

St Raphael's Hospice
Meeting of the Board of Trustees
To be held at 13:30 on Wednesday 14th May 2025
at St Raphael's Hospice

Trustees:

Norman McWhinney (NM - <i>Chair</i>)	Alan Cogbill (AC - <i>Vice-Chair</i>)	Steve Chambers (SC)
Carrie Chill (CC)	Grahame Darnell (GD)	Sister Veronica Hagen (Sr VH - apologies)
Paul Holmes (PH)	Manjit Lall (ML - apologies)	Bernard Marley (BM)
Sister Kathleen O'Reilly (Sr KO'R - apologies)		

In attendance:

Nick Stevens (NS) (<i>Joint CEO</i>)	Rebecca Trower (RT) (<i>Joint CEO</i>)	Kate Billingham Wilson (KBW) (<i>Director of Fundraising & Communications</i>)
Richard Carman (RC) (<i>Data & Insight Manager – items 1-2</i>)	Naomi Collins (NC) (<i>Lead Consultant</i>)	Ed Cook (EC) (<i>Advisor to DoC & Finance Committee member</i>)
John Groom (JG) (<i>Director of IT & Estates</i>)	Sara Jane Harris (SJH) (<i>Commercial Director</i>)	Natalie Page (NP) (<i>Head of People Services</i>)
Alex Rudkin (AR) (<i>Director of Quality & Governance</i>)	Anna Machin (AM) (<i>Governance</i>)	

Item	Description	Purpose ¹	Lead	Timing
--	Lunch	-	-	13.00-13.30
1.	Welcome and apologies for absence	-	Chair	13.30-13.35
2.	Fundraising database update		RC	13.35-13.55
3.	Declarations of interest		Chair	13.55-14.00
4.	Minutes of the Board meeting held on 19 th March 2025; Actions List	Approval	Chair	14.00-14.05
5.	Committee updates: <ul style="list-style-type: none"> • 2nd May Clinical Quality & Governance Committee • 29th April HR Committee • 6th May Income Generation & Communications Committee • 6th May Finance & Resources Committee 	Discussion	Committee Chairs	14.05-14.45
--	<i>Break</i>	-	-	14.45-15.00

6.	<p>Executive report:</p> <ul style="list-style-type: none"> • Executive report inc. Lottery • Strategy update • Finance report inc. 2024/25 year-end latest estimate • Financial Scheme of Delegation 	<p>Discussion</p> <p>Approval</p>	Executive	15.00-15.55
7.	Agreement of next steps, Any Other Business & Date of Next Meeting	-	Chair	15.55-16.00
8.	<p>T-Time (trustee only session)</p> <ul style="list-style-type: none"> • Committee Terms of Reference – for approval • 2024/25 board self-evaluation and training: next steps • Update on HR-related matters and assurance mapping 	Discussion	Chair, AM	16.00-17.00

Dates of upcoming meetings: Trustee Board meeting Wednesday 23rd July, 1-5pm;
Wednesday 22nd October 1-5pm

St Raphael's Hospice

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

At 10:00 on Tuesday 29th April 2025

Members: Paul Holmes (PH – Chair – virtual)
Hazel Borthwick (HB – Co-opted Committee member)
Manjit Lall (ML – Committee member)
Norman McWhinney (NM – Chair of Trustees – items 3-5)

In attendance: Nick Stevens (NS – Joint CEO)
Rebecca Trower (RT – Joint CEO)
Natalie Page (NP – Head of People Services)
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	Timetable detailed review of various HR priorities at upcoming Committee meetings	Natalie Page, Anna Machin w/ Paul Holmes	July meeting onwards	29.04.25/01

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting, and introductions were shared with Natalie Page as incoming Head of People Services. There were no declarations of interest in relation to items on the meeting agenda.

2. Volunteer Services Update & Dashboard

Natalie Page confirmed that the format of the volunteer reporting may be adjusted in future but would remain consistent for this meeting. Ginny Toubal shared key points from the meeting paper, including thanking colleagues and volunteers for recent cover for her role, giving details of key volunteer joiners and leavers, and updating on the volunteer levels around complementary therapies, PsychoSocial Services and Reception. The team also engages in the development of Supporter Group meetings. Retail volunteer numbers includes Ebay, drivers, shop volunteers and the Donation Centre with an overall increase in volunteers hours in a competitive environment and some more volunteers in the pipeline. There will be a further recruitment campaign in June to coincide with Volunteers Week and the communications team is offering strong support.

The team are also liaising with HR colleagues around implementation of a new database. The Investing in Volunteers timeline has been moved to be phased including over the summer, to better fit with team capacity. Recent events have been well-attended, and the Committee discussed the overall environment for volunteer recruitment which has improved since the pandemic to now offer a steady stream of incoming volunteers.

It was confirmed that role descriptions will be developed for new types of volunteer roles, and that there had been no negative comments in relation to recent changes in some volunteer roles. The Committee also expressed thanks for time from key volunteers in offering cover and assurance was given on cover capacity and plans in future, and also from Natalie Page and HR colleagues. In response to questions from the Committee, more information was shared in relation to pet therapy and also valuable feedback on the hospice's offer and communications that are contributed by volunteers. The Committee noted the Volunteer statistics and steady upwards trajectory on recruitment.

3. Review of minutes from 17th January 2025 & actions arising

The Committee approved the minutes as an accurate record of proceedings, and the update on actions was noted.

4. Update on HR Activity

Natalie Page shared an update on key priorities based on the presentation shared in meeting papers, including the positive recent recruitment of the HR Assistant who will also have an opportunity to develop well within the team. This will also enable a full handover from Jacky Crawley within the HR team ahead of her retirement. Whilst there has been internal dissatisfaction with the HR system, the first priority is to explore whether NaturalHR can be adapted to be fit for purpose or not, as potentially continuing with the current system in an altered format would be most time-efficient. There is a focus on translating elements of policies into practice for example in tracking the 'Bradford Factor' (on absence data) for colleagues, and considering implementation of a recruitment system. There has been a full review of documentation and a decision to go fully paperless, and the full audit report is being used as a basis to guide priorities.

There are a lot of HR employee relations cases that have surfaced (as shown in the paper, which was circulated in a password protected format), with investigations underway to lead into potential disciplinary cases in certain instances. Areas to tighten include absence management and oversight of key staff and volunteers in the Retail team. As part of this, there will be training and support for line managers to make best use of the HR team's time, in managing the most critical cases.

The Committee asked about priorities for policies. Natalie Page confirmed that the current framework has been subject to full review, to define which policies could be streamlined or fully removed to instead signpost to ACAS guidelines and directly to legislation (particularly with the Employee Rights Bill changes coming up in 2026 across parental leave, flexible working and so on – which will also necessitate updates to employee contracts). A comprehensive Employee Handbook is required, and then this would be used to cover the approach to key topics. The Committee were supportive of taking a more streamlined approach as it would enable more agility in the process whilst also reducing risk of non-compliance with the policy, and it will take less staff time to incorporate statements of legislation. Policies will have procedural guidance in place for the team sitting behind these overarching documents. The Croner report analysis will link to this. Some policies will be developed further, for example a more active policy and communications around sexual harassment in the workplace.

Payroll has been brought in-house thanks to the work of the team, and a full review of contractors vs employees and the set-up is underway to ensure that all those involved with the Hospice are on the right contracts. The Committee were asked to note that five colleagues are on reduced pay due to the length of sickness leave taken, and Natalie Page shared an update on some individual ER cases outlined in the report. Recruitment is not a priority other than the current Consultant vacancy to bring in new roles, however with more 'day 1 rights' coming into play through new legislation, absolutely clarity in the recruitment process alongside tight management of probationary periods will be very key and are important to treat candidates and new employees well.

The volunteer data needs a full check for robustness alongside laying down internal processes and documentation within this team, and each team having clarity on their own targets for volunteer recruitment including identification of key skill sets. The Committee heard an update on allocation of responsibility within a volunteer team.

The Committee reflected on the range of actions required and useful prioritisation from Natalie Page early into post. It was agreed that each priority would be taken for a more detailed review at each Committee meeting in turn, through agenda planning.

5. Any Other Business and Dates of future meetings

The date of the next meeting was confirmed as 8th July 2025 from 10am-12pm.

The meeting ended at 12.00pm.

Approved.....

Date.....

St Raphael's Trustee Authorisation Levels as at 06.05.25

Name	Authorisation of PO / invoice	Project / New Staff Authorisation	Signing of Contracts	Procurement Card purchases	Banking Authorisation - Always requires 2 signatures			
					In Approved Budget	Not in Approved Budget	Approving Payroll	Signing of Cheques
Board of Trustees	Unlimited	Unlimited	Unlimited	N/A	Unlimited	N/A	N/A	N/A
Chair of Trustees + Treasurer	200,000	100,000	200,000	N/A	Unlimited	Unlimited	Unlimited	Unlimited
Chair of Trustees + CEO	200,000	100,000	200,000	N/A	Unlimited	Unlimited	Unlimited	Unlimited
Chair of Trustees + Trustee	200,000	100,000	100,000	N/A	Unlimited	200,000	200,000	200,000
Trustee + CEO	150,000	100,000	100,000	N/A	400,000	200,000	200,000	200,000

St Raphael's Staff Authorisation Levels

Name	Area of Responsibility	Authorisation of PO in own area (expenditure or project over £2k)	Authorisation of invoice for own area of work	Project / New Staff	Signing of Contracts for ongoing services (annualised)	Total Procurement Card purchases	Banking Authorisation - Always requires 2 signatures			
							Approving Payroll	Signing of Cheques	Online Authorisation on Bankline	Signing of DD and SO (annualised)
Joint-CEOs together	All	75,000	75,000	75,000	75,000	-	400,000	100,000	100,000	100,000
Joint-CEO individually	All	50,000	50,000	50,000	50,000	5,000	400,000	100,000	100,000	100,000
CEO + Head of People Services	Payroll	-	-	-	-	-	400,000	-	-	-
Head of Finance + CEO / Dir of IT & Estates	Payments	-	-	-	-	-	-	40,000	50,000	40,000
Director of IT and Estates (John Groom)	IT, Data, Facilities	10,000	5,000	10,000	10,000	5,000	-	-	-	-
Director of Quality and Governance (Alex Rudkin)	Quality and H&S	10,000	1,000	10,000	10,000	-	-	-	-	-
Facilities Manager (Peter Morris)	Facilities	-	1,000	-	-	2,000	-	-	-	-
Head of People Services (Natalie Page)	HR	-	1,000	5,000	-	1,000	-	-	-	-
Head of Finance (Neena Vadgama)	Finance	-	1,000	-	-	-	-	-	-	-
Housekeeping Manager (acting)	Housekeeping	-	500	-	-	2,000	-	-	-	-
Communications Manager (Anna Jackson)	Communications	-	500	-	-	-	-	-	-	-
Hospice Volunteers Lead (Ginny Toubal)	Volunteers	-	500	-	-	-	-	-	-	-
Fundraising Director (Kate Billingham Wilson)	Income Generation	10,000	5,000	10,000	10,000	5,000	-	-	-	-
Donor Development Team (Team)	Donor Development	-	250	-	-	-	-	-	-	-
Head of Supporter Care (Lucy Ribaudou)	Donor Care	-	1,000	-	-	-	-	-	-	-
Commercial Director (Sara Jane Woods)	Commercial -Retail	10,000	5,000	10,000	10,000	5,000	-	-	-	-
Area Manager (Caroline Worley)	Retail	-	1,000	-	-	-	-	-	-	-
Income Generation Volunteer lead (Lorraine Hunt)	Volunteers	-	500	-	-	-	-	-	-	-
Clinical Director (currently held by Joint CEO)	Clinical All Areas	10,000	5,000	10,000	10,000	-	-	-	-	-
Consultants	Medical All Areas	-	1,000	-	-	-	-	-	-	-
Head of Psychosocial support (Vacant)	Psychological Services	-	1,000	-	-	-	-	-	-	-
Community Manager (Tracy Christmas)	Community	-	1,000	-	-	-	-	-	-	-
IPU Manager (Francis Quinon/Julie Ford/Penny James)	IPU	-	1,000	-	-	-	-	-	-	-
Clinical Admin lead (Kelly Groom/Dawn Miller)	Administration	-	250	-	-	1,500	-	-	-	-
Education (Maura Flint / Karen Cook)	Education & Training	-	500	-	-	-	-	-	-	-
Nominated Second (in absence of HOD and agreed in advance with Head of Finance)		-	250	-	-	-	-	-	-	-

Joint CEO Report May 2025

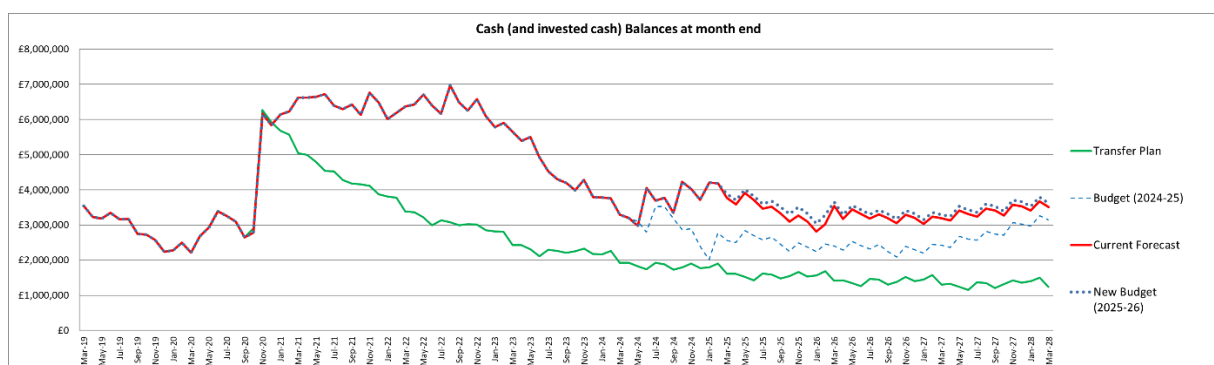
Key Points

1. Excellent second six-months has resulted in an overall surplus for the year to March 2025.
2. Natalie Page has commenced as our new Head of People Services; we are grateful to Jacky Crawley for standing in.
3. Payroll has moved in-house under Ruth Everitt and HR.
4. We are mourning the death of our Housekeeping Manager and 'Health Hero' Paula Di Palma.

Finances

The management accounts for the year ending March 2025 show a surplus of £231k which is an improvement of £1.9m over last year and £1.1m better than the plan. This is to be celebrated, particularly in the light of the difficult decisions made in the early part of the year. We have not taken a drawdown from the original DoC grant which remains as £1.4m in our deferred income. Cash (including the investment) stood at £3.8m against a budget level of £2.6m.

The forecast for the coming years now indicates a level at or around £3m is possible, subject to our achieving our ambitious income plans and sticking to cost levels. This does provide a *little* headroom against not reaching those targets.



The thick red line is the current forecast, which sits above the dashed-line of the 2024-25 budget and demonstrates the improvement achieved. The new budget level is the dotted blue line just above the red line.

HR and Staffing

There has been considerable change in the HR team. Natalie Page has joined as Head of People Services reporting to Becca. We also welcomed the new HR Officer, Vanessa Redwood-Connor, and bade farewell to Jacky Crawley who returned to retirement having broken it after only a few days to provide continuity and support after Barry's resignation. We are also grateful to our HR Committee member, Hazel Borthwick, who supported Jacky and reviewed the current position of a number of projects.

The HR team also congratulated Payroll Officer, Ruth Everitt, on her marriage in the period. Ruth also successfully completed the transfer of payroll from outsourced Buzzacott to an in-house Brightpay system. The transfer took place after the end of the tax year with the first salary payments made for April. This was one of the cost saving measures that was proposed last summer.

No salary uplifts were made at the start of April, as was indicated when cost-cutting was announced in July. The exception was for statutory rises to a small number of our lowest paid staff, amounting to a few pence per hour. Differentials were maintained but, as a result, we are no longer paying above the National Minimum for these valued colleagues as we had been seeking to do. Although I received only one direct complaint about this situation, it will be something that impacts all non-clinical staff negatively and potentially grates when our good results have been announced. Clinical staff will receive a backdated pay increase once the NHS Agenda for Change uplift is confirmed, we have assumed 3% in the budget.

Other starters and leavers included Rebecca Lucas who departed the Community CNS team and was replaced by Alexis Fisher and Katie Taylor who joined the consultant team temporarily and also left in period.

Donna Welch, assistant manager in our Banstead shop, left St Raphael's after 25 years' service and we are grateful to her. Retail welcomed Clair Sturt who joined to provide the vital Admin support that had been Tracy Burnside's role and which had been covered by Supporter Care, Sara Jane and Caroline since Tracy moved to the Fundraising team in December. Fundraising completed their re-structured team with the arrival of Isabella Reid and Emily Imms in officer roles.

The whole organisation was saddened by the death of Paula Di Palma, our Housekeeping Manager. Paula died in the hospice surrounded by her loved ones and beautifully looked after by our team. Paula represented values of the hospice with exceptional kindness and thoughtfulness and brightened the day for all colleagues with her 'daily ditty'. She was nominated for the Health Hero award in 2024 and won that award shortly before becoming ill. Paula will be very much missed.

Communication and engagement

Our Communications team continued to do a remarkable job in ensuring that the hospice remained in the news locally and nationally and have forged strong relationships with the broadcasters, Hospice UK and other hospice teams. In February we were delighted to welcome ITV News London to the Hospice for a headline news piece on the funding crisis, helping to continue amplifying awareness of our need for community support to protect our services for the future.

The Team has nearly completed the brand guidelines refresh, to give St Raphael's a more modernised look and feel across all our materials – for print and digital. Some of the brand refresh elements are being tested across our Superhero Family Fun Day marketing materials.

Advertising for Superhero Day which will also see us advertising the event on the back of buses, on roadsides at bus stops, in Westcroft Leisure Centre and at Carshalton and Sutton railway stations alongside posters in our shops, rail banners, postcards for shopping bags and door drops and through digital channels through social media and our website. The fun event is an opportunity to reach a new family focussed audience who might not already be aware of the Hospice.

SWL ICB

Becca and Nick, together with CEOs from Princess Alice, Royal Trinity and St Christophers’ hospices, met with the Chairman, CFO and other representatives of the SWL ICB in February. The meeting had been served with documentation to support our continued ambition to achieve a 50% funding level by 2026-27. This was acknowledged but the ICB has a restriction to a 2.15% uplift (which has been included in our budget). The Chairman, Mike Bell, stated that a greater uplift would be given but as yet we have not received any further information. Shortly after the meeting the Govt announced that 50% cuts should be made to the ICBs own running costs and a potential merger between SWL and SEL is proposed. Attention of the relevant teams will necessarily be distracted.

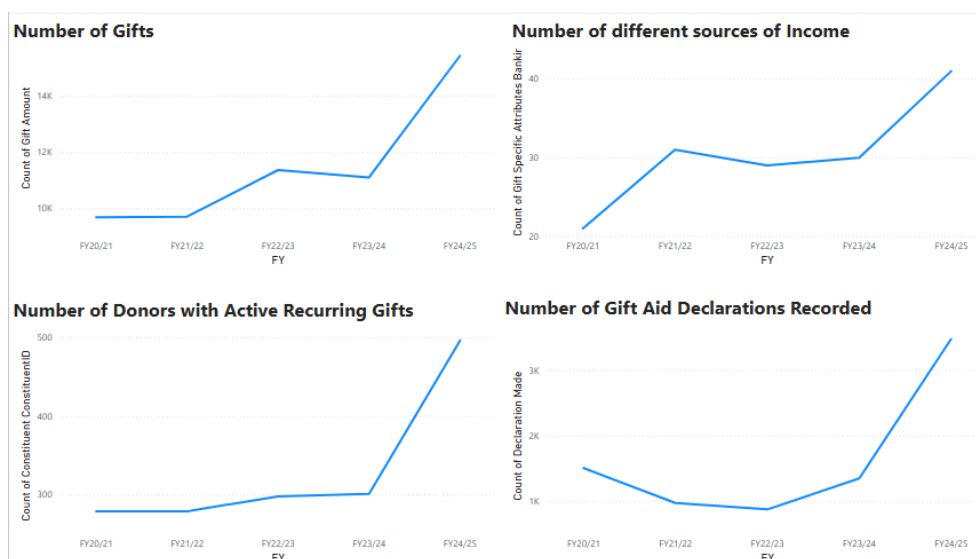
We have received PO numbers which have allowed us to invoice for Q1 2025-26 but this is at the pre-existing rate for the time being.

Income Generation

Following on from the excellent Q3 we enjoyed an unprecedented Q4 in fundraising. The total now stands at £1.9m for the year where it was under £600k at the half year point...a hearty congratulations is due to Kate and her team of fundraisers and supporter care colleagues, as well as to Anna and the Comms team. Indeed, there is a reflection on the whole of St Raphael’s as our reputation and direct care is the source of all income.

We received one stand-out gift in February for £250,000 which arose from the quality of our care given to a gentleman in 2019 and the follow up relationship building from the team, including invitation to events and one-to-one meetings. This was coupled with the Communications around our need and culminated in the gift.

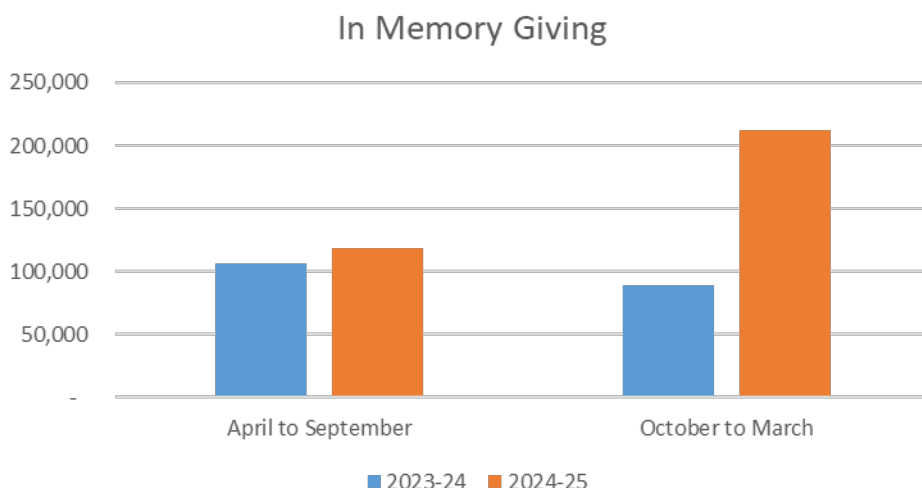
Work done by our new Hospice Database and Insight manager, Richard Carman, together with the Supporter Care team, has yielded additional Gift Aid of around £140k which is included in our figure, although it will arise as cash in the new year. Richard installed the new NXT system and is now able to provide insight reporting which has included the following encouraging slide:



This demonstrates the acceleration of trajectory for the work, underlining the impact of our news and the communications, the impact of our new team as they have begun to develop new avenues of activity and it

also illustrates, albeit vicariously, that the service qualities and our reputation remain strong, despite the troubling year.

The connection of our service quality and income is most directly illustrated by our 'In-memory' donations which, now led by Ali Linwood, was presented to the last Board meeting. The year has yielded an unprecedented £320k (which does not include the large one-off noted above) and the contrast between the first and second half years is shown below:



Fundraising costs have also been kept £100k below budget, and we have retained this level of expenditure for next year as we seek to fuel a continuation of these results into the new financial year. April has reached £180k which is 75% above the budget.

After hard graft over many years not managing to break through the £1.2m annual barrier that we have long desired, it is to be celebrated that this year has done that. However, there must also be caution in that 2024 did include exceptional publicity of our plight and there is no certainty that we will see a repeat of this fruitful period. That said, the team, and indeed all our teams, are doing all that they can to make the ground fertile and to water it...green shoots seem to be appearing!

Following a slow start we also met budget with our legacies, just over £1.3m at present. This included the legacy that we were aware of but where the timing of the probate was critical. Tim Kilby, who died with us in the summer, had a good relationship with our team and his brother and sister worked swiftly to complete probate in a very short time period. They will present a cheque for an expected £500k in due course.

The retail team succeeded in maintaining their excellent results through to the year end. Despite 'carrying' the underperforming Wimbledon Park (£80k below budget) sales met the budget overall and costs were £140k below budget which has yielded a strong contribution, 80% above the plan. During the year the team have instigated monthly clearance sales in St Bedes, and which have raised around £4k on each occasion. A regular volunteer team is coalescing to run these efficiently and this has helped us manage the drastic decrease in value of unsold 'rag' products.

The Wimbledon Park shop has been closed and put on the market with a view to assigning the lease. On two occasions a deal has been tantalisingly close but has not completed. We are optimistic that we will soon find an assignee but have provided for the remaining £100k of rental costs in our accounts.

The Lottery Campaign has achieved its target of 2,000 new sign-ups and this has enabled us to reach a total of 8,500 plays each week. The team have been making plans to do two key things:

1. Nurture and build relationships with the existing players in a way that has not been done before – this is designed to reduce the risk of attrition and also create the potential for additional avenues for support;
2. Plan for and recruit a team to manage in-house recruitment of new players and to nurture them. This will be a combination of staff and volunteers.

We are looking at revising the prize fund to create more smaller prizes which creates more opportunity to relate with the winners. If the concept of in-house recruitment proves successful we will then look at how to bring the full management in-house (currently outsourced to Sterling at a cost of £40k pa). The team are keen on this.

Support Teams

Over the course of the year, John and his team have been leading a revolution in our IT infrastructure. The migration of all data from the on-premises fileserver to the new SharePoint / Teams Cloud based environment has now been completed with few, if any, issues. As a result of all the changes we are now more robust and resilient, less risky and more efficient than a year ago.

As part of the Govt Capital Grants, we have acquired 35 PCs and 18 laptops which will replace some of our oldest equipment. We also procured and installed a new AV system for St Bede's Room B. This new system includes a Teams Room Booking system, two new 98 inch TV screens, an integrated hearing loop, ceiling microphones which focus on the main audio source and two new cameras. We hope to be able to sell the facility externally more readily now.

A project to develop a new building at the rear of the House (759) is currently being considered. This would enable the staff at Capitol House to move back to the main site and would therefore enable the rental of the Capitol House building to be terminated. The costings and initial drawings are currently being evaluated with the Govt Grant funding in mind. This could lead to £60k annual cost savings.

An incident occurred whereby a package was delivered to the Hospice main reception and, when opened, was found to contain white powder. Emergency services were called and although the package was found to be harmless, police are currently investigating the matter further.

Clinical Services

Our Psychological Support team is now more robust in terms of hours and skill set. We have welcomed Melanie Young who is a qualified counsellor and currently training to become a clinical supervisor. Ali Lutz is also undertaking training as a clinical supervisor, which means that the counselling student support can be shared more widely across the team. The team also delivered bereavement workshops at HMP High Down, in collaboration with our education team as part of the Prison Project funded by the Linder Foundation.

The Social Work team is supporting an increasing number of children experiencing grief and bereavement and has been developing resources to enhance this support. The team was also key in coordinating a wedding for a young lady on the IPU a couple of weeks ago. Joint home visits with other members of the MDT continue to be reasonably high in number due to both social and clinical complex issues.

The IPU is functioning well under Francis Quinon's leadership – with bed occupancy at 10 beds more often than previously. We have several new bank nurses, leading to a reduction in the need to employ agency nurses, contributing to continuity of care and eventually lower costs. The IPU team including the housekeeping team, cared for Paula di Palma and her family during the last few weeks of her life which was both emotionally challenging and a privilege. Reflective and supportive sessions have been offered and taken up by staff and were provided by both the Psychological Support Team and HR.

The Community Palliative Care Team have seen the return of a couple of colleagues who are covering occasional bank shifts, and their senior experience has been welcomed. Tracy Christmas and the Locality leads continue to work closely with our NHS EOLC teams to ensure all services are working as efficiently as possible and patients are receiving the right support. Morale is generally better, but the H@H team are still very much missed.

There have been two applications for the Medical Consultant Post, one from Katie Taylor who recently spent a couple of months at SRH before returning to the US. This application would be a deferred appointment until August 2026. We have received another application and are currently working through what we feel will best suit the organisation. Once a decision has been reached, we will consider whether we will pursue a clinical fellow role. In the meantime, Naomi and Gaby have continued to cover gaps by being available 'on call' for which we are hugely grateful. Consequently, patient care has not been compromised.

The Education team and the Medical team have facilitated several study days and education sessions both for our staff and external colleagues. An abstract for a poster presentation at the Hospice UK conference this coming November has been submitted, on the topic of the Prison Project with HMP High Down. Two members of our nursing team are undertaking nurse training as part of the apprenticeship scheme and our education staff continue to support them, liaising with external examiners as required. We also have staff completing the European Certificate in Essential Palliative Care. Maura Flint has now completed her training as a Freedom to Speak up Guardian, replacing Barry Angel who left us in December.

The Wellbeing Team are providing a thriving service, inviting community to groups to engage with our attendees and arranging a variety of different offers to mark specific calendar events. New groups are being created through co-production to ensure that attendees with specific needs have access to the support that they feel they need. Simon Oliver has also been engaging with several voluntary organisations to plan collaborative initiatives and raise awareness of what we do. Groups include Sutton Healthwatch, Merton Befriending Network and SANGAM (South Asian Seniors) to name but a few.

Compassionate Neighbours continues although limited resources have slowed expansion. The Wellbeing team are looking at working differently in order to increase capacity and speed up matches.

Complementary therapies have expanded and there are now five volunteers as well as the Comp Therapy Lead. They are exploring the possibility of a self-care workshop for staff as well as developing a low level business model to incorporate paid-for services.

Strategy and Budget 2025-26

The Exec met on November 6th to begin the process of preparing a new strategy for SRH. A number of key themes arose. These have been distilled by Becca and are included in the attached power point.

It has been agreed that our time constraints and limited capacity mean that we should focus on the next 12-18 months at this point with a view to address a 3-year strategy later in the year.

At this point the draft budget for 2025-26 is in its infancy and some elements included in the power-point will change over the next month. The overall endeavour is to maximise our likelihood of achieving sustainability whilst keeping our current level of service intact.

Nick Stevens and Becca Trower, Joint CEOs 8th February 2025

Finance and Resources Report

Key Points

1. Key Points are:

- a. The draft management accounts for the 12 months to 31st March 2025 shows a surplus of £232k compared to budget shortfall of £(1,090)k before DoC drawdown, an improvement of £1.3m.
- b. Cash (including the investment portfolio) at the end of August stood at £3.8m compared to budget of £2.6m.
- c. Budget Projection for 2025-26 shows a shortfall of £330k before DoC allocation.

Finance

2. Management Accounts – Income and Expenditure

The draft management accounts for the 12 months to 31st March 2025 is attached together with the cash movements/balance sheet summary and detailed summary.

Income from NHS of £1,962k is £176k above budget. This includes £98k of continuing care payments (offsetting higher salary cost on IPU), a £30k one-off grant and the increased regular contract.

Other Income of £1,668k is £254k above budget – both figures include the £1m grant from DoC. The investment value dropped £85k in March after global volatility.

Direct costs of service was £184k below the budget and £64k below last year. Current year cost savings were implemented sooner than in the plan.

Support costs are roughly in line with budget except for a £100k provision against the future rental costs of Wimbledon Park shop. We hope that this will soon be assigned and therefore we will not incur these costs.

Legacies increased in Q4 with a single large legacy amounting to c£500k and two further legacies amount to £250k between them. This has lifted the total to meet the budget at £1.3m.

Donation Income has been at an historic high following the summer news concerning our financial needs and with some very strong work from the FR team. It include Gift Aid or almost £200k of which around £130k has been due to the new and rigorous work undertaken by our new Database and Analysis manager and the Supporter Care team. We also received an exceptional £250k one-off donation. It is notable that the first half total was £584k and that a further £1.35m arose in the second half.

The table below shows the donation income categorised by the Fundraising team and arising from Raisers' Edge fundraising database as at the end of March 2025 and *includes* the adjustments for accruals made by finance.

12 Months to March	2020-21	2021-22	2022-23	2023-24	2024-25	Budget 2024-25	Variance	Budget 2024-25
Appeals	£167,263	£157,462	£155,155	£148,120	£233,461	£225,000	£8,461	£200,000
Challenge	£35,697	£49,034	£77,795	£117,344	£85,285	£100,000	£-14,715	£115,000
Community	£99,699	£82,901	£136,022	£122,697	£126,973	£160,000	£-33,027	£135,300
Corporate	£109,163	£125,596	£118,385	£110,739	£141,953	£125,000	£16,953	£160,000
Events	£13,120	£33,573	£28,545	£44,595	£45,689	£40,000	£5,689	£70,000
In-Mem	£214,940	£146,013	£221,629	£189,517	£302,687	£225,000	£77,687	£305,000
Other/Gen Giving	£113,157	£35,141	£87,993	£98,617	£176,860	£75,000	£101,860	£70,000
Regular	£55,799	£55,945	£57,568	£60,500	£91,602	£75,000	£16,602	£126,160
Trusts	£161,066	£261,831	£195,527	£202,088	£229,797	£200,000	£29,797	£280,000
Major Donors	£148,000	£0	£0	£14,080	£302,262	£25,000	£277,262	£72,000
Gift Aid	£104,783	£48,915	£53,601	£60,383	£198,590	£62,500	£136,090	£90,542
Total Fundraising	£1,222,685	£996,411	£1,132,220	£1,168,678	£1,935,160	£1,312,500	£622,660	£1,624,002
Staff Costs	£403,540	£458,168	£451,042	£525,495	£565,177	£588,643	£-23,466	£519,299
Other Costs	£189,213	£244,803	£279,871	£207,044	£152,418	£238,631	£-86,213	£301,269
Total FR Costs	£592,754	£702,971	£730,913	£732,539	£717,595	£827,274	£-109,679	£820,568
Contribution	£629,931	£293,440	£401,307	£436,139	£1,217,565	£485,226	£732,339	£803,434

Fundraising costs remained over £100k below budget at £718k (budget £827k) to yield an overall contribution of £1.2m!

The **lottery** plays has reached 8,500 at the end of March which is 2,000 above the low point in the year and follows the recruitment of that number by the BriteVox team. Overall income fell behind plan as the bumper draw did not taken place (c£20k) and the new players were recruited later than planned. Lottery costs were also behind plan by a similar quantum and the overall contribution remained at the planned level.

Draft Retail at 31st March 2025	Income	Staff Costs	Property Costs	Other Direct Costs	Contribution before HQ	Allocation of HQ costs	Surplus / (Shortfall)	
Banstead	£126,420	£(51,568)	£(36,873)	£(8,110)	£29,870	£(20,668)	£9,202	7%
Carshalton	£144,458	£(44,117)	£(24,347)	£(8,290)	£67,705	£(20,505)	£47,199	33%
Cheam	£165,554	£(58,371)	£(34,931)	£(8,745)	£63,507	£(24,805)	£38,702	23%
Ebay Sales	£9,755	£(1,499)	£0	£(32)	£8,223	£(1,046)	£7,177	74%
Morden	£214,822	£(73,992)	£(39,487)	£(7,292)	£94,051	£(31,108)	£62,944	29%
New Malden	£175,227	£(54,280)	£(39,863)	£(8,963)	£72,121	£(25,800)	£46,321	26%
Raynes Park	£96,588	£(42,077)	£(29,155)	£(7,772)	£17,584	£(16,277)	£1,308	1%
Rosehill	£152,541	£(47,512)	£(21,806)	£(8,523)	£74,700	£(21,355)	£53,344	35%
SDC	£246,847	£(114,713)	£(64,907)	£(21,204)	£46,023	£(41,497)	£4,526	2%
Stonecot Hill	£98,795	£(39,366)	£(21,282)	£(9,091)	£29,056	£(15,622)	£13,433	14%
Sutton	£164,515	£(55,659)	£(43,163)	£(8,517)	£57,175	£(25,200)	£31,976	19%
Wimbledon	£265,543	£(60,422)	£(57,165)	£(11,594)	£136,362	£(36,589)	£99,773	38%
Wimbledon Park	£38,902	£(30,126)	£(49,428)	£(7,354)	£(48,006)	£(11,662)	£(59,668)	-153%
Total Shops	£1,899,966	£(673,701)	£(462,407)	£(115,487)	£648,372	£(292,135)	£356,237	19%
Retail Office HQ	£82,454	£(213,754)	£(125,559)	£(35,276)	£(292,135)	£292,135	£0	
Total	£1,982,420	£(887,455)	£(587,966)	£(150,763)	£356,237	£0	£356,237	18%
Budget	£1,962,895	£(957,516)	£(613,934)	£(198,173)	£193,273	£0	£193,273	10%
Variance to Budget	£19,525	£70,061	£25,967	£47,410	£162,964	£0	£162,964	
%	1%	7%	4%	24%	84%		84%	

Retail income has met the budget (up 1%) despite including an unsuccessful Wimbledon Park which was £85k below budget. All the other shops combined to be £100k above target.

Costs remained well below the plan and the previous year which resulted in a 10-fold increase in contribution, achieving £360k (2023-24 £35k). An 18% return would have been 21% without WP and on target for future periods.

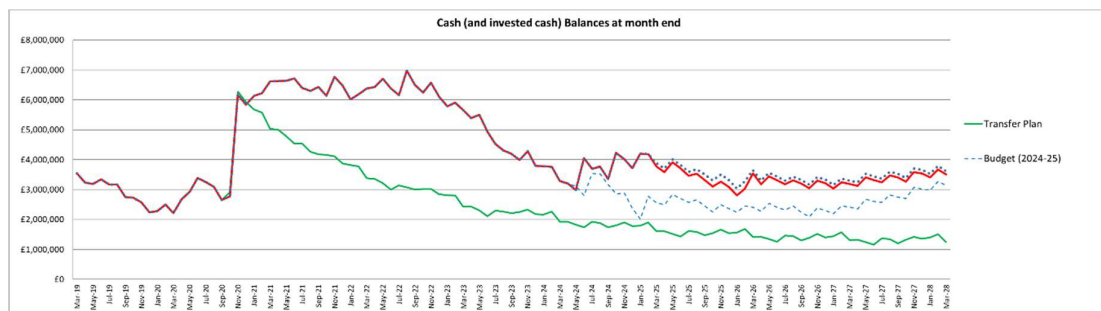
The WP shop has come close to being assigned twice but both suitors dropped out. We remain expectant that it will be assigned. The remaining cost of rent (£100k) has been written off in these management accounts within support costs.

3. Management Accounts – Balance Sheet

Overall cash (including the investment fund) stood at £3.8m compared to the budget of £2.6m. The chief reason is the overall improved Income and Expenditure position compared with budget (£1.3m better than budget).

Net assets stood at £4.5m at the end of March compared to the budget of £3.7m. This is due to the results (£1.3m improved) offset by not drawing down the budgeted £500k from the DoC fund which remains as a £1.4m deferred income creditor.

4. Cash Flow



The graph reflects future aspirational income generation included for 2025-26 and beyond and this may not be realised in practice.

The red line shows the actual to date and then the new budget beyond (with a small improvement showing through as the blue dotted line almost imperceptibly different (the forecast now includes new information on the starting point at March 31st).

The blue dash line shows last year budget. Our improved results have yielded a margin over the budget which is eroded over time due to the additional Employers' NIC costs being included as well as other changes.

The original green line was the level we were aiming to achieve when we became independent.

5. 2025-26 Budget

Following on from the Board approval of the budget, the figures have been adjusted, as agreed, to reflect the revised plan for the Lottery. The overall position is £795 different from the approved level.

It is too early for April figures (which will be delayed as a result of year-end work). However, Fundraising Income is registered as £175k as we draw April to a close against a budget of £108k and prior year equivalent of £100k. This includes a number of larger gifts amounting to £75k from 6 or 7 individual donors. This is almost the full year budget for major donors, an encouraging start to the new year.

Audit

Neena and I met with the new Audit partner and senior manager to begin the process of preparation for the 2024-25 audit. They will do a 2-3 day interim audit with a systems walk-through and expect a 7-10 day on site presence in July.

Crowe are in touch with HaysMac regarding handover matters.

Work has begun on the audit schedules and a first draft of the statutory format accounts will soon be prepared.

6. Proposal to develop the lottery in-house

The team met to agree the principle of engaging an in-house Lottery team and seeking a volunteer team to grow the Lottery, alongside the nurturing of the existing players. At the end of March there were 8,500 plays

7. NHS Contract

The four local hospices are continuing to work together to press our local ICB for additional support. At this time we have not had any notification of the quantum or timing of the 2025-26 uplift.

Nick Stevens, FD and Joint CEO

29th April 2025

St Raphael's Hospice – Governance Update – May 2025

1. Committee Terms of Reference

The Terms of Reference are submitted for Board approval, having been reviewed by each Committee in this meeting cycle. It has been agreed that these documents will be reviewed annually (in keeping with prior years). Changes are noted within the document, and primarily reflect changes to internal roles, and formalising areas of oversight by respective Committees that have arisen over the past year.

2. Financial delegated authorities

This policy is submitted for approval, following review at the 6th May Finance Committee meeting.

3. Trustee self-evaluation

The following actions were suggested as an outcome of the Board self-review, and a status update is provided here:

Action	Status update
Develop a full plan for 2025/26 Trustee engagement, including involvement in events, strategic support for fundraising, Retail visits, further presentations at Board and Committee meetings; this could also include a Trustee section in staff updates/ newsletters.	A discussion will be held during the T-Time session on Trustee visits over spring and autumn 2025. Trustees are invited to request topics for presentations. We will discuss Trustee visibility through communications at this meeting.
Organise a Trustee dinner/ event.	To be scheduled for June or July
Ensure strategic challenge and support on agenda items, throughout Board and Committee meetings, and reflect on this through T-Time meetings.	This will be a continuing action and area of reflection through the year.
Receive a 2025/26 plan for internal audit, including commissioning an HR-specific report at an agreed time after the new senior HR lead has been in post.	Anna will meet with Alex Rudkin in May/ June 2025 to bring an update to the July meeting. Potential HR audit providers are being scoped.
Share role specifications for Joint CEO roles and dedicated section of T-Time discussion to focus on this topic.	This will be a focus for the July meeting, to align with the annual Joint CEO performance management process
Schedule certain 'topic-focused' working groups, or discussion meetings, outside main meetings to allow deeper discussion (e.g. Assisted Dying Bill).	Trustees have volunteered to join the Assisted Dying Bill meeting; a time will be scheduled for June, now that there is more progress nationally on this Bill.
Review Trustee 'Link' roles including appointing Safeguarding Link Trustee position.	This will be a focus for the July meeting.

Embed an annual report to Finance & Resources Committee on third party contracts/ agreements (action to embed from prior review).	This will be brought to the July meeting. A review of the investment policy and investor performance will also be covered.
Undertake a full review of the Trustee training content and modules, including streamlining number of required modules, tailoring to Trustees' roles, and considering whether more in-person, whole-board sessions could also be offered.	A suggested approach is outlined below.
Consider recruitment of a Trustee, or co-opted Income Generation & Communications Committee member, with expertise in the lowest-rated areas (marketing and communications, and/ or retail experience).	This will be a focus for summer/ autumn.

4. Trustee self-evaluation – training

Trustees reviewed the outcome of the self-evaluation at the last meeting, and it was agreed that actions would be discussed gradually by Trustees. The focus in the run-up to this meeting has been to identify more relevant training opportunities for Trustees. We would recommend the following approach for consideration by Trustees. It is good practice to hold a Trustee Training Log and so we could implement this approach, if we are no longer undertaking all modules on the Hospice's internal portal:

Stage of role	Who	Module
Induction	All Trustees	Induction to Trustee role Free module through Stone King – link here for Trustee sign-up to sessions
Induction	All Trustees	Safeguarding for Charity Trustees Existing module through Hospice training portal or switch to NSPCC (dependent on budget) – link here to NSPCC
Induction	All Trustees	Finance for Charity Trustees Free modules are accessible through the Institute of Chartered Accountants for England and Wales (ICAEW) on financial and risk management – link here to ICAEW training site
Induction	All Trustees	Hospice governance Signpost to Hospice UK governance resources – link here to Hospice UK site
Ongoing	All Trustees	Attend Hospice-run equality, diversity and inclusion (EDI) training
Ongoing	All Trustees	Getting on Board (a previous charity supporting non-profit governance) has published a training of training sessions on the Cranfield Trust Governance Channel.

		Trustees can access these self-service modules on demand, linked to topics of interest – link here to Youtube
Ongoing	One Trustee	One option for a Stone King event is the annual Legacies Conference (cost - £50), for example for a member of the Income Generation & Communications Committee – link here to Stone King site details of event
Ongoing	One Trustee	Cazenove Capital publish modules on stewardship of charity investments, for example for a member of the Finance Committee – link here to Cazenove site

SRH Detailed Income and Expenditure							
31-Mar-25	Actual 2023-24	Actual 2024-25	Budget 2024-25	Variance	Forecast 2025-26	Budget 2025-26	Variance
NHS Contract	1,666,926	1,863,619	1,772,935	90,684	1,939,040	1,939,040	0
NHS Other Fees	30,277	98,491	13,397	85,094	36,000	36,000	0
Hospice Grants	135	1,176,697	1,000,000	176,697	396,240	396,240	0
Other income	338,859	344,585	331,134	13,452	346,170	346,170	0
Investment Income	255,142	115,144	51,564	63,580	74,035	74,035	0
Orangery Income	29,639	31,959	31,121	838	32,720	32,720	0
Operating Income	2,320,977	3,630,496	3,200,150	430,346	2,824,204	2,824,204	0
Staff Costs	(4,007,084)	(4,027,359)	(4,153,242)	125,883	(3,804,580)	(3,800,590)	(3,990)
Training, Recruitment and subscriptions	(45,643)	(29,550)	(33,825)	4,276	(32,467)	(32,467)	0
Food and Catering	(47,200)	(35,388)	(47,966)	12,577	(32,124)	(32,124)	0
Cleaning and Waste Disposal	(41,532)	(29,209)	(41,856)	12,647	(31,683)	(31,683)	0
Travel and Motoring Expenses	(19,002)	(12,599)	(17,904)	5,304	(14,176)	(14,176)	0
Drugs, Dressings and Consumables	(142,879)	(127,076)	(143,325)	16,249	(135,209)	(135,209)	0
Rates and Utilities	(67,951)	(96,629)	(82,344)	(14,285)	(105,575)	(105,575)	0
Repairs and Maintenance	(110,967)	(88,655)	(87,818)	(837)	(88,813)	(88,813)	0
Telephones, Postage, Stationery & IT	(59,862)	(57,098)	(64,563)	7,464	(63,803)	(63,803)	0
Rent	(315,225)	(315,375)	(315,900)	525	(324,605)	(324,605)	0
Other Direct Costs	(50,013)	(25,101)	(39,307)	14,206	(31,196)	(31,196)	0
Direct Cost of Service	(4,907,359)	(4,844,039)	(5,028,049)	184,010	(4,664,231)	(4,660,241)	(3,990)
Depreciation	(109,815)	(111,501)	(120,509)	9,007	(134,525)	(134,525)	0
Direct Service Cost less Direct Income	(2,696,197)	(1,325,044)	(1,948,408)	623,364	(1,974,552)	(1,970,562)	(3,990)
Staff Costs	(757,923)	(815,361)	(859,349)	43,988	(760,561)	(758,304)	(2,257)
Training, Recruitment and subscriptions	(23,536)	(15,996)	(13,329)	(2,666)	(19,116)	(19,116)	0
Telephones, Postage, Stationery & IT	(127,218)	(160,481)	(186,015)	25,534	(172,866)	(172,866)	0
Professional Services	(162,551)	(89,487)	(59,349)	(30,138)	(62,211)	(62,211)	0
Other Costs	(45,838)	(178,328)	(90,773)	(87,556)	(81,743)	(81,743)	0
VAT	(28,158)	(33,081)	(12,783)	(20,298)	(16,263)	(16,263)	0
Support charged to Income Generation	396,259	459,824	425,699	34,124	396,036	395,283	752
Indirect Service Costs	(792,519)	(919,648)	(851,399)	(68,249)	(792,072)	(790,567)	(1,505)
Net Service Cost to be Funded	(3,488,716)	(2,244,692)	(2,799,807)	555,115	(2,766,624)	(2,761,129)	(5,495)

SRH Detailed Income and Expenditure							
31-Mar-25	Actual 2023-24	Actual 2024-25	Budget 2024-25	Variance	Forecast 2025-26	Budget 2025-26	Variance
Income Generation							
Legacies	1,591,533	1,306,739	1,312,500	(5,761)	1,378,125	1,378,125	0
Donations (old code)	1,268	410	1,335,500	(1,335,090)	0	0	(410)
Donations	1,108,295	1,736,570	1,335,500	401,070	1,533,460	1,533,460	0
Gift Aid	60,383	198,590	66,775	131,815	90,542	90,542	0
Staff Costs	(525,495)	(565,177)	(588,643)	23,466	(520,589)	(519,299)	(1,290)
Training, Recruitment and subscriptions	(22,351)	(28,883)	(5,400)	(23,483)	(12,600)	(12,600)	0
Rent, Rates and Utilities	(42,401)	0	0	0	0	0	0
Repairs and Maintenance	(4,970)	(1,783)	(4,635)	2,852	(574)	(574)	0
Telephones, Postage, Stationery & IT	(20,393)	(22,515)	(25,331)	2,817	(30,600)	(30,600)	0
Events and Communications	(77,444)	(66,582)	(171,879)	105,297	(219,700)	(219,700)	0
Other Costs	(39,413)	(32,655)	(31,386)	(1,269)	(37,795)	(37,795)	0
Net Fundraising Contribution	2,027,743	2,524,304	1,887,501	636,803	2,180,270	2,181,560	(1,290)
Lottery Income	354,369	386,257	448,680	(62,423)	466,642	466,642	0
Staff Costs	(23,378)	(24,830)	(23,603)	(1,226)	(24,881)	(24,828)	(53)
Agency Staff	(78,084)	(174,031)	(208,622)	34,592	(60,840)	(60,840)	0
Printing, Postage and Marketing	(2,947)	(2,925)	(9,550)	6,625	(7,000)	(7,000)	0
Bank, Management and Other Charges	(47,437)	(50,579)	(70,253)	19,674	(60,595)	(60,595)	0
Lottery Prizes	(78,000)	(78,000)	(82,000)	4,000	(80,004)	(80,004)	0
Net Lottery Contribution	124,523	55,892	54,652	1,241	233,322	233,375	(53)
Shop Income	1,667,013	1,894,901	1,869,424	25,477	1,993,915	1,993,915	0
Gift Aid	59,702	84,618	93,471	(8,853)	99,696	99,696	0
Other Income	0	2,901	0	2,901	0	0	0
Total Shop Income	1,726,714	1,982,420	1,962,895	19,525	2,093,611	2,093,611	0
Staff Costs	(890,129)	(887,455)	(957,516)	70,061	(927,401)	(925,633)	(1,768)
Training, Recruitment and subs	(10,268)	(7,580)	(6,697)	(883)	(8,277)	(8,277)	0
Consumables and Goods for Resale	(63,367)	(30,720)	(60,500)	29,780	(39,330)	(39,330)	0
Cleaning and Waste Disposal	(43,320)	(28,565)	(31,285)	2,720	(29,342)	(29,342)	0
Rent, Rates and Utilities	(454,872)	(468,960)	(484,188)	15,228	(457,192)	(457,192)	0
Repairs and Maintenance	(48,810)	(34,120)	(31,200)	(2,920)	(26,700)	(26,700)	0
Depreciation	(88,095)	(84,886)	(98,546)	13,660	(89,503)	(89,503)	0
Telephones, Postage, Stationery & IT	(25,162)	(26,900)	(25,200)	(1,700)	(30,067)	(30,067)	0
Other Costs	(27,827)	(15,915)	(38,043)	22,129	(33,000)	(33,000)	0
Bank, credit card and cash collection	(24,534)	(30,952)	(23,697)	(7,255)	(33,600)	(33,600)	0
Total Non-Staff Costs	(801,748)	(738,729)	(812,106)	73,378	(757,810)	(757,810)	0
Net Shops Contribution	34,837	356,237	193,273	162,964	408,401	410,168	(1,768)
Support Costs	(396,259)	(459,824)	(425,699)	(34,124)	(396,036)	(395,283)	(752)
Net Contribution from Income Generating Activities	1,790,845	2,476,608	1,709,726	766,882	2,425,956	2,429,820	(3,864)
Net Shortfall before DoC funding	(1,697,871)	231,916	(1,090,081)	1,321,997	(340,668)	(331,309)	(9,358)
Drawdown from DoC grant / other DoC	500,000	0	500,000	(500,000)	600,000	600,000	0
Shortfall for period	(1,197,871)	231,916	(590,081)	821,997	259,332	268,691	(9,358)

St Raphael's Hospice
Meeting of the Clinical Quality & Governance Committee
Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX with video call
access
At 10:00 on Friday 2nd May 2025

Members: Dr Carrie Chill – Trustee & Committee Chair (CC)
 Alan Cogbill – Trustee & Committee member (AC)
 Bernard Marley – Trustee & Committee member (BM)
 Norman McWhinney – Board Chair & Committee member (NM)

In attendance: Rebecca Trower – Joint CEO (RT)
 Alex Rudkin – Director of Quality and Governance (AR)
 Anna Machin - Governance (AM)

Agenda item	Action	Responsible	Timeline	Ref.
4. Clinical risk register	Bring further update and data on staff morale and retention to next two meetings, including Birdsong survey outcomes in autumn	Becca Trower, Alex Rudkin	July & October 2025 Committee meetings	02.05.25/01
5. Clinical action plan	Share further data on proportion of joint patient visits	Alex Rudkin	July 2025 meeting	02.05.25/02

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting. Apologies were received from Francis (new IPU Lead) who would join the next meeting, and Nick Stevens did not attend as the meeting is held on a non-working day. The meeting was confirmed as quorate.

2. Review of minutes from 17th January 2025 Clinical Quality & Governance Committee meeting, Actions List and update on matters arising

The minutes of the previous meetings were approved as an accurate record of proceedings, and the matters arising considered as follows:

- Invite IPU Lead to CQ&G meeting and future Board – to join the next meeting.
- Draft letter of thanks to Community and clinical teams – this action was completed soon after the previous Committee meeting.
- Report back on data on confidence around prescribing – having looked at the variation in medical and non-medical prescribers, it was confirmed that this discrepancy in the data was driven by non-medical colleagues prescribing more on weekends, and this was not a cause for concern.

3. Evidence of Excellent Practice Register

The Committee highlighted the positive feedback in particular from trainees working closely with the Hospice. Becca Trower drew attention to feedback from April on a particularly complex case which showed strong working across the Community and IPU teams, and the on-site wedding.

4. Clinical Risk Register

Dr Naomi Collins shared an update on Consultant recruitment, with a few potential options having arisen including through either Locum cover or a future permanent candidate. A discussion will be held internally around communications back to candidates to take the fairest approach possible, with relevant HR advice, to ensure that an individual is appointed who is suitably motivated and qualified for the role. The potential option for a Clinical Fellow could also be explored. More information was shared on the potential applicants' experience and prior engagement with the Hospice. The Committee advised that subject to input from HR and also budgetary considerations, a fixed term Clinical Fellow could be a potential route, whilst interviewing Consultants in tandem including consideration of a Locum post, to allow a broad range of options around the way forwards and some flexibility around potential start date.

The Committee also asked Dr Naomi Collins on behalf of the Consultant team, if the options would be sustainable from a perspective of providing medical leadership to the team and capacity. Overall, it is expected that this route would be feasible, subject to further discussion with Dr Gaby Tamura-Rose. However, it was noted risk on stretch and capacity would remain, should one of the Consultants be unavailable due to illness or unforeseen circumstances.

The complaints log was considered next, and the Committee reflected on whether or not the higher number of clinical complaints was driven by internal capacity being tighter following the restructure, or whether this was not related. Becca Trower shared that the team would reflect that there is stretch but not necessarily at much higher levels than for example, this time in the prior year. Dr Naomi Collins echoed that no colleagues have left the team and therefore retention is not a concern, and that whilst referrals had increased, this has now levelled off. Certain days are very responsive but on others, it feels more level. There has been no theme in feedback of patients taking too long to be seen, however there is ongoing stretch across all services and the Hospice has to be clear on its remit, compared to other services both on a day-to-day basis, and in external meetings with those stakeholders.

The Committee next requested to speak about staff morale on the Community team, which is lower than would be hoped. This is in part driven by certain staff continuing to feel unhappy with the restructure and focus of cuts within this team, and this can have a knock-on impact on morale of their colleagues. A range of offers are made to the PsychoSocial team to help with morale, however it is also recognised that a small number of colleagues could be feeling over-extended due to the nature of their work. The next staff survey would be important to gauge team morale, and it was confirmed that this would be undertaken in September to coincide with Birdsong benchmarks, and with more in-house HR capacity now in place. The outcomes would be reported at the October Committee meeting and Board. Alex Rudkin would aim to bring together some further information/ data around morale for the next meeting in the meantime.

There were no further changes to the risk register, and a comment was made around continually prioritising data protection and cyber security practices and potentially sharing these into the sector. The Committee next asked if any new risks were anticipated to be arising to be added to the register, and there were no new risks raised at this stage.

5. Clinical Quality & Governance Report inc Clinical Action Plan

The Committee noted that a new Counsellor is in post in the PsychoSocial team, and progress made on key goals for the year across service areas. The Committee commented on the overall proportion of visits with two colleagues, as part of monitoring workload (but balancing with safeguarding considerations), and Alex Rudkin would follow up at the next meeting with more data.

In relation to the decision to open the current level of 10 IPU beds, it was confirmed that this is driven by financial considerations as the constraining factor, as the Hospice would not struggle from the perspective of staffing additional beds. Becca Trower confirmed that this is constantly under review and the IPU team would hold appetite to increase, but this is always balanced with cost and safety considerations. It was confirmed that the Education team are achieving a strong amount of output and support to colleagues despite the reduced hours following the restructure, and a key barrier for external-facing training is engagement from nursing home staff. The Committee thanked the medical team for their continued work and leadership, including during this period of the vacancy in the Consultant role.

Looking at the data and progress updates, Alex Rudkin shared more information on the EMIS actions and continued sharing of data with GPs. Assurance was given that audit and research programmes are on track, with the full 2025/26 programme of work set out for the year ahead. The Committee were asked to note two instances of poor patient behaviour towards staff, and were firm in endorsing that no staff member should suffer in relation to a patient. In relation to the complaints log, the IPU Lead was able to bring the first, unfortunate complaint to resolution with apologies shared to the family. The second complaint did involve some challenging conduct from the complainant that contributed to the issue. The third complaint was subject to a detailed discussion on support for the patient. Further information was noted and discussed.

6. Committee Terms of Reference

These would be circulated in follow up.

7. Minutes of internal meetings and audit reports

The Committee noted the minutes of internal meetings provided for information, and background was given to the ICB weekend activity which provided funding for shifts for two CNS, and analysis around support given around this offer. Information was shared on a potential further funding stream. The percentage increase in ICB funding is yet to be confirmed. The VOICES report 2024/25 will be shared to the Committee as soon as it is received.

8. Safeguarding Update

There were no significant concerns to report and Alex Rudkin confirmed that there had been relatively low numbers of safeguarding issues/ referrals in the last quarter. Issues primarily relate to patient self-care, and assurance was given that the team are trained and responsive in relation to flagging and identifying concerns.

The Committee were updated on a recent major incident (of which key Trustees had immediately been notified) with emergency services call out, and the IPU shut down, when suspicious white powder, which was flour (but if dangerous would have had potential for contamination) was sent to the organisation by post as a tracked parcel. There is an internal working group now on emergency response planning to develop internal processes and the Business Continuity Plan further, to integrate learnings. The police response on the day was also not as comprehensive as would have been hoped. Relevant statements have been made. The Committee expressed the difficulty for the Hospice team in responding.

9. Any Other Business and Dates of future meetings

There were no items raised under Any Other Business. The date of the next meeting was confirmed as Friday 11th July 2025 from 10am-12pm (subject to a potential change to accommodate Trustee availability).

The meeting ended at 11.45am.

Approved.....

Date.....

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 6th May 2025

Members: Alan Cogbill (AC – Trustee)
Steve Chambers (SC – Trustee)
Ed Cook (EC – Co-opted Committee member and Board Advisor)
Paul Holmes (PH – Trustee – virtual)
Sr Kathleen O'Reilly (KO'R – Trustee – apologies)

In attendance: Nick Stevens (NS – Joint CEO – NS)
Rebecca Trower (RT – Joint CEO – items 1-4 - virtual)
John Groom (JG – Director of IT & Estates)
Alex Rudkin (AR – Director of Quality & Governance)
Neena Vadgama (NV – Head of Finance)
Anna Machin (AM – Governance – virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
8. Financial policies	Bring update on financial policies money laundering processes to next meeting	Nick Stevens, Neena Vadgama	For July meeting	06.05.25/01

The meeting commenced at 14.00pm

1. Welcome, apologies for absence and declarations of interest

Alan Cogbill welcomed Committee members and colleagues to the meeting. Apologies were received and accepted from Sr Kathleen O'Reilly. There were no declarations of interest from Committee members in relation to items on the agenda.

2. Review of minutes from 11th March 2025 Committee meeting & matters arising

The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings by the Committee, and the actions log was noted.

3. Actions list and matters arising

Actions were complete, aside from the further development of money laundering procedures which was currently in progress.

4. Finance report

4.1. 2024/25 latest estimate on final financial position – Nick Stevens and Neena Vadgama shared the latest estimate for the prior financial year of a surplus of £232k before draw-down from the income from the Daughters of the Cross (DoC) – compared to budget shortfall of £(1,090)k. This was in particular driven by very strong income within the second half of the year, and cost controls throughout the year.

Within recent weeks. £0.25m in legacies has been confirmed, which means that the annual target for legacies was met. The restructure was initiated earlier than had been reflected in the budget, and therefore savings started to show through from autumn 2024. Gift Aid data analysis from the new database manager has been very comprehensive, leading to c. £130k one-off income. In terms of fundraised income, budget lines were on or ahead of budget aside from Community, and fundraising spend was £100k lower than budget (and that amount has been carried over to the current year).

Net Lottery income was on target (with income and expenditure both slightly below budget), with resource put towards new sign-ups during the year – but no bumper draw was delivered. Retail hit budget overall in relation to income (with some shops above target, and others below) and costs controlled very well, significantly boosting the overall contribution to net income.

The Committee noted the updated forward projections on reserves and cashflow, and the improved forecast based on this strong out-turn.

The PO number has been received from the ICB for funds owed, but the % increase in funding for 2025/26 is not yet known. The Committee were apprised on potential changes in ICB structure and leadership.

- 4.2. 2025/26 initial update and budget finalisation** – There are no significant changes to report, aside from the components of Lottery income and costs (section 4.4). It is anticipated that there will be continued pressure on costs, including staffing once pay settlements are known. However, there are already positive signs around fundraising in some budget lines such as major donors. The budgeted net shortfall before DoC funding is £330k (the underlying shortfall, without the government grant income, is £750k).

It was confirmed that the Wimbledon Park shop is the priority for closure, with re-assignment of the lease factored into the budget, and one further potential shop site one further potential shop site is budgeted to be opened towards the end of this calendar year. In parallel, a further site will be identified, with the target of opening at the start of the next financial year in spring 2026.

- 4.3. Hospice UK funding spending plans** - The Committee noted the spend on IT/ digital equipment from the first 25% of the grant that was received at the very end of the 2024/25 financial year. John Groom shared more detail on the plans for the second and final 75% tranche that will be spent during 2025/26 with priorities including a new website, drug store refurbishment and the potential building work on-site. Contractors can be identified to work to the required timeframes, but planning permission would be the main limiting factor around possible options.

- 4.4. Lottery plans** - Following further reflection with the Board in March, the Lottery proposal was not pursued and an approach to running this in-house has instead been integrated into the budget. It was confirmed that there was a minimal net change to the Lottery projections for 2025/26 based on the steer to move in-house rather than move to the external provider Hospice Lottery that had previously been discussed by the Board, as both the anticipated income and expenditure would both be higher. The focus is now on team recruitment and implementation including canvassing and outreach. The attrition rate is differentiated between existing and new players, and aligns with current actual figures, which it is therefore expected are an accurate guideline.

5. External auditor on-boarding

Crowe have made a strong start in engagement with a set of on-boarding questions shared to the Hospice, and a more detailed planning meeting scheduled soon. This includes financial policies flagged to be shared, or developed (for example, on journalling, assumptions on legacies within in-year financial reports, or reflection of in-kind rent from DoC).

Neena Vadgama confirmed that the core elements of the audit programme were in line with expectations, with some new systems being used. There have been no issues identified in the handover from haysmcintyre.

Assurance was given that the timetable will still work to bring accounts to the October meeting for approval. The audit will primarily be held on-site which is the preference of both the Hospice and the firm. An exception to Hospice UK grant funding policy has been put in writing, to state that St Raphael's does not need to have accounts signed by September in order to secure the 75% grant, but rather that October will be acceptable.

6. Non-clinical governance and estates

John Groom confirmed that the final deliverables relating to moving into the cloud have been wrapped up well. St Raphael's is grateful to receive the funding for IT devices from Hospice UK. Benchmarking is underway to explore using Microsoft Teams for calls, to replace the current VoIP system that was implemented in 2014 and is more outmoded. The hearing aid loop system and video call software is working well. The hospice front wall is now fully repaired. There was a major incident on-site with a package sent to the Hospice containing white powder, which has also been reported to the Clinical Quality & Governance Committee, and a full set of 'lessons learned' has been put in place around this (for example, updates to the Major Incidents Policy and evacuation plans to integrate reflections). The police are investigating the incident, and may be able to track the sender of the parcel through recorded delivery.

Alex Rudkin presented the non-clinical corporate governance report, confirming that the toolkit on data matters is in a similar format to the prior year. Health and safety initiatives continue in line with the annual cycle. There are no significant incidents to note since the last meeting, aside from the aforementioned major incident, and then the low-level thefts in the shop. No external notifications have been required from incidents other than the major incident.

Complaints in 2024/25 were predominantly linked to Retail activity, and there have been a few more Clinical-focused complaints during the year-to-date that have been discussed in detail at the Clinical Quality & Governance Committee. The Committee discussed the balance of skills in-house, for example in relation to fire safety, that are gained through engagement with auditors but with value continuing to be seen in the external re-assessments. The team have also assessed priority plans for replacement of fire doors, with new IPU doors having been installed. Hospice UK funding may be put towards this, dependent on other capital priorities.

7. Committee Terms of Reference

The Committee reviewed the proposed updates and recommended to the Board.

8. Timeline for circulation: Financial Delegated Authorities; Money laundering processes

Nick Stevens tabled the financial authorisation levels, and spoke through the rationale for the changes for approval levels. The Committee recommended this to the Board for approval, subject to final drafting changes. An internal meeting has been held around the principles around the money laundering processes, and would be brought to the next meeting.

9. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The date of the next meeting was confirmed as Tuesday 15th July at 2pm.

The meeting ended at 3.25pm.

Approved.....

Date.....

St Raphael's Hospice
Minutes of a Meeting of the Income Generation & Communications Committee
Held at St Raphael's, London Road, Cheam, Sutton, SM3 9DX
At 11am on Tuesday 6th May 2025

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

In attendance: Nick Stevens – (NS – joint CEO)
 Rebecca Trower (RT – joint CEO)
 Kate Billingham Wilson (KBW – Director of Fundraising & Communications)
 Sara Jane Harris (SJH – Commercial Director)
 Anna Machin – Governance (AM - virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. Fundraising and Communications update	Share visual documents from Hospice rebrand to Committee	Kate Billingham Wilson	Immediate	06.05.25/01
6. Income Generation update	Support in identifying potential relevant firms that support aspects of Lottery activity	Grahame Darnell	May 2025	06.05.25/02
7. Departmental risk register	Develop risk register	Kate Billingham Wilson, Sara Jane Harris, Bernard Marley	For July 2025 meeting	06.05.25/03
9. Terms of Reference	Update based on Committee feedback	Anna Machin	Immediate	06.05.25/04

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting. Apologies were received and accepted from Sr Veronica Hagen, and the Committee discussed ways in which DoC are kept updated on Hospice and fundraising activities. The meeting was confirmed as quorate. There were no declarations of interest in relation to items on the agenda.

2. Review of minutes from 17th January 2025 Committee meeting

The minutes of the meeting were reviewed and approved as an accurate record of proceedings.

3. Actions List and update on matters arising

The actions list had been reviewed in full at the prior meeting, and actions from the prior meeting were complete, or on this meeting agenda.

4. Fundraising and Communications update

Kate Billingham Wilson shared the 2024/25 year-end figures, with the team having achieved a position of £589k above budget, exceeding targets across a range of budget lines aside from Community. Income for 2025/26 is already above target, including with the major donor figure already met. The brand refresh has been 'soft launched' and will be implemented further within the next fortnight, with visuals to be circulated to the Committee.

The Committee congratulated Kate and the team on the strong year-end position, and asked for the drivers behind the successful major donor work. It was confirmed that this is driven by the major donor strategy, with more stewardship and engagement, with more work now being done to segment major donors. There has also been more external awareness of stakeholders around funding needs within the Hospice sector.

The team received assurance that new colleagues had settled well within the team under the new structure, with good cross-working. The Committee also enquired about the link with the Clinical team, and Becca Trower confirmed that this continues to strengthen, for example to deliver a recent wedding for a patient.

The Committee also commented on the revitalised work to increase brand awareness in the community for example on local buses, outside the Hospice site, and with a proposal submitted to change the name of the local bus stop. Kate Billingham Wilson also updated that more focus is going into communications KPIs, including through social media and visibility in the community with support from an external company – and how this translates through into action.

The wider funding environment was also discussed, in relation to how messaging on the ongoing funding crisis affecting all hospices in the sector would be sustained. The focus is now on raising knowledge amongst supporters of the range of ways in which the Hospice's services are offered as a positive message (for example, PsychoSocial support). The team are cognisant that individual donor income was received during 2024/25 through the door-drop and supporter awareness of the restructure, that is not guaranteed to reach the same quantum this year, and therefore donor stewardship is key. More information was shared on relationship-building with Hospice UK, and messaging around the capital funding to the sector. Whilst it was recognised that the breadth of communications coverage would not be sustained to the level of autumn 2024, the Communications team can remain on the front-foot through keeping a watching brief on sector developments, and keeping key PR/ press contacts warm.

5. Standing item - ICB income; NHS consultation

Nick Stevens confirmed that no further information has been forthcoming from the ICB despite initial indications that an outcome on the percentage increase in core funding would be received by the end of the financial year. It is expected that their current focus is more internal, whilst changes in the ICB's own structure are undertaken. £30k was received towards home visits. The direction of travel around 'block financing' versus funding individual strands of activity was discussed.

6. Update on Income Generation activity

Sara Jane Harris updated on key statistics including the improvements in Gift Aid income with a goal to move from 25% to 30% in 2025/26, increases in the clearance store customer base, decreases in footfall for boutique and high street stores (which echoes national trends), and a year-on-year increase of 13,500 bags of donations. The Retail team met the overall budget for the 2024/25 financial year, with certain shops and Ebay not meeting target, whilst others exceeded such as Rosehill. Wimbledon Village reversed trends to end the year above budget. Whilst the income budget was hit, costs were £140k below budget, and this has delivered a strong net contribution, 80% above the plan.

A second potential tenant for the Wimbledon Park shop has withdrawn, but more bookings are set to view the space. The Hospice is running well-attended clearance events and benefits from the space available in St Bede's. This has also helped with fluctuations in the rag market. Looking ahead to the potential opening of new shops, spaces are being scoped in Kingston (which may be too expensive), Epsom and Tooting.

Momentum is being maintained with Lottery now that the report has been brought together, with all potential options being considered including in-house (which would not save costs to a large extent, but is projected to bring the same net income) and outsourcing. The components of what would be required to move in-house have been considered, including for example the need to identify a someone to lead a team comprising a few passionate volunteers, alongside comparison of 'cost per acquisition', so that full consideration can be given. Further options for relevant firms that may be able to support aspects of Lottery activity (e.g. Navigator) would be pursued with support from Grahame Darnell.

The Committee discussed ways in which volunteers can support more broadly (including Ebay), alongside the timeline for decision-making on the Lottery plans at the May Board meeting, to also feed in to the timeline for the Britevox contract. Nick Stevens confirmed that the budget now includes modelling for moving in-house at a set acquisition cost, with new players to be signed up from the autumn, including through payroll and Retail locations.

The Committee also noted the excellent cost control for Retail during 2024/25, which is also mirrored in the fundraising team. There have been 250k+ touchpoints from the Retail team (for some, this is multiple engagements with one person), which is a wide reach in the community. The Committee also noted the improvements in Gift Aid income.

7. Departmental risk register

This paper would be shared for the next meeting, with a full set of updates to be included as a priority. Bernard Marley could share comment in advance.

8. Standing item – retail incident report

There was an accident at the Wimbledon Village shop when moving an item that affected the volunteer, who received medical attention but did not need to go to hospital. All elements of the procedure were correctly followed and a 'lessons learned' reflection was held afterwards.

9. Committee Terms of Reference

The Committee were content with the proposed changes, to formalise these elements of oversight. An additional bullet point would be added on 'review of outcomes of communications activities, including driving fundraising, volunteering and Retail activities'.

10. Any Other Business and Dates of future meetings

There were no items shared. The date of the next meeting was confirmed as Tuesday 15th July 2025.

The meeting ended at 12.45pm

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

St Raphael's Hospice
 Minutes of a Meeting of the Board of Trustees
Held at 13:00 on 19 March 2025
at St Raphael's Hospice

Trustees:

Norman McWhinney (NM) (<i>Chair</i>)	Alan Cogbill (AC) (<i>Vice-Chair</i>)	Paul Holmes (PH)
Sister Veronica Hagen (Sr VH)	Grahame Darnell (GD)	Steve Chambers (SC)
Carrie Chill (CC)	Manjit Lall (ML)	Bernard Marley (BM)
Sister Kathleen O'Reilly (Sr K'OR)		

In attendance:

Rebecca Trower (RT) (<i>Joint CEO</i>)	Nick Stevens (NS) (<i>Joint CEO</i>)	Kate Billingham Wilson (KBW) (<i>Director of Fundraising & Communications</i>)
Naomi Collins (NC) (<i>Lead Consultant</i>)	Ed Cook (EC) (<i>Advisor to DoC & Finance Committee member</i>)	John Groom (JG) (<i>Director of IT & Estates</i>)
Alison Linwood (AL) (<i>Legacy & In Memory Manager – items 1-2</i>)	Alex Rudkin (<i>Director of Quality & Governance</i>)	Sara Jane Harris (SJH) (<i>Director of Income Generation</i>)
Jenny Wingate (JW) (<i>Governance</i>)		

Agenda item	Action	Responsible	Timeline	Ref.
4. Strategy	Feedback on presentation to Becca Trower	All Trustees	March 25	19.03.25/1
5. Lottery	Facilitate meeting with MD of a canvasser firm	Graeme Darnell/Kate Billingham Wilson	May 25	19.03.25/2
	Sub group to review findings – and report back to Fundraising Committee	Nick Stevens	April 25	19.03.25/3
7. Budget	Criteria for additional shop to be shared with Trustees	Sara Jane Harris	April 25	19.03.25/4

1. Welcome and apologies for absence

The Chair welcomed Trustees to the meeting, and there were no apologies shared.

2. Declarations of interest

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

3. Minutes of Board meeting held on 29th January 2025 & Actions List

The minutes of the previous meeting were reviewed and approved as an accurate record of proceedings, with all actions from that meeting having been completed.

4. Strategy discussion:

Becca Trower shared a presentation on the draft 2-year strategy for discussion. She began by explaining that the previous strategy had covered the period 2019-24, but that due to uncertainty about the wider funding and political context, it was proposed that the current strategy is set for two years to enable review should the context change. The Board had been involved in strategy planning since last Autumn, and what was presented now was a reflection of these discussions along with consultation and feedback from staff and leaders on values, priorities for focus, and St Raphael's mission and purpose.

As a result of this engagement, what was proposed included a reduction in the number of values to six from ten – five retained from the previous strategy, and a sixth added – that of compassion. Proposed values were therefore:

- Safety
- Respect
- Honesty and integrity
- Person-centred
- Teamwork
- **Compassion**

Further consideration was given to the current vision and mission, both of which were considered to need further review and streamlining.

The core of the draft 2-year strategy was the four priorities proposed through which the strategy would be shaped: our care; our community; our people; and our income. For each of these priorities, a statement of intent and how it will be achieved has been drafted along with examples of the work that St Raphael's would be doing to meet them.

It was intended that the strategy be a public facing 8-10 page document that is published on the website and that alongside this is developed a management plan which includes objectives and timeline to measure progress. The aim would be to publish this by end of April in the first instance.

Comments and questions were requested from the Board:

The Chair noted that there was a great deal in the document which might need further careful contemplation outside of the meeting – it was agreed that in addition to the discussion at the meeting, Board members should share subsequent comments with Becca Trower via email. The Board welcomed the overall direction and streamlining of the strategy and were pleased to hear about the engagement of staff in the development of this.

It was requested that the reference to 'paid-for' services was explained given the purpose of St Raphael's to provide 'free at the point of delivery' services. Becca Trower explained that any patient in receipt of clinical care receives a free service, but should a user access support through a different pathway, e.g. bereavement services, they would access a limited number of free sessions and then could be offered further sessions at a cost. Likewise, those who come to the Wellbeing Centre are asked for donations for complementary therapies, but it might be that consideration was given to charging after a certain number of sessions had been completed. Becca Trower emphasised that this concept was not a proposal at this stage, but something that might be considered given the funding needs.

Becca Trower was asked whether the 2-year strategy would be accompanied by an annual plan with KPIs. She agreed that KPIs would be developed whilst suggested that some would be harder to define than others at this stage.

Trustees agreed that the proposed strategy included a significant number of concepts and ideas for review to assess viability. They suggested this would be a fairly intensive process and that it would be important to prioritise actions, agree the order in which they would be focused on and what success indicators would be. Becca Trower agreed with this but also emphasised that much of what was in the plan was happening already and so could be built on, albeit it was important that each directorate was clear about what the year 1 and 2 priorities would be.

It was noted that collaboration with external partners was a core element of the strategy and Becca Trower was asked about this. She responded that due to the funding challenges over the last few years, the hospices had made great progress in working together and collaborating and this work would be built from a solid base that existed already.

Other more specific comments included:

- The extent to which there was a direct reference to quality within the priorities – Becca responded that this was implicit but agreed that it would be helpful to make this more explicit, for example by adding reference to CQC in the ‘our care’ priorities. It was also agreed that it might be important to test out whether terms were interpreted in the same way by those interested, e.g. did quality mean safety?
- The context setting is an important component of the strategy – the reference to the ‘new economic reality’ was crucial and should be potentially referred to in the strategic overview
- Was it possible to test out the ‘values’ with patients, families and supporters of St Raphael’s? **GD confirmed he could help with an online survey if that would be helpful**
- Agreed that compassion was an important core value given the roots of the organisation in Catholicism – this might be the value that sets St Raphael’s apart from others.
- Whilst three of the priorities are clearly outcome focused, the ‘our community’ one might need more consideration – whilst trustees agreed that community awareness and engagement was important, they also agreed that there was a need to be clear about the purpose of this and why it was being focused on.
- It was acknowledged that this process of reviewing and ensuring the right values are reached was something that might take longer and might continue alongside the two year strategy development

The Board returned to the matter of the strategy being only two years. Becca Trower suggested that the two years was a realistic timeframe as it was not possible to predict certain projects beyond this time, albeit they did not want to give anyone the impression there was any risk to the organisation by limiting the strategy to this timeframe. Trustees suggested that perhaps it could be a rolling strategy agreeing that there was no reason why the priorities would need to change at the end of the two-year period, but it would be helpful to try and visualise what would be different in two years’ time. They posed the question as to whether financial stability was the core issue that would impact on the organisation, but agreed that whilst this would be advantageous, it was not the sole focus.

They concluded by suggesting that consideration be given to using a matrix approach to show how the work and projects being proposed could support a number of the strategic priorities at the same time.

ICB update – it was confirmed that colleagues had met with the ICB in February who had confirmed that no additional funding would be forthcoming. A further update is awaited but given the recent government announcements and the likelihood of significant cuts at ICB, this is likely to be delayed. Nonetheless it was agreed that it was positive the proactive engagement from the ICB to St Raphaels is happening, and that there is such strong collaboration with hospices locally. Trustees considered whether there was a likelihood that key personnel would leave the ICB and new relationships need to be developed. It was agreed that this was a risk that needed to be considered as matters developed. There was also discussion as to whether approaches should be made to South East London hospices to bring them into the collaboration network given potential for working across the wider region. It was noted that good relationships were in place and that there were existing London CEOs and London Chairs’ group meetings which would be sufficient for now.

5. Lottery discussion

Nick Stevens updated Trustees on due diligence carried out by Kate Billingham Wilson and Sara Jane Harris following the proposed move to the Local Hospice Lottery from Britevox. In the light of their findings, leaders considered it important to bring the matter back to the Trustees for a review and a decision.

Trustees heard from Kate Billingham Wilson about their findings and concerns related to the potential risks arising from moving from LHL in the light of these. These included: limited flexibility about the model of ticket selling; potential for canvassing on behalf of St Raphaels as opposed to hospices; lack of contact directly with LHL canvassers; risk of being in direct competition with LHL should St Raphaels want to pursue promotion of regular giving; risk to the current low attrition rate amongst St Raphaels lottery player and the potential for further donations directly to the hospice once signed up to the lottery scheme. They also heard about some of the additional activities that could be done through Britevox to promote greater participation, e.g. with more 1:1 contact with players including birthday draws.

The Chair asked for questions and comments from Trustees:

It was queried whether in the context of recent media exposure signups to the lottery had increased. The media exposure has resulted in greater funds through donations rather than lottery subscriptions but through recent experiences, the team are focusing on reviewing the donations strategy to include more options including lottery subscriptions – these would not be possible should the lottery operation be outsourced.

Trustees welcomed the thorough due diligence analysis agreeing on the uniqueness of the St Raphaels audience and the multiple touch points that exist for individuals who might be involved in the hospice in a number of ways, e.g. lottery, regular giving, attending events.

There was recognition of the complexity in terms of the various touchpoints and advantages of this, but Trustees wish to understand what the perceived financial benefit of moving to LHL would be. Nick Stevens confirmed that this had been reviewed previously by Trustees and based on the attrition rates provided by LHL it was evident that the financial benefits from LHL were the highest, but since that meeting, greater clarity has been obtained of St Raphael's own attrition rates which are lower than those of LHL and which reduces the level of financial benefit from LHL. It was also the case that an inhouse model as opposed to Britevox might bring a level of financial benefits more in line with LHL over the longer term should the lottery continue to grow.

It was agreed how useful the modelling was and how at first sight, it appeared that LHL was the most profitable option by far. However it was important not to ignore feedback from users as shared in the due diligence paper. With regard to the option of inhouse canvassers, it was agreed it was important to be realistic about the ability to recruit and how feasible it would be to sustain the level needed – albeit this was a universal challenge and it might be that LHL would face a similar issue and St Raphael's more likely to be able to staff it locally. Graeme Darnell spoke of his experience of this suggesting the hospice should be of thinking they could compete with specialist canvasser recruitment companies. **He suggested that it would be helpful to have a conversation with the Managing Director of such an agency and offered to set this up.**

Trustees thanked colleagues for the research agreeing how important it was that this had been shared before a final decision was made. They suggested there were important factors to be considered prior to making the final decision and asked what action needed to be taken at the meeting. It was confirmed that Britevox would be happy to continue with St Raphael's until such a point as a decision had been made and so the lottery could continue whilst further consideration of options is done. **It was agreed that a short-term subgroup should meet to investigate the matter in more detail**, given the importance of balancing the potential financial benefits from LHL compared with staying with Britevox or moving inhouse. It was noted that the executive leaders were keen to consider the cost and potential of moving inhouse – this would be something that would be discussed by the subgroup.

Trustees commented on what a good example of cross department collaboration this piece of work had been.

Committee Chair updates inc minutes

6. 11th March 2025 Finance Committee Chair update & meeting minutes inc. external audit tender update – Alan Cogbill and Bernard Marley updated the Trustees about the recent meeting confirming that in addition to the lottery and the budget, both of which are on the agenda, they also discussed IT matters and approved the Anti-laundering policy. The Committee had been pleased to hear about increases in donations and income and considered that the budget proposed was robust, albeit there are always risks.

The Committee also discussed the need to recruit a new external auditor given the departure of the current partner from haysmcintyre. The company had offered another partner, but given the change in personnel, it was agreed that it would be timely to conduct a tender process. Three possible options had been identified, two of whom had been interviewed that morning by **Ed Cook, Nick Stevens and Alan Cogbill**. The interview panel were clear in their preference and were recommending Crowe to be appointed on the basis of service, expertise, creativity, and comparable price.

The Board of Trustees accepted the resignation of the partner at haysmcintyre and approved the appointment of Crowe to be the new auditor for St Raphael's Hospice.

The Chair added that in relation to proposed stretch income generation target in the budget for next year, they had asked to see a clear plan of how this ambitious target would be achieved.

Trustees asked how leaders could be confident that the recent increase in donations was not merely due to the publicity campaign. It was agreed that some of the increase would have related to the publicity but there were other longer term expressions of interest which were likely to provide assurance of regular donations, for example interest from a local company who wished to support in a number of ways.

The Chair of the Income Generation Committee stated that he had reviewed the fundraising lines in the budget and had a number of questions. These particularly related to the confidence levels behind some of the projections. He added that one should be wary of adhering to a stretch target despite the excellent job done last year. It was agreed that these questions and points might be helpful to have as a standing item on the Income Generation Committee agenda so they could be reviewed regularly.

It was noted that the five-year grant from City Bridge has shaped the projection for trust funding. Kate Billingham Wilson confirmed that there were ongoing conversations about strategies for fundraising that a good level of confidence around plans to increase income through fundraising. It was also noted that there was flexibility on spend built in for next year – in-year reviews would be important in keeping track.

Finally, the Daughters of the Cross were thanked for their recent gift in kind.

7. 2025/25 Budget and Month end accounts

Trustees welcomed the RAG report for year-end Feb 25, noting that it was almost uniformly green which was positive given the challenging year and testament to all the hard work from staff. The red related to the lottery income is explained by the delay in starting the campaign and there being no bumper draw. Trustees also welcomed that the cost aspects were below budget in all areas.

Trustees commented on how remarkable the last 5-6 months of donation income had been noting that 'In memory' donations were up 8% in the first 6 months and then up by 60% in last five months which is unprecedented. Nick Stevens alerted the Board to the fact that, whilst legacy donations are green this month, unless there is a large donation in March, it is likely to become red again.

Nick Stevens presented an outline of the 25-26 budget and beyond noting that the draft budget for 25/26 projects projected a surplus of £269k after the drawdown from the DoC grant of £600k. The shortfall ultimately is predicted to be a deficit of £701k for 25/26 when DoC and Government grants have been taken into account, with this projected to fall to £175k deficit in 26/27 and then a surplus of £138k in 27/28 marking a transition to a solid sustainable future. He spoke through the assumptions and the potential uncertainties (see presentation) adding that there would be a need to update the budget line related to the lottery given the decision not to move to LHL yet.

Trustees raised a number of questions and comments.

Consideration was given to the flexibility around how capital grant can be spent and how specific the criteria was. It was noted the Crowe, the new auditors had agreed that there could be some flexibility around this which would be helpful moving forward. Nick Stevens was asked about the potential disjuncture between a two-year strategy and a 4-5 year budget. He explained that the budget was set out over the longer term in order to be able to stretch the budget over several years and demonstrate how sustainability could be reach in the longer term. It was agreed that reaching financial sustainability was an important facet of the strategy but that it was not a concern that the timeframes were not aligned as long as financial sustainability was considered within the strategy – and this was the case in strategic priority 4. It was suggested that the fundraising strategy should be emphasised further in the strategy to reflect the sustainability plan.

Trustees noted that opening another shop was within the financial plan. **It was agreed that Sara Jane Harris should share the criteria for what she was looking for in case Trustees could help.**

Having reviewed it, the Board of Trustees approved the budget proposed.

8. Agreement of next steps, Any Other Business & Date of Next Meeting

The date of the next meeting was confirmed as Wednesday 14th May 2025.

Signed:

Date:

Strategy Update

Over the past few months, the Executive Team has been looking at developing a new two-year strategy.

Our previous strategy – EVE (Excellence, Visibility and Engagement) was developed for 2019-2024 and so much has changed in that time.

Therefore, we have decided that our next strategy will be for two years, allowing us to build upon it, year on year so that we are responsive to an ever-changing health and social landscape.



Towards the end of last year, we asked you, our staff and volunteers, to participate in a survey so that we could learn about what is important to you when thinking about our organisation. There were questions about our values as well as what we should focus on over the next few years.

We had a great response – our existing values were whittled down from ten to five, and a new value was proposed: **compassion**. We will continue to review and work with our values to make them more user-friendly and so that they reflect who we are as an organisation. We will then embed them into everything that we do – more to follow. 😊

We then took your top priorities for our future and distilled them into four themes:

Our Care : Maximising our Impact and Quality

Our People: Empowering our Staff and Volunteers to Excel

Our Community: Championing our Vital Role

Our Funding: Securing a Sustainable Future



We are now considering each of these four themes and what we will be doing specifically to take these forward.

Examples include:

- Strengthening our bid for more NHS funding through using our data to demonstrate the savings we make for the NHS,
- Reintroducing outpatient clinics
- Reviewing how we use our beds to ensure we support as many people as we can at the right time and in the right place.

We are exploring how we use digital means to increase our fundraising and support our marketing, for example through a new website and more donation points in the community.

We are considering ways to use our space and grounds to help our community get to know us a little better. This might include letting some of the rooms in St Bede's at weekends and during the evenings or holding more events on site.

We also want to support you: our staff and volunteers, ensuring that you have the right skills and support to fulfil your roles. Examples include creating a staff intranet to boost internal communication and help you to feel motivated and engaged, and celebrating the diversity of our teams by sharing personal stories in newsletters and on social media etc.



We will use our specialist software to identify new retail opportunities and target communities with a focus on specialist stores such as a superstore. And we are exploring possibilities for some paid-for services for those service users other than our patients, such as complementary and talking therapies.

There are many more examples and these are just a few. The strategy is flexible and will evolve as we move ahead. Above all we need to remain **ambitious, responsive and sustainable**.

Please do keep talking to us about where you feel we can improve – the strategy belongs to everyone.

Thank you.





Terms of Reference for Clinical Quality & Governance Committee

St Raphael's Hospice

Scope of Committee remit

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

Committee membership and composition

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

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

Role and responsibilities of the Committee

12. Subject to the provisions in the charity's Articles of Association, the members of the Clinical Quality & Governance Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:
- Receive assurance on the delivery of the Clinical Action Plan on an annual basis in accordance with Hospice's strategic objectives.
 - Receive assurance on the quality and safety of any service development or re-design.
 - To receive reports on progress against key clinical quality and governance objectives in the Hospice's annual Management Plan.
 - Receive assurance that the key critical clinical systems and processes are robust, safe and effective. These systems will include, but are not limited to, clinical leadership, staffing, competency, activity, learning/ education, incident management, complaints, audit, and effective. They will also encompass the Patient and Service User Experience, compliance with the CQC Fundamental standards of quality and safety, Electronic Patient Record (EPR), Research and Development and Medicines Management.
 - Receive assurance that safe and effective person-centred care is being delivered and will do this by:
 - Receive reports on clinical quality across the Hospice.
 - Ensuring mechanisms are identified to enable all clinical teams to review performance in line with national benchmarking and evidence-based practice and review/agree subsequent action plans.
 - Receive assurance that that new clinical systems are implemented within a framework of robust clinical governance, improve patient care and experience.
 - Receive and review minutes from the Hospice's internal Clinical Committees.
 - Conduct in-depth review of the Clinical Risk Register.
 - Receive progress reports on the Clinical Quality & governance section of the annual Management Plan.
 - Receive a standing update on Safeguarding including referrals to any external agencies.
 - Monitor risks relating to clinical staff wellbeing and capacity.
 - Receive information on patient and stakeholders feedback including through the VOICES survey and Medical Examiner report.
 - Review the Evidence of Excellent Practice Register.
 - Review Clinical Key Performance Indicators (KPIs), data and information on Clinical Complaints.
 - To review and approve/ recommend to the Board other related clinical reports or publications as agreed.
 - To consider how the Hospice contributes and is part of the wider health and care system.

- Have delegated authority to review progress and take decisions within a framework approved by the Advisory Board and linked to the annual business cycle.
- Assisting the Board identify the Hospice's major risks in relation to clinical quality and governance, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.

Access

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

Committee Meetings

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

Reporting

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

Renewal

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

Date of last approval: ~~April-May 2025~~4. Date of next renewal: ~~April-March 2026~~5.

Terms of Reference for Finance & Resources Committee

St Raphael's Hospice

Scope of Committee remit

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

Committee membership and composition

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

Role and responsibilities of the Committee

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

Financial

- To review the long-term strategic financial plans of the Hospice and undertaking detailed review of the annual, and multi-year, financial plan and budget ([including cashflow and reserves](#)), to make recommendations thereon to the Board of Trustees.
- To receive reports on progress against key financial objectives in the Hospice's annual Management Plan.
- [Regularly review performance against plan and budget.](#)
- [Receive updates on funding from Integrated Care Board \(ICB\).](#)
- Take responsibility on behalf of the Board for overseeing all financial aspects of charity operations, so as to ensure short and long-term viability.
- Approve, within limits agreed by the Board through the Financial Delegated Authorities, expenditure of a significant nature on new initiatives.
- Approve any significant changes in accounting policies or practices.
- Establish, maintain and retain appropriate financial reporting and records.
- Ensure trading activities are in line with charitable status.
- Identify priorities for additional expenditure or for savings, in parallel to the Income Generation & Communications Committee focus on profitability of fundraising and retail operations.
- Review the plans and requirements for Capital Expenditure and consider the fixed asset register from time to time, [including receiving updates on planned use of any capital-related grants/ recommending plans to the Board for approval.](#)
- Review longer-term forecasts of income and expenditure and approve the form of presentation of financial information.

Investment

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

Pensions

- To monitor and review the charity's pension schemes.
- To recommend to the Board of Trustees appropriate actions following any scheme valuations.
 - To consider if there are any notifiable events under the Pensions Act 2004.

Audit framework

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

External audit

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

Resources

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

Risk and assurance

- Assisting the Board identify the Hospice's major risks in relation to finance and resources, and developing appropriate approaches to risk management. This will include periodic reviews of the Hospice's corporate risk register and insurance cover.
- To investigate on behalf of the Board any financial or administrative matter which may put the charity at risk.
- To examine reports on special investigations and to advise the Board of Trustees accordingly.

- To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
 - To ensure there is coordination and good working relationships between external audit and any other review bodies that have been set up.
 - To encourage a culture within the charity whereby each individual feels that he or she had a part to play in guarding the probity of the charity, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Chair of the Finance & Resources Committee.
11. The Board may delegate additional powers to the Committee and these are to be documented. For example, the Board may delegate to the Committee powers to authorise changes in personnel named in the Hospice's bank mandates.
12. The exercise of delegated powers is to be recorded in the minutes of the meetings and, thereby, reported to the Board.

Access

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

Committee Meetings

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

Reporting

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

Renewal

23. The Terms of Reference will be [reviewed annually updated every three years](#).

Date of last approval: April 202[5](#)*4**. Date of next renewal: April 202*[6](#)*5**.*

Terms of Reference for HR & Remuneration Committee

St Raphael's Hospice

Scope of Committee remit

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

Committee membership and composition

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

9. The Trustees will appoint a Chair of the HR & Remuneration Committee, who shall be a Trustee.

Role and responsibilities of the Committee

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

Access

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

Committee Meetings

12. The Committee will meet at least four times a year. The Committee Chair may call additional meetings if necessary.
13. In line with the St Raphael's Hospice Articles of Association, the quorum for Committee meetings will be two Committee members, of whom one must be a Trustee.
14. Meetings may be held in person, or by suitable electronic means such as video conference.
15. Meetings of the Committee will normally be attended by the [Joint CEOs](#), Head of [HR People Services](#) and the Volunteer Services Manager will attend to present the Volunteer Services update. Other members of the HR or Volunteering team may be invited to attend or present.
16. Committee members may ask any attendees who are not members to withdraw to facilitate open discussion of particular matters.
17. Whilst the Committee is not a forum for the resolution or discussion of individual cases, there may be occasions when issues of a confidential or personal nature may be discussed. Unless this is clearly with the consent of the individual concerned, any discussion will ensure that no individual is able to be identified, and that as a general principle confidentiality is respected and maintained at all times.
18. Any votes will be undertaken in accordance with the provisions in the St Raphael's Hospice Articles of Association.

Reporting

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

Renewal

22. The Terms of Reference will be ~~updated every three years~~ [reviewed annually](#).
Date of last approval: ~~March 2024~~ [April 2025](#). *Date of next renewal:* ~~March 2025~~ [April 2026](#).

Terms of Reference for Income Generation & Communications Committee

St Raphael's Hospice

Scope of Committee remit

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

Committee membership and composition

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

Role and responsibilities of the Committee

9. Subject to the provisions in the charity's Articles of Association, the members of the Income Generation & Communications Committee take delegated responsibility on behalf of the Board of Trustees for the following high-level areas:
 - Provide feedback on the development of the fundraising, commercial and communications strategies, including contributing to an annual evaluation programme to establish all objectives are met.
 - Monitor and evaluate these strategies once they are adopted, [including understanding the interaction between the fundraising/ income generation and clinical teams.](#)
 - Receive reports on progress against key fundraising, commercial and communications objectives in the Hospice's annual Management Plan.
 - Receive updates on Fundraising and Retail Figures and progress towards targets, alongside relevant benchmarking information to help put performance in context.
 - Receive information on fundraising activities including community, corporate and trust fundraising; lottery [\(including relevant contracts and decisions on suppliers\)](#); and supporter care.
 - Lead on review of Retail performance, including consideration of opening in new locations and closure in existing locations in event that profitability does not meet expectations.
 - Receive assurance on profitability of Retail locations.
 - Ensure best practice is applied in all fundraising, lottery, retail and communications activities in line with the Charity Commission, National Audit Office (NAO), GDPR, HRMC and other regulatory bodies, [including through receiving relevant benchmarking information.](#)
 - Receive updates on the pipeline of existing and potential sponsors and funders.
 - Acknowledge support and financial help provided by sponsors/ funders.
 - Hold oversight of the Hospice's funding received from NHS sources, including the organisation's relationship with the Integrated Care Board (ICB) [through a standing item on each meeting agenda.](#)
 - Input into relevant PR statements for Hospice.
 - Assist the Board in identifying the Hospice's major risks in relation to fundraising, commercial and communications activities, and developing appropriate approaches to risk management, including through a departmental Risk Register.
 - [Receive updates on fundraising, commercial and communications team development and wellbeing.](#)
 - [Review outcomes of communications activities, including driving fundraising, volunteering and Retail activities.](#)
10. The Board may delegate additional powers to the Committee and these are to be documented.
11. The exercise of delegated powers is to be recorded in the minutes of the meetings and, thereby, reported to the Board.

Access

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

Committee Meetings

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

Reporting

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

Renewal

22. The Terms of Reference will be ~~updated every three years~~ reviewed annually.

Date of last approval: ~~October 2023~~ April 2025. Date of next renewal: April 2026 ~~March 2026~~.