10 days
- Urgent / serious complaint resolution in 48 hours

'My training is in working with people but I thought her manner was fantastic'

'Well presented, totally clear, answered all my questions'

'The fundraiser was enthusiastic and knowledgeable about the charity and I felt that she represented it well.'

'I just wanted to say that she is a credit to your organisation, and to fundraisers in general'

Capacity

BriteVox has coverage across England with marketing company offices in:

- London (D2D & PS)
- Colchester (D2D)
- Maidstone (D2D)
- Stoke on Trent (D2D)
- Nottingham (PS)
- Leicester (D2D)
- Birmingham (D2D)
- Southampton (D2D)
- Guildford (D2D)
- Reading (PS)
- Newcastle (PS)
- Middlesbrough (PS)
- Manchester (D2D & PS)
- Leeds (D2D & PS)
- Plymouth (PS)

BriteVox operates both residential and private site activity and can be flexible on which campaign works best for each client.

Discussion points:

- London and Guildford teams can both access the Sutton and Merton areas

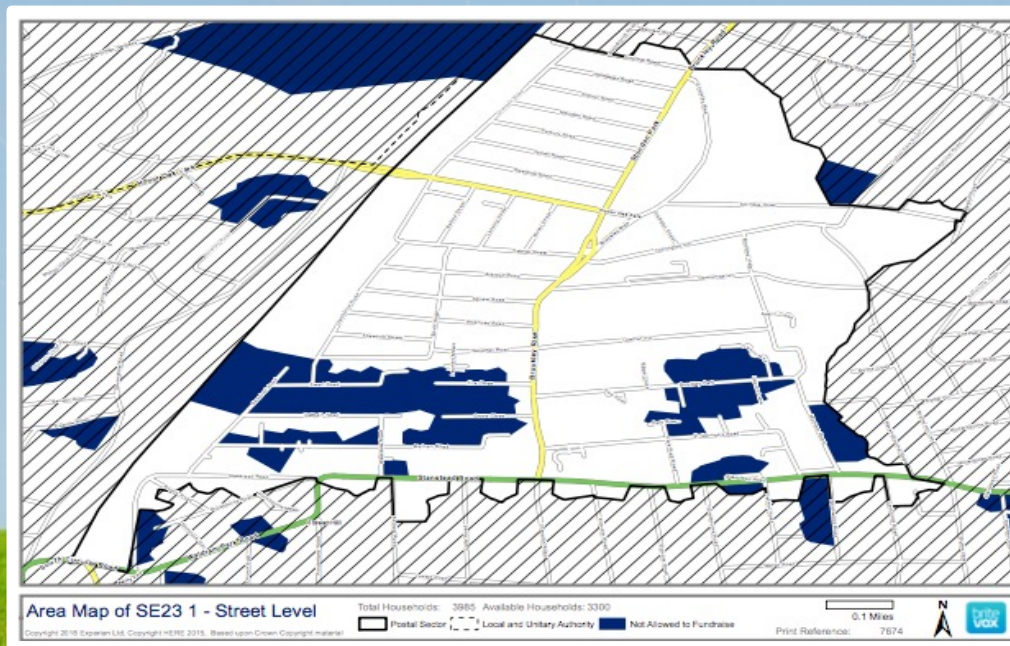


Territory

Bespoke territory mapping system partnered with strong local presence and knowledge

Experian Mosaic Charity Panel software utilised to produce maps to exclude areas with a higher density of donors with low chance or affordability to donate and high propensity to cancel, or high likelihood of vulnerability.

BriteVox utilises this information and historical statistics to profile sites and analyse performance.



experian. Perveen

Audience | Mosaic UK 7 | Grow

Select your audience - by group

A City Prosperity	B Prestige Positions	C Country Living	D Rural Reality	E Senior Security
F Suburban Stability	G Domestic Success	H Aspiring Homemakers	I Family Basics	J Transient Renters
K Municipal Tenants	L Vintage Value	M Modest Traditions	N Urban Cohesion	O Rental Hubs

Animation: On/Off

Select: Groups/Types

Reorder: Default/Reset

Report Generation: Run Report

experian. Log In

Segmentation Portal | Understand

A City Prosperity
High status city dwellers living in central locations and pursuing careers with high rewards

Who We Are

Age	Household income
26-35	£150k+
140 27.1%	895 20.1%
Household composition	Number of children
Homesharers + others	No children
218 22.4%	119 86.7%
Tenure	Residency type
Rented	Flat
241 42.9%	286 56.2%

Advert Response Channel

106	88	102
168	95	72

Household Technology

Very High

ConsumerView

Households 1.2M	Individuals 2.2M	Direct Mail 0.7M	Email 89K
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Private Sites & Paid Space

BriteVox operates across 'free' private site space and 'paid' sites.

Private Sites:

- Booked by the marketing companies based on local relationships
- The permission is granted to work there in advance, and secured via a booking form with agreed days/hours / location of activity
- Examples: high street supermarkets, garden centres

Paid Sites:

- Booked and organised by BriteVox & the marketing companies directly or via booking agents
- Utilising knowledge of previous booked sites and event relationships
- e.g. the Baby Show at Excel / NEC, Harrogate Christmas Fair, Flower Shows, Shopping Centres.



Mystery Shopping

BriteVox works with Amber Arch to conduct regular mystery shopping on its private site activity.

BriteVox has developed a comprehensive scoring checklist for to monitor covid-safety, site set up, presentation, lottery knowledge, data protection and soft skills.



brite VOX

LOCATION
Huddersfield – Iceland
Unit 4, Great Northern Retail Park
Leeds Rd
Huddersfield West Yorkshire HD1 6ND
UK

SCORE
90%
37/41 points

SECTIONAL SCORES

Appearance : (2/2)	100%
Covid Safe Fundraising : (5/6)	83%
Private Sites : (8/8)	100%
Presentation : (7/7)	100%
Pledge : (4/5)	80%
Lottery : (2/3)	67%
Data Protection : (4/5)	80%
Soft Skills : (3/3)	100%
Overall : (2/2)	100%

SHARING
[PDF](#) [Email](#)

QUESTION	SCORE	ANSWER
Date		25/1/2022
Time		12:46
Staff name/description		Tim Hewitt
APPEARANCE		
Were all fundraisers well presented, wearing charity branded clothing?	1/1	Yes
Was the fundraiser wearing a legally compliant ID badge in a visible position?	1/1	Yes
Did the fundraiser have a charity approved presenter card?		Yes
Comments The fundraisers were smartly dressed and wearing purple branded jackets. Both had visible ID badges.		
COVID SAFE FUNDRAISING		
Was there a large print/A4 copy of the ID badge?		No
Did the fundraiser wear a face mask or visor?	1/1	Yes
If the fundraiser was not wearing a mask, was a badge indicating they were exempt visible?	0/0	N/A
Were there hand sanitiser and/or wipes available?	1/1	Yes
Was the fundraiser wearing a daily temperature check sticker?	0/1	No
Was the fundraiser wearing a social distancing badge?	1/1	Yes
Did they adhere to 2m social distancing?	1/1	Yes
Did the fundraisers ensure only one of them was talking the potential donor, ie no donor talking to more than one fundraiser?	1/1	Yes

Campaign Management

Working together for the success of the campaign

- BriteVox will provide:
 - a live dashboard
 - a dedicated, experienced account manager
 - an escalation point for strategic discussions
 - a Microsoft Teams environment for document and information sharing

Regular communication points:

- Weekly call from launch to roll out: review work in progress & performance
- Dashboard & Weekly KPI report
- Quality & attrition analysis
- Quarterly strategic reviews
- End of campaign summary review



Analysis & Insights

BriteVox provides quarterly and end of campaign analysis to provide learnings, greater insights and actionable recommendations

- Headline statistics
- Donor feedback insights
- Quality assurance
- Attrition analysis with major contributory factors
- Mosaic analysis
- Insights, innovations and recommendations



Commercials: Lottery Performance Model

This model is performance-only which allows for full flexibility of fundraiser earnings which are then managed by BriteVox and the Marketing Companies to ensure that on average fundraisers are performing at the right level and earning the right income levels.

Campaign Items	Cost
Acquisition fee	£1 1 line supporters = £72.00 + VAT £1 2 line supporters = £134.00 + VAT
Line blend – 1.15 lines per player No charge: Under 25s, Over 75s which are unverified, unverified data mismatches	Credit: 100% for non-payers & 50% for M1 cancellations reported within 120 days from signature date Invoicing: weekly invoice with 14 days payment terms
Welcome call fee	£3.50 per contact
Processing fee	£2.00 per sign up (administration and including the Evergiving platform use)
Site fees (paid sites)	To be discussed if paid site space required
ANL fulfilment (if required)	N/A as usually managed by mgt ELM
Branded clothing & Printed materials	Private site banners & stands, confirmation cards, thank you for listening cards Recharged as actuals / or provided by the charity (design costs absorbed by BriteVox)

Commercials: Lottery Day Rate Model

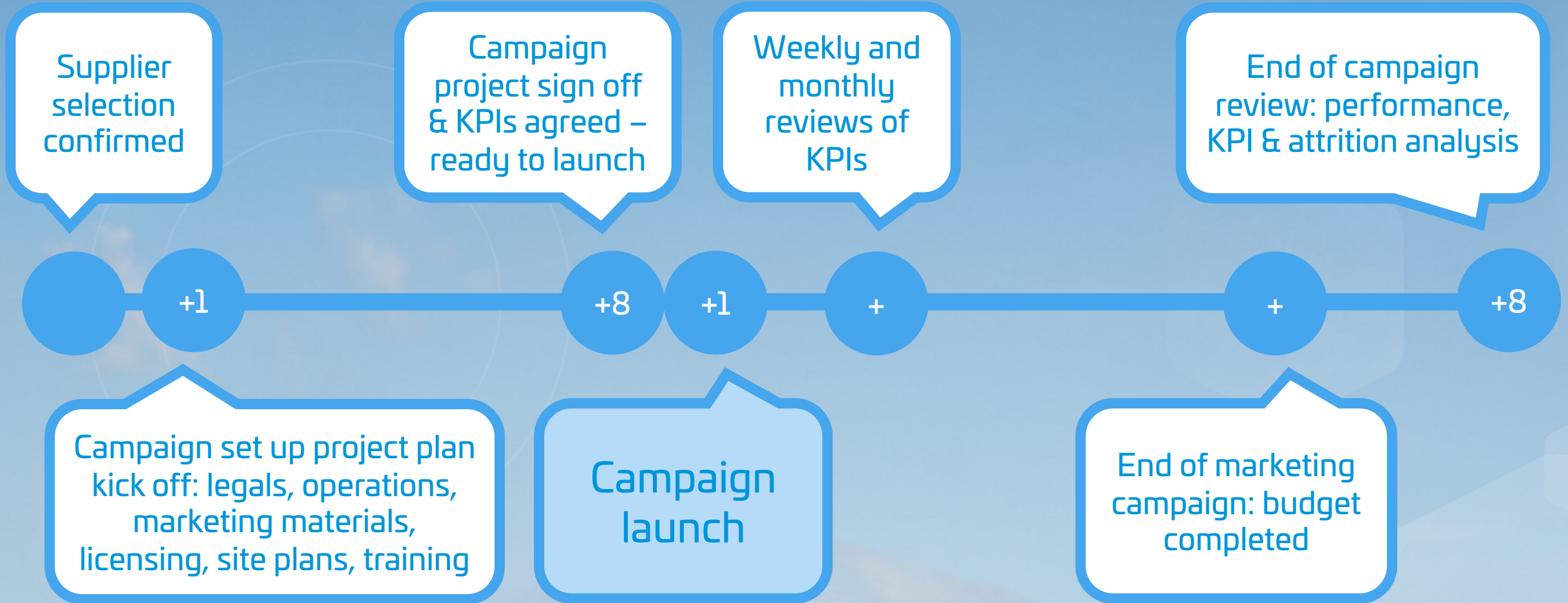
The basis of this model is to ensure fundraisers earn a minimum of £60 per day plus incentives regardless of performance.

BriteVox offers a shared risk approach where the charity contributes £30 per BA day and BriteVox covers the balance through the acquisition fee.

The campaign budget will be calculated with an assumed daily sign up average per fundraiser.

Campaign Items	Cost
Acquisition fee Line blend – 1.15 lines per player No charge: Under 25s, Over 75s which are unverified, unverified data mismatches	Brand Ambassador (BA) Fee: £30.00 per day + VAT £1 1 line supporters = £66.50 + VAT £1 2 line supporters = £123.50 + VAT Credit: 100% for non-payers & 50% for M1 cancellations reported within 120 days from signature date Invoicing: weekly invoice with 14 days payment terms
Welcome call fee	£3.50 per contact
Processing fee	£2.00 per sign up (administration and including the Evergiving platform use)
Site fees (paid sites)	To be discussed if paid site space required
ANL fulfilment (if required)	N/A as usually managed by mgt ELM
Branded clothing & Printed materials	Private site banners & stands, confirmation cards, thank you for listening cards Recharged as actuals / or provided by the charity (design costs absorbed by BriteVox)

Proposed Campaign Timelines



Next Steps

We would love the opportunity to work with you...

- Review of information and feedback
- Supplier selection
- Campaign Set Up (6-8 weeks)
 - Agreement
 - Materials and proposition design
 - Operations and data management processes and app customisation
 - Compliance requirements: policies and procedures
 - Training requirements
 - KPI management and reporting requirements
- Conduct campaign
- Review
- Proceed to a longer-term campaign





Let's keep talking...

Perveen Virdee
Director of Operations
Email: perveen@britevox.co.uk



THANK YOU

[BRITEVOX.CO.UK](https://britevox.co.uk)



St Raphael's Budget 2023-2024



Overall Themes

- **Follow the strategy of EVE and focus on income generation**
- **Continue to consolidate qualities of service and widen reach (Excellence / Engagement)**
 - Develop Community Engagement (Wellbeing and Compassionate Neighbours)
 - Develop non-specialist Bereavement Support Service (part of bereavement journey)
- **Embed Fundraising into the culture of St Raphael's (Excellence and Visibility)**
 - Recruit team
 - Move whole team onto Hospice site (Supporter Care and Donor Development)
 - Curate the Bereavement Journey / Making Memories
 - Understand Supporter Journey and make direct appeals accordingly
 - Develop the St Raphael's Story and present in buildings, website and literature
 - Make fundraising needs visible on hospice site and throughout literature, website and estate
- **Grow our Retail Portfolio (Visibility and Engagement)**
 - Open 2-3 new shops and relocate the Donation Station
- **Recruit to Lottery and Regular Donors (Visibility and Engagement)**
 - Commence recruitment Campaign by June and recruit 100 new members per week



Budget 2023-24

Draft Budget for Board 22/3/23	Full Year								
	Actuals 2021-22	Forecast 2022-23	Budget 2023-24	Variance		2024-25	2025-26	2026-27	2027-28
Income from NHS	2,264,729	1,634,401	1,714,050	79,649	<i>Assumed 5% increase</i>	1,748,331	1,783,298	1,818,964	1,855,343
Other Income	588,934	321,831	447,716	125,885	<i>Positive for investment + short term deposits</i>	404,425	406,314	408,347	410,485
Service Income	2,853,662	1,956,232	2,161,767	205,534		2,152,756	2,189,612	2,227,311	2,265,828
Direct Cost of Services	(3,878,465)	(4,458,686)	(4,698,112)	(239,426)	<i>Increase relates to Clinical Salaries est up 5%</i>	(4,786,494)	(4,875,629)	(4,967,790)	(5,061,795)
Hospice Depreciation	(95,491)	(97,458)	(140,386)	(42,928)		(147,241)	(118,082)	(87,193)	(79,305)
Support Costs	(670,239)	(704,775)	(663,265)	41,510		(681,590)	(697,159)	(709,010)	(723,139)
Service Costs	(4,644,196)	(5,260,919)	(5,501,762)	(240,843)	Overall cost is up 5%	(5,615,326)	(5,690,869)	(5,763,993)	(5,864,239)
Net Service Cost to be funded	(1,790,534)	(3,304,687)	(3,339,996)	(35,309)		(3,462,569)	(3,501,258)	(3,536,682)	(3,598,410)
	39%	63%	61%			62%	62%	61%	61%
Fundraising Activity									
Legacy Income	1,532,596	1,000,000	1,250,000	249,999	<i>Five year average has been £1.5m</i>	1,312,499	1,378,124	1,447,031	1,519,382
Donor Income	996,411	1,119,250	1,312,500	193,250	<i>A return to pre covid levels expected</i>	1,704,392	2,003,607	2,278,510	2,540,155
Fundraising Costs	(702,971)	(750,257)	(941,686)	(191,429)	<i>Staff recruitment at enhanced grade</i>	(1,034,270)	(1,054,955)	(1,076,054)	(1,097,575)
	1,826,036	1,368,993	1,620,814	251,821		1,982,621	2,326,777	2,649,487	2,961,962
Lottery Income	422,996	356,313	401,852	45,539	<i>Lottery recruitment yields income in future</i>	644,825	746,363	721,849	696,459
Lottery Costs	(195,515)	(167,419)	(497,960)	(330,541)	<i>Recruitment costs incurred straight away</i>	(594,523)	(190,956)	(187,960)	(187,354)
	227,480	188,894	(96,107)	(285,001)		50,302	555,407	533,888	509,105
Shop Income	1,109,995	1,380,418	1,717,424	337,006	<i>2 x new shops + full year WP + Ebay</i>	2,252,173	2,496,554	2,546,485	2,597,415
Shop Costs	(1,123,843)	(1,222,984)	(1,558,335)	(335,351)		(1,942,743)	(2,049,340)	(2,076,732)	(2,103,668)
	(13,848)	157,434	159,089	1,655		309,430	447,214	469,754	493,747
	-1%	11%	9%			14%	18%	18%	19%
Support Costs	(335,119)	(352,388)	(331,633)	20,755		(340,795)	(348,580)	(354,505)	(361,569)
Fundraising Contribution	1,704,549	1,362,933	1,352,162	(10,771)		2,001,559	2,980,819	3,298,624	3,603,244
Shortfall before DOC Funding	(85,985)	(1,941,754)	(1,987,834)	(46,080)		(1,461,010)	(520,439)	(238,058)	4,833
DOC Funding	666,666	1,000,000	1,000,000	0		400,000	200,000	53,334	0
Contingency Drawdown		0							
Surplus/(Shortfall) for period	580,681	(941,754)	(987,834)	(46,080)		(1,061,010)	(320,439)	(184,724)	4,833



Staffing Changes in Budget

New Roles within 2023-24 Budget

Clinical

0.4 FTE Infection control nurse - delayed from 2022-23 budget

0.1 FTE Psychological Support Supervisor (Bereavement Journey volunteer counsellors)

0.6 FTE Bereavement Journey co-ordinator (admin)

Re-organisation of Community Engagement (no overall change)

Income Generation

1 FTE Appeals and Direct Marketing Fundraiser - June

1 FTE Legacy and In Memory Fundraiser - June

1 FTE Trusts and Foundations Fundraiser - October

1 FTE Head of Donor Development + High Value - January

0.8 FTE Supporter Care - September

1 FTE Morden Shop Assistant - July

1.5 FTE New Shop 1 staff - November

1.5 FTE New Shop 2 staff - February

Support

1 FTE IT Assistant



CapEx in Budget

CAPITAL EXPENDITURE	Budget 2022-23	Actual 2022-23	Budget 2023-24
Buildings and Grounds			
Allowance for Space Reorganisation		0	50,000
Men's Den	20,000	23,470	
Replace Fire Doors and 759 work	20,000	0	20,000
Pathway from main road, guttering	7,380	completed under budget & w/ off in costs	
Upgrade to St Bede's Kitchen	5,000	0	5,000
Patios for St Bede's Wellbeing Centre	12,880	12,818	
New Boiler for St Bede's	5,000	completed under budget & w/ off in costs	
Refresh Remaining Staff and Hospice Areas	5,000	5,395	
reconfigure Men's Changing Room and Laundry Room	7,894	completed under budget & w/ off in costs	
Courtyard planting	4,035	735	
Create a Bariatric/Family Suite from Rooms 14 & 15	100,000	92,603	
Contingency (eg Carpark Lighting £8k)	10,000	8,292	25,000
IT Hardware			
Various PCs and equipment (may be w/off to I&E)	32,000	4,114	36,000
Equipment			
Hospice Equipment (Beds, Mattresses, Bladder Scanner etc)	30,000	9,207	30,000
IT Software			
Payroll/HR System		0	10,000
Raisers Edge System	30,000	not undertaken and currently not planned	
EMIS Patient Admin System	52,184	36,415	
Income Generation			
Lottery and Events Van / Retail replacement van	50,000	29,000	
Shop Refit / Window Refurb in Banstead	60,000	46,574	
Donation Station Fit-out			120,000
Morden Fit-out			38,000
New Shop 2 Fit-out			38,000
New Shop 3 Fit-out			38,000
Total (Agrees to Cash Movements Account)	451,373	268,623	410,000

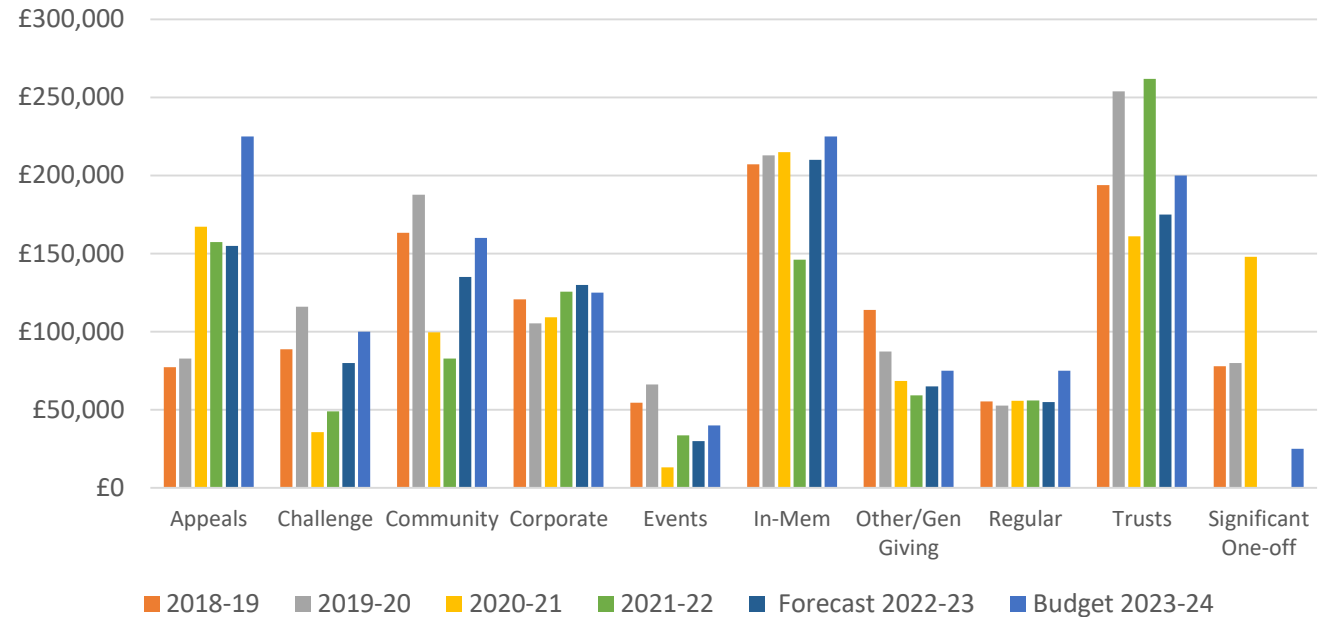


Donor Income in Budget

- Year of consolidation and preparation
- Budget has £1.25m as target
- Had operated at around £1.2m prior to COVID and was on incline
- Recognising that team will be rebuilt during the year
- Most areas budgeted to grow back to pre-covid levels
- Bespoke mailing for Lavender and LUAL Appeals + we will use Summer Raphaelite for a Special Appeal to our warm database of 50,000 with £100k target income.



Donations in 12 months ending March



	2018-19	2019-20	2020-21	2021-22	Forecast 2022-23	Budget 2023-24
Appeals	£77,371	£82,756	£167,263	£157,462	£155,000	£225,000
Challenge	£88,792	£115,914	£35,697	£49,034	£80,000	£100,000
Community	£163,234	£187,687	£99,699	£82,901	£135,000	£160,000
Corporate	£120,766	£105,393	£109,163	£125,596	£130,000	£125,000
Events	£54,469	£66,327	£13,120	£33,573	£30,000	£40,000
In-Mem	£207,193	£212,849	£214,940	£146,013	£210,000	£225,000
Other/Gen Giving	£114,023	£87,303	£68,476	£59,248	£65,000	£75,000
Regular	£55,381	£52,785	£55,799	£55,945	£55,000	£75,000
Trusts	£193,736	£253,904	£161,066	£261,831	£175,000	£200,000
Significant One-off	£77,924	£80,000	£148,000	£0	£0	£25,000
Total Fundraising	£1,152,889	£1,244,917	£1,073,221	£971,602	£1,035,000	£1,250,000

Lottery Budget

- Britevox have been operating for five years and recruit 1,600 lottery players and 1,000 regular donors each week.
- Campaign style with specialist resources, trained teams and regulated approach
- Aim to commence by June 2023
- Target 100 players per week – 20% drop out in first year assumed
- 21 Month campaign = 29 month payback
- No assumption of additional lottery recruitment internally (retail face to face or via written appeals, other campaigns).

Annual Summary	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Old Income	£356,313	£301,157	£289,344	£277,995	£267,090	£261,448
New Income	£0	£100,695	£355,481	£468,369	£454,758	£435,010
Direct Marketing to SRH Supporters not assumed	£0	£0	£0	£0	£0	£0
Face to Face Retail recruitment not assumed	£0	£0	£0	£0	£0	£0
Total Income	£356,313	£401,852	£644,825	£746,363	£721,849	£696,459
Acquisition Costs		£352,935	£417,105	£0	£0	£0
Other costs	£167,419	£165,928	£198,739	£212,704	£210,143	£209,981
Total Costs	£167,419	£518,863	£615,844	£212,704	£210,143	£209,981
Contribution	£188,894	-£117,011	£28,981	£533,659	£511,705	£486,478
Total Players	4517	8138	12179	11782	11229	10607



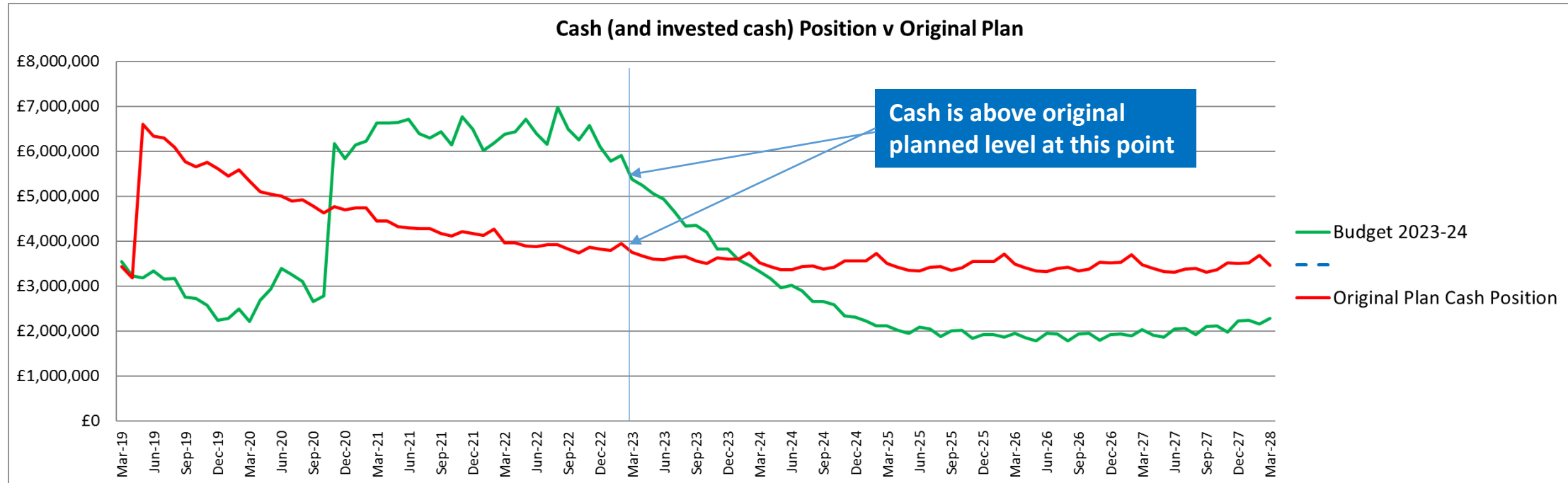
Retail Income in Budget

- Current run-rate for units open all year is £40k above 2023-24 target
- Morden expected to open early Summer
- Looking for a second site for Winter and a third for end of financial year
- Donations Centre to open in new venue in Summer
- Volunteer numbers up 42% this year (now 207 active volunteers) and growing

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Budget Total	Actual Run-rate 2022-23	Variance
Pre-existing all year															
Rosehill	£7,700	£7,740	£9,860	£7,200	£7,200	£9,780	£9,000	£9,000	£9,445	£6,900	£8,880	£8,510	£101,215	£109,917	£8,702
Raynes Park	£8,470	£8,690	£11,900	£7,680	£7,680	£10,960	£9,360	£9,120	£10,020	£8,280	£9,120	£12,180	£113,460	£106,984	-£6,476
Sutton	£8,325	£9,120	£11,970	£9,600	£9,600	£11,840	£9,600	£10,080	£10,790	£8,050	£9,200	£11,600	£119,775	£124,730	£4,955
Banstead	£7,700	£7,820	£10,150	£7,200	£7,200	£10,260	£9,360	£9,360	£10,200	£6,900	£8,400	£10,440	£104,990	£104,582	-£408
Stonecot Hill	£6,336	£6,048	£8,352	£6,240	£6,240	£8,212	£6,960	£6,960	£7,520	£5,520	£6,960	£8,410	£83,758	£90,732	£6,974
Carshalton	£10,010	£9,580	£12,470	£8,400	£8,400	£13,390	£10,800	£10,800	£11,610	£10,580	£11,040	£13,920	£131,000	£136,424	£5,424
Cheam Shop	£11,040	£10,080	£14,210	£10,320	£10,080	£13,520	£11,520	£11,520	£12,250	£10,580	£11,520	£13,920	£140,560	£150,478	£9,918
Donation Station	£9,560	£8,820	£12,180	£10,080	£9,840	£12,180	£10,080	£10,080	£10,940	£9,150	£10,080	£12,180	£125,170	£127,379	£2,209
New Malden	£10,010	£10,000	£13,340	£9,600	£9,120	£12,790	£11,040	£11,040	£11,770	£8,100	£11,040	£13,340	£131,190	£148,497	£17,307
Wimbledon Village	£17,200	£17,000	£24,290	£19,040	£18,200	£22,050	£18,200	£18,200	£18,350	£14,050	£15,400	£19,720	£221,700	£225,144	£3,444
Rags	£3,080	£3,213	£4,263	£3,528	£3,528	£4,263	£1,764	£3,528	£3,928	£3,381	£3,528	£4,263	£42,267	£30,758	-£11,509
	£99,431	£98,111	£132,985	£98,888	£97,088	£129,245	£107,684	£109,688	£116,823	£91,491	£105,168	£128,483	£1,315,085	£1,355,624	£40,539
New/re-commencing															
Ebay	£3,300	£3,450	£3,550	£2,400	£2,400	£4,350	£3,600	£3,600	£3,450	£3,450	£3,550	£4,350	£41,450		
Wimbledon Park	£8,600	£8,400	£11,600	£9,120	£9,120	£12,700	£10,800	£11,040	£11,570	£8,740	£10,080	£13,340	£125,110		
Morden					£9,120	£12,700	£10,800	£11,040	£11,570	£8,740	£10,080	£13,340	£87,390		
New Shop 2									£10,417	£10,417	£10,417	£10,417	£41,667		
New Shop 3												£13,340	£13,340		
													£0		
Total	£111,331	£109,961	£148,135	£110,408	£117,728	£158,995	£132,884	£135,368	£153,830	£122,838	£139,295	£183,270	£1,624,042		



Longer View



- The plan remains to seek a levelling off of cash – the current iteration is well below the target of £3m, settling around £2m
- This graph shows cash neutrality at March 2026, around 3 years later than originally planned.
- Cash is greater today than originally envisaged, but will decline rapidly over next two years.



Staff Levels compared with Original 2019 Plan for the coming year

	2019 Plan for 2023-24	2023-24 Budget		2019 Plan for 2023-24	2023-24 Budget
Medical	4.7	4.8	Fundraising	11.5	13.9
IPU	22.8	24.2	Lottery	1.0	0.8
Community	14.1	15.7	Retail (assuming same number of shops)	29.4	28.4
Hospice at Home	5.8	5.0	Income Generation	42.0	43.1
Wellbeing	2.9	3.1	HR	1.5	2.0
Psychosocial	2.2	2.9	Finance	1.9	2.0
OT	0.4	0.4	IT	2.0	3.0
Education	1.3	1.5	Facilities	4.0	3.0
Housekeeping	12.1	8.8	Communications	0.7	2.1
Volunteers	1.8	1.8	Office based Executive	1.5	1.0
Hospice Mgmt / Admin	9.8	9.1	Management & Support	11.6	13.1
Hospice Team	77.8	77.3	Total Staff Team	131.5	133.6

- Staff numbers do vary from the original plan – but overall only differ by 2 FTE
- Clinical numbers on plan
- Clinical Staff Salary Cost (excl. NIC and Pension) has followed the original plan until 2022-23
- 2022-23 is £300k above
- 2023-24 budget is £440k above original plan
- Overall clinical salary cost is £2.5m above original plan in the 10 year period.



Clinical Salaries (excl. NIC + Pensions)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Original Plan	£2,425,925	£2,646,761	£2,700,444	£2,754,453	£2,809,542	£2,865,733	£2,923,048	£2,981,509	£3,041,139	£3,101,962
Actual/Forecast (including Agency costs)	£2,448,595	£2,605,679	£2,755,180	£2,710,951	£3,109,159	£3,307,614	£3,357,991	£3,423,842	£3,492,319	£3,562,165
Difference to original plan	£22,670	£-41,082	£54,735	£-43,502	£299,617	£441,881	£434,943	£442,333	£451,180	£460,203

Difference between Original 2019 plans and 2023-24 Plan

St Raphael's Original five year plan (2018-2019) => Draft Budget 2023-24 DIFFERENCE											
	2018-9	2019-20	2020-21	2021-22	Forecast 2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Income from NHS	3,884	34,733	264,074	753,332	123,005	202,654	236,935	271,901	307,567	343,946	CCG has given a % increment 2 years running - assumed to continue
Other Income	5,412	50,866	1,538,325	453,780	185,711	308,699	262,363	261,083	259,818	258,522	£270k rental income added in
Direct Cost of Services	(302,313)	(98,211)	(283,311)	(370,680)	(880,745)	(1,048,612)	(1,064,004)	(1,078,689)	(1,094,912)	(1,111,459)	£270k rental charge; £500k staff costs; £100k transfer from Support costs;
Hospice Depreciation	(514)	49,814	114,617	151,719	136,112	76,327	46,370	66,937	101,643	108,619	depreciation on land and buildings excluded
Support Costs	363,711	340,936	35,279	69,368	39,310	123,769	118,933	118,700	124,522	127,415	some costs transferred to direct costs of service - c.£100k per annum
Net cost of Service to	70,181	378,138	1,668,985	1,057,519	(396,606)	(337,163)	(399,403)	(360,067)	(301,361)	(272,956)	
Fundraising Activity											
Legacy Income	180,296	750,510	1,228,142	532,596	0	250,000	312,499	378,124	447,031	519,382	Historically received more than £1m and now also budget for more
Donor Income	(26,631)	(96,242)	(380,662)	(889,003)	(983,871)	(892,683)	(588,999)	(381,519)	(202,020)	(39,597)	COVID impact => delay and now planning to return to original target by 2027-8
Fundraising Costs	19,534	202,642	320,524	228,573	199,918	48,396	(24,387)	(24,874)	(25,372)	(25,879)	Costs are now planned to return to the level in original plan
Fundraising and Legac	173,198	856,910	1,168,005	(127,834)	(783,953)	(594,288)	(300,886)	(28,268)	219,638	453,906	
Lottery Income	(6,245)	(93,379)	(122,841)	(182,702)	(261,499)	(228,316)	2,054	90,736	53,109	14,345	COVID delay and now planning large investment to get back onto the plan level
Lottery Costs	2,816	18,207	48,374	45,628	78,547	(267,978)	(359,941)	48,317	56,099	61,586	As above
Lottery	(3,428)	(75,172)	(74,467)	(137,074)	(182,952)	(496,293)	(357,887)	139,054	109,208	75,930	
Shop Income	13,394	19,377	(1,111,545)	(598,011)	(684,248)	(775,535)	(484,145)	(294,490)	(300,380)	(306,387)	Currently Budgetting to reach 17 shops - original budget had 20
Shop Costs	3,835	89,879	334,265	395,244	629,548	638,172	320,069	226,211	213,434	217,002	Lower rental anticipated, delayed timing to growth
Retail	17,229	109,256	(777,280)	(202,767)	(54,700)	(137,363)	(164,076)	(68,278)	(86,946)	(89,385)	
Shortfall before DOC	257,180	1,269,132	1,985,243	589,845	(1,418,211)	(1,565,108)	(1,222,252)	(317,561)	(59,461)	167,496	

- This shows only the difference between the planned income and expenditure in 2019 and the current plans
- A positive number reflects improved income or reduced costs – a negative is increased cost or decreased income



CEO's Report March 2023

Overview

1. Sickness absence has been prevalent in the last weeks and months and has included a resurgence of Covid. It does seem to be diminishing currently and we are back to 8 beds in IPU.
2. Recruitment has been very successful recently including to the IPU night nursing role that has been vacant for 2 years.
3. Kate Billingham Wilson has joined the team as Director of Fundraising and moved into the Hospice building (former training room) with Rose and Sam.
4. We currently have c£5.9m in bank/investment and received a £65k legacy last week.

Finance and Governance

5. The budget has been prepared for 2023-24 following meetings with key team members by Neena and Nick.
6. The management plan is being prepared with the overall themes for the new year being:
 - **maintenance** of qualities for clinical teams with some widening of reach in generalist areas;
 - embedding fundraising into the hospice whilst **preparing** the groundwork for the new strategy, and;
 - **growth** in retail and lottery.
7. Neena has completed the February 2023 management accounts and these show:
 - the cost of delivering the clinical service at £4.84m for the 11 months compared to the £4.83m budget and £4.24m for the same period last year;
 - NHS income is on budget at £1.5m
 - Net income (after costs) from other sources is £1.4m compared to £1.7m budget and £1.6m last year. Retail contribution within this is £173k compared to a shortfall of £57k this time last year, an improvement of £230k.
 - The shortfall before DoC grant is £1.9m, £300k worse than planned.
 - Cash stood at £5.9m which is £800k better than planned due to late legacies and grants last financial year which arose after the plan was crystallised.

Staffing and Recruitment

8. Head of HR, Barry Angel recognised colleague Jacky Crawley's ability with recruitment and has repositioned her to lead in recruitment. We have seen significant successes in recruitment since the last Board meeting, including;
 - IPU preceptorship (newly qualified nurse, Martina Paner);
 - IPU night nurse (Marilou Parayno, joining shortly from St Anthony's Hospital);
 - IPU night nurse 3 night per week on bank (Mirium Wood);
 - 3 x Community vacancies (Avril Lovegrove, Sharon de Souza and Kate Lakin);
 - Karen Cook who joined our Education team to replace Laura Briant;
 - Several retail team members (Robert Thornton, Inga Mazonaite, Natalia Lewanska, Paulette Biddell, Evan Carlinsmith, Vikki West and Maria Grenfell and also Sunday shop assistants);
 - Director of Fundraising, Kate Billingham Wilson.
9. During this time several colleagues have left including our Joint CEO, Gail Linehan together with;
 - Clinical Projects lead, Tracey Young (still supports with some bank nursing!);
 - Night HCA, Angela Bonnett-Degale (also still supporting on bank);
 - Wellbeing co-ordinator, Sheila Payne (retired);
 - Housekeepers Sakti Gurung (returned to Nepal), Jayne Page and Karen Hiller (now bank retail);
 - Community CNSs Abi Gill (also supporting on bank!) and Hospice at Home HCA Linda Mears (retired);
 - Fundraisers Emma Burns and Lucia Heard;
10. We have 3 clinical staff who have been, or are expected to go, on long term sickness and the teams are flexing in order to cover their absence. This may include agency cover where unavoidable. St Raphael's is supporting these valued colleagues through a difficult time.
11. Rebecca Wallis, who had been on secondment into the IPU from the Community team, has agreed to a permanent move as the team manager and she has also passed her prescribing qualification.
12. Volunteer recruitment has been very encouraging in recent months with both retail volunteers and hospice volunteers passing the 200 mark (both from around 140 at the start of the financial year). The Comms team have produced a new eye-catching campaign that we hope will continue this trend.
13. The annual pay review for non-clinical staff has been noted in the monthly briefing without causing significant mention positively or negatively. Retail managers (who have

all been aligned with one another) did receive their news positively. The latest information on the Agenda for change settlement seems to be suggesting a 5% uplift (which we have include in the budget figures) together with a 6% one-off payment in respect of the current year. This latter sum has not been provided for and could add up to £180k to current year costs.

Clinical

- 14.** Although Covid has been prevalent once again and we had to re-introduce masks on the ward and ceased admissions briefly, it has begun to subside again. We have now ceased the limitation on visitor numbers at any one time (previously no more than 3 at any one time) and this returns us, at last, to pre-pandemic visiting rules.
- 15.** We currently have 8 patients on the IPU and are working to a maximum of ten.
- 16.** Anecdotal feedback from the South West London ICB is that they are significantly short-funded and seeking savings. Sutton Place is undergoing a review of service contracts at present with a focus on value for money. We welcome such a review as we provide services that cost (directly) 3 x the amount we are granted, whilst also having to invest and spend in order to raise the missing sum.
- 17.** SRH and Royal Trinity Hospice have joined forces to recruit a shared infection control role (0.4 each) and, interestingly, PAH have expressed an interest in joining to enable the role to be full time. We are grateful to our internal IC champions Cathy Foster, Sam Leach, Jill Smith and Marnie Prior who support the IC work undertaken via our contract with St Helier Hospital.
- 18.** Following some natural attrition in the Psychological Support volunteer counsellor team, interviews have taken place and the team is back at full strength with 8 finalists and also 1 volunteer entering further study which allows him to support patients on the ward.
- 19.** Becca T and Steve M are looking to redeploy existing vacancy budget from Community team to support further Social Work capacity. Elisa has been managing high workload, as Steve explained at the recent Strategy day, and this is not sustainable.
- 20.** The Wellbeing Centre & Compassionate Neighbours are merging and will be known as “Community Engagement” with effect from April 2023. Roisin has been appointed as the CE Lead whilst colleagues Simon and Katie have been appointed as CE Facilitators. Both these services are both showing signs of growth and represent a widening of SRH service into a less specialist audience. They both operate from St Bede’s and there is considerable synergy.
- 21.** John Groom and Jenny Strawson have continued to work on the preparation of the new patient administration System, EMIS. As work continues there will be staff training throughout April with 36 x 2hr sessions and several additional sessions available to mop up absences. The launch is scheduled for May 2023 and all teams will be under pressure as they acclimatise to the new screens and reporting tools. This core cost of this project (excluding the staff time involved) has come in at £36k (budget £52K) and we received grant funding from SWL ICB of £30k towards this.

22. We are getting requests for placements and visits by medical students and by outside agencies. This is a good reflection of our reputation but also impacts on time and this is being managed by the Education team.

Retail and Lottery

23. Retail continues to operate above the budgeted level and shows a contribution of £173k for the 11 months to February compared to a shortfall of £57k last year. Our most recent new shop in Wimbledon Park has struggled in its first months, losing its manager after two months and being closed when other shops needed staffing swaps. SJW will continue to work with the team to develop this opportunity.
24. Staff have been recruited in order to enable the best sites to open on Sundays which will add to income without adding to fixed overheads like rent.
25. We have reached 207 retail volunteers from a figure of around 140 at the start of the financial year. We are continuing to recruit and this figure should grow. As more volunteers arrive we can look at how we can extend the operations by opening for longer, undertaking bag drops and pick-ups and can free time up to seek additional income from lottery sales and potentially from donations.
26. We are about to complete on a second, larger, electric van for retail. With sufficient volunteer drivers this will help us to be pro-active in picking up donations and distributing stock across an expanding retail estate. We will retain the older diesel van as backup but it is not ULEZ friendly and will suffer a daily penalty charge whenever used.
27. We will soon complete on the donation station lease and our building company, Firmus, are ready to commence the fit-out work that is needed. At present we have not been given notice on the current site.
28. The Morden shop lease is with solicitors and being detailed. We hope to open in the summer. We are actively looking for further sites.
29. Sara Jane is working with the lottery provider, BriteVox on dates for commencing the training and preparation for their campaign. The company can recruit lottery players and also provides the option of regular donors, both of which will serve our needs well. We anticipate being ready to launch in June 2023.
30. The transfer of the lottery license has taken place and has been communicated. As expected, there were some people who took the opportunity to cancel their standing order and exit the lottery. The last count I was aware of put this at under 100, which would be an excellent outcome. The new agency aims to recruit 100 new plays each week.

Fundraising

31. It has been a very difficult few months for the fundraising team since Emily left and we re-organised the structure to focus Sara Jane on the retail and lottery work. Whilst we went through the process of recruiting to the new director role the team I took on the

oversight of the team and two further team members (Emma and Lucia) found new roles whilst the whole team struggled with low morale and concerns about the future plans.

32. Ruth Sorby provided huge support during her involvement, not only producing the Strategy Report that will act as a guide for our development going forward, but also as she mentored the team and helped them through some shaky times.
33. With Kate's arrival I am confident that the team will flourish and we at the start of an exciting period of development which will lead to success.
34. We have moved the donor development team into the former training room in the hospice and this has the positive impact of improving the profile of the team within the hospice. On the flip side, the supporter care team are now more separated from them (being in Capitol House) and we now need to commence the conversations that will lead to a decision over a broader move around of staff.
35. I can report that, despite the upheaval of the last six months, the income to the end of February is 14% up on last year and heading back towards the pre-pandemic levels.

Operations

36. The Den is now being used for some meetings (including as the men's den) and plans for a formal opening are being made. This is likely to be in June and will include an "ask" for funds to pay for furniture and equipment to complete the project. It provides 3 rooms plus toilet and kitchenette. One of the rooms, which can be independently accessed, can provide valuable meeting space for staff and, indeed, for counselling, something that is in constant demand.
37. Russel Cawberry are finalising the snagging on the family suite/bariatric room. Two thirds of this work was funded by grants.
38. As John Groom was on paternity leave for a large part of February and with colleague, Jason Lambert off sick, Brian Dillimore held the IT fort and continued to support all sites as well as the main hospice site. This included being part of the team preparing the former training room for the fundraising team. Many thanks to Brian and congratulations to John!
39. Facilities have taken on a proactive role with retail, visiting shops on a fortnightly rotation to pick up and complete small works that arise. This will maintain standards and H&S requirements and also support the one team vision, embracing our whole team.

Staff Wellbeing

40. The Schwartz Rounds have launched with Jenny Strawson leading. Two rounds have been held, covering the topics "colleagues who have made an impression" and "the importance of music". The Schwartz rounds provide a structured forum where all staff, clinical and non-clinical, can come together regularly to discuss the emotional and social aspects of working in health care.

41. Our EDI training has commenced with two sessions in early March and a third this week. The training is provided by the Diversity Trust and our aim is to enable all staff to gain this training.
42. Barry Angel has drawn together a team which is meeting to consider how SRH can support our staff and volunteer wellbeing.
43. The usual winter pressures have been at play within the teams as staff absence, both for illness and for catching up on leave-taking, is coupled with demanding workloads across the whole team. This has left many colleagues feeling weary and resilience low. Some staff resignations have been painful and there has been little good news for a while. However, the excellent recent recruitments, the freshness of Spring and new plans for a new year are combining to improve overall morale once again.
44. Staff Development remains an important element in our excellence strategy and we are delighted that Ruby Osei will be commencing training to be a Nurse Associate later in the year whilst Malin Sorrell and Rebecca Lucas are completing their Physical Assessment training. We are looking to train Maura Flint as an advanced communications practitioner so that she and Karen Cook (already qualified) can offer this training in house.
45. Staff continue to receive £10 vouchers for their birthdays and many record their pleasure at this small token. Anecdotally, staff who were on 24 days annual holiday (plus bank holidays) are pleased to be receiving 3 additional days for the coming year.
46. I would like to acknowledge the dedication of all our staff and volunteers across the teams and thank them for all they do to ensure that our services are delivered as well as they can possibly be.

Nick Stevens – 20th March 2023

Financial Wellbeing Loan Policy and Procedure (2022-23)

1. Introduction

The Hospice understands that at this time employees may be suffering financial hardships, due to current economic challenges. As such, the Company may exercise discretion and consider granting an interest-free loan, to permanent and fixed-term employees. There are limited circumstances that could lead to such a loan being granted and this policy sets out the considerations.

2. Criteria

Loans are granted at the discretion of the Company management. The following points will be considered when the Company makes its decision whether to grant or reject an application for a loan:

There should be a legitimate need for the loan - the Company may need to see supporting documentation where necessary

Loans will be available up to a value of £500.

The repayment period will be 12 months.

3. Process

Prior to completing the employee loan application form (Appendix 1), the employee should discuss their situation with their line manager or HR. Once the application form has been completed by the employee, it should be passed to HR along with any supporting paperwork necessary for the application to be properly and fully considered.

Once considered and a decision made, if the application is granted, the Head of HR will sign and date the application form. The details will then be passed to payroll for processing and for the loan payment itself to be made to the employee.

Once granted, payroll will release the loan payment as part of the monthly payroll cycle that ties in to the 2023 annual pay review. E.g. The loan is requested and authorised in February 2023. The employee is awarded a pay review commencing in April 2023. The first of 12 equal payments will be deducted in the April 2023 payroll.

4. Termination

If the employee leaves the Company prior to the natural end of the repayment period, for whatever reason, the employee must repay the loan in full upon termination

5. Timing

This Financial Wellbeing Policy is intended to support employees through the winter period, after which time it will be removed.

6. Documentation

All documents relating to the loan will be securely stored in the electronic personnel file in line with data protection obligations.

Employee form to apply for a Financial Wellbeing loan

This application is for a Financial Wellbeing loan.

Please provide the details of your application below.

Employee name:	
Address:	
Department:	
Amount requested:	£
Reason for application: (please be as specific as possible)	

I agree for the loan to be repaid by deductions from my pay, taken in 12 equal amounts from your gross salary over a period of 12 months, starting in the month of the next annual pay increment.

Should my employment be terminated or end for any reason, the Company will deduct any outstanding amount still owed by me (subject to the provisions of the Employment Rights Act 1996). Any such amount will be deducted from my final pay. By signing this Agreement, I agree to the deduction from pay of any such monies owed.

Subject to the above, I agree to pay the balance due on the loan amount within one calendar month of my employment being terminated.

Signed by employee – to confirm understanding of the policy and the application details

Signed: **Date:**

Approved by the Head of HR

Yes / No

Name: **Signed:**..... **Date:**.....

Total Amount Authorised £.....

Monthly net deduction confirmed as £.....

Form sent to payroll Yes

Payroll month deduction starts

Governance Report to St Raphael's Hospice Board of Trustees

March 2023 Board meeting

1. Executive Summary

- The remit of the Income Generation & Communications Committee has been updated following the most recent Board Strategy and Committee meetings, and the Terms of Reference are provided here for review and approval by the Committee (see Section 2).
- A role description has been brought together as agreed at the February Strategy meeting for a Trustee with a retail/ commercial skill set, and feedback is welcome before promotion is commenced (see Section 3).
- We would invite Trustees to complete a Trustee Skills Audit form in April, for review at the May Board meeting (see Section 4).

2. Income Generation & Communications Committee Terms of Reference

During the most recent Board cycle, it was agreed that the name of the Fundraising & Communications Committee would be updated to be renamed as the 'Income Generation & Communications Committee', to reflect the broader remit and reporting lines into this governance group across donations, retail and communications. The updated Terms of Reference are provided here as an Appendix for review and input by Trustees.

Action: Approval of the Terms of Reference, to be used from the April 2023 meeting cycle onwards.

3. Trustee recruitment

During the February Board strategy meeting, the Board considered and agreed that a Trustee would be sought with a commercial and retail skill set. This Trustee would sit on the Board as well as the Income Generation & Communications Committee. We would welcome an individual from the private sector in particular. Trustees Unlimited has been a strong source of Board recruitment and so it is proposed that the role would be promoted through this portal as well as St Raphael's communications channels.

Feedback from the Board would we welcome on the Role Description, which is included as the role description, in order to shape the exact skill sets that would be required. The role would then be promoted in early April.

Action: Approval of the Trustee Role Description, subject to changes suggested by Trustees.

4. Board Skills Audit

It was also agreed at the last Board meeting that a skills audit would be undertaken of Trustees, to inform any further recruitment and succession planning with the Board and Committees. The format of this skills audit is being reviewed and then Anna will share a form in early April, for Trustees to complete.

Action: We would invite Trustees to complete the skills audit once sent and send to Anna Machin so that we can bring outcomes to the May Board meeting.

St Raphael's Hospice
Meeting of the Clinical Quality & Governance Committee
Held by video call
At 9:30am on Friday 20th January 2023

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)

In attendance: Nick Stevens – CEO (NS)
 Barry Angel – Head of HR (BA – items 1-2)
 Alex Rudkin – Head of Quality and Improvement (AR)
 Dr Naomi Collins – Consultant (NC)
 Rebecca Trower – Clinical Director (BT)
 Anna Machin (Governance – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
2. Minutes of previous meeting	Aim to record EDI staff training	Barry Angel	February 2023	20.01.23/01
	Consider Fundraising team and volunteer involvement in EDI Steering Group	Barry Angel	February 2023	20.01.23/02
	Share EDI training invite and content with Trustees	Barry Angel	February 2023	20.01.23/03
3. Evidence of Excellent Practice Register	Share Schwartz Round dates with Trustees	Becca Trower	February 2023	20.01.23/04
5. Clinical Quality Report	Share information on Sutton Palliative Care Hub	Dr Eva Kalmus	February 2023	20.01.23/05

The meeting began at 9.30am.

1. Welcome, apologies for absence and declarations of interest

Alan Cogbill took the Chair and welcomed Committee members and attendees to the meeting. There were no apologies. There were no declarations of interest in relation to items on the agenda.

2. Review of minutes from 21st October 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 actions from previous meetings had been completed, or were on the meeting agenda.

Barry Angel attended to provide an update on Equality, Diversity and Inclusion (EDI) activities, and to share outcomes from a recent meeting with Manjit Lall (Trustee) on this topic. The Hospice's Steering Group was set up in April 2022, and a draft action plan brought together which has encompassed a range of activities. There are staff training dates in March from The Diversity Trust, which will inspire new concrete actions. The Committee suggested that training could be recorded in order to share with all colleagues. The Committee asked about the representation on this Steering Group from across the organisation and suggested adding a member from the Fundraising team alongside how volunteers can engage in this work. Trustees would receive an invite to the training alongside information on The Diversity Trust from Barry Angel.

3. Evidence of Excellent Practice Register

Committee members reviewed the Register which also includes feedback from the Medical Examiners' Office. Becca Trower shared a personal quote from a family member highlighting the Hospice's excellent care, and highlighted the strong feedback on the bereavement counselling service. The Committee received information on the student counsellors, and the weekend and evening appointments are available to fit around family members' time commitments. The Committee received assurance on the rigorous supervision given to counsellors from an external representative and input from an internal lead from amongst the Healthcare Assistants. Schwartz Rounds are also now an opportunity for colleagues to share and reflect on their practice. The future dates for Schwartz Rounds would be shared with Trustees. The roll-out of the Datix tool is also an example of excellent practice and acting effectively to enable more regular logging by staff.

4. Clinical Risk Register

The Committee noted that there are no outstanding red risks, but that the main continuing area of risk relates to staffing of the ward at night. This is being faced by other Hospices, and use of agency staff adds to budgetary pressures as internal staff now have less capacity and willingness to provide cover. There has been some recruitment to night shifts in the last quarter. The Hospice has not significantly been affected by staff absence caused by winter illnesses. Pay for all staff will be reviewed in line with the Agenda for Change

The Committee asked about the average wait time for patients. This varies according to the number of beds and the Hospice now runs twice-daily admissions meetings in order to receive feedback from the hospital and community teams more responsively. It is rare that a prospective patient is turned down because their needs are too complex.

5. Clinical Quality & Governance Report inc. Recruitment/ Staffing Update

Becca Trower highlighted key points from the report:

- The Wellbeing Service is performing well, with a high take up for services, and the complementary therapist at the Hospice making a real impact. The Men's Den site is progressing through a combination of pro bono support and paid providers.
- Hospice Neighbours relaunched in early January as Compassionate Neighbours, and the Hospice did not lose any volunteers during the transition process even though the approach has been reframed. There are a range of internal referrals coming from the Community team,.
- Workload continues to be reviewed, including the shift system and streamlining the timing of inputting bedside notes into the system at the end of the day, which is supporting morale. Tracy Young, who lead on infection control practices, left at the end of December. A staff member within the Psycho-social team has been shortlisted for a national award.

Dr Naomi Collins confirmed that the approach to sharing on-call cover with other Hospices was working effectively. The Hospice continues to engage frequently with other agencies including providing monthly supervision to the Merton end-of-life care team, and the Community team providing expert support in particular areas to care homes, such as syringe driver management. Two of the Consultants are in the examining pool for the European Certificate and participation in the CHELsea study continues. The Committee celebrated these strides to work collaboratively with partners.

It was agreed that Dr Eva Kalmus would secure information on the Sutton Palliative Care Hub to share with the team.

The Committee received assurance that the Hospice has embedded guidance on Urgent Care Plans, which is frequently referred to in meetings and internal record-keeping.

The Committee asked for more detail on the relatively higher number of incidents in October. It was confirmed that a certain number of patients had experienced pressure sores, which had previously been raised with the Committee and that there was no other underlying causal factor.

The Committee emphasised that whilst the Hospice publicising channels to make complaints and has an ethos of responding to feedback, it should also be noted that there had been no complaints received within the last three months, despite organisations in the health and other sectors experiencing a trend of rising complaints.

6. Clinical Action Plan (CAP)

The Committee noted the content of the CAP and areas that had been completed and were still outstanding. Becca Trower confirmed that individual meetings will be held in coming weeks with Heads of Department in order to plan for 2023/24. A full update will be given at the next meeting.

A 1.5-hour monitoring call was received from CQC, for which the Hospice had forward notice, and profiled the progress made since the last inspection. The outcomes of the call do not change the rating but the team believe that a range of areas of practice would meet the Outstanding requirements. There will be a new inspection framework in place from April 2023.

7. Minutes of internal meetings

The minutes of internal meetings were noted and show rigorous internal oversight and reflection.

8. Any Other Business and Dates of future meetings

There were no further items of business raised. The date of the next meeting was confirmed as Friday 31st March 2023 10am-12pm.

The meeting ended at 11.15am.

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 17th January 2023

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

In attendance: Nick Stevens – CEO (NS)
 Sara Jane Woods – Director of Income Generation (SJW)
 Diamond Naraviene – Communications Manager (DN)
 Anna Machin – Governance (AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. Communications update	Share more granular information on data relating to individual campaigns	Diamond Naraviene	For April 2023 meeting	17.01.23/01
	Review survey information secured from event participants	Diamond Naraviene	February 2023	17.01.23/02
6. Risk register	Share practice on risk register development with the team	Bernard Marley with Nick Stevens and Alex Rudkin	February 2023	17.01.23/03
	Discuss approach to risk registers with the Board	Committee members	By March 2023 Board meeting	17.01.23/04
7. AOB	Invite Ruth Sorby to next Committee meeting	Anna Machin, Nick Stevens	For April 2023 meeting	17.01.23/05
	Re-order agenda for next meeting	Anna Machin	For April 2023 meeting	17.01.23/06
	Review name of Committee and review Terms of Reference	Committee members with Trustees	For April 2023 meeting	17.01.23/07

1. Welcomes, apologies for absence and declarations of interest

Grahame Darnell took the Chair and 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 October 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 action arising from the previous meeting would be covered under the Communications update item.

4. Communications update

Diamond Naraviene updated on main activities since the last meeting. The main campaigns within the last quarter have been the Light up a Life appeal and re-launch of the Compassionate Neighbours programme alongside Christmas-focused communications. The open rates for mailouts and retention for subscribers have been closely analysed for fundraising appeals. New opportunities to promote Compassionate Neighbours are being taken up including with BBC Surrey. The team are taking an integrated marketing approach across channels which is showing through in terms of engagement in different campaigns.

Diamond Naraviene has undertaken a detailed cross-comparison of the Lavender Walk and Santa Dash activities to understand the differences in engagement. There were not significant differences between the communications engagement that would act as a contributing factor to the relatively lower conversions with the Lavender Walk, particularly as the Lavender Walk had a larger amount of site visits. It is more likely that the difference in the type of event was a reason – for example the Lavender Walk is an ‘in memory’ event whereas the Santa Dash was a more open and tangible event that may have a broader appeal. This is useful information to either adapt or consolidate how the Lavender Walk is promoted next time – and the difference between ‘product-led’ and ‘cause-led’ engagement.

The Committee received further information on the information sought from individuals who have taken part in events to understand their motivations for taking part. The survey would be reviewed and adapted in follow up, by Diamond Naraviene, in order to make the most of this information.

The Committee requested this more granular information to be embedded fully into the report for the next meeting, to tell the ‘story’ from overall engagement in marketing, to numbers of individuals signing up and funds raised – for example using the Santa Dash as a case study. This would also help in relation to understanding the differentiation between stakeholders who are more ‘product-led’ vs ‘cause-led’ in terms of their motivations for being involved.

The Committee discussed the way in which the charity shop ‘markets’ items to bring in younger stakeholders including ‘pre-loved’ and environmentally friendly approaches and engagement of social media influencers.

The Committee asked about the Hospice’s approach to key messages and how frequently there are embedded into press coverage. There are messages that quotes and information shared draw from – for example the % of NHS to public funding for the Hospice – and press releases always have information about the organisation included at the end of the document. This is also dependent in part on the journalist and the approach that they take to writing content.

The Committee congratulated the team on the positive improvement in almost all communications indicators for the Hospice and also the comprehensive record of press coverage in recent months.

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

5.1. **Fundraising update** – Nick Stevens presented the summary of the Fundraising Figures and Report. The year-to-date figures are shown in relation to the revised year-end fundraising target, which was reduced from £1.4m to £1.05m excluding Gift Aid in a reforecast approved with the Board in autumn 2022 primarily due to the Fundraising Campaign being delayed and certain events being cancelled. The Fundraising Figures data also showed a comparative data point for each area of fundraising, compared to the same point in time in prior years:

- **Appeals** – this figure is sitting at £142k, compared to the revised £150k year-end target, with the Lavender Appeal and Light up a Life activity having primarily been completed now. This is comparable with prior years with an improved return on investment due some cost savings in the way in which the campaigns were marketed, and is higher than had been anticipated at the time of the last Committee meeting in October. The original budget for this line, set at the start of the year, was £200k.
- **Challenge events** – these events are ahead of pre-pandemic levels (considering that there was a large trek event this year held prior to the pandemic was a one-off event that enhanced the figures for that particular year), at £74k with a year-end target of £100k. This is also driven by a greater range of event options available through the Hospice's new challenge events provider.
- **Corporate** – Corporate fundraising is on a good trajectory which will act as a foundation to grow from, with £103k raised out of the £140k target so far. However, the Hospice's excellent Corporate Fundraiser will be moving on to a new role at another high-profile charity and so certain areas of new activity will be paused.
- **Community fundraising** – this budget line has already surpassed expectations within the reforecast.
- **Events** – income for this budget line has been constrained as the 'Wooffest' event could not be held due to coinciding with the Queen's funeral and caution in returning to in-person events at the start of the year.
- **In memory** – this area of income is growing to pre-pandemic levels again now that Hospice visits and funerals can be held in person, with £145k raised of a £200k target.
- **Other income and regular giving** – the Hospice continues to receive some regular monthly donations.
- **Trusts** – this budget line fluctuates according to the projects underway in the Hospice that require the type of capital income that trusts and foundations support - for example least year funds were received from the Hospice refresh and this year the focus is for the bariatric room. £94k has been received to date with a year-end target of £175k, and a confirmed £75k donation is due in February.
- **Significant one-off donation** – there have not been significant one-off donations this year aside from a recent £20k donation in January from the family of a patient.

The Committee asked about the expected income in the final quarter and where the team expected to land. It is expected that the budget lines for Appeals, Challenge, Community, Events, Other giving and Regular & Significant One-Off income and Trusts will meet target. Corporate events may not reach target based on the colleague leaving the organisation, and the Business Club being on hold, however there are potential donations in the pipeline. In Memory giving does not have an individual leading this area but through high quality care by the Hospice and Supporter Care team, there have been a good level of donations to date this year. It is expected that the Hospice will reach close to the target and over £1m in total.

Legacies income is not yet known as this cannot be predicted in advance, however any donations received until the accounts are signed that fall in coming months will be recognised in the accounts.

The main focus for the upcoming quarter is on ensuring fundraising success for 2023/24 considering that there are vacant roles within the Fundraising team including the Fundraising Director post, with interviews underway this month.

Nick Stevens updated on the Fundraising Director interviews held on 16th January with five individuals who attended, two of whom were strong appointable candidates and an offer made to one candidate who would be a strong fit with the organisation. This shows the strength of the recruitment agency used to identify candidates for the role.

The Committee recognised the range of activities undertaken over the last quarter which has shown strong results in the face of challenges with winter illnesses and vacancies within the team.

5.2. Update on Income Generation activity & high-level plans for 2023/24

Sara Jane Woods updated on key points from the report:

- The Wimbledon Park shop opening has been successful with good engagement from local stakeholders and a growing number of volunteers. The new Donation Centre site lease is almost ready to be signed to coincide with completion of the required refurbishment.
- There has been significant winter sickness amongst staff and volunteers but only one days' trading lost. Volunteers were thanked for their time in the run-up to Christmas which was well appreciated.
- Certain shops are preparing for Sunday opening, and have been chosen based on the level of footfall and willingness of volunteers on this day.
- In terms of shop incidents, there have been increased incidents of pick-pockets in certain shops and a range of awareness-raising strategies are in place.
- The shops are performing well overall, almost all performing above budget and continuing the trend of improvement. The Banstead shop is a particularly priority for improvement. There are no staff performance management concerns within the Retail team to report.
- The management of Ebay is working well in terms of placement of items in shops and online and the Lottery licence for St Raphael's as an independent charity is fully approved and the Daughters of the Cross (DoC) licence will then be surrendered by the end of the financial year. New avenues to explore sign-off for Lottery are being reviewed.
- A further campaign will be planned to increase uptake in volunteer numbers and there are 180 supporting Income Generation activity.

The Committee discussed the contributing factors for the success in Shop income surpassing budgetary assumptions. Sara Jane Woods confirmed this is due to a confluence of strong items donated by supporters and members of the public, clear staff expectations, promotion of shops and the local area, and a supportive team. The key to further improvement is recruiting more volunteers. The process for budgetary projections is very granular, for example based on the number of bank holidays in a year and prior performance.

The Committee asked about the plans for opening further shops. A direct offer has been made on a shop in Morden, and there is a potential property in Carshalton Beeches, and Skyline is also supporting in scoping sites. The Committee also discussed the possibility of developing 'specialist shops' e.g. for books and CDs specifically or childrens' items, and also ticketed events e.g. 'preview evenings' and 'pop up shops'.

6. Risk register

The risk register was tabled with the highest risks relating to overall financial sustainability being reached through increasing fundraising activity, filling vacancies within the fundraising team, and growing the number of volunteers to support opening of new shops. There is also more work that could be done to proactively promote legacy opportunities.

The Committee also commented that the 'residual score' should further demonstrate the mitigating actions being taken in order to remain operational and reduce to a yellow scoring (as a residual red score would show that an area is non-operational within, for example, a 12-month time horizon). Bernard Marley would spend time with the team in order to review the Hospice's approach to risk presentation and scoring. This discussion, including on risk appetite, would also be shared with the Board.

7. Any Other Business and Dates of future meetings

The Committee thanked the team for the updates given at the meeting.

The Committee would include an agenda item with Ruth Sorby (Fundraising Consultant) present at the next meeting to discuss the Fundraising Strategy.

In terms of the order of agenda items, it was agreed that this would be revised with the Donations report first, followed by Retail then Communications.

It was proposed that the name of the Committee would be revised to 'Income Generation and Communications Committee' to reflect the broad scope of fundraising activity considered at the meeting.

There were no items raised under Any Other Business.

The date of the next meeting was confirmed as 25th April 2023 from 11am-1pm.

The meeting ended at 13.00pm.

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

St Raphael's Hospice

Minutes of a Strategy Meeting of the Board of Trustees

Held at St Raphael's Hospice at 11:00 on Tuesday 7th February 2023

TO BE PRESENT:

Trustees:

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

Joe Ryan (JR)

In attendance:

Nick Stevens (NS) (*CEO*) **Carrie Chill (CC)** (*Board Advisor*) **Dr Naomi Collins (NC)** (*Consultant - items 5-8*)
Ed Cook (EC) (*Advisor to DoC & Finance Committee member*) **John Groom (JG)** (*Director of IT & Estates*) **Steve Molyneux (SM)** (*Clinical Lead for Psychological Support Services*) – Session 7
Alex Rudkin (AR) (*Head of Quality & Improvement*) **Cecilia Sasu (CS)** (*Patient and Family Counsellor - Psychotherapist*) – Session 7 **Ruth Sorby (RS)** (*Fundraising Consultant*) – items 1-4
Dr Jenny Strawson (JS) (*Consultant*) **Dr Gaby Tamura-Rose (GTR)** (*Consultant*) **Rebecca Trower (RT)** (*Clinical Director - apologies*)
Sara Jane Woods (SJW) (*Commercial Director*) **Anna Machin (AM)** (*Governance*)

Actions arising

Agenda item	Action	Responsible	Timeline	Reference
3. Fundraising Strategy	Share proposed staffing structure with HR Committee	Nick Stevens	Upcoming Committee cycle	07.02.23/01
	Share full Findings Report with Trustees	Nick Stevens	Immediate	07.02.23/02
7. Wellbeing and Psychological Support presentation	Take forward further consideration of impact measurement of new and current services	Dr Steve Molyneux, Cecilia Sasu	Spring 2023	07.02.23/03

1. Welcome and apologies for absence

The Chair welcomed Trustees to the strategy meeting. Apologies were received and accepted from Bernard Marley, Sr Kathleen O'Reilly and Rod O'Connor. Becca Trower was also not able to attend due to illness.

2. Declarations of interest

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

3. Fundraising Strategy – presentation & discussion

Ruth Sorby (Fundraising Consultant) shared a presentation on the Hospice fundraising strategy:

- In terms of the focus of the review, the external environment impacting the Hospice was not included in scope, but the factors of the war in Ukraine, pressures on the NHS and public perception of charities are all relevant, and there were useful documents shared by the Hospice Fundraising team that reflected the impacts on the organisation. The focus of the review was on fundraising activities and did not include Lottery and Retail which sit under the remit of Income Generation.
- Interviews were undertaken with a wide range of colleagues to inform the report recommendations, and perspectives shared were open and honest. The interviews showed that fundraising is not sufficiently embedded across the organisation, despite the work of the current team, and that perceptions and understanding of the team's work need to be improved. Fundraising roles should be better defined, linked to individuals' skill sets, and with clear targets to achieve. There are also vacancies in the team currently, and it is recognised that this period has been a time of transition for the team. The fundraising team is not co-located on the Hospice site and should be better integrated. Professional development for team members should also be more strategic.
- In terms of external fundraising messaging and donor engagement, the Hospice's focus on fundraising is Sutton and Merton, and there is more work to be done to gain insight into Hospice supporters' motivations for giving and volunteering. There is also action required to firstly 'myth-bust' with the community on the Hospice's funding mix, and also increase the strength and urgency of fundraising asks.
- There are opportunities for growth across a range of funding streams, in particular Major Donor fundraising which is not a significant source of income, and Legacy and In Memory funding which are strong performers but do not have a dedicated staff member leading on this area. There is also more scope to broaden trust fundraising to include non-restricted funding and bring to life the Hospice's care. The Supporter Journey needs to be comprehensively reviewed and approached, for example prompting one-off donations to turn into regular giving.

There are a series of recommendations arising from the report:

- The Hospice needs to develop a fundraising culture, from the Board and Executive Team (Exec) and wider staff team. This can be embedded into induction, and regular reminders with colleagues. Examples can include active participation of staff in fundraising, and awareness-raising so that staff members are Educated, Enabled and Empowered to promote the visibility of fundraising in the Hospice and community.
- It is recommended that the Donor Development and Donor Care teams are relocated to the Hospice site and that more ways are found through which fundraising teams can integrate into Hospice life. Work should be invested in a strategy for Legacies and In Memory giving, and other local Hospices show higher levels of this income type each year. Liaison can be undertaken through 'Free Wills Fortnight' and local funeral directors. Each area of income should be reviewed in a fresh way, including action on Major Donor fundraising, recruitment of a new Corporate Fundraiser, and replenishing of supporter groups including new age demographics such as using links with local universities. This should be supported by a clear 'case for support' that emphasises St Raphael's unique support and offer.
- Roles within the team could be reviewed including creating 'Head of' roles for certain funding streams, which would also give a defined path for succession planning within the team. A proposed staffing plan has been shared in the recommendations report. This will require additional expenditure, but a modelling has been undertaken to outline the size of the potential opportunity for each income stream, with a strategic approach to prioritising certain areas.

Trustees reflected on the key messages and points from the report, and their strategic role in ensuring that there is cross-organisational ownership of fundraising is improved, and supporting the proposed actions. Ruth Sorby shared further ideas for practices that could be used to achieve this. Trustees were in agreement that the emphasis on Legacy outreach should be pursued. Ruth Sorby shared a range of example collateral that can be put into place, which is also an example of 'cross-selling' by promoting the opportunity to leave a legacy through the Lottery and Retail channels. Trustees also noted that volunteers and ambassadors can be used to attend and speak about the Hospice's work at local community events.

Trustees asked about the extent to which the Hospice has internal skills required to achieve the pivot to the new approach. The fundraising team holds a range of skills and enthusiasm, the Clinical team will need to be trained and equipped and certain new roles would be recruited to also bring new knowledge.

Trustees asked for further detail on the team structure and reporting lines for the 'Head of' roles, reporting to the Director. It was requested that the staffing structure should be shared with the HR Committee to ensure fit with the overall approach. The full findings report would be shared with the Committee.

4. The Campaign

Nick Stevens shared a presentation which shared information on the actions that would be taken in follow up to the recommendations in the report:

- The Fundraising Director will be in post by early March to lead this area of work, and will review and see through the changes to the fundraising team roles. There will be an emphasis on youth engagement in community fundraising. Vacant roles will be recruited to, including a lead for appeals, corporate partnerships and legacy/ in memory, with more clarity on the proposed outcomes for each role, and it is proposed to add to the budget an in-house full-time trust fundraiser, and also a 'high value manager'.
- Locations have been scoped for the Fundraising team to move back to the Hospice site, and the actions will be taken forward to enhance messaging on fundraising needs both around the Hospice and in communications.
- Initial work needs to be undertaken in relation to the Campaign including the 'case for support', case studies and imagery, analysis of the database, and pre-communications. There is also more work to do in order to engage the 'warm' audience and mailing list supporters.

Trustees considered response rates to recent campaigns by other Hospices to secure relevant sector benchmarking information. Trustees also emphasised the importance of ensuring that information held in the fundraising database is accurate and up-to-date, and encouraged more innovative approaches to use of digital fundraising tools.

5. The Bereavement Journey

Nick Stevens shared the presentation prepared by Becca Trower, outlining plans to align the supporter journey across bereavement and fundraising services. The approach will be informed by research and literature on individuals' needs when they have lost a loved one, enhancing consistency of support when an individual is bereaved. There are a set number of 'steps' in the journey that have been brought together which will be coordinated and support individuals through this period of time. The staffing and resource implications have been considered including allocation of who leads on each areas of the journey within the Clinical, Supporter Care and Counselling teams.

Trustees were supportive of the direction of travel, asked about the resourcing implications involved in developing this journey. Nick Stevens confirmed that this is an area which could be profiled through funding bids and corporate partnerships.

Trustees also suggested that there could be scope to provide bereavement resources more broadly in the local area, outside St Raphael's direct patient community, and encouraged closer integration and joint working with funeral directors.

6. Horizons – annual review of the medical team

The Consultant team introduced themselves and Dr Gaby Tamura-Rose presented information on the main areas prioritised by the team during the past year, including EMIS system implementation, introduction of Schwartz Rounds, team appraisals, caseload reviews, and liaison, contributions to audits and policy development, and joint working with outside agencies – alongside direct clinical work. The team have analysed the ways in which the team demonstrates that care is Caring, Safe, Effective, Well-Led and Responsive and so examples are in place across these range of areas.

The Consultant team has undertaken an audit of Admissions, which shows that 84% of patients that make a request are admitted and an average wait time of 2.7 days, for the period between 13th April to 14th June 2022. There were a higher level of referrals during spring 2022 (perhaps due to covid pressures) but the percentage of accepted referrals has improved from 54%, showing the positive impact of 10 beds being in place. The Hospice tracks and understands what happens to patients who are not admitted soon after the request is received and only a small number of patients passed away before a bed became available.

Dr Naomi Collins shared a reflection from a family member on the strong care in place at the Hospice, and also a look-ahead on challenges for the team. There are changes in the approach to Registrar training and the Hospice continues to aim to grow to 12 beds to be in place alongside a new family suite. Future goals include a virtual Hospice tour to raise awareness amongst prospective patients, embedding staff wellbeing initiatives, integrating support for patients using different languages and faiths, integration of the EMIS system and electronic prescribing. In terms of 'blue sky' goals, it would work well to host a Darzi Fellow and put in place a night response team.

Dr Jenny Strawson shared an update on Schwartz Rounds which provide a unique opportunity to bring together colleagues with a focus on a particular theme each time, encouraging cross-organisational time and reflection.

Trustees thanked the team for the presentation, and reflected that testimonies from patients can be used as part of building case studies.

7. Wellbeing and Psychological Support including EDMR

Steve Molyneux presented the Psychological support services board report:

- The team has five members, working alongside four bereavement support volunteers and nine trainee/ volunteer counsellors who join from a range of universities. Each has defined roles and a range of experiences.
- From April to December 2022, there were 82 active patients on the caseload, which is an increase of 28% on the prior year and both face-to-face and other encounters delivered primarily online therapy and bereavement support groups. The current waiting times are less than 10 working days for all services, which has reduced significantly compared to prior years. This compares to wait times of around 9 months in many other local services. There is a broadening range of services including being one of the only Hospices to offer EMDR therapy.
- The main aims for 2023/24 include setting up satellite counselling clinics, expanding trauma work, continuing the bereavement support group, expanding student places, and producing more literature.

Cecelia Sasu shared more information on the innovative EDMR service, which is particularly effective in supporting complex grief, through a course of 4-8 sessions depending on the individuals' needs.

Trustees thanked the team for the presentation, and asked for more information on the approach to contracting and after-care. Dr Molyneux confirmed that there is clear signposting to other agencies for individuals who wish to continue to receive support longer-term, or in addition to the offer from the Hospice.

Trustees asked about the approach to tracking impact and outcomes. The VOICES survey is used currently, and more feedback is being sought from loved ones. It was agreed that this is an area to develop further, for example learning from NHS practices (e.g. a trauma questionnaire to measure the impact of EDMR services).

8. Any Other Business & Date of Next Meeting

The dates of the next meeting were confirmed as:

- Wednesday 22nd March 1-4pm
- Wednesday 10th May 1-5pm
- Wednesday 19th July 1-5pm
- Wednesday 25th October 1-5pm

Trustees held a closed session following the meeting.

There were no further items of business raised.

The meeting closed at 3.00pm.

Approved.....

Date.....