

CITY BRIDGE TRUST – Delegated Authority (Requests up to £250k)

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions\Older people (choice and control)

St Luke's Hospice (Harrow and Brent)

Ref: 15748

Amount requested: £240,000

Adv: Shegufta Slawther

Base: Brent

Benefit: Brent and Harrow

Amount recommended: £240,000

Purpose of grant request: Development of St Luke's Hospice's Wellbeing Centre which will increase quality of life of older people, enabling them to access specialist holistic palliative care and rehabilitative services earlier in their diagnosis.

The Applicant

Registered as a charity in 1987 St Luke's Hospice (SLH) provides specialist palliative care services to people living with a terminal illness in the London Boroughs of Harrow and Brent and provides support to their families and carers. Services include: support for people in their own homes through its Community Specialist Palliative Care and Hospice at Home Teams; a single point of access service to support people in the last year of life enabling care in the place of their choice; a wide range of outpatient sessions and day hospice services through its Woodgrange Day Centre; intensive support for patients in the 12-bedded In Patient Unit; support for families and carers including bereavement support and, education of health and social care professionals including GP and Nursing Education programmes.

Background and detail of proposal

Reports by the Harrow Health and Wellbeing Strategy Board and Brent Clinical Commissioning Group indicate Harrow has one of the highest older people populations in London and this is set to rise by around 12% by 2021. Its older population (65+) is two thirds White British (66%), under one third Asian/Asian British (27%) and Black/Black British (4%). Over the next 30 years these figures will change and as the population ages, the Asian/Asian British population will become the largest ethnic group in Harrow for older people. The growth of this specific demographic will provide unique challenges for Harrow and Brent in terms of dementia and tailored approaches to improving wellbeing. In Brent people aged 65+ make up 11.5% of the population. Over 66% of the population is BAME. In both boroughs many more people will be dying at an older age and therefore more likely to have complex needs and multiple co-morbidities as they near the end of their lives. A Report from the BBC¹ suggested black and Asian patients are 20% less likely to seek palliative help; there is concern they feel excluded from services.

The application is to support the relaunch of the charity's Woodgrange Day Centre as a dedicated Wellbeing Centre which will amalgamate the activities of its Patient and Family Support Service which provides social work support, emotional support and bereavement counselling. The project will enable people to access specialist holistic palliative care and rehabilitation services earlier in their diagnosis to enhance

¹ <https://www.bbc.co.uk/news/health-48358492>

their wellbeing. The Centre will deliver patient-centred care which promotes rehabilitation, maximises patient independence, choice and control (such as through delivery of weekly Advanced Care Planning sessions); enabling more patients to live well in their preferred place of care and improve quality of life with better symptom management. It will provide a caring environment where time is available for patients to talk about concerns and socialise with others. A key strategic goal of SLH is to reach more people at an earlier stage in their terminal illness diagnosis. This is a strategic priority due to an increased awareness of the unnecessary physical, emotional and psychological distress many older people and their carers experience before accessing that charity's services. The project will support SLH to increase the number of appropriate referrals to the Hospice by approximately 25-30% over the four years. No other palliative care wellbeing centres are available locally and the recent closures of both Michael Sobell House and the inpatient units at Pembridge Palliative Care Unit will mean an increase in demand for SLH. The Hospice has demonstrated the strength of its offer to the local community in Brent and Harrow; developing this project based on evidence of need from its own surveys and 30+ years' experience, as well as the external context of palliative care wellbeing centres.

Financial Information

The charity reports that while it has a history of overspending, expenditure is monitored closely and always within budget. It states that volatility is around revenue stream rather than costs but it has been able to keep income at a steady level.

SLH has significant funds held as tangible fixed assets. It has grown substantial funds designated against the value of fixed assets. It also holds significant funds in Risk Management reserves of £1,615m to cover any deficits and can be transferred into free unrestricted reserves, which would put its reserves position within its policy target. The charity does not include fundraising costs, costs for its charity shops or investment management accounts in its operating costs. The operating cost figures in the table below reflect this.

The impact of Covid-19 has been felt predominantly in the charity's voluntary income. 58% of staff were furloughed under the Government's Job Retention Scheme, however they are now slowly returning to work. Approximately £253k has been raised from its Covid Emergency Fundraising Appeal at the end of June 2020.

Year end as at 31 December	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	7,815,000	7,489,000	7,795,000
- % of Income confirmed as at 14/05/2020	N/A	94%	92%
Expenditure	(8,164,000)	(7,780,000)	(7,745,000)
Total surplus/(deficit)	(349,000)	(291,000)	50,000
Split between:			
- Restricted surplus/(deficit)	(12,000)	(4,000)	0
- Unrestricted surplus/(deficit)	(337,000)	(287,000)	50,000
	(349,000)	(291,000)	50,000
Cost of Raising Funds	673,000	740,000	725,000
% Income	9%	10%	9%
Operating Expenditure	4,942,000	4,708,000	4,728,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,115,000	828,000	878,000
No of months of operating expenditure	2.7	2.1	2.2
Reserves policy target	2,471,000	2,354,000	2,364,000
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(1,356,000)	(1,526,000)	(1,486,000)

Funding History

Meeting Date	Decision
25/09/2014	PROJECT DESCRIPTION £124,000 (£47,000; £43,000; £34,000) over three years towards the salary and project costs of extending support to carers 65+, including the development of Community Support and Community Link Volunteers.

Recommendation

£240,000 over four years (£75,000, £65,000, £55,000, £45,000) towards the FT salary of the Wellbeing Manager Lead on a reducing scale from 85% in year one to 50% in year four, and associated project costs.

Approved.....
Chief Grants Officer /
Deputy CGO

Approved.....
Chair

Approved.....
Deputy Chair

Date.....

Date.....

Date.....