

# St Raphael's Hospice

## Meeting of the Board of Trustees

To be held at St Raphael's Hospice at 11:00 on Tuesday 7<sup>th</sup>  
February 2023

### TO BE PRESENT:

#### Trustees:

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

**Joe Ryan** (JR)

#### In attendance:

|   |   |   |
|---|---|---|
| <b>Nick Stevens</b> (NS) ( <i>CEO</i> )   | <b>Kate Billingham Wilson</b> (KBW) ( <i>Incoming Fundraising Director – attendance TBD</i> ) | <b>Carrie Chill</b> (CC) ( <i>Board Advisor - apologies</i> )                                       |
| <b>Ed Cook</b> (EC) ( <i>Advisor to DoC &amp; Finance Committee member</i> )        | <b>John Groom</b> (JG) ( <i>Director of IT &amp; Estates</i> )                                | <b>Steve Molyneux</b> (SM) ( <i>Clinical Lead for Psychological Support Services) – Session 7</i> ) |
| <b>Diamond Naraviene</b> (DN) ( <i>Communications Manager) – Sessions 4 and 5</i> ) | <b>Alex Rudkin</b> (AR) ( <i>Head of Quality &amp; Improvement</i> )                          | <b>Cecilia Sasu</b> (CS) ( <i>Patient and Family Counsellor - Psychotherapist) – Session 7</i> )    |
| <b>Ruth Sorby</b> (RS) ( <i>Fundraising Consultant) – Morning sessions</i> )        | <b>Jenny Strawson</b> (JS) ( <i>Consultant</i> )  | <b>Gaby Tamura-Rose</b> (GTR) ( <i>Consultant</i> )   |
| <b>Rebecca Trower</b> (RT) ( <i>Clinical Director</i> )                             | <b>Sara Jane Woods</b> (SJW) ( <i>Commercial Director</i> )                                   | <b>Anna Machin</b> (AM) ( <i>Governance</i> )   |

1 - Purpose: Discussion/ Approval/ Policy/ Information

| Item | Description  | Purpose <sup>1</sup> | Lead                             | Timing        |
|------|--|----------------------|----------------------------------|---------------|
|      | Tea and coffee                                     |                      |                                  | 10.30 – 11.00 |
| 1.   | Welcome and apologies for absence                  | -                    | Norman McWhinney                 | 11.00 – 11.05 |
| 2.   | Declarations of interest                           | -                    | Norman McWhinney                 |               |
| 3.   | Fundraising Strategy – presentation & discussion   | Approval             | Ruth Sorby                       | 11.05 – 11.55 |
| 4.   | The Campaign                                       | Discussion           | Nick Stevens, Diamond Naraviene  | 11.55 – 12.25 |
| 5.   | The Bereavement Journey                            | Discussion           | Becca Trower                     | 12.25 – 12.55 |
| --   | <i>Lunchbreak</i>                                  | -                    | -                                | 12.55 – 14.00 |
| 6.   | Horizons   | Discussion           | Gaby Tamura-Rose, Jenny Strawson | 14.00 – 14.30 |
| 7.   | Wellbeing and Psychological Support including EDMR | Discussion           | Steve Molyneux, Cecilia Sasu     | 14.30 – 15.00 |

|     |  |                      |  |               |
|-----|--|----------------------|--|---------------|
| 8.  | T-Time, Any Other Business & Date of Next Meeting <ul style="list-style-type: none"> <li>Trustees composition, Committee membership and succession planning</li> <li>High-level discussion on 2023 Board schedule &amp; presentations from staff</li> <li>Multi-year financial outlook</li> <li>Financial Wellbeing Policy – for approval</li> <li>Fundraising &amp; Income Generation Terms of Reference – for approval</li> <li>Provider visit schedule – for sign up</li> </ul> | Discussion/ Approval | Chair; Joint CEO to join for part of T-Time discussion | 15.00 – 16.00 |
| 12. | Hospice visit and afternoon tea  | -                    | Chair  | 16.00         |
|     | Papers shared for information: <ul style="list-style-type: none"> <li>Staff Handbook</li> </ul>  |                      |  |               |

**Dates of upcoming meetings:**

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

# Fundraising Strategy at St. Raphael's Hospice

Ruth Sorby Consulting

Analysis conducted November 2022 to January 2023



# 1. Assessment of the Fundraising Opportunity at St. Raphael's Hospice



# 1. Assessment: External Analysis

- Due to resource limitations, this review focusses most heavily on internal analysis at St. Raphael's (SRH)
- External highlights reviewed from existing key strategic documents
- In addition, three impact areas are acknowledged which have come to pass since these reports were commissioned:
  - The war in Ukraine
  - The NHS in Crisis
  - Public support for charities

# 1. Assessment: Internal Analysis

| Name              | Title                                  | Name              | Title                            |
|-------------------|--|-------------------|----------------------------------|
| Lucy Ribaudó      | Supporter Care Manager                 | Diamond Naraviene | Communications Manager           |
| Lucia Heard       | Snr Community Fundraiser               | Ewan Lavender     | Digital Communications Assistant |
| Samantha Bourne   | Events Fundraiser                      | Natalie Theodorou | Content & PR Assistant           |
| Emma Burns        | Corporate Partnerships Manager         | Rebecca Trower    | Clinical Director                |
| Rose Wood         | Fundraising Groups Manager             | Simon Oliver      | Wellbeing Facilitator            |
| Shirley Illsley   | Trust Fundraiser (Contracted)          | Sarah Jane Woods  | Director of Income Generation    |
| Ginny Toubal      | Volunteer Services Lead (Hospice)      | Alan Cogbill      | Vice Chairman of Trustees        |
| John Di Palma     | Volunteer                              | Alex Rudkin       | Head of Quality & Improvement    |
| Sr Veronica Hagen | Chair: Daughters of the Cross, Trustee |                   |                                  |

In addition to Nick and Gail, sincere thanks to all interview participants for their time and enthusiastic engagement in this project.

# 1. Assessment: Fundraising Income

| <b>Full Year Donation Income (excl Legacies &amp; Gift Aid)</b> | <b>2017-18</b>    | <b>2018-19</b>    | <b>2019-20</b>    | <b>2020-21</b>    | <b>2021-22</b>  | <b>9.7 months to 25th January 2022-23</b> | <b>Revised 2022-23</b> |
|---|-------------------|-------------------|-------------------|-------------------|-----------------|---|------------------------|
| Appeals   | £128,845          | £77,371           | £82,756           | £167,263          | £157,462        | £152,565                                  | £155,000               |
| Challenge   | £155,238          | £88,792           | £115,914          | £35,697           | £49,034         | £74,870                                   | £80,000                |
| Community   | £152,016          | £163,234          | £187,687          | £99,699           | £82,901         | £123,272                                  | £135,000               |
| Corporate   | £97,778           | £120,766          | £105,393          | £109,163          | £125,596        | £110,321                                  | £125,000               |
| Events  | £63,474           | £54,469           | £66,327           | £13,120           | £33,573         | £29,647                                   | £30,000                |
| In-Mem  | £212,706          | £207,193          | £212,849          | £214,940          | £146,013        | £176,072                                  | £200,000               |
| Other/Gen Giving  | £84,470           | £114,023          | £87,303           | £68,476           | £59,248         | £69,757                                   | £75,000                |
| Regular   | £62,356           | £55,381           | £52,785           | £55,799           | £55,945         | £45,386                                   | £55,000                |
| Trusts  | £175,091          | £193,736          | £253,904          | £161,066          | £261,831        | £94,896                                   | £175,000               |
| Significant One-off   | £0                | £77,924           | £80,000           | £148,000          | £0              | £0  | £0                     |
| <b>Total Fundraising</b>  | <b>£1,131,973</b> | <b>£1,152,889</b> | <b>£1,244,917</b> | <b>£1,073,221</b> | <b>£971,602</b> | <b>£876,788</b>                           | <b>£1,030,000</b>      |



# 1. Assessment: Fundraising Team Dynamics

- Structure, roles, targets & skills
- Location and hybrid working
- Integration with wider team and external organisations

# 1. Assessment: Audience and Fundraising Proposition

- Demographics
- The Foundation of the Hospice
- The Case for Support
- Fundraising promotions

# 1. Assessment: Fundraising Mix (excluding Lottery & retail)

- Legacies and In Memory Giving
- Corporate
- Events and Challenge Events
- Community Fundraising
- Individual Giving, Appeals and Gift Aid
- Trusts
- Digital Fundraising

# 1. Assessment: Stewardship

- Supporter Journey

*A supporter journey includes everything from “the moment of discovery, through to research and consideration, the first gift, and finally to cultivating a lasting relationship based on trust, loyalty, and advocacy.”\**

- Bereavement Journey

\*CharityDigital.org.uk

# 1. Assessment: Policy

- Policy
- Procedure
- Legal agreements

## 2. Fundraising Strategy for St. Raphael's Hospice





## 2. Strategy: Team Performance

- Location
- Hybrid Working
- Integration
- Coaching
- Professional learning, training and development

## 2. Strategy: Strengthening the Fundraising Mix

- Legacies and In Memory Giving
  - Investment, strategy and recruitment
  - Remember a Charity Membership



## 2. Strategy: Strengthening the Fundraising Mix

- Appeals and Individual Giving
  - Major Donor fundraising
- Corporate
- Events
- Community Fundraising
  - Support Groups and Volunteers
  - Youth fundraising
- Trusts

## 2. Strategy: Strengthening the Fundraising Mix

- Leadership
- Financial Management

## 2. Strategy: Engagement

- Identifying the target audience
- The fundraising proposition
- Supporter and Bereavement Journeys
- Stewardship

## 2. Strategy: Policies and Procedures

- Ethical fundraising policy
- Privacy policy
- Review other policies and legal documents

## 2. Strategy: Staffing Plan

|   |                          |
|---|--------------------------|
| Legacy and In Memory Officer (or more senior role)    | Legacies                 |
| <b>Head of Communications</b>                         | <b>Communications</b>    |
| Appeals Specialist                                    | Communications           |
| <b>Head of Donor Care</b>                             | <b>Donor Care</b>        |
| Head of Donor Development & High Value fundraising    | Donor Development        |
| <b>Events and Challenge Events Fundraiser</b>         | <b>Donor Development</b> |
| <b>Community and Youth Fundraiser</b>                 | <b>Donor Development</b> |
| <b>Supporter Engagement Manager</b>                   | <b>Donor Development</b> |
| <b>Corporate Partnerships Manager</b>                 | <b>Donor Development</b> |
| Trust and Foundations Fundraiser (possibly part time) | Donor Development        |

## 2. Strategy: Year one Investment plan

|                                       |      |
|---------------------------------------|------|
| Coaching across teams                 | £15k |
| Training & Development                | £15k |
| Legacy investment                     | £30k |
| Donor Development activity investment | £20k |
| Supporter Insights                    | £10k |
| Photographer & design                 | £10k |

## 2. Strategy: Modelling the size of the opportunity

| Full Year Donation Income (excl Legacies & Gift Aid) | Revised 2022-23   | Possible Budget 2023-24 | Possible Budget 2024-25 | Possible Budget 2025-26 | Possible Budget 2026-27 | Possible Budget 2027-28 | Possible Budget 2028-29 |
|--|-------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Appeals  | £155,000          | £225,000                | £375,000                | £450,000                | £495,000                | £544,500                | £598,950                |
| Challenge  | £80,000           | £100,000                | £110,000                | £121,000                | £133,100                | £146,410                | £161,051                |
| Community  | £135,000          | £160,000                | £180,650                | £198,715                | £218,587                | £240,445                | £264,490                |
| Corporate  | £125,000          | £125,000                | £158,500                | £180,200                | £205,713                | £235,771                | £271,253                |
| Events   | £30,000           | £40,000                 | £50,000                 | £60,000                 | £70,000                 | £80,000                 | £90,000                 |
| In-Mem   | £200,000          | £225,000                | £250,000                | £275,000                | £300,000                | £325,000                | £350,000                |
| Other/Gen Giving                                     | £75,000           | £75,000                 | £90,000                 | £105,000                | £120,000                | £135,000                | £150,000                |
| Regular  | £55,000           | £75,000                 | £90,000                 | £105,000                | £120,000                | £135,000                | £150,000                |
| Trusts   | £175,000          | £200,000                | £244,080                | £288,282                | £332,611                | £377,069                | £421,661                |
| Significant One-off                                  | £0                | £25,000                 | £75,000                 | £125,000                | £175,000                | £200,000                | £225,000                |
| <b>Total Fundraising</b>                             | <b>£1,030,000</b> | <b>£1,250,000</b>       | <b>£1,623,230</b>       | <b>£1,908,197</b>       | <b>£2,170,010</b>       | <b>£2,419,195</b>       | <b>£2,682,405</b>       |
|  |                   |                         |                         |                         |                         |                         |                         |

# Fundraising Strategy for St. Raphael's Hospice

## Q&A



# Appendix: Peer campaign example

The screenshot shows a BigGive campaign page for 'Heat our Hospice' by St David's Hospice. The page features a green 'Match Funded' banner at the top. The main campaign graphic is orange and white, with the text 'HEAT OUR HOSPICE' and a sub-headline '...to keep our patients and their families warm, safe and comfortable.' The campaign has raised £75,336 towards a target of £75,000, with a progress bar at 100%. It is categorized as 'Hospitals/Hospices' and benefits 'General Public/Humankind', 'People With Disabilities', and 'Young People (18-30)'. The campaign is championed by The Reed Foundation and closed on 06/12/2022 at 12:00. Social media icons for Facebook and LinkedIn are visible at the bottom left.

**BigGive** Explore Campaigns For Charities For Funders Match Funding About Us R

< All participating campaigns

**Match Funded**

Hosbis Dewi Sant St David's Hospice

## HEAT OUR HOSPICE

...to keep our patients and their families warm, safe and comfortable.

[St David's Hospice](#)  
United Kingdom

### Heat our Hospice

Through the winter of 2022, St David's Hospice is set to receive the highest energy bills to date, with estimates predicting triple our budgeted costs. At the same time, our key supporters are facing their own financial challenges in their own homes and communities. Heating our clinical centres is not negotiable at St David's Hospice as we must keep our patients and their families warm, safe and comfortable.

f in

Amount raised **£75,336** Campaign target **£75,000**

100%

🔔 Opens soon ❤️ 119 donations

Championed by **The Reed Foundation**

**Categories**

Hospitals/Hospices

**Beneficiaries**

General Public/Humankind People With Disabilities

Young People (18-30)

🕒 Closed 06/12/2022, 12:00