

St Raphael's Hospice

Meeting of the Board of Trustees

To be held at St Raphael's Hospice at 13:30 on Wednesday 10th May 2023 (with lunch from 13:00)

TO BE PRESENT:

Trustees:

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

In attendance:

Nick Stevens (NS) (<i>CEO</i>)	Kate Billingham Wilson (KBW) (<i>Fundraising Director</i>)	Tracy Christmas (TC) (<i>Community Service Manager – Palliative Care CNS – item 3</i>)
Ed Cook (EC) (<i>Advisor to DoC & Finance Committee member</i>)	John Groom (JG) (<i>Director of IT & Estates</i>)	Alex Rudkin (AR) (<i>Director of Quality & Governance</i>)
Dr Gaby Tamura-Rose (GTR) (<i>Lead Consultant</i>)	Rebecca Trower (RT) (<i>Clinical Director</i>)	Sara Jane Woods (SJW) (<i>Commercial Director</i>)
Anna Machin (PM) (<i>Governance</i>)		

1 - Purpose: Discussion/ Approval/ Policy/ Information

Item	Description	Purpose ¹	Lead	Timing
1.	Welcome and apologies for absence.	-	Chair	1.30-1.35
2.	Declarations of interest	-	Chair	
3.	Board Presentation – Community team			1.35-1.55
4.	4.1. Minutes of Board meeting held on 22 nd March 2023 4.2. Minutes of Board meeting held on 26 th October 2022 (<i>shared via email to Trustees; not shared for approval in previous meeting</i>) 4.3. Actions List (<i>full review of actions arising from 2022/23 financial year</i>)	Approval	Chair	1.55-2.05
5.	CEO Report	Discussion	NS	2.05-2.30
--	<i>Break</i>	-	-	2.30-2.45
6.	Committee Chair updates & meeting minutes: <ul style="list-style-type: none"> 18th April 2023 HR 28th April Clinical Quality & Governance inc. update on selection of three 2023/24 objectives for inclusion in 2022/23 Quality Account 	Discussion	Committee Chairs	2.45-3.15

	<ul style="list-style-type: none"> • 25th April Income Generation & Communications inc. approval of Capitol House lease • 25th April Finance & Resources 			
7.	Update on latest estimated 2022/23 year-end financial position and update on 2023/24 financial projections			3.15-3.45
8.	Charity governance update – <ul style="list-style-type: none"> • Annual approval of Financial Delegated Authorities • HR Committee Terms of Reference • Clinical Quality & Governance Committee Terms of Reference • Income Generation & Communications Committee Terms of Reference • Finance Committee Terms of Reference • Approval of Manjit Lall as Speaking Up Trustee 			3.45-4.00
9.	Any Other Business & Date of Next Meeting	-	Chair	4.00-.4.30
10.	T-Time (trustee only session): <ul style="list-style-type: none"> • Confirmation of appointment of Chair and Vice Chair • Board recruitment timelines • Board skills audit template (<i>to be tabled</i>) • Provider Visits documentation (<i>to be tabled</i>) • Executive appraisal plans 	Discussion	Chair	4.30-5.00
11.	Hospice Staffing Structure 2023/24 (shared with HR Committee and provided to Board for information)	Information	-	-

Dates of upcoming meetings:

- Wednesday 19th July 1-5pm
- Wednesday 25th October 1-5pm

Community Team 2023

Tracy Christmas - Community Service Manager



One team

Hospice Point of Contact (HPOC)

1 permanent Band 7 + rotational CNS/Ps

Community Palliative Care Team (CPCT)

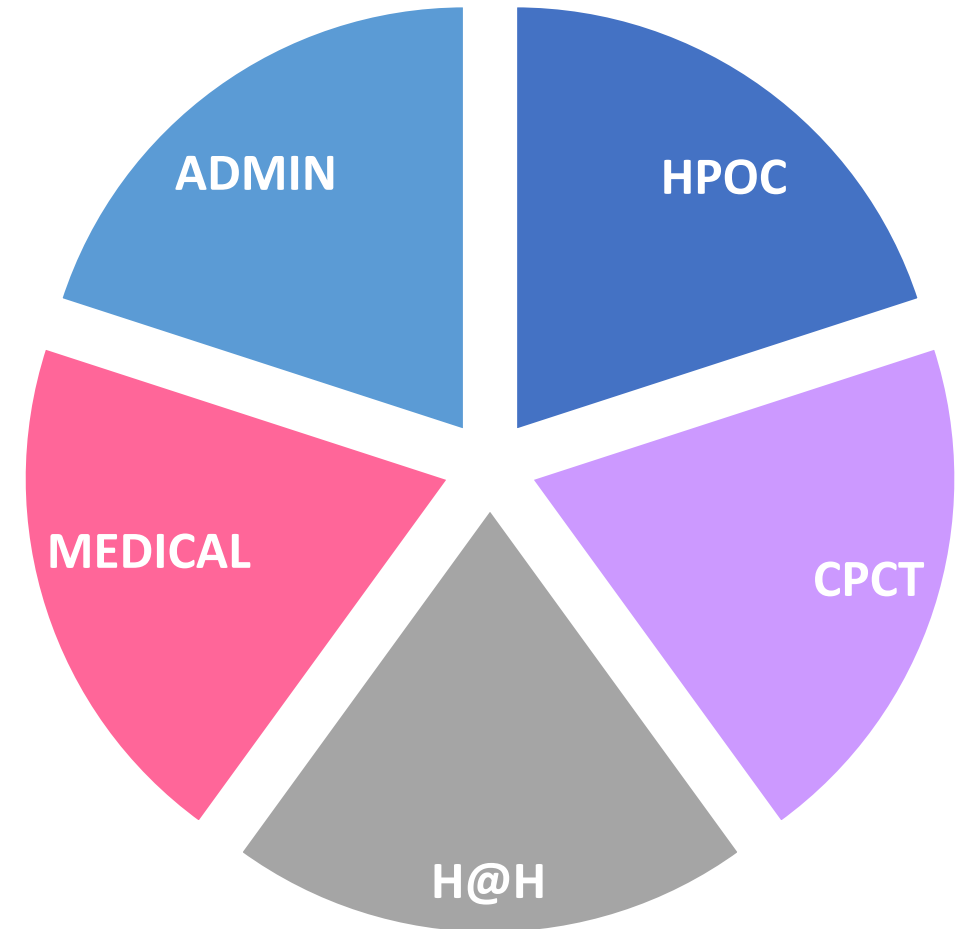
B8 - 34hrs pw, B7 13.9 FTE (17 person) of whom 7 NMP - (4 actively prescribing) and 2 CSP (paramedics)

Hospice @Home (H@H)

B6 28.5 pw, HCA 3.08 WTE (5 people)

Medical

1 permanent consultant, 2 rotational consultants, 1 rotating junior doctor



A lot has changed since we last met in in 2019....

Locality working

- ▶ Reduced travel times
- ▶ Increased continuity - helps with follow up of conversations
- ▶ Increased ownership, responsibility and job satisfaction

Locality Team Lead Roles

- ▶ Change and localities require steering
- ▶ Influencing and moving towards the vision
- ▶ Caseload management
- ▶ Lead by example - sharing team values/goals
- ▶ Supporting the Community Service Manager - appraisals

Locality reviews

- ▶ Opportunity for improved caseload management
- ▶ Sharing and learning
- ▶ Invite wider services - MEOLT / Sutton Hub

Hospice@Home

- ▶ Improved caseload management - allows more flexibility and visits
- ▶ Carer Support Needs Assessment Tool (CSNAT) introduced / training

Improving access to referrals

- ▶ Daily meeting with MEOLT / Sutton Hub
- ▶ Identifying patients for H@H (particularly in Merton where uptake is lower)
- ▶ Weekly SHH MDT
- ▶ Prison weekly MDT / Visiting prison policy / project group (HS/ NC)
- ▶ Presence at bi yearly Pan London & Surrey – Transition of young people to adult services and policy development

Two staff on triage and weekends

- ▶ Shared decision making
- ▶ Able to respond more easily - responsive visits
- ▶ Manageable workload

Increased Medical support

- ▶ Doctors desk in office
- ▶ More concerns are being discussed outside of MDT

Virtual reviews / meetings / OPC

- ▶ Offer flexibility / response
- ▶ Engagement

Then came the COVID aftermath.....

- ▶ Changed working models including GP
- ▶ Workforce fatigue
- ▶ Staff shortages - (DN's)
- ▶ Informal carers fatigued / burnout
- ▶ Late diagnosis / no or limited treatment options / increasing social and medical complexity of patients
- ▶ Increased mental health / anxiety
- ▶ Raised inflation / financial burden
- ▶ Speed restriction 20mph / Neighbourhood Roads / ULEZ
- ▶ Strikes



Team work make the dream work.....

Background

72yo gentleman known to RMHS - treated for metastatic gastric cancer. Disease progressing with no treatment options.

Wednesday

HPOC - received a telephone call from RMHS to advise of potential referral and gave background as patient had been declining referral and underplaying symptoms. Daughter encouraged patient to accept referral.

Thursday

Referral not received. HPOC chased up with RMHS. Referral received later in the day marked NON urgent.

Friday

Daughter phoned hospice in the morning concerned at her dad's deteriorating condition (pain, incontinent, unable to get out of bed). Patient was insisting he was going to the golf club the next day. Family very distressed and didn't wish patient to go to hospital or call 999. Discussed in the CPCT team and agreed urgent responsive required. Planned CNS visit with a H@H HCA (care maybe required). CNS arrived to the home (before 10am) London Ambulance Service (LAS) present - they had given morphine (ambulance stock). CNS recognised patient was dying and initiated advance care planning / established ceilings of care - all agreed CPR wouldn't be appropriate and patient wished to go to the hospice. H@H assisted with personal care CNS telephoned IPU - agreed they could admit immediately LAS transferred patient to IPU. RIP 18.30pm.

When it goes well



- ▶ Collaboration with referring hospital / HPOC recognised urgency though referral wasn't marked urgent and chased up referral
- ▶ Responsiveness - CNS / H@H at the home by 9.30am
- ▶ IPU had bed availability and staffing (medical and nursing) capacity to admit
- ▶ LAS present at the home and able to bring patient straight to hospice (normally average of 4 hour wait)
- ▶ LAS had medication available to administer and relieve pain (no opioid medication in the home)
- ▶ Hospice / LAS worked together with patient and those important - established Advance Care Planning (ACP) / Ceilings of Care
- ▶ IPU - Mouthcare with Whisky - favourite tipple

There are always frustrations.....

- ▶ Late referral of a rapidly deteriorating person - Initially patient not in agreement and difficulty accepting disease progression with no further treatment options
- ▶ Patient had newly moved to area - not known to GP or any other health services
- ▶ The situation was rapidly deteriorating giving the patient and family very little time for emotional adjustment
- ▶ No ACP discussion / ceilings of care - CNS / LAS had to initiate sensitive conversations in a emotive situation within the first 30 minutes of assessing patient
- ▶ No EoLC medication in place / equipment or care if patient wished to remain at home and it was a Friday !!
- ▶ When an urgent / unplanned admission is agreed this causes delay to those other patients on the waiting list



So What's Next.....?



Continue to increase SRH presence and improve access to specialist palliative services by working with our healthcare partners and promoting the service

Extend Referral Policy to capture self-referral for patients discharged from the hospice clinical service and verbal referrals to ease the referral burden / red tape

Continue to improve access to specialist palliative services including “hard to reach” groups / marginalised groups

- Persons imprisoned
- Transitioning from children hospice services to adult services

Carer support - further development of CSNAT / community engagement

Future continuity planning - staff reaching retirement (4 staff over 60) / ongoing leadership development / support / maintain B6 development posts

St Raphael's Hospice

Minutes of a Meeting of the Board of Trustees

Held at St Raphael's Hospice at 13:00 on Wednesday 22nd March
2023

TO BE PRESENT:

Trustees:

Norman McWhinney (NM)
(Chair)

Alan Cogbill (AC) (Vice-Chair)

Carrie Chill (CC)

Grahame Darnell (GD)

Sister Veronica Hagen (Sr VH)

Paul Holmes (PH)

Manjit Lall (ML – apologies)

Bernard Marley (BM)

Roderick O'Connor (RO'C)

Sister Kathleen O'Reilly (Sr
KO'R)

Joe Ryan (JR – items 1-5.4)

In attendance:

Nick Stevens (NS) (CEO)

Kate Billingham Wilson (KBW)
(Director of Fundraising)

Ed Cook (EC) (Advisor to DoC
& Finance Committee member)

John Groom (JG) (Director of IT
& Estates)

Alex Rudkin (AR - apologies)
(Head of Quality & Improvement)

Dr Gaby Tamura-Rose (GTR)
(Lead Consultant)

Rebecca Trower (RT) (Clinical
Director – items 1-5.4)

Sara Jane Woods (SJW)
(Commercial Director)

Rebecca Tolhurst (RT)
(Governance)

Actions arising

Agenda item	Action	Responsible	Timeline	Reference
5.3.1. Clinical Quality & Governance update	Share Schwartz Round dates	Dr Gaby Tamura-Rose	Immediate	22.03.23/01
5.3.4. Finance Committee update	Share slides from year-end finance seminar	Joe Ryan	Immediate	22.03.23/02
6. Fundraising update	Share update to Trustees on use of space on hospice site	Nick Stevens	May 2023 meeting	22.03.23/03

1. Welcome and apologies for absence

The Chair welcomed Trustees to the meeting and the following business was noted:

- Apologies were received and accepted from Manjit Lall and Alex Rudkin.
- Alan Cogbill, Joe Ryan and Rebecca Tolhurst attended virtually.
- Kate Billingham Wilson was welcomed to the meeting as the newly appointed Director of Fundraising. All those present introduced themselves.
- 1pm was confirmed as convenient start time for future meetings

2. Declarations of interest

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

3. Minutes of Board Meeting – 7 February 2023

The minutes of the previous meeting were approved as an accurate record of the meeting. It was confirmed that although Ruth Sorby had finished her term of consultancy with St Raphael's, and conversations will continue to keep the relationship open.

4. CEO Report

The Board took the CEO's Report as read and congratulated him on the level of detail shared and key achievements outlined within the report. The CEO shared key points from his Report and invited questions from Trustees, emphasising that the main themes focus on maintaining the essential quality of provision through clinical work along with the preparation for the fundraising work and finally growth. Points from his report will also link with the budget and management planning also discussed in agenda item 7.

Trustees asked for further update on the EMIS project. It was confirmed that it has been a huge piece of work which has also supported sharing on-call duties with another provider who has already transitioned. Trustees discussed the benefits of this change, and plans for upcoming training, and reflected the value of this new system as all GPs in South East London are on this system. Trustees discussed the mitigation of any potential cyber security vulnerabilities within the system and were reassured that this has been factored into the project delivery. The IT and Facilities team continue to progress other systems implementation, alongside site projects on applying for solar panels funding and H&S maintenance work.

Trustees and leadership discussed community engagement and the development of relationships with neighbouring organisations. There is a need for a focus on social work as currently only one social worker currently available. Collaborations between other providers for support and joint teaching are clarified.

5. Committee Chair Updates and meeting minutes:

5.1. 20th January 2023 Clinical Quality and Governance

The Committee minutes were available, and the following areas were noted:

- Equality, Diversity & Inclusion training has been organised by Barry Angel and delivered through the Diversity Trust.
- The Evidence of Excellent Practice Register includes testimonials from family members as to what the care meant to them.
- The risks around levels of night staffing on IPU have eased since the January CQ&G Committee meeting due to two further night time staff being appointed and additional cover from Bank. This potential point of vulnerability is monitored on an ongoing basis.
- The Committee were pleased and impressed with the continual improvement across the board and in particular with patient note keeping and the systems used, which in turn had lessened the burden on staff.
- St Raphael's is achieving a higher profile and level of engagement through outreach in other care providers and in the community.
- A monitoring telephone call was received by CQC and lasted 1½ hours. They appeared satisfied and when they return in person it is hoped the Hospice may move its rating to Outstanding.

There was further discussion and questioning for the Committee. Trustees requested further information regarding the status of the relationship with the Medical Examiners' Office. It was confirmed that the Office was initially set up in the hospital sector with a remit of scrutiny or review after deaths occur and to identify any improvements. Their remit now includes Hospice provision.

Staff have worked with them over 18 months however, not many GP practices are aware of the service. St Raphael's have a very positive relationship and the independent feedback of our services from families questioned by the medical Examiner is good.

The Committee had noted how impressed they were by the complaints data, in the sense of the low level experienced over the past year during a context of many public sector organisations seeing rising numbers. It was confirmed that the systems work well, are accessible and responses to any comments are welcomed and effective. Since the January CQ&G Committee there has been a complaint which had been partially upheld and revolves mainly around the issue of cross-agency communication. The Datix reporting module has now been implemented and staff register any complaints through this system. Improvements to the community team's provision of continuity of care and with staff getting to know the patients and families better over past years has also made a difference.

In terms of the recent introduction of 'Schwartz Rounds', a Trustee who attended the second session explained that the presentation demonstrated how music could be used within the Hospice to benefit patients and staff. It was a reflective meeting and the Trustee recommended for other Board members to join in future. Staff were very keen to join including nursing staff and doctors attending. The meetings are monthly with different themes. 'An unusual Request' is the April focus and the date will be shared with Trustees once confirmed.

5.2. 10th January 2023 HR including update on Equality, Diversity, Financial Wellbeing Policy and Remuneration-related matters

The Committee minutes were available, and the following areas were noted:

- The Committee recommended the Financial Wellbeing Policy to the Board as a proposed scheme for loan payments of £500 to staff struggling financially and considered and discussed the terms and the options for the loan to be paid back over a year. The terms for settling the outstanding loan if a staff member left were also clarified. The Committee considered the scheme low risk but with high impact for staff morale and retention.
- Most recommendations made during the meeting were approved and included the changes to policies on maternity, staff retention, and holiday allowances for Clinical and non-Clinical staff. Recruitment continues to be effective along with an impressive Compassionate Neighbours scheme and clinical governance activity.
- The HR risk register is in place. An area identified as requiring attention was the Staff Handbook which has now been resolved and signed off.
- Barry Angel reported to the Committee as to the progress of the Equality and Diversity Action Plan and the Committee requested more detail to be recorded in the plan. The Committee Chair and one other Committee member attended a training session on the first steps to raising awareness of unconscious bias. More detailed training is available from The Diversity Trust.
- The next focus for the team is reviewing systems including payroll provision, as well as broadening training which will include the topic of Menopause awareness.

The Trustees were updated that staff had noted a gender imbalance on a panel and so this has been resolved with a member stepping back to allow for another member to redress the balance. The Trustees asked to be notified when the next round of EDI training is planned.

5.3. 17th January 2023 Fundraising and Communications

5.3.1. Communications

- The end-to-end communications process has been a focus of Committee discussion to ensure that it drives fundraising outcomes, as some previous events did not have the successful uptake expected. Key messages for press and media coverage was also a focus of discussions.

- Positive notes from the communications summary were highlighted with overall 'pure comms' doing well but with the recognition that they must translate into the outcomes required.

5.3.2. Fundraising and income generation update

- The target of £1m is looking likely. Corporate fundraising has been more difficult to achieve due to turnover in the staff member leading this area. Legacies are hard to predict therefore historical trends inform the view and give as much confidence as can be expected.
- Vacancies within the team were considered along with getting people in place. A job offer has been made and the Committee is mindful that onboarding and filling gaps will need to be accounted for in expectations.
- Overall, Shops are performing well and one further Shop site has been identified. The Committee had recognised that staff sickness had impacted on some shops opening at times although there continues to be responsive cover and it has been beneficial to have the capacity to move staff around. Sunday trading had been considered. Resourcing of additional volunteers had been identified to ensure business continues especially to support periods of staff sickness.
- Bernard Marley discussed risk with the Committee and his expertise highlighted how risk was scored and this will be explored further to improve the departmental Risk Registers.
- Ebay rankings continue to increase now that the Hospice's account is fully set up.

5.3.3. Trustee discussion

Trustees had raised the request to develop fundraising and communications data reporting, through a Dashboard which would be taken forwards by Kate Billingham Wilson and Sara Jane Woods including setting KPIs and 'lead indicators'.

Trustees asked for an update regarding the recruitment of volunteers, and it was confirmed that ten volunteers were recruited in January and another ten in February which helps towards reaching the overall target of 100.

Trustees discussed the performance of the Wimbledon shop, with it in mind that in the February meeting the CEO reported that the shop had struggled and was temporarily closed as it had lost its manager. Sara Jane Woods shared that strong induction and training was provided to the Manager but they then decided to move into another role. An interim Manager is now in place. There have been additional factors such as levels of footfall, wi-fi quality – but at the same time the shop has a high average spend, good quality stock and dedicated volunteers. To address the challenges, there is a focus on awareness-raising and visibility and a review of opening days including potential Monday closure to align with other local shops.

5.4. 17th January 2023 Finance and Resources

The Committee minutes were available, and the following areas were noted:

- The Committee proposed, and Trustees approved, continuing with Haysm McIntyre as external auditor, subject to the agreed plan to change audit Manager to address prior concerns around their performance. The timeline of this year's audit has been set to align with the Senior Manager's return to work.
- The 31st March year-end is approaching, and the subsequent preparation of the annual report and accounts. This will include information in the Trustees' Report on the approach to ethical investments, Environment, Social and Governance (ESG) and Equality, Diversity and Inclusion (EDI). The £2m invested dropped down to £1.9m (in line with wider economic challenges) and it is expected that the value would return to £2m in terms of how this is captured in the accounts. The slides from a recent seminar will be shared with Trustees.

- The financial position was reported on at the Committee meeting and the latest figures are included in Board meeting papers. It is clear that the focus on fundraising activity remains as well as opening more Shops (including in Sutton) to close the funding gap on the path towards 2028. This will also include promoting opportunities to leave legacies.

6. Fundraising update including progress on report recommendations

The meeting papers included an update on actions on Ruth Sorby's report which had been shared at the February 2023 Board Strategy meeting. In terms of key areas of progress, the Lottery transfer to the new licence is complete and the new lottery agency, Brightvox, should start to show increases through the recruitment of lottery players in May or early June including through communications outreach. Board members received assurance on the due diligence undertaken on this firm's approach to ethics and client service provision.

As shared with the Board, staff morale was lower in the winter period with some turnover however that has been strong recruitment into posts in the team and focus on integration across teams in the organisation. Kate Billingham Wilson shared initial reflections having joined recently with the main priority to appoint to the six posts in the team, ensure physical presence and join-up with clinicians, and implementing further recommendations in the report. Trustees received assurance on the engagement in this activity from the Clinical team.

Trustees emphasised the importance of having clear KPIs and targets (including financial and non-monetary indicators) and for these to translate through to all staff, and also for information to be available on giving trends in the sector more broadly to support benchmarking and also spotting trends around particular areas of given, which is all the more important given the challenging financial climate.

Trustees asked about the use of space within the Hospice including the impact of the fundraising team moving on-site. This may have implications for the potential events space that can be used, although corporate partners may be able to offer space in return. Trustees were mindful of ensuring that there is sufficient space on-site to support staff breaks and wellbeing, and supported innovative approaches such as potential rotation of fundraising staff in the office and on reception where they would also be visible to visitors. Trustees requested an update at the next meeting.

7. 2023/24 Budget and Management Plan – for approval

Trustees thanked Nick Stevens for the level of detail included in the budget presentation, which was vital to enable an informed discussion. The team shared a summary of key projects to note in the budget, including supporting Clinical team priorities, opening of 1-2 further shops, moving the Donation Centre, developing Ebay outreach and a Lottery 'supporter journey', and integrating new volunteers. In terms of priorities for staff, management capacity will be developed alongside development of internal talent and further EDI and wellbeing training. This links to the Hospice's key strategic focus to enhance Engagement and Visibility.

In financial terms, the focus of the year is on consolidation and gradual movement to a break-even position which is an improvement on the pre-pandemic levels of fundraising and income generation. Nick Stevens referenced the detail provided in the meeting paper in relation to plans for growth of each income stream.

In terms of expenditure, staffing costs have been revised to align with inflation in accordance with discussion with HR Committee at around 5% for non-Clinical staff. The Agenda for Change rise for Clinical staff has not yet been confirmed and is expected to be higher. NHS funding has not fully kept pace with inflation which has had a sector-wide impact.

The Board noted the statistics around the cost savings on emergency calls and hospital admissions achieved by Hospices, that demonstrate the value the services the trust offers. The CNS evaluated a typical weekend of 111 calls which showed around £300-400,000 of cost savings for £60,000 received by a hospice.

Trustees held a detailed discussion on the interplay between a strong culture and quality of service, and how this impacts staff recruitment and retention in a competitive market, alongside driving donations and funding activity. It remains a challenge to compete on pay alone.

Trustees noted the reference to pensions in the minutes and requested further details. The CEO confirmed that £55,000 has been billed from the NHS in relation to a leaver and additional charges. The accuracy of the charge has been subject to expert advice commissioned by the Hospice. Trustees were asked to note that where staff port across their NHS pensions the Hospice receive a concessionary rate, but this rate expires at the end of this month and an additional 7% would be incurred. It is a potential risk going forwards and will need monitoring.

The Executive proposed an eventual level of around £3m in reserves, and Trustees would collectively need to hold comfort with that proposed level. Longstanding Trustees (previously Advisory Committee members) shared that, due to the pandemic and related delays in fundraising activity, alongside the reduction in real-terms NHS funding, the Board has less visibility than it otherwise would have had at this point in time around the future potential trajectory of fundraising activity which – although the Board has received comprehensive information – can inhibit the ability to have full confidence at this stage on the future projections. The organisation holds strong current reserves but there will need to be a continual monitoring of income and expenditure, including the funding pipeline. This links to the Board’s earlier request in relation to funding KPIs and milestones.

On the basis of the detailed discussion held, the Trustees approved the 2023/24 budget for implementation by the Executive team.

8. Governance Update including Trustee role description, and update on Skills Audit Timeline

Trustees approved the revised Income Generation and Communications, Committee Terms of Reference, which reflected the broadened name and remit of the Committee. The Trustee role description was approved, to include a focus on Retail and Commercial.

9. Any Other Business & Date of Next Meeting

The dates of the next meeting were confirmed as:

- Wednesday 10th May 1-5pm
- Wednesday 19th July 1-5pm
- Wednesday 25th October 1-5pm

This being his last meeting as Trustee, the Chair thanked Rod O’Connor for his significant contribution to the Hospice during his time as both an Advisory Committee member and Trustee, and his connections made to the local community. Rod reflected on the growth of the Hospice’s visibility and reputation during past years and wished the Board and colleagues all the best for the future.

Approved.....

Date.....

St Raphael's Hospice

Minutes of a Meeting of the Board of Trustees

Held at 13:30 on 26th October 2022

At St Raphael's Hospice, London Road, Sutton, SM3 9DX

Trustees:

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

Joe Ryan (JR)

In attendance:

Gail Linehan (GL) (*Joint CEO*) **Nick Stevens** (NS) (*Joint
CEO*) **Carrie Chill** (CC) (*Board
Advisor*)
Naomi Collins (NC) (*Consultant*) **Ed Cook** (EC) (*Advisor to DoC
& Finance Committee
member*) **John Groom** (JG) (*Director of
IT & Estates*)
Alex Rudkin (AR) (*Head of
Quality & Improvement -
apologies*) **Rebecca Trower** (RT)
(Clinical Director) **Sara Jane Woods** (SJW)
*(Director of Income
Generation)*
Anna Machin (AM) (*Governance*)

Actions arising

Agenda item	Action	Responsible	Timeline
4. Joint CEO Report	Contact EAP to request support for staff in relation to financial crisis	Nick Stevens	26.10.22/01
6. Fundraising & Income Generation Report	Ensure visual aspects of Fundraising Campaign reflect a diverse range of patients	Nick Stevens	26.10.22/02
8. Annual accounts	Take forward signature and submission of 2021/22 annual accounts & letter of representation	Nick Stevens, Norman McWhinney	26.10.22/03
9. Governance update	Put 2023 dates in Trustees' diaries	Anna Machin	26.10.22/04

Agenda items arising

Agenda item	Action	Responsible	Timeline
Update on Equality, Diversity & Inclusion	Bring outcomes of Working Group discussions to HR Committee and Clinical Quality & Governance Committee	Rebecca Trower	January 2023 meeting cycle
Raising awareness on hospice's geographic area	Discussion on ways in which to raise awareness of the geographic area served by the hospice and links to local residents	Sara Jane Woods	January 2023 meeting

1. Welcome and apologies for absence

- 1.1. The Chair opened the meeting and welcomed Trustees and colleagues to the meeting, and introduced Dr Naomi Collins, representing the Consultant team.

2. Declarations of interest

- 2.1. Apologies were received and accepted from Rod O'Connor and Alex Rudkin. There were no declarations of interest in relation to items on the agenda.

3. Minutes of Board meeting held on 20th July 2022 and actions list

- 3.1. Trustees reviewed and approved the minutes of the previous meeting as an accurate record of proceedings.
- 3.2. Trustees reviewed the Actions List and asked for information on key themes from the prior meeting:
 - **RIDDOR claim** - There had been no claim arising from RIDDOR incidents and the Clinical Quality team continues to provide health and safety support, and run a robust programme of audit visits, in shops. One further incident was reported in a shop and a claim has been shared with insurers, however it is not expected that the claim would reach the threshold for an award to be made, and the incident did not raise or highlight any shortcomings in the Hospice's safety processes.
 - **Equality and diversity actions** - The outcomes of the Equality, Diversity & Inclusion Working Group would be brought to both the HR and Clinical Quality & Governance Committee during the January 2023 meeting cycle. This will include working with the new Head of HR in relation to bringing together the baseline HR data.
 - **Incorporate customer care training into mandatory training** – this is in progress through the Retail and Volunteer teams.
 - **Board composition, training and provider visits** – this would be discussed at the T-Time closed session following the main meeting.

4. Joint CEO Report

- 4.1. Gail Linehan and Nick Stevens highlighted key points from the Report:
 - The Joint CEOs continue to meet with leaders at other local hospices and Tonia Michaelides (Director of Health and Care South West London [SWL] Integrated Care Board and Senior Responsible Officer [SRO]), is encouraging discussion on three practical ways in which the organisations could work on joint delivery.
 - A £4.9m Transformation & Innovation Fund has been launched for SWL through local NHS commissioning organisations at Place, to be spent by the end of the 2022/23 financial year. St Raphael's will be part of a joint bid relating to the Compassionate Neighbours programme with a request for £50k for each hospice, and £10k for data and communications work. If successful, this would demonstrate a strong example of local collaboration and community support. It is recognised that this could help to reduce pressures within the Acute sector over the winter period.
 - A Lunch and Learn was held recently delivered by Merton Uplift on staff wellbeing and burnout, which was well attended and shows that this is a topic that is on colleagues' minds. To respond to this, the Head of HR is forming an internal working group to explore this topic in more detail and ensure staff felt well supported moving into the winter period.
 - The latest round of Medical Examiner Service feedback was very strong which reflects the high quality of care at the hospice.

- Preparations have been made in the handover for the Joint CEO with Gail Linehan retiring at the end of November 2022. The focus has been on reviewing the Executive Leadership Team (ELT) responsibilities. Rebecca Trower as Clinical Director (CD) is the Registered Manager with responsibility for all clinical services delivered across the hospice. The number of staff who report directly into her is being reviewed to support her capacity. The Consultant team are performing strongly and working collaboratively with the CD. John Groom has recently become the Director of IT and Estates taking on the direct line management of facilities and housekeeping. Alex Rudkin retains and supports quality and governance, information governance and health & safety. Capacity within the Fundraising team will be further extended. Nick Stevens continues to be more directly involved with the Finance function and potentially this is an area of risk to continue to monitor, although Neena Vadgama provides strong support. Nick Stevens will also take on more activities in terms of local outreach and partnerships with other organisations. Monthly Staff and Board Updates will continue, and a monthly 'CEO Surgery' will be held to ensure strong connections to the wider team. The Chair and Vice Chair will also continue to meet with Nick on a fortnightly basis.
- 4.2. Trustees reflected on the updates provided. On the opportunity brought together for the Transformation Fund, Trustees recommended that this bid could also be presented to the Trust and Foundation audience who may be attracted to funding a collaborative project in SWL that reduces hospital visits and admissions.
 - 4.3. On staff wellbeing, Trustees asked about the provision in place to support staff and any changes or additions that would be considered. St Raphael's offers an Employee Assistance Programme (EAP), local gym access, Mental Health First Aid training, contributions to team events, and Schwartz Rounds are being introduced. Further areas that would be considered would be lunchtime walking group, yoga, and other suggestions put forward by staff that would also fit with their time available. Trustees recognised the challenges in the wider environment currently relating to cost of living and rising interest rates that is impacting and causing stress to staff.
 - 4.4. Trustees recommended that the EAP provider should be contacted to request services that they can offer (free of charge) in relation to the cost of living, for example financial advice lines.
 - 4.5. In relation to Executive leadership transition, Trustees recognised the importance of succession planning for roles on ELT too particularly those with one sole owner where the knowledge required is highly specialist.
 - 4.6. Trustees emphasised that Nick Steven's workload would expand with Gail Linehan retiring, and encouraged him to ensure there is sufficient support in place for example in operational and administrative delivery.

5. Committee Chair updates & meeting minutes

- 5.1. **11th October HR inc. update on Equality & Diversity** - Paul Holmes updated on an initial meeting with the new Head of HR Barry Angel which had profiled his valuable prior experience and priorities for his work at the hospice. The Committee reviewed Volunteer-related activity and emphasised the importance of increasing the size and activity of Supporter Groups - there has been 18% net growth in volunteer numbers overall. The Committee received an update on recruitment, changes to key team roles, and planned reviews of HR systems and policies. The discrepancy in annual leave between Clinical and Non-Clinical staff will also be considered at the upcoming December Remuneration Committee meeting. Overall it had been a productive and well attended meeting. Nick Stevens updated that the management of Volunteering would now be taken by Barry Angel.
- 5.2. **12th October Finance & Resources Committee** – Joe Ryan updated on the meeting, which had focused on the auditors' report, 2021/22 annual report and accounts, and year-to-date financial position. The finance team is performing well in terms of their core delivery. Joe

highlighted that the fundraising target had been revised down by £300k and Lottery by £100k, to reflect the year-to-date fundraising performance. Investments would not bring funds in during the year due to the current economic climate. There would be certain savings that can be made in-year but overall the Hospice is expecting to be at £135k below plan which is a sobering picture. Trustees recognised the challenging financial picture and that fundraising is sitting below plan.

- 5.3. **18th October Fundraising & Communications Committee update** - Grahame Darnell updated on the Committee's discussion, which started by focusing on communications activity delivered by the team, and the journey of stakeholders in terms of the 'call to action' and link to conversions and income generation. The Committee emphasised the importance of messaging showing the Hospice relies on voluntary income and does not receive a majority of funding from the NHS. In terms of income, certain areas are in line with budget, others are not performing to plan, partially due to lagging expectations and partially due to a challenging climate for fundraising. Retail is performing strongly and proving to be reliable income sources so it is planned that the portfolio of shops would be expanded. The Lottery agency has not yet been able to contribute the capacity expected. Emily Nichols' contribution was recognised for her nine years in role and this role would be adapted to a Director of Fundraising role to bring further capacity to the team and focus on the Campaign and raising the £1m funding gap, working alongside Sara Jane Woods overseeing Retail, Lottery and income generation. The Committee is also asking for further Key Performance Indicators (KPIs) on pipelines and sign ups to give a 'real-time' view of activities.
- 5.4. **21st October Clinical Quality & Governance** – Carrie Chill updated that the Committee had discussed the imminent plans for Schwartz Rounds, examples within the Evidence of Excellent Practice Register, and Clinical Risk. The highest levels of risk related to staff recruitment, and also challenges in accessing community care for patients which can inhibit discharge from the hospice. The VOICES report and tracker were discussed compiling views of stakeholders, patients and loved ones. Information was shared on the CHELsea II trial with St Raphael's acting as part of an initiative by the Royal Surrey Hospital with 80 sites and 1,600 patients over two years looking at clinically-assisted hydration at the end of life. The expectation for St Raphael's is to involve/monitor 20 patients over the two year period.

6. Fundraising & Income Generation Report

- 6.1. Sara Jane updated on the plan for the dual leadership of fundraising and income generation. Sara Jane will lead Retail, Lottery and trading. The plan will be to continue to grow shops income and profitability by increasing the number of shops by five and potentially more, and holding more pop up shops and clearance sales. Skyline is actively working to secure three new locations and the first is an early prospect. This role will also oversee health & safety and risk assessments. Retail volunteer recruitment which is a significant task, and ensuring shop staff and volunteers are active ambassadors for the organisation and also the role that charity shops play in the environmental sustainability agenda. It continues to be challenging to find a Lottery agency with sufficient capacity to support the hospice, and options are being explored. The hospice will also consider setting up a trading company. New systems in place will enable the hospice to work with a range of channels beyond Ebay, for example Depop or Gumtree. Skyline supported the identification of an alternative site for the Donation Centre and Wimbledon Park Shop.
- 6.2. In terms of fundraising, Nick Stevens updated that a Role Description for a Fundraising Director role has been brought together, with advisory support from Grahame Darnell in a Trustee capacity. The HR pack has been prepared with agencies that can support on recruitment with the most likely timeline for a candidate being in post for April 2023. Prior to that time, the Fundraising Strategy will be reviewed with support from an external consultant who has been identified and will also mentor the team in relation to moving towards the delivery of this plan. The Campaign will be postponed to spring 2023. The communications agency did not deliver to the brief expected and so an alternative will be identified. Trustees

reviewed the initial Campaign concepts and emphasised the importance of ensuring diversity within the visual aspects of the Campaigns.

- 6.3. Trustees then held a thematic discussion in relation to the borders informing the geographic area of benefit for St Raphael's and other local hospices, and approach to GP referrals with South West London ICS. Patients' choices are determined by where they live and the area serviced by the hospices. There can be misconceptions amongst patients and supporters of the hospice who do not understand sufficiently about these geographic boundaries, and they may believe they would be supported by a different hospice (to which they might have contributed) from the one actually serving their local area. There could be greater awareness which may also foster a feeling of ownership, for example, through information given on GP practice websites, and communications collateral from St Raphael's in local GP surgeries, libraries, other public spaces and the hospice's shops. This would be considered further by the Fundraising Committee at the January 2023 meeting and the outcome brought to the Board.

7. Finance Report

- 7.1. **haysmcintyre benchmarking report** - haysmcintyre delivered their first report as external auditors for the Hospice. Nick Stevens presented an analysis of benchmarking provided by the auditor which shows an accumulated average for sector-wide hospice finance returns and the average income sources for these hospices (the figures would be revised into a finalised version):

- The data is for the year ended March 2020, whereas the St Raphael's Hospice data presented is for the year ended 2022. Within the 32% income is £666k which is from DoC and the gift-in-kind funding towards the Hospice's premises. 16% is a more accurate reflection of external donations to the hospice, which shows that the hospice needs to move in line with the sector average.
- The graph includes covid-related grants and actually sits at 25% without these, which shows the hospice could receive further funds from CCGs compared to other parts of London and the country more widely.
- The hospice is more reliant on legacies than other hospices as the level was strong during 2021/22.
- The target for income from shops is to achieve 12-15% and including an allocation of back office costs, during 2021/22 there was not a significant net contribution from the shops but this is showing a trajectory of improvement.

- 7.2. **Year-to-date funding report** - Nick Stevens updated that there is a shortfall of £1.3m before DoC funding, vs £860k budgeted shortfall to the end of September 2022. The detailed analysis of variances to budget highlights the following points:

- Investments are currently negative by £200k due to the challenging financial climate. The investment was always seen to be for the long term and the hospice could hope to see overall growth in future years. Legacies are below 2021/22 year-to-date but the timing is not known for when they will come through. For example, the hospice has been notified of legacies of £100k and £60k due during October. Donations are sitting higher than the comparable point in time in the prior year, Lottery is slightly below and Retail is £200k higher.
- Overall, the YTD picture on income is £95k lower than 2021/22, and income is £218k down on the budget. Donations are £128k behind plan as the Campaign has been postponed.
- In terms of expenditure, running costs are £360k higher compared to the prior year, which is in line with budget. The pay increase arising from the Agenda for Change is expected to be £150k during this period. There has been further cost of new staff

members within the ward and use of bank/agency staff to reduce pressures in IPU. The size of the hospice team will not grow further in future years.

- This means that the in-year deficit is higher than expected and it is imperative to show progress in the fundraising Campaign and growth in income generation activity.

- 7.3. Trustees asked for more specific details on the plans to address this deficit position. Nick Stevens and Sara Jane Woods shared that a new charity shop has been identified. The growth in Retail contributes c.£35k net to the Hospice's budget and so growing this portfolio is important. Alternative Lottery agencies have been approached in order to increase sign-ups. The Campaign will then be designed to raise £1m per year through fundraising. There are two vacancies in the Fundraising team which will be filled. The Fundraising Consultant felt that the growth in fundraised income would be possible and the analysis shared by haysmcintyre shows that St Raphael's must to reach the levels of fundraised income comparable with hospices in other parts of the country.
- 7.4. Trustees asked how the economic climate would impact potential to reach the goal of raising £1m. It was confirmed that this would inform the balance of focus between Retail vs fundraised income. In terms of fundraising market research, the 2008 recession showed that giving held fast, and latest indications show that some individuals will reduce donations due to cost of living pressures, but others also planning to give more due to recognising the need in wider society. Hospice UK continues to advocate for the need for higher funding levels to the sector more widely.
- 7.5. Trustees understood the factors leading to the Campaign needing to be delayed into spring 2023 but reiterated the importance of this being delivered to high quality and the imperative of preparing well for it.
- 7.6. Trustees also emphasised their own role in relation to local and community based outreach and growing the Supporter Groups.

8. Annual accounts & external audit

- 8.1. **2021/22 external auditors' report** – Nick Stevens confirmed that the response has accepted the auditors' recommendations for action. Although there were some challenges in working with the Audit Manager during the delivery of this audit, the Audit Partner has strong sector knowledge and it is recommended that the contract with haysmcintyre will be continued for another year.
- 8.2. **2021/22 St Raphael's Annual Report & Accounts** – Trustees reviewed and approved the annual report and accounts for the year ended 31st March 2022 for signature by the Chair.
- 8.3. **Letter of Representation** – Trustees approved the Letter of Representation for signature by the Chair.

9. Governance update

- 9.1. **2023 dates** – Trustees were asked to provide feedback on proposed dates by 31st October, after which the dates will be shared in the calendar.
- 9.2. **Safeguarding & Speaking Up Link Trustee update** – There are no concerns to report. Paul Holmes met the hospice Safeguarding lead, and a number of Trustees will attend upcoming Safeguarding training.

10. Any Other Business & Date of Next Meeting

- 10.1. Nick Stevens noted that NatWest are offering fixed interest offering up to 4.2% for a 6 to 12 month account on amounts over £500,000. Trustees approved and delegated signature of the mandate to the Chair and Vice Chair.
- 10.2. There were no further items of business raised. Trustees noted the date of the next meeting would be confirmed in follow up to the meeting as part of setting the 2023 dates.

10.3. This being Gail Linehan's last meeting, Trustees expressed that the hospice has been privileged to have Gail's commitment and expertise over 24 years, and that she would be greatly missed. Gail thanked Trustees for continual support and encouragement for the hospice's mission.

Approved.....

Date.....

ACTION LIST

SAINT RAPHAEL'S HOSPICE TRUSTEE BOARD ACTION LIST FOR MAY 2023 MEETING

This Actions List brings together actions from the past full year (and a few actions prior to this) to comprehensively report on progress going into the new financial year.

Reference	Lead	Description	Target Date for Completion	Comments
169/07	GL	Incorporate customer care/conflict/complaints management training into mandatory training		Complete
24.03.21/01	GL, NS	Take forward discussions with Diverse Matters re timing and cost of Equality Audit, including reviewing an existing example of Audit Report	April 2022 meeting	Not taken forwards – training delivered with The Diversity Trust
22.09.21/06	NM, AM	Discuss appropriate number of Trustees on Board	February 2022 meeting	Decision made to recruit additional Trustee
22.09.21/07	NM, AM	Discuss training for Trustees	February 2022 meeting	Online training modules offered alongside in-person training particularly for Safeguarding and Link roles
26.01.22/01	NS, GL	4.2 Joint CEO Report - Share summary of actions and progress update from Staff Survey		Complete
26.01.22/02	NM	4.2 Joint CEO Report - Draft letter from the Board thanking staff		Complete
26.01.22/04	NS, GL	4.2 Joint CEO Report - Consider options for staff input into communications around pay increase for non-clinical staff		Complete
26.01.22/05	All Trustees	4.2 Joint CEO Report - Complete Board Self-Evaluation		Complete
26.01.22/06	Sr VH, NM	4.2 Joint CEO Report - Take forward notification and paperwork for Trustee and Committee appointments		Complete
09.01.2022/01	RT, JS, AR	2. Presentation on palliative care - Share data on frequency of refusal of patient admission		Complete

ACTION LIST

Reference	Lead	Description	Target Date for Completion	Comments
09.01.2022/02	RT, JS	2. Presentation on palliative care - Bring update on milestones to work towards Hospice strategy		Complete
09.01.2022/04	JS	4. EVE strategy - Share feedback from Medical Examiner Service		Complete
09.01.2022/05	GL, NS	4. EVE strategy - Take forward development of 'balanced scorecard' for Board reporting		KPI report implemented and reported on quarterly
04.05.22/01	NM	4. Joint CEO Report - Contribute to staff newsletter to express thanks for contributions from staff to EVE strategy		Complete
20.07.2022/01	NS, AR	4. Joint CEO Report - Consider whether any claim may arise from 2 x RIDDOR incidents		Complete
20.07.2022/02	Trustees	5.1. HR Committee update - Send comments on EDI Action Plan to Head of HR		Complete
26.10.2022/01	NS	4. Joint CEO Report - Contact EAP to request support for staff in relation to financial crisis		Complete
26.10.2022/03	NS, NM	8. Annual accounts - Take forward signature and submission of 2021/22 annual accounts & letter of representation		Complete
26.10.2022/04	AM	9. Governance update - Put 2023 dates in Trustees' diaries		Complete
07.02.2023/01	NS	3. Fundraising Strategy - Share proposed staffing structure with HR Committee		Complete
07.02.2023/02	NS	3. Fundraising Strategy - Share full fundraising consultancy Findings Report with Trustees		Complete
22.03.2023/01	GTR	5.3.1. Clinical Quality & Governance update - Share Schwartz Round dates		Complete
22.03.2023/03	NS	6. Fundraising update - Share update to Trustees on use of space on hospice site		In CEO report and updates given to Committees

ACTION LIST

Reference	Lead	Description	Target Date for Completion	Comments
23.09/11; 26.01.22/03	NM, AC, NS, GL	Bring together schedule of Provider visits; Arrange provider visits for Trustees and notify staff	Postponed due to pandemic	In progress
09.01.2022/03	RT, JS, AR	3. CQC - Have presentation on palliative care ready to share at CQC inspection		Update to be given at meeting
26.10.2022/02	NS, SJW	6. Fundraising & Income Generation Report Ensure visual aspects of Fundraising Campaign reflect a diverse range of patients		Campaign and fundraising communications plans in development
07.02.2023/03	SM, CS	7. Wellbeing and Psychological Support presentation - Take forward further consideration of impact measurement of new and current services		In progress – Update to be given at meeting
22.03.2023/02	JR	5.3.4. Finance Committee update - Share slides from year-end finance seminar		In progress

Terms of Reference for HR & Remuneration Committee

St Raphael's Hospice

Scope of Committee remit

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

Committee membership and composition

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

Role and responsibilities of the Committee

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

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

Access

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

Committee Meetings

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

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

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

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

Reporting

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

Renewal

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

Date of last approval: March 2023. Date of next renewal: March 2026.

Terms of Reference for Finance & Resources Committee

St Raphael's Hospice

Scope of Committee remit

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

Committee membership and composition

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

Role and responsibilities of the Committee

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

Financial

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

Investment

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

Pensions

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

Audit framework

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

External audit

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

Resources

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

Risk and assurance

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

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

Access

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

Committee Meetings

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

Reporting

21. Minutes will be taken of each meeting of the Committee, by the Secretary to the Committee or another individual agreed with the Committee, and circulated to Committee members
22. Minutes of Committee meetings will be made available to the Board.
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Renewal

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

Date of last approval: March 2023. Date of next renewal: March 2026.

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 25th April 2023

Members: Joe Ryan (JR – Chair)
 Alan Cogbill (AC – Trustee – virtual)
 Ed Cook (EC – Co-opted Committee member and Board Advisor)
 Paul Holmes (PH – Trustee)
 Sr Kathleen O'Reilly (KO'R – Trustee)

In attendance: Nick Stevens (CEO – NS)
 John Groom (Director of IT & Estates – JG)
 Neena Vadgama (Head of Finance – NV)
 Anna Machin (Governance – AM – virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
2. Review of minutes	Share volunteer numbers with the Committee	Nick Stevens	Immediate	25.04.23/01
	Share report on Sarasin investment trends with the Committee	Joe Ryan	Immediate	25.04.23/02
3. Finance report	Add Committee members to St Raphael's e-newsletter	Nick Stevens	Immediate	25.04.23/03
	Share KPI report with Committee	Nick Stevens	Immediate	25.04.23/04
5. Committee Terms of Reference	Take forward Financial Scheme of Delegation to Board for approval	Nick Stevens	May Board meeting	25.04.23/05

The meeting commenced at 2pm

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members and colleagues to the meeting. There were no apologies received.

2. Review of minutes from 17th January 2023 Committee meeting & matters arising

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

The Committee received an update on actions arising:

- External audit contract - Request comparative data from external auditors – this action has been completed.

- Departmental risk register - Review approach to Finance risk register – Nick Stevens had met with Bernard Marley and will bring to the next meeting with revised scoring.

The Committee asked for an update on key themes from the previous meeting. In particular the Committee Chair asked for an update on fundraising activity to be shared as part of review of each paper, in follow up to discussion at the January Committee cycle on the need to enhance fundraised income to address the Hospice's current deficit position:

- **Legacies** – Nick Stevens and Neena Vadgama confirmed that there are currently around £780k of legacies confirmed for the 2022/23 financial year, which is lower than the usual amount of around £1m received in prior years. A legacy of £125k was recently notified but it is expected that this would be accounted for in the 2023/24 financial year. The Committee noted that the longer-term projections of £1.25m for 2023-24 rising to £1.5m for 2027-28 legacies would need to be closely and cautiously monitored, as whilst there are plans to increase legacy communications, the total amount received each year is not fully in the Hospice's control.
- **Recruitment of fundraising staff** – Nick Stevens updated that Kate Billingham Wilson had made a strong start in the Fundraising Director role, and in initial months will be focused on recruiting staff to vacant roles, moving the team into the Hospice, and enhancing messaging around the charity's fundraising needs with only 25% of income being met through the NHS. There will also be a review undertaken of the funding database, with planned support from experts with connections to a Board Trustee.
- **Community outreach** – the Men's Den space is now ready for use and the communications team are planning the public launch. Volunteer numbers are steadily increasing and information on volunteer numbers will be shared with the Committee.
- **Investment updates** – Joe Ryan would share the Sarasin reports on investment trends with the Committee.

3. Finance Report

3.1. 2022/23 year-end report – Neena Vadgama presented key points from the Finance Report:

- The 2022/23 year-end position is a loss of £1.9m, and with the allocation of funding gratefully received by the Daughters of the Cross (DoC), this reduces down to £974k.
- In terms of income, the £1m threshold of fundraised income was crossed, and the team's strategic approach to campaigns such as Light Up a Life showed through in donations received. As previously shared, the Lavender Appeal performed less well than during the pandemic. The London Marathon brought in £50k and a local GP's fundraising efforts have already brought in £23k which shows strength in event-based fundraising.
- £66k in additional income was received from the NHS towards upcoming staffing of the Community team on weekends, and this sum has been received and accrued for 2023/24.
- In terms of expenditure, the Direct Cost of Services for the year sat at £0.6m more than budget, primarily due to the impact of the Agenda for Change alignment and subsequent pay increases, funds spent on agency nurses, overtime working, and also inflationary pressures on the price of goods and services. If the Agenda for Change salary rises come through, it is anticipated that any cost would crystallise and be added to the 2022/23 year-end position retrospectively.

Those present were invited to share questions and reflections.

Committee members received assurance that Gift Aid claims are being undertaken regularly and information shared in the papers is accurate at this point in time.

Committee members asked for more information on the drivers for lower expenditure in certain areas of the budget. The two main budget lines that were below expectations were firstly fundraising costs as the Appeal launch has been delayed, and secondly certain staff posts becoming vacant and not being replaced during the year. In terms of capital expenditure, there was also lower depreciation for the bariatric room set-up as the project was put into motion later in the financial year than had initially been anticipated.

It was noted that the value of investments had decreased over the past year, linking to the challenging external financial climate, and that this investment had been made with a 4-5 year view on which time period it was anticipated that the asset value would increase. Nick Stevens is in regular contact with Sarasin and an annual meeting has been held with Finance Committee members and the investment advisors.

Committee members emphasised that the Retail portfolio had performed well during the year and this has been supported with a steady month-on-month increase in the number of shop volunteers which now sits at around 210.

Committee members asked to be added to the e-newsletter for St Raphael's.

3.2. Update on 2023/24 budget and financial planning – The 2023/24 budget had been brought to Trustees for review at the 22nd March Board meeting, and Nick Stevens provided an update on key areas.

In terms of Lottery fundraising, the new agency is now in place and making progress in securing new sign-ups, liaising closely with the Commercial Director. The Bumper Draw is viewed as pivotal to bolstering funds, having not performed as strongly in the past year but with the potential to bring in £30k-£50k per year based on historic figures. It also brings in new supporters and maintains engagement with current players, so it will be a focus to improve the outcome during 2023/24.

Looking at expenditure, there continue to be inflationary pressures on salaries and the planned growth of the fundraising team and positions gradually becoming filled will move staff costs towards the full complement that has previously been agreed with the Board. Nick Stevens shared the breakdown of potential cost rises associated with the Agenda for Change (AfC). NS explained that, whilst the clinical staff numbers that had been *planned* for 2023-24 back in the original 2019 Strategy were very close to the *actual* numbers now engaged, the costs were not. This was due to a combination of alignment with AfC (in order to enable recruitment and retention, which it has successfully done) and subsequent higher pay settlements as inflation has risen. He also looked at the actual change in costs since 2018-19 and analysed this between growth in FTE numbers and growth in average salary cost.

This showed that, the IPU team was 9% bigger in terms of staff numbers but the average pay for the team was 31% higher. For the Community team, we had added 3 new roles as part of the strategy and a further one (funded by CCG) to make 4 extra FTE – a 30% increase in volume, There had also been a 30% increase in average pay for the team.

Committee members also noted the growth in the team offering wellbeing, psychosocial support and the Compassionate Neighbours programme, and the difference this is making to the Hospice's patients.

The Committee noted the information shared in the finance paper on the headcount in each team. Nick Stevens shared that over time, the number of Healthcare Assistants (HCAs) could potentially decrease through natural attrition once the IPU team is fully staffed. The total number of employees is around 140 – excluding volunteers – which is a comparable number to that included in the Hospice's original plans in 2018/19 when planning for independence, but inflationary pressures have driven up costs.

- 3.3. External audit timelines** – The Committee noted that the timeline for the external audit process would be later than usual in the calendar year, to align with the Audit lead’s return from maternity leave. Audit planning has been initiated and there will be a new Audit Manager in place to address some concerns raised with haysmcintyre in the prior year.
- 3.4. KPI report** – Nick Stevens would share the full KPI report in follow up, and summarised that the indicators for reserves levels and cash management, and recruitment, were sitting at ‘green’ and that the indicators for fundraising were ‘red’ for 2022-23.
- 3.5. Financial Scheme of Delegation** – Nick Stevens tabled the 2023/24 Financial Scheme of Delegation for the Committee and shared the rationale for proposed approval levels. The Committee recommended the Scheme to the Board for approval.

4. IT & Estates update

John Groom shared headline updates from the IT & Estates teams, confirming that the most significant project at this point in time is the transition to the EMIS management information system. This has involved joint working with a range of teams and will involve training and troubleshooting to embed this new way of working. Other areas of focus include the development of the bariatric room, renewal of shop leases with the Retail team, and execution of the lease on the new Donations Centre space in Sutton.

5. Committee Terms of Reference

The Committee Terms of Reference were reviewed and approved subject to drafting changes and it was agreed that the renewal timeline would be moved to every three years. Anna Machin would also share a note on Board and Committee Chair term renewals at the summer Board meeting.

6. Any Other Business and Dates of future meetings

There were no further items raised under Any Other Business. The next meeting will be held at 2pm on Tuesday 11th July 2-4pm.

The meeting ended at 3.20pm.

Approved.....

Date.....

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 10:00am on Friday 20th January 2023

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

In attendance: Nick Stevens – CEO (NS)
 Alex Rudkin – Director of Quality and Governance (AR)
 Dr Naomi Collins – Consultant (NC)
 Rebecca Trower – Clinical Director (BT)
 Anna Machin (Governance – AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
2. Review of minutes from 13 th January 2023	Take forward plans for integration of EDI training into staff induction process with Barry Angel	Becca Trower	Immediate	28.04.23/01
4. Clinical Risk Register	Add EMIS system to Clinical Risk Register	Alex Rudkin	Immediate	28.04.23/02
6. Clinical Action Plan	Share CAP 2023/24 targets with Board	Carrie Chill, Anna Machin	May 2023 Board meeting	28.04.23/03
	Develop agreed priorities into SMART targets	Becca Trower, Alex Rudkin	During May 2023	28.04.23/04

The meeting began at 10am.

1. Welcome, apologies for absence and declarations of interest

Carrie Chill took the Chair and welcomed Bernard Marley to his first Committee meeting. Apologies were received and accepted from Alan Cogbill who had shared notes in advance to the Chair to be raised during the meeting.

2. Review of minutes from 13th January 2023 Clinical Quality & Governance Committee meeting, Actions List and update on matters arising

The minutes of the previous meeting were approved as an accurate record of proceedings. The matters arising and key themes from the previous meeting were reviewed. The Diversity Trust's Equality, Diversity and Inclusion (EDI) training had taken place and would be held every two years going forwards.

The Committee encouraged resources and recordings from the training to be shared with new joiners to the Hospice team as part of induction. Becca Trower would take this forward with Barry Angel (Head of HR).

The Fundraising team had been invited to the EDI Steering Group and their attendance would be monitored. Trustees had been invited to attend the EDI training as well as the Schwartz Rounds. Further information had been shared about the Sutton Palliative Care Hub and this local sector knowledge is important to continue to share with the Committee and Trustees more broadly.

3. Evidence of Excellent Practice Register

The Committee noted the positive notes from the Medical Examiner reports as an objective, external source. The team have also been responding to and supporting several complex cases on the ward in recent months and the responses are a testament to the time and compassion given by the team.

4. Clinical Risk Register

The Committee focused attention on the 'red' items on the risk register and mitigating actions in place. The risks around workforce particularly for night shifts has reduced over the past year through recruitment to posts and use of bank staff but this continues to be closely monitored. In the end the requirement for night staff to work a certain number of day shifts was not introduced, but day staff do rotate onto nights.

The Committee asked for assurance on the actions in place to support the transition around the EMIS system and mitigate any potential loss of use of the system, or patient data, and suggested that this should be added to this departmental risk register. Alex Rudkin updated on the comprehensive planning process and plans for staff training and support. Experiences have been drawn from the prior transition from a paper-based system in 2015. The Committee received assurance that the appropriate data sharing agreements are being put in place with relevant external bodies, supported by a Data Protection Impact Assessment (DPIA) and advice from counterparts at the South West London ICB.

5. Clinical Quality & Governance Report

Becca Trower highlighted key points from the report, and that the student bereavement counsellors continue to give valuable support, and wait times remain low at around two weeks. There has not been high take up for sessions offered on Saturdays. A new bereavement group has been launched with North Cheam church. All of these activities link in to the bereavement journey and the Coordinator who will lead on this work will start in early June. Recruitment to staff posts for the wellbeing centre has been successful and the infection control post is out to advert. The bariatric suite is near to completion.

Naomi Collins updated on priorities for the Consultant team and responses to the EMIS system implementation, joint working with Princess Alice Hospice, welcoming medical students on-site and response around the junior doctor strikes. The team continue to participate in the CHELsea II study and explore other collaborative projects such as with a local prison.

The Committee asked for further information, and held a discussion on, oversight of administration of administration and reflections on four individual errors noted in past months. These incidents were primarily from bank staff and did not show any systemic areas of misunderstanding or concern but emphasised the need for continual care and attention when giving medication to patients.

The Committee noted that the number of complaints had increased for the first three months of 2023 compared to the comparable period in 2022 and asked for contributing factors.

There is more reporting now across non-clinical areas such as fundraising, and a number of complaints were focused on changes of setting for patients when working with other agencies, rather than in-hospice care. The Committee received further information on complaint 202303 and learnings from the team.

6. Clinical Action Plan (CAP) 2022/23 round-up & 2023/24 priorities (CAP) inc. selection of three 2023/24 objectives for inclusion in 2022/23 Quality Account

Alex Rudkin shared information on the process to submit the Quality Account and goals for the upcoming year that should be given in the 2022/23 return. Reflections from Alan Cogbill were shared and Eva Kalmus shared insights from the local context including a suggestion to instil more joint working between Sutton and Merton Hubs and the Compassionate Neighbours project. The Committee received assurance in relation to capacity to deliver on the areas that would be agreed. It was agreed that the three priorities would be the growth of the Compassionate Neighbours programme with community engagement and integration in local healthcare pathways; broadening of the PsychoSocial offer; and implementation and usage of the EMIS system. This would be achieved alongside maintaining high quality service in the IPU. These priorities would be shared with the Board and developed into 'SMART' targets to share with the Committee.

7. Minutes of internal meetings; Audit QI reports

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

8. Annual review of Committee Terms of Reference

The Terms of Reference were reviewed and approved subject to a drafting change.

9. Any Other Business and Dates of future meetings

There were no further items of business raised. The date of the next meeting was confirmed as Friday 30th June 2023 10am-12pm.

The meeting ended at 12pm.

Approved.....

Date.....

St Raphael's Hospice

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

At 10:00am on Tuesday 18th April 2023

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

In attendance: Barry Angel (BA – Head of HR)
Nick Stevens (NS – CEO)
Anna Machin (Governance – AM – virtual)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. HR Report	Bring staff survey results to next meeting	Barry Angel	July Committee meeting	18.04.23/01
	Make update to risk register	Barry Angel	Immediate	18.04.23/02
5. Speaking Up	Arrange handover of Speaking Up Trustee role	Paul Holmes, Manjit Lall	May 2023	18.04.23/03
7. AOB	Reschedule October HR Committee meeting	Anna Machin		18.04.23/04

1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting. Apologies were received and accepted from Norman McWhinney, Steve Mulhall and Ginny Toubal. The meeting was confirmed as quorate with two Trustees present.

There were no declarations of interest in relation to items on the meeting agenda. It was confirmed that staff members would absent themselves from any discussion in relation to their own pay.

2. Volunteer Services Update & Dashboard

Nick Stevens provided an update on the Volunteering team, sharing information on the cover arrangements in place within the team. A particular priority currently is the audit of volunteer hours, which includes time contributed by the Board, a range of events to celebrate the King's Coronation, and further development of the Compassionate Neighbours programme. Retail volunteer numbers continue to grow steadily each month, currently sitting at around 210, and the Supporter Groups are now the focus for re-engagement.

3. Review of minutes from 10th January 2023 HR Committee meeting & actions arising

The Committee reviewed and approved the minutes of the previous meeting as an accurate record of proceedings. In relation to the matters arising:

- The updates on Diversity, Equality & Inclusion (DEI), the staff survey, and pay awards are covered in the HR Report.
- The Financial Wellbeing Policy previously discussed with the Committee has been taken up by five staff members to date.
- The Staff Handbook has been finalised and shared, and will be maintained as a live document.
- The decisions relating to Executive Pay during the January meeting closed session have been communicated to staff.

4. Update on HR Activity and Management Plan

4.1. HR Report – Barry Angel presented the key points from the HR Report:

- The pay review was communicated to non-clinical staff with letters shared for the 1st April implementation date, and there have been no significant concerns raised on the inflationary rate given of 5%, with some higher increases for lower paid staff.
- The public sector strikes have not impacted the Hospice as an independent charity sitting outside the NHS, although the leadership remain mindful of continuing discussions which will impact Agenda for Change pay levels for clinical staff. A rise of 5% has been included in budgetary plans – if a one-off payment is also made for the upcoming year this would add £180k to the budget.
- Three DEI sessions have been delivered for staff with The Diversity Trust and Manjit Lall met with Barry Angel following the previous Committee meeting to discuss this area of work in further detail. The Committee heard that the sessions were well attended, and could have been more interactive, and emphasised the importance of following through on actions arising from the training.
- The payroll system will be reviewed to align with the contract timeline of January 2024, and a review of HR policies is underway with support from Alex Rudkin (Director of Quality and Governance).
- There has been higher absence levels due to staff sickness, including covid-19, in recent period and three staff have particularly high levels of ongoing absence which is being addressed.
- Training and development plans for People Managers is in play, using information from appraisals to inform training plans and with support from the Education Team.

Staff survey – Barry Angel presented the recommended guidance from Hospice UK in relation to questions to be included in the survey, and that it is proposed that some open questions will be added. The scope of the survey will also be broadened to include volunteers, and comparative analysis on clinical vs non-clinical staff. The Committee were supportive of this approach, and when using a scale to indicate whether staff 'strongly agree', or 'strongly disagree' with a statement, it is important to move 'middling' responses to positive as well as considering any required changes to HR policies. The Committee received assurance on the clarity in place on the Birdsong contract and discussed approaches to incentivising take-up. The survey will launch on 22nd May and run for three weeks. The outcomes would be brought to the next meeting.

Education Update – this standing item has been added in the report following the January Committee. Barry Angel shared that an experienced educator has joined recently meaning that the team is fully staffed.

Staffing structure – the Committee noted the 2023/24 staffing structure, and plans that volunteering would report into HR which is commonplace elsewhere in other settings. Barry Angel now attends Executive team meetings. The organisational chart may change in six months with the Fundraising Director to take oversight of communications, and it shows the breadth of remit for the Clinical Director.

Starters and leavers; recruitment; risk register – there are increasingly strong candidates applying to the Hospice including for night shifts, and so the Committee recommended moving this risk from Red to Amber. The rota is being used to maintain ratios, and there could be potential for reciprocal arrangements with nearby Hospices. Current key roles out to advert include IT and Bereavement Journey coordinator roles.

Fundraising recruitment is more challenging in the sector. Nick Stevens updated on the movement of fundraising and communications team onto the main Hospice site which has gone well and is designed to embed closer working with Clinical staff.

5. Speaking Up

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

6. Committee Terms of Reference

The Committee recommended the Terms of Reference to the Board subject to drafting changes.

7. Any Other Business and Dates of future meetings

The date of the next meeting of 5th July was noted. It was agreed that the 10th October meeting would be moved on the basis of Committee member availability. There were no further items of business raised.

The meeting ended at 12pm.

Approved.....

Date.....

St Raphael's Hospice

Meeting of the HR Committee held at St Raphael's Hospice, London Road,
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At 10:00am on Tuesday 18th April 2023

Members: Paul Holmes (PH - Chair)
Norman McWhinney (NM – Chair of Trustees – apologies)
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3. Review of minutes from 10th January 2023 HR Committee meeting & actions arising

The Committee reviewed and approved the minutes of the previous meeting as an accurate record of proceedings. In relation to the matters arising:

- The updates on Diversity, Equality & Inclusion (DEI), the staff survey, and pay awards are covered in the HR Report.
- The Financial Wellbeing Policy previously discussed with the Committee has been taken up by five staff members to date.
- The Staff Handbook has been finalised and shared, and will be maintained as a live document.
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7. Any Other Business and Dates of future meetings

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The meeting ended at 12pm.

Approved.....

Date.....

CEO's Report March 2023

Overview

1. The last six weeks have seen intense, final preparations for, and training on, the new Patient Administration System, EMIS, which has now gone live.
2. Recruitment has continued to be successful with 2 new Fundraising roles offered and 3 candidates for a third role; Social Work assistant and Bereavement Support role both filled.
3. Agreement has been reached over the office moves required to accommodate Fundraising in the Hospice building. Quotes being gathered.
4. We currently have c£5.4m in bank/investment and have been notified of a £110k legacy.

Finance and Governance

5. The management plan has been finalised with the overall themes for the new year in keeping with the approved budget and being:
 - **maintenance** of qualities for clinical teams with some widening of reach in Community Engagement and creation of The Memory Pathway;
 - embedding fundraising into the hospice whilst **preparing** the groundwork for the new strategy, and;
 - **growth** in lottery and retail.
6. Neena has completed the first draft of the Year End 2023 management accounts and these show:
 - A shortfall of £1.98m before DoC drawdown compared to budget shortfall of £1.74m.
 - the cost of delivering the clinical service at £5.26m for the year, on budget (also £5.26m) but showing an increase of £600k over last year. The chief causes of the increase were IPU staffing costs, up £250k, Community team staff costs up £200k and Psychological Support by £50k. Running costs were also higher. Most of the increase relates to the alignment to Agenda for Change and the subsequent pay increases, together with some volume and inflationary increases to other costs.
 - Income (**net of income generation costs**) was £4.3m compared to £4.8m budget and £5.2m last year. Within this, retail contribution was £217k (on income of £1.4m) compared to a shortfall of £13k last year, an improvement

of £230k; Legacies amount to £780k compared to £1.5m last year. Income includes £1m drawdown from the DoC grant (budget £1.24m and prior year £670k). Last year we received £500k of Covid Grants, this year there were none.

- Cash stood at £5.6m which is £500k better than planned but £800k below the figure for 2022.
- Work in preparation for the audit is ongoing and will include any legacies that we were aware of as potential income before the year end, but which are subsequently confirmed in terms of £££s. If any such arise before the audit is signed (and they have in the past) these will improve the figures.

Staffing and Recruitment

7. The Government has made their final offer in relation to the Agenda for Change pay award for 2023-24. This is a 5% increase across the board plus a 2% one-off “general” award that relates to 2022-23 (in recognition of increased costs compared to last year’s settlement) and a 4% “backlog bonus” which relates to hitting the post-pandemic recovery targets set by the prime minister for the NHS and for cutting NHS waiting lists. In line with other local hospices, this latter element is not applicable to St Raphael’s as a non-NHS provider. We have budgeted sufficiently for the general increment and the 2% one-off award will be accrued into the 2022-23 figures and will amount to approximately £45k.
8. There have been a number of successful recruitments in the recent weeks including to the Community Fundraising Manager, Appeals Fundraising Manager, Bereavement (Memory Pathway) co-ordinator and Social Work Assistant roles. We have three interviews this week for the Corporate Fundraising Manager role.
9. The retail team has also seen a number of recruitments including to the Sunday Opening roles so that certain key shops can begin to operate across the week.
10. We have had 3 clinical staff who have been, or are expected to go, on long term sickness and the teams are flexing in order to cover their absence. St Raphael’s is supporting these valued colleagues through a difficult time. One is returning shortly.
11. We have two non-clinical staff who have been off work for some time and one has been under a disciplinary procedure for their regular absences.
12. The Volunteer team has been short staffed due to illness and I would like to record my particular thanks to Lorraine Hunt for going above and beyond to ensure that the teams are all operating effectively and events (such as the Big Help Out) are fully prepared.

Clinical

13. The major project for the last few months has been the replacement of Crosscare as our patient administrations system with EMIS, which is widely used across Merton and Sutton by GP practices and other local hospices. It has involved an intense period of

planning and development (building the screens needed to suit our service) and this has been followed by training throughout April with a successful Go-Live at the start of May. The project has been superbly led by John Groom and he has worked closely with Jenny Strawson, Alex Rudkin, Pascale Evans and Heather Syddall (Community Specialist Practitioner) who have all invested a great deal of time into ensuring we have addressed every angle prior to implementation. This piece of work has been exemplary and I am very grateful to the whole team and to all the clinical staff who have engaged so well with their training. All work is now being recorded through EMIS.

- 14.** Under the leadership of Becca Wallis the in-patient unit team has been moving forward, morale seems high and recruitment is now looking positive. The flexible shift system has proved successful in being both appealing to staff and allowing better cover across the week. We are open to 10 beds and the team are hoping that this might increase to 12 at some points over the summer months.
- 15.** We are currently advertising for a shared infection control post with Royal Trinity Hospice – and a possible further job share with Princess Alice Hospice. In the meantime, St Helier continue to support us from an infection control perspective and recent audits have been positive, thanks to our IPC Link Nurses, Cathy Foster, Sam Leech, Jill Smith and Marnie Prior.
- 16.** I am delighted to report that the Community team continue to operate cohesively and professionally under the leadership of Tracy Christmas. They have been managing some very complex cases through a period that has seen some new staff join the team and some colleagues being off sick and they have all stepped up on numerous occasions to cover for one another, meaning there has been no compromise to care.
- 17.** The consultants and doctors have also operated as a strong team in the face of staff illness and absence. The consultants have been providing additional ad hoc 1st on call support (across St Raphael's, Princess Alice and Kingston Hospital) whilst covering long term sickness in first on call rota and they have continued to represent St Raphael's in many ways which raise our profile, reputation and qualities. Examples include: providing a weekly clinical session with St Helier Hospital Palliative Care Team; hosting monthly MDTs for the Merton EOLC team in which complex cases are discussed, providing a form of peer support/supervision; contributing to the pool of examiners for the European Certificate in Palliative Care programme at Princess Alice Hospice; hosting 4-5 medical students from St George's for one day per month; developing support to our local prison, High Down; joining the weekly medical teaching coordinated across Princess Alice and Woking and Sam Beare Hospices.
- 18.** Please refer to the CQ&G report for a few of the highlights of our ongoing quality and governance work that continues to ensure that we are all focussed on recognising the positive impact that our teams make on so many people (the excellence register continues to include a volume of potent testimony) whilst also embracing transparency where things can be improved and seeking to learn from these in order to progress as a team. The report illustrates the audit work being undertaken, incident reporting, complaints and actions taken, Governance Committees that take place on a regular basis, policy management and the management plan. A large part of all of this work is

choreographed and driven by Alex and this underpins all that we do. I am constantly reassured by the professionalism and expertise that runs throughout all our clinical teams.

- 19.** The Psychological Support Service (PSS) remains responsive and, through our staff team and the supervised final year students, we have very low waiting times for appointments. Surprisingly the Saturday appointments aren't proving particularly popular – with a low uptake so far, but the offer will remain in case there is a change in demand.
- 20.** As we heard at the Strategy Day, the volume of work for our Social Worker, Elise Lunn, has been intense and so it was decided to redeploy a vacancy in the Hospice at Home team to the PSS in order to recruit a social work assistant role. This has now been done successfully. We have also recruited to the Bereavement Support Co-Ordinator role who will manage the Memory Pathway and link in with PSS and we hope, in time, to develop an avenue to engage with students earlier in their training in order to provide placements at a non-clinical level for bereavement support.
- 21.** Sr Anne's bereavement group continues to meet in the WellBeing centre and recently several groups met together for a social time and also raised £300 for the hospice.
- 22.** The Community Engagement team cover the Wellbeing Centre, Compassionate Neighbours and the Den and was launched under the leadership of Roisin Yin Poole with effect from April. We have appointed to replace Sheila Payne's role and we will now also need to recruit to cover another part time role as Katie has taken on a role at Highpoint Prison.

Retail and Lottery

- 23.** Sara Jane and Diamond have been working with the lottery provider, BriteVox and there will be training for their team of 25 on June 1st. We will present information about the hospice and they will meet some staff and tour the site so that they are all equipped to be our ambassadors in the community. Sara Jane has noted that it is very probable that some people will not welcome being asked to support us and this may result in some complaints. This is to be expected.
- 24.** The transfer to the new Lottery license completed smoothly and fewer than 100 players took the opportunity to cancel their plays.
- 25.** Retail experienced a good ending to 2022-23 and have recorded a contribution of £217k on income of £1.4m. This is more than double the planned contribution with Income and costs both around £60k better than budgeted.
- 26.** Staff have been recruited in order to enable the best sites to open on Sundays which will add to income without adding to fixed overheads like rent.
- 27.** We have reached 207 retail volunteers from a figure of around 140 at the start of the financial year. We are continuing to recruit and this figure should grow. Lorraine has been proactive in stepping in to cover the absence of Ginny from Hospice Volunteers and at the same time she has managed to keep Retail Volunteering moving and plan for

the “Big Help Out” on Coronation Bank Holiday Monday. All the shops will be open and geared up to offer sample volunteering experiences and to recruit for future volunteering. A lot of planning and preparation has been involved.

28. The Donation Station has completed and our building company, Firmus, are ready to commence the fit-out work that is needed. At present we have not been given notice on the current site but there is a good deal of activity with surveyors visits etc and it is likely that we will be given notice soon.
29. The Morden shop lease is with solicitors and being detailed. We hope to open in the summer. We are actively looking for further sites.

Fundraising

30. With Kate having joined the team we have been able to start to recruit to the first key posts. Four roles have been advertised; Corporate, Community & Youth, Appeals and Legacy & In-Memory. Offers have been made and accepted for the Community & Youth and the Appeals roles and both new colleagues will start in early June. There are three interviewees for the Corporate role and one for the Legacy and In-Memory role.
31. Ruth Sorby has been asked to provide some training on Legacy and In-Memory to the existing team and we may seek to involve her for the short term as she has gained knowledge about us and is keen to stay involved.
32. April has seen some good Fundraising results, with over £50k raised by the Marathon runners and £25k from one “Ultra” challenge event (a GP from Wimbledon has run 110km around the Isle of Wight for us). We are also relieved to still be supported by the O’Halloran and O’Brien company and B&T Plant Hire (from the same group) who contribute £5k per month. They had indicated they may end their support after ten years during which they have given £435k. We did pitch for them to continue and, although not spoken out as confirmed, they have given in March and April and now again in May.
33. We have commissioned an expert in “Supporter Insight” to review our database to help improve our understanding of motivations and how we might make direct and effective appeals to our 50,000 supporters. This piece of work will, ideally, take place in the next few months and will inform our use of the Raphaelite, Direct Marketing and other forms of Appeal, in conjunction with our new recruit.

Operations

34. We have liaised as an Exec with the SLT members and other staff around the office moves. The moves are needed in order to create the space we need for the enlarged Donor Development team following advice from Ruth Sorby.

You will recall that the aim was to bring all the fundraising team together on-site and also to bring the Comms team into that same space. The recommendation was that Room B was the ideal (indeed the only) venue that could take this number of staff in one place.

A number of options and permutations were considered and it was agreed that the Supporter Care team who felt content to remain at Capitol House, could continue there and that the frictions that Ruth witnessed had evaporated and a strong working relationship was already underway. The team also provide important service to Retail and Lottery as well as Fundraising and that continuity and proximity to Sara Jane and her team was also a benefit.

Having decided on that change we were able to agree that the existing location of the Donor Development team (in the old training room in the “Admin Corridor” of the hospice) could be expanded (removing some walls and the corridor itself) to accommodate the growing team and also the Communications team. Some of the offices would be kept within that area so that it was not fully open plan.

This would then displace a number of other staff and our second element of the moves was to seek advantage by achieving some further goals, namely; to bring the CEO office into the Hospice; to increase the availability of counselling space needed to grow that service and the Memory Pathway; to retain Room B intact and to retain Room 1 for meetings.

The plan is to bring the Psychological Support team into the house on site “759” which houses the admin teams. This will provide 3 large offices and access to 3 counselling rooms (two being constructed from the current Comms Office) and it will give access into the 759 garden that could (if time and budget allows) be gradually cultivated into an area for a memory garden in due course. A new office space will be created in the “cloakroom area” of St Bede’s (a room beside the reception currently used as a store) for the Facilities Manager. Two offices will be created in the Hospice from the outpatients’ room (the Therapy Room in St Bede’s can be used for this purpose) and one counselling room (leaving one in the hospice). The Finance team have agreed to move to Capitol House and a number of other office moves will take place.

This is due to take place over the next five months.

Nick Stevens – 5th May 2023

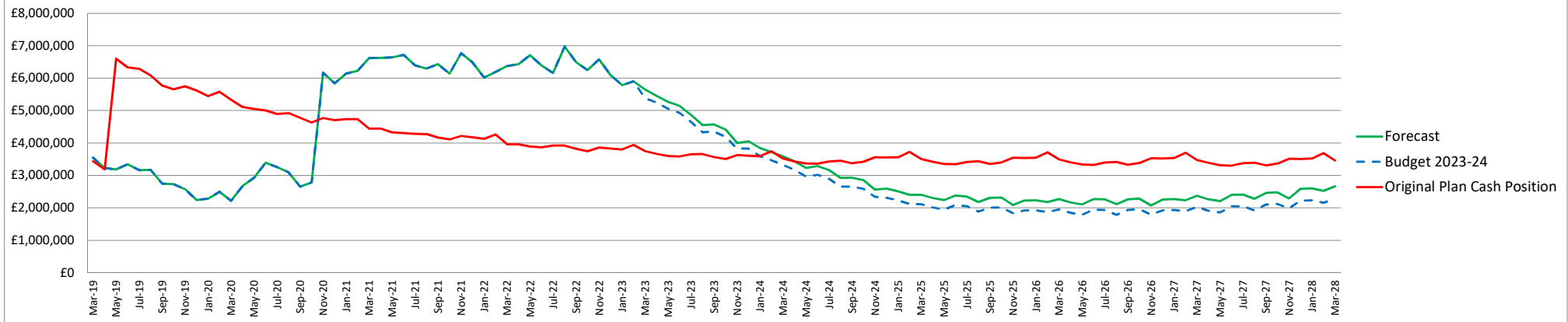
SRH Detailed Income and Expenditure		Full Year		
31st March 2023	Actuals 2021-22	Actuals 2022-23	Variance to 2021-22 Actual	
NHS Grants	2,256,244	1,693,858	(562,386)	£500k CCG Covid grant and £190k other CCG grants in 2022-23
NHS Other Fees	8,485	4,544	(3,941)	
Hospice Grants	280,354	10,710	(269,644)	Covid Grants
St Bede's Income	568	4,965	4,398	
Other income	600	9,500	8,900	Disposal of Minibus
DoC Rent Gift in Kind	270,000	270,000	0	
Education Income	7,200	38,010	30,810	Grant for Care Home Education (restricted)
Investment Income	21,393	(6,512)	(27,905)	£36k deposit interest offset by losses on £2m investment
Orangery Income	8,819	23,430	14,611	
Operating Income	2,853,662	2,048,504	(805,158)	
Staff Costs	(3,139,795)	(3,651,805)	(512,010)	2021-22 had 6 months Agenda for Change cf 2022-23 full year AfC; 5% + AfC pay increase; 1 x FTE CNS (CCG additional grant) + 0.6 additional Counsellor + impact of 50% more inpatient nights
Training, Recruitment and subscriptions	(40,142)	(41,941)	(1,799)	
Food and Catering	(24,342)	(41,584)	(17,242)	50% increased occupancy and higher prices
Cleaning and Waste Disposal	(31,903)	(34,587)	(2,684)	
Travel and Motoring Expenses	(13,190)	(13,800)	(610)	
Drugs, Dressings and Consumables	(93,361)	(127,027)	(33,666)	50% increased occupancy and higher prices
Rates and Utilities	(78,552)	(78,361)	191	
Repairs and Maintenance	(101,318)	(107,614)	(6,296)	
Telephones, Postage, Stationery & IT	(45,407)	(40,699)	4,707	
Rent	(270,300)	(270,300)	0	Notional Rental charge
Other Direct Costs	(40,154)	(60,180)	(20,025)	Includes full year of Infection Control Service Contract
Direct Cost of Service	(3,878,465)	(4,467,898)	(589,433)	
Depreciation	(95,491)	(95,392)	100	
Staff Costs	(705,438)	(718,790)	(13,352)	
Training, Recruitment and subscriptions	(16,060)	(25,747)	(9,687)	Recruitment cost of Head of HR
Telephones, Postage, Stationery & IT	(104,964)	(119,538)	(14,573)	
Professional Services	(78,721)	(70,294)	8,427	
Insurance	(32,024)	(31,371)	652	
Communications & Marketing	(9,943)	(47,880)	(37,938)	Christmas Raphaelite charged to General code
Other Costs	(29,517)	(33,412)	(3,896)	Increase provision for IT small items (under £5k)
VAT	(28,692)	(10,765)	17,927	
Support charged to Income Generation	335,119	352,599	17,480	
Indirect Service Costs	(670,239)	(705,198)	(34,959)	
Net Service Cost to be Funded	(1,790,534)	(3,219,984)	(1,429,451)	
Income Generation				
Legacies	1,532,596	781,523	(751,073)	
Donations	947,496	1,078,619	131,123	Separate Analysis
Gift Aid	48,915	53,601	4,686	
Staff Costs	(458,168)	(451,042)	7,126	
Training, Recruitment and subscriptions	(12,130)	(21,750)	(9,620)	Recruitment of Director Role
Rent, Rates and Utilities	(34,715)	(34,238)	477	
Repairs and Maintenance	(16,412)	(8,650)	7,763	
Telephones, Postage, Stationery & IT	(21,613)	(20,186)	1,427	
Communications and Marketing	(5,328)	(4,385)	943	Additional £65k marketing for Campaign
Events	(968)	(2,210)	(1,242)	
FR Costs - Events	(12,259)	(25,539)	(13,279)	£5k on WoofFest (cancelled); extra £4k on Santa dash => +£5k income
FR Costs - Challenges	(9,355)	(16,568)	(7,213)	£5k cost of Skydive (income £14k)
FR Costs - Corporate	(5,775)	(6,080)	(305)	
FR Costs - Community	(9,739)	(16,817)	(7,078)	£5k cost of Street Party (£10k income)
FR Costs - Regular Giving	0	(2,099)	(2,099)	
FR Costs - In Memory	(20)	(85)	(65)	
FR Costs - General Giving	(4,049)	(10,152)	(6,103)	
FR Costs - Appeals	(71,160)	(51,670)	19,490	2021-22 = Lavender (cost £39k => £85k income) + LUAL (cost £36k => £66k) 2022-23 = Lavender (cost £42k => £50k income) + LUAL (cost £9k => £82k)
Other Costs	(41,279)	(61,361)	(20,082)	Higher cash handling costs + Fundraising Strategy and Mentoring costs
Net Fundraising Contribution	1,826,036	1,180,913	(645,123)	
Lottery Income	422,996	368,285	(54,710)	Bumper Draw income down £35k - Core Income down £19k
Staff Costs	(43,105)	(22,316)	20,789	
Agency Staff	0	0	0	
Printing, Postage and Marketing	(17,371)	(6,066)	11,305	Only one "Bumper Draw" which raised less than it cost (see Lottery Notes)
Bank, Management and Other Charges	(53,040)	(56,316)	(3,277)	
Lottery Prizes	(82,000)	(83,500)	(1,500)	
Net Lottery Contribution	227,480	200,087	(27,393)	
Shop Income	1,046,865	1,369,565	322,701	see separate analysis
Gift Aid	25,000	48,710	23,710	
Rent received	8,775	0	(8,775)	
Other Income (COVID grants)	29,355	48	(29,307)	
Staff Costs	(498,256)	(606,924)	(108,669)	
Training, Recruitment and subscriptions	(4,014)	(10,402)	(6,388)	
Consumables and Goods for Resale	(36,330)	(35,940)	390	
Cleaning and Waste Disposal	(33,513)	(27,596)	5,918	
Rent, Rates and Utilities	(313,508)	(346,221)	(32,713)	
Repairs and Maintenance	(53,594)	(26,058)	27,536	Less needed in 2022-23
Depreciation	(73,373)	(48,344)	25,029	
Telephones, Postage, Stationery & IT	(21,373)	(21,636)	(263)	
Other Costs	(14,350)	(18,354)	(4,004)	non capital set-up and running costs of new shops included here
Bank, credit card and cash collection	(17,454)	(13,390)	4,064	
Professional Services	(51,563)	(37,426)	14,137	Skyline used less (site finding, consultancy)
Insurance	(6,514)	(8,614)	(2,100)	
Net Shops Contribution	(13,848)	217,418	231,266	
Support Costs	(335,119)	(352,599)	(17,480)	
Net Contribution from Income Generating Activities	1,704,549	1,245,818	(458,731)	
Net Shortfall before DoC funding	(85,985)	(1,974,166)	(1,888,181)	Planned shortfall of same order as budget for 2021-22
Drawdown from DoC grant / other DoC	666,666	1,000,000	333,334	
Shortfall for period	580,681	(974,166)	(1,554,847)	

Management Account at 31/3/2023	Year To Date													
Net Movement in Funds	Actuals 2022-23	Budget 2022-23	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	2023-24	2023-24	variance	2024-25	2025-26	2026-27	2027-28
Surplus/(Loss) from Operations	(974,166)	(504,529)	(469,637)	580,681	1,245,199	580,681	(974,166)	(938,865)	(987,834)	48,969	(1,039,521)	(298,508)	(162,342)	27,676
Depreciation	144,992	279,845	(134,854)	130,403	302,968	130,403	144,992	407,652	397,747	9,906	423,464	385,058	351,456	339,685
Decrease/(Increase) in Debtors	1,434,047	303,317	1,130,730	107,828	(533,412)	107,828	1,434,047	(310,254)	(38,602)	(271,652)	73,760	25,398	19,398	(30,976)
(Decrease)/Increase in Creditors	(1,156,550)	(1,014,161)	(142,389)	(772,786)	3,640,923	(772,786)	(1,156,550)	(826,738)	(1,021,191)	194,453	(413,248)	(154,830)	(47,248)	6,001
Net cash (expended)/ generated by operations	(551,677)	(935,528)	383,850	46,126	4,655,678	46,126	(551,677)	(1,668,204)	(1,649,880)	(18,325)	(955,546)	(42,882)	161,265	342,386
Purchase of Fixed Assets	(173,230)	(451,373)	278,143	(293,277)	(250,308)	(293,277)	(173,230)	(394,999)	(410,000)	15,001	(224,000)	(93,000)	(55,000)	(55,000)
Increase / (Decrease) in Cash	(724,907)	(1,386,901)	661,994	(247,151)	4,405,370	(247,151)	(724,907)	(2,063,203)	(2,059,880)	(3,324)	(1,179,546)	(135,882)	106,265	287,386

Management Account at 31/3/2023	Year To Date													
Balance Sheet	Actuals 2022-23	Budget 2022-23	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	2023-24	2023-24	variance	2024-25	2025-26	2026-27	2027-28
Fixed Assets	752,677	878,957	(126,280)	724,439	561,565	724,439	752,677	740,024	840,661	(100,638)	540,560	248,502	(47,954)	(332,640)
Debtors	544,490	816,142	(271,652)	1,978,537	2,086,365	1,978,537	544,490	854,743	854,743	0	780,984	755,586	736,188	767,164
Cash at Bank and Investment Fund	5,648,250	5,145,670	502,579	6,373,156	6,620,306	6,373,156	5,648,250	3,585,046	3,321,728	263,318	2,405,500	2,269,619	2,375,883	2,663,269
Creditors	(2,047,843)	(2,168,127)	120,284	(3,204,393)	(3,977,179)	(3,204,393)	(2,047,843)	(1,221,105)	(1,078,547)	(142,557)	(807,856)	(653,026)	(605,779)	(611,780)
Net Assets	4,897,574	4,672,642	224,932	5,871,739	5,291,057	5,871,739	4,897,574	3,958,709	3,938,585	20,123	2,919,188	2,620,680	2,458,338	2,486,013

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Cash (and invested cash) Position v Original Plan



Management Account at 31/3/2023	Year To Date				Full Year									
	Actuals 2022-23	Budget 2022-23	variance	YTD Prior Year	Actuals 2020-21	Actuals 2021-22	Actuals 2022-23	Forecast 2023-24	Budget 2023-24	variance	2024-25	2025-26	2026-27	2027-28
Income from NHS	1,698,401	1,626,836	71,565	2,264,729	1,775,471	2,264,729	1,698,401	1,714,050	1,714,050	0	1,748,331	1,783,298	1,818,964	1,855,343
Other Income	350,102	406,067	(55,964)	588,934	1,662,681	588,934	350,102	472,660	447,716	24,943	404,513	406,406	408,444	410,586
Service Income	2,048,504	2,032,903	15,601	2,853,662	3,438,152	2,853,662	2,048,504	2,186,710	2,161,767	24,943	2,152,844	2,189,704	2,227,408	2,265,929
Direct Cost of Services	(4,467,898)	(4,441,442)	(26,456)	(3,878,465)	(3,713,542)	(3,878,465)	(4,467,898)	(4,680,498)	(4,698,112)	17,614	(4,772,376)	(4,861,228)	(4,953,101)	(5,046,812)
Hospice Depreciation	(95,392)	(140,707)	45,315	(95,491)	(155,282)	(95,491)	(95,392)	(140,386)	(140,386)	0	(147,241)	(118,082)	(87,193)	(79,305)
Support Costs	(705,198)	(685,283)	(19,916)	(670,239)	(678,829)	(670,239)	(705,198)	(662,467)	(663,265)	798	(680,656)	(696,200)	(708,026)	(722,128)
Service Costs	(5,268,488)	(5,267,431)	(1,057)	(4,644,196)	(4,547,652)	(4,644,196)	(5,268,488)	(5,483,350)	(5,501,762)	18,412	(5,600,273)	(5,675,510)	(5,748,320)	(5,848,245)
Net Service Cost to be funded	(3,219,984)	(3,234,528)	14,544	(1,790,534)	(1,109,500)	(1,790,534)	(3,219,984)	(3,296,640)	(3,339,996)	43,356	(3,447,429)	(3,485,806)	(3,520,912)	(3,582,316)
	61%	61%		39%	24%	39%	61%	60%	61%		62%	61%	61%	61%
Fundraising Activity														
Legacy Income	781,523	1,000,000	(218,477)	1,532,596	2,228,142	1,532,596	781,523	1,250,000	1,250,000	0	1,312,499	1,378,124	1,447,031	1,519,382
Donor Income	1,132,220	1,405,348	(273,128)	996,411	1,222,685	996,411	1,132,220	1,312,500	1,312,500	0	1,704,392	2,003,607	2,278,510	2,540,155
Fundraising Costs	(732,830)	(883,300)	150,470	(702,971)	(592,754)	(702,971)	(732,830)	(920,782)	(920,782)	0	(1,012,948)	(1,033,207)	(1,053,871)	(1,074,949)
	1,180,913	1,522,048	(341,135)	1,826,036	2,858,074	1,826,036	1,180,913	1,641,717	1,641,717	0	2,003,943	2,348,525	2,671,670	2,984,589
Lottery Income	368,285	455,947	(87,662)	422,996	454,014	422,996	368,285	401,852	401,852	0	644,825	746,363	721,849	696,459
Lottery Costs	(168,199)	(239,847)	71,648	(195,515)	(188,041)	(195,515)	(168,199)	(518,863)	(518,863)	0	(615,844)	(212,704)	(210,143)	(209,981)
	200,087	216,100	(16,014)	227,480	265,973	227,480	200,087	(117,011)	(117,011)	0	28,981	533,659	511,705	486,478
Shop Income	1,418,324	1,362,229	56,095	1,109,995	203,693	1,109,995	1,418,324	1,717,424	1,717,424	0	2,252,173	2,496,554	2,546,485	2,597,415
Shop Costs	(1,200,906)	(1,267,737)	66,830	(1,123,843)	(913,626)	(1,123,843)	(1,200,906)	(1,553,122)	(1,558,335)	5,214	(1,936,860)	(2,043,340)	(2,070,612)	(2,097,426)
	217,418	94,492	122,926	(13,848)	(709,933)	(13,848)	217,418	164,302	159,089	5,214	315,313	453,214	475,874	499,989
		7%		-1%		-1%		15%	10%		14%	18%	19%	19%
Support Costs	(352,599)	(342,641)	(9,958)	(335,119)	(339,414)	(335,119)	(352,599)	(331,233)	(331,633)	399	(340,328)	(348,100)	(354,013)	(361,064)
Fundraising Contribution	1,245,818	1,489,999	(244,181)	1,704,549	2,074,699	1,704,549	1,245,818	1,357,775	1,352,162	5,613	2,007,908	2,987,298	3,305,236	3,609,991
Shortfall before DOC Funding	(1,974,166)	(1,744,529)	(229,637)	(85,985)	965,199	(85,985)	(1,974,166)	(1,938,865)	(1,987,834)	48,969	(1,439,521)	(498,508)	(215,676)	27,676
DOC Funding	1,000,000	1,240,000	(240,000)	666,666	280,000	666,666	1,000,000	1,000,000	1,000,000	0	400,000	200,000	53,334	0
Contingency Drawdown							0							
Surplus/(Shortfall) for period	(974,166)	(504,529)	(469,637)	580,681	1,245,199	580,681	(974,166)	(938,865)	(987,834)	48,969	(1,039,521)	(298,508)	(162,342)	27,676

Finance and Resources Report

Key Points

1. Key Points are:

- a. The first draft management accounts for the 12 months to 31st March 2023 shows a shortfall of £(1.98)m before DoC drawdown compared to budget of £(1.74)m.
- b. A figure of £1m has been drawn down from the Deferred Income Balance which leaves a deficit of £974k for publication.
- c. Cash (including the investment portfolio) at the end of March stood at £5.64m compared to budget of £5.15m.
- d. The legacy total currently stands at £781k and may rise over the coming months as we gain reasonable certainty over the quantum that will be received. Conversely a sum of around £180k may need to be accrued relating to late NHS AfC “bonus” agreements.

Finance

2. Management Accounts – Income and Expenditure

The first draft management accounts for the year ended 31st March 2023 is attached together with the detailed summary and cash movements/balance sheet summary. I am very grateful to Neena for completing this in good time despite having staff absence throughout the previous 4 to 6 weeks.

Income from NHS of £1,698k is £71k above budget largely due to £66k additional grant towards weekend working of our CNS team.

Other Income is £56k below budget because the value of the investment fund has declined, due to the economic crisis, where the budget had assumed an increase. The overall total is improved on earlier in the year as we have generated £36k of interest on £2.5m of our cash balance on fixed term deposit.

Direct costs of service is marginally above the budget (0.6%) but £589k above last year. The detailed summary shows that some cost increase relates to volume (IPU for example operated 50% more occupancy than in the previous year); much relates to price rises (pay increased a minimum of 5%; Agenda for Change impacted the whole year (only 6 months of prior year); there was an additional CNS (funded by CCG) and 0.6 counsellor.

Agenda for Change salary negotiations are ongoing between NHS and Unions. However, a recent offer included a 6% “bonus” relating to 2022-23 (the pay increase itself will relate to 2023-24 and the current offer is 5%). Should this bonus be actualised we would be bound to

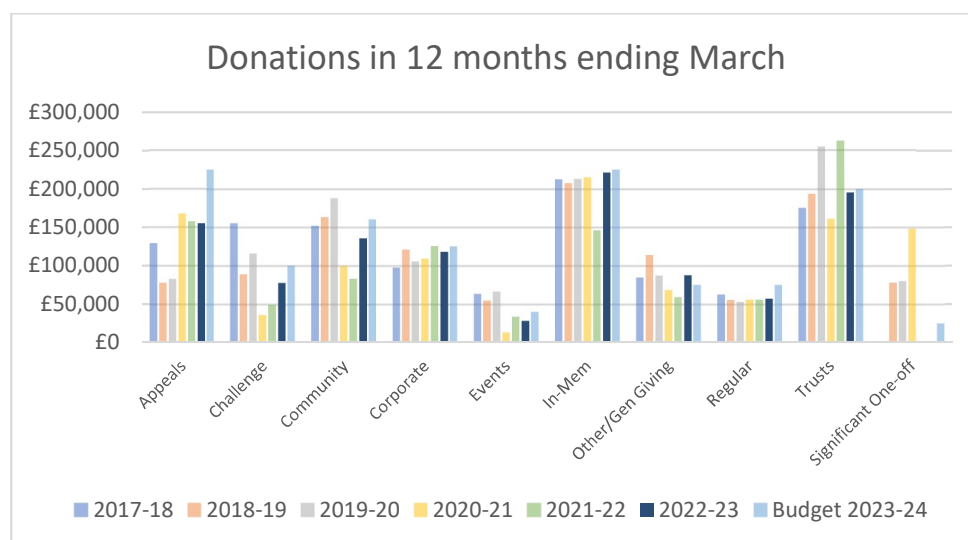
pay the same to our AfC aligned staff. This could cost us £180k. At this point this additional sum has *not* been provided for in these accounts.

Support costs were £19k above plan after including £37k for the Christmas Raphaelite edition (normally charged to fundraising but this edition was not to support the LUAL Appeal).

Legacies have reached £781k but this may still increase as the figure will also reflect valuations that are confirmed before the audit settles and which are for wills we are already aware of. A sum of £125k has been confirmed in April but this is not thought to be one we were aware of before the year end and has been excluded from these figures.

Donations

The table and graph, below, show the donation income categorised by the Fundraising team and arising from Raisers' Edge fundraising database. It has been agreed to the financial accounts total (which includes income raised in 2021-22 for 2022-23 events and excludes the same for the coming year).



Full Year Donation Income	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Budget 2023-24	Growth needed over 2022-23	
Appeals	£128,845	£77,371	£82,756	£167,263	£157,462	£155,155	£225,000	£69,845	45%
Challenge	£155,238	£88,792	£115,914	£35,697	£49,034	£77,795	£100,000	£22,205	29%
Community	£152,016	£163,234	£187,687	£99,699	£82,901	£136,022	£160,000	£23,978	18%
Corporate	£97,778	£120,766	£105,393	£109,163	£125,596	£118,385	£125,000	£6,615	6%
Events	£63,474	£54,469	£66,327	£13,120	£33,573	£28,545	£40,000	£11,455	40%
In-Mem	£212,706	£207,193	£212,849	£214,940	£146,013	£221,629	£225,000	£3,371	2%
Other/Gen Giving	£84,470	£114,023	£87,303	£68,476	£59,248	£87,993	£75,000	£-12,993	-15%
Regular	£62,356	£55,381	£52,785	£55,799	£55,945	£57,568	£75,000	£17,432	30%
Trusts	£175,091	£193,736	£253,904	£161,066	£261,831	£195,527	£200,000	£4,473	2%
Significant One-off	£0	£77,924	£80,000	£148,000	£0	£0	£25,000	£25,000	
Total Fundraising	£1,131,973	£1,152,889	£1,244,917	£1,073,221	£971,602	£1,078,619	£1,250,000	£171,381	16%
Adjusted to exclude significant one-offs	£1,131,973	£1,074,965	£1,164,917	£925,221	£971,602	£1,078,619	£1,225,000	£146,381	14%

Gift Aid and Legacy Income has been excluded from these figures.

Despite the very disrupted year, the total of £1,078k is the highest level since the pandemic and a little ahead of the most recent forecast.

Appeal Income included the Lavender Appeal which performed at c66% of the previous year; the LUAL appeal which performed as in the previous year (despite a more limited and direct mailing which cost 25% of the usual cost). It also included the Raphaelite Newsletter Appeal that yielded c £20k and that kept the overall total in line with recent years.

Challenge Event income was significantly improved over the previous pandemic affected years. It has returned to the previous levels once exceptional (and costly) Treks are excluded (2019-20 included £30k and 2017-18 included £60k relating to Treks).

Community Income also jumped £50k from the previous year and included £24k from Golf Clubs with great support from John Di Palma. Collection cans contributed £12k which was understandably up from £4k and £9k in previous lock-down years, with a pre-pandemic £18k being a target for future years. The Reindeer/Rudolph Runs added £15k compared to £9k last year and Lower Morden Lights contributing £10k despite the energy crisis.

Corporate Income held up despite the changes in the latter part of the year. £60k of the total arises from one Corporate Group with family connections to St Raphael's. They have given £435k over the last 10 years and in January they informed us that they are re-evaluating their commitment. We have not yet had the relationship re-confirmed but they have continued to give in February, March and April 2023.

Event Income was interrupted by circumstance. The WoofFest event took huge effort to plan and sadly fell at the same time as the Funeral of HM Queen Elizabeth and was cancelled.

In Memory Income reached the highest level so far across the years since 2017. Our efforts to ensure quality of care, coupled with plans to improve the promotion of fundraising needs and opportunities could aid this growing further, as will relationship building with local funeral directors. It is worth noting that our occupancy levels were much higher in this year and that will have impacted In Memory income arising from funerals positively.

Other Income arises where the source or motivation is not clear to the team. It amounts to around £50k to £100k per year and this year is towards the upper end.

Regular Income remains static. A challenge for 2023 will be to seek to grow this source as part of appeal to our existing database of supporters.

Trust Income includes £130k of regular, repeat grants from five sources that have been consistent over many years. Further Trust successes have often depended upon particular major projects (for example over £60k was raised last year towards the Family/Bariatric Room conversion this year).

This year we have not received any "significant one-off" donations greater than £25k.

Fundraising costs are £76k below plan, partly due to vacancies and partly to lower than budgeted marketing costs.

Lottery income and costs are both below budget and yield a net £200k contribution (budget was £216k). The budget had assumed that an internally staffed and volunteer led campaign would have commenced in summer 2022. It did not, but a new external campaign is due to launch in June 2023 and is currently being prepared. Income was £54k below last year but £35k of that relates to the Bumper Draw which did not occur in December and was poorly supported in May (yielding £5k compared with the usual £20k for each of two draws). Thus the “leakage” of income from the core regular supporter group was c£20k.

Retail

Retail income was £340k above last year and £56k above plan. Costs were £77k above last year but £67k below plan. The overall contribution is £217k (15%) compared to a shortfall of £(14)k last year and a budget of £95k.

This is very encouraging. Within this there are some real highlights and some areas for improvement. NB New Malden and Sutton Shops were open from June in 2022-23 all others opened at start of April.

	Actual 2022-3	Actual 2022-3	Variance	Budget 2022-3	Variance	Budget 2023-4
Rosehill	£88,922	£109,441	£20,519	£94,460	£14,981	£101,215
Raynes Park	£72,172	£105,714	£33,542	£91,787	£13,927	£113,460
Sutton	£92,896	£123,306	£30,410	£114,733	£8,573	£119,775
Banstead	£96,898	£104,430	£7,532	£108,583	-£4,153	£104,990
Stonecot Hill	£58,938	£90,236	£31,297	£72,500	£17,736	£83,758
Carshalton	£123,211	£133,526	£10,315	£130,000	£3,526	£131,000
Cheam Shop	£121,545	£147,805	£26,260	£129,200	£18,605	£140,560
Donation Station	£84,771	£126,174	£41,403	£107,921	£18,253	£125,170
New Malden	£84,124	£145,393	£61,270	£115,533	£29,860	£131,190
Wimbledon Village	£198,659	£226,496	£27,837	£191,014	£35,482	£221,700
Rags	£24,730	£30,132	£5,402	£35,000	-£4,868	£42,267
	£1,046,865	£1,342,652	£295,788	£1,190,731	£151,921	£1,315,085
Ebay	£0	£5,689	£5,689	£50,000	-£44,311	£41,450
Wimbledon Park	£0	£21,224	£21,224	£64,086	-£42,862	£125,110
Morden	£0	£0	£0	£0	£0	£87,390
New Shop 2 (Was Carshalton Beer)	£0	£0	£0	£0	£0	£41,667
New Shop 3	£0	£0	£0	£0	£0	£13,340
Gift Aid	£25,000	£48,710	£23,710	£57,412	-£8,702	£93,382
	£25,000	£75,623	£50,623	£171,498	-£95,875	£402,339
Total	£1,071,865	£1,418,275	£346,411	£1,362,229	£56,047	£1,717,424
Gift Aid %	10%	14%		18%		23%
Industry Standard is 35%						

Highlights include New Malden and Sutton Clearance Stores which have continued to perform very strongly, Raynes Park and Stonecot which have shown good improvement. Wimbledon Village and Cheam have also improved from very strong positions.

We still await improvements in Ebay and the new Wimbledon Park store which is struggling at present, a new Wedding department and Instagram account are part of the plan to improve this. Our Gift Aid recovery rate remains very low and we need to emphasise that in the coming year.

3. Management Accounts – Balance Sheet

Cash (including the investment fund) stood at £5.65m at the end of March 2023, £500k above budget and £700k below the same point last year.

Net assets stood at £4.9m down by the £1m shortfall compared to the year end March 2022.

4. Investment Fund

The fund stood at £1.96m at the end of November, a fall of £57k over the year end. By the end of December, it had fallen to £1.91m. The investment value is subject to market fluctuations and is not planned to be released in the next four years.

During December 2022 we opened two new Treasury deposits which are fixed for 12 months (£1.5m) and 6 months (£1m). The interest rates are 3.45% and 3% and they not held at risk.

5. Volunteer Numbers

In response to an action from the April 2022 FRC, Ginny Toubal (Hospice Volunteer lead) has co-ordinated the collation of numbers of active volunteers. This totals 502 at present. This includes 200 Hospice Volunteers, up from 148 in June; 208 Retail Volunteers, up from 145 in June; 27 Compassionate Neighbours, up 3 from June and 66 supporter group volunteers (level).

In addition there are 17 prospective volunteers in process or on hold.

6. Audit 2023

The auditors, Haysmacintyre, have not yet provided a date for the planning and implementation of the audit. Neena and the team are pressing on as usual but we expect the fieldwork to be delayed until June or July.

Nick Stevens, CEO

19th April 2023

St Raphael's Trustee Authorisation Levels as at 31/03/2023

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	Online Authorisation on Bankline	Signing of DD and SO (annualised)
Board of Trustees			Unlimited	Unlimited	Unlimited	Unlimited	N/A	Unlimited	N/A	N/A	N/A
Chair of Trustees + Treasurer			200,000	75,000	200,000	100,000	N/A	Unlimited	Unlimited	Unlimited	Unlimited
Chair of Trustees + CEO			200,000	75,000	200,000	100,000	N/A	Unlimited	Unlimited	Unlimited	Unlimited
Chair of Trustees + Trustee			200,000	50,000	100,000	100,000	N/A	Unlimited	200,000	200,000	200,000
Trustee + CEO			100,000	50,000	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)
CEO	All	50,000	50,000	50,000	50,000	5,000	400,000	100,000	100,000	100,000
CEO + Head of HR	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	-	1,000	-	-	-	-	-	-	-
Facilities Manager (Steve Cresswell)	Facilities	-	1,000	-	-	2,000	-	-	-	-
Head of HR (Barry Angel)	HR	-	1,000	5,000	-	1,000	-	-	-	-
Head of Finance (Neena Vadgama)	Finance	-	1,000	-	-	-	-	-	-	-
Housekeeping Manager (Paula Di Palma)	Housekeeping	-	500	-	-	2,000	-	-	-	-
Facilities - Gardener (Pete Morris)	Facilities	-	-	-	-	500	-	-	-	-
Communications Manager (Diamond Naraviene)	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	-	-	-	-
Head of Donor Development (vacant)	Donor Development	-	2,000	-	-	1,000	-	-	-	-
Donor Development Team (R Wood,S Bourne)	Donor Development	-	250	-	-	-	-	-	-	-
Head of Supporter Care (Lucy Ribaldo)	Donor Care	-	1,000	-	-	-	-	-	-	-
Commercial Director (Sara Jane Woods)	Commercial -Retail	10,000	5,000	10,000	10,000	5,000	-	-	-	-
Lottery Manager (Vacant)	Lottery	-	500	-	-	-	-	-	-	-
Retail Area Manager (Lynda Ryan/Caroline Worley)	Retail	-	1,000	-	-	-	-	-	-	-
Income Generation Volunteer lead (Lorraine Hunt)	Volunteers	-	500	-	-	-	-	-	-	-
Clinical Director (Becca Trower)	Clinical All Areas	10,000	5,000	10,000	10,000	5,000	-	-	-	-
Consultants	Medical All Areas	-	1,000	-	-	-	-	-	-	-
Head of Psychosocial support (Steve Molyneux)	Psychological Services	-	1,000	-	-	-	-	-	-	-
Community Manager (Tracy Christmas)	Community	-	1,000	-	-	-	-	-	-	-
IPU Manager (Rebecca Wallis/Julie Ford/Penny James)	IPU	-	1,000	-	-	-	-	-	-	-
Community Engagement Lead (Rosin Yin Poole)	Community Engagement	-	500	-	-	-	-	-	-	-
Clinical Admin lead (Pascale Evans)	Administration	-	250	-	-	1,000	-	-	-	-
Education (Maura Flint + Karen Cook)	Education & Training	-	500	-	-	-	-	-	-	-
Nominated Second (in absence of HOD and agreed in advance with Head of Finance)		-	250	-	-	-	-	-	-	-

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 11:00 on Tuesday 25th April 2023

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 – CEO)
 Kate Billingham Wilson (KBW – Director of Fundraising)
 Sara Jane Woods – (SJW – Commercial Director)
 Diamond Naraviene – Communications Manager (DN)
 Anna Machin – Governance (AM)

Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4. Fundraising update 2022/23 and 2023/24	Develop KPI dashboard and fundraising projections	Kate Billingham Wilson	July meeting	25.04.23/01
7. AOB	Take forward approval of Capitol House contract to the Board	Nick Stevens	May meeting	25.04.23/02

1. Welcomes, apologies for absence and declarations of interest

The Chair welcomed Kate Billingham Wilson, Alan Cogbill and Sr Veronica Hagen to their first Income Generation & Communications Committee meeting.

2. Review of minutes from 17th January 2023 Committee meeting & actions list

The Committee viewed the actions log within the minutes of the previous meeting and requested an update:

- Share more granular information on data relating to individual campaigns; Review survey information secured from event participants – Diamond Naraviene confirmed that updates are underway from Google Analytics and internal data collection by the team to facilitate more granular data analysis.
- Share practice on risk register development with the team; Discuss approach to risk registers with the Board – Nick Stevens and Bernard Marley had met to discuss this topic in more detail and a revised approach to scoring the risk registers would be brought to the July meeting cycle for presentation to Committees and the Board.
- Risk register — discussed at March Board meeting
- AOB – Invite Ruth Sorby to next Committee meeting – the actions in the report are being taken forwards internally now that the Fundraising Director position is filled.
- Re-order agenda for next meeting; Review name of Committee and review Terms of Reference – these actions had been completed.

3. Annual review of Committee Terms of Reference

The Chair confirmed that the Terms of Reference now reflect the Committee's broader remit across fundraising, income generation, retail and communications. The Terms of Reference were recommended to the Board subject to final drafting changes.

4. Fundraising update 2022/23 and 2023/24

Kate Billingham Wilson was invited to share initial reflections on her time in post. The main priorities have been to settle the team into the Hospice with only Supporter Care colleagues remaining at Capitol House, setting up the new roles and liaising with recruitment agencies, and reviewing training needs within the team. Kate shared examples of closer working across teams that had already been achieved through moving site.

The Committee discussed the draws and potential limitations to interest in fundraising at St Raphael's, and that whilst the posts are not based in central London, the salary levels are set well and Hospice roles can be appealing with a tangible ask that makes a difference. The team are encouraged to have a physical presence in the Hospice as much as possible, although there are opportunities for flexibility in home-working.

Kate confirmed that the work to develop KPIs and a reporting dashboard for the Committee is in progress, but requires some re-categorisation of data, and reconciliation of information across funding platforms. Nick Stevens confirmed that this data is also viewed as part of the external audit process.

There have been encouraging engagements amongst supporters of the Hospice, for example in the recent London Marathon which achieved over £50k in donations and where a local GP has completed the Isle of Wight "Ultra" and raised over £25k. The 2022/23 fundraising position reached over £1m, which is a strong foundation on which to build. There will be focus in coming months on developing legacies communications.

The Committee thanked Kate for the report, and it was agreed that the next meeting would include a full review of a KPI dashboard, and discussion moving from inputs to outputs and more detailed plans for incremental growth across all areas of fundraising including plans for the Appeal.

5. Income Generation update

Sara Jane Woods highlighted key points from her report, confirming that staffing within shops had been increased, which is in part due to preparation for Sunday opening in a subset of shops. The plans for extending weekend opening has been based on a detailed analysis of each individual shop's budget and footfall information, and a supplementary paper was tabled to show this depth of data. This had been brought together in order to provide assurance to Trustees on the benefits of this change. The growth in volunteer numbers will also support these plans, and in less than a year Retail volunteer numbers have grown from 135 to 211 showing a regular and consistent increase.

The Lottery agency has been fully commissioned and there has been a strong set-up process carried out with them. The Committee received assurance that all Gift Aid processes are up to date, and related communications and documentation is in place.

The Income Generation team are also engaged in plans for volunteer activity around the King's Coronation as an opportunity to draw volunteers into the shops. The Donation Centre lease has been signed ready for the transition of this space, which has been highly valuable to the Hospice. The team continue to scope new Retail sites which will support the organisation's planned growth in turnover, and the Committee and Board will remain updated on plans.

6. Communications update

Diamond Naraviene shared an update on the team’s work to amplify St Raphael’s key messages across the range of clinical and non-clinical activities in place. There has been recent radio coverage alongside Fundraising Stories that have been used on social media to raise awareness. There continues to be a broad reach in terms of views of posts, and increasing examples of posts being shared. Plans for the signage at the front of the Hospice are also being reviewed with the aim of raising awareness from passers-by.

The Committee viewed the communications plan for the year, which has a particular focus on spearheading engagement, volunteering and donations. The Committee noted that as the total number of followers on social media increases, the proportion of click-throughs decreases as the messages are more ‘diluted’ away from the core, longstanding audiences.

The Committee thanked Diamond and the team for the work delivered over past months.

7. Any Other Business and Dates of future meetings

Nick Stevens raised that the 10-year lease of Capitol House is planned for renewal, with a greater annual cost of £60k vs £45k due to inflation, although a reduction to £55k has been agreed for initial years of the new contract. Assurance was given that this aligns with the market rate for comparable space, and the contract has been reviewed by John Groom (Director of IT & Resources) and the Hospice’s legal advisors. The deposit will be £30k rather than the usual sum of £20k, due to the Hospice’s status as a relatively recently registered independent charity without three years’ audited accounts. The Committee approved the contract for signature.

There were no further items raised under Any Other Business.

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

The meeting ended at 13.00pm.

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