

**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 6<sup>th</sup> May 2025**

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

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

**Actions arising**

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

*The meeting commenced at 14.00pm*

**1. Welcome, apologies for absence and declarations of interest**

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

**2. Review of minutes from 11<sup>th</sup> March 2025 Committee meeting & matters arising**

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

**3. Actions list and matters arising**

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

**4. Finance report**

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

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

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

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

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

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

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

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

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

## **5. External auditor on-boarding**

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

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

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

## **6. Non-clinical governance and estates**

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

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

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

## **7. Committee Terms of Reference**

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

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

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

## **9. Any Other Business and Dates of future meetings**

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

*The meeting ended at 3.25pm.*

Approved.....

Date.....