



Shaping Our Future:

outstanding care, powered
by our community.



2026-2030 Strategy

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Shaping Our Future sets out our strategic direction for 2026–2030. Building on our previous objectives, which focused on Going Beyond Outstanding, this new strategy recognises the need for us to adapt and evolve to meet the changing needs of our community. The way we raise funds has also shifted, alongside the broader economic climate. As a charity, it is vital that our strategy reflects these changes and positions us for long-term sustainability.

We have named this strategy *Shaping Our Future* to reflect the vital role our patients, visitors, partners, and local community have played in its development. The process began with a staff and volunteer Away Day in November 2025, where we explored what success would look like for the hospice in four years' time, and how we would achieve it. Using thematic analysis, we grouped together ideas and identified the key priorities that #TeamHospice believes should guide us to 2030.

In early 2026, we extended this engagement by sharing a survey with patients and their loved ones, service users, health and social care partners, and our wider community. This invaluable feedback, alongside the challenges facing the sector, has informed the development of our four new strategic objectives.

Through this strategy, we reaffirm our commitment to delivering outstanding care while making our services more inclusive and accessible to all in the Barnsley community.

We also recognise the importance of raising the hospice's profile, both within our workforce and across Barnsley. This includes dispelling myths around palliative and end of life care, highlighting the support we provide, and demonstrating how the community can support us in return. We will continue to use our voice to advocate for fairer funding for hospices, while exploring new and innovative ways to generate income to ensure our services are here for many years to come.

At the heart of this strategy is a commitment to fostering a positive, inclusive workplace culture—one in which our staff and volunteers feel valued and empowered to do their best.

**This is not just
another strategy; it is a
way of working and our
roadmap to delivering
outstanding care, powered
by our community.**



As we set out our strategic direction for the future, let's first take a look back at how Barnsley Hospice came to be.

1984

Our story began in 1984, when Dr Sarala Mahatme and her husband, Sharad, helped launch fundraising efforts to bring a hospice to Barnsley, with support from local businessman Alan Sherriff and Barnsley Council.

1985

A small group of pioneers met in St Peter's Church Hall to look at ways of securing funding and support. A public meeting was held, a company was formed, and charitable status was obtained.

1985-1993

An appeal was launched with the support of the Barnsley Chronicle, but progress was slow as the miners' strikes affected fundraising. In 1993, however, the donation of a large legacy together with the support of the local Health Authority enabled Phase I of the development to commence.



1994

The doors to our Day Hospice opened and, for the first time, 17 people were receiving hospice care in Barnsley each weekday.



2008

Due to the needs of our community, our Inpatient Unit was extended to accommodate 10 patients, funded by a grant from the Department of Health.

2001

Thanks to a grant from the National Lottery Charities Board, we were proud to open an eight-bedded Inpatient Unit to accompany our Day Hospice. For the first time, this allowed us to provide a full spectrum of specialist palliative and end of life care.



Tracky boss elected appeal chairman

Lottery bid in hospice launch for new unit

By Ian Thompson

A CAMPAIGN is to be launched to raise money to build a residential unit at Barnsley Hospice.

A lottery, which is due to be launched next month, will play a big part in the appeal. It is hoped the lottery will raise as much as £200,000 a year.

Details about how the lottery will work were given to the annual meeting of the Hospice Appeal. Members will pay £1 a week for one number. If the game was a failure, the maximum liability would be £30,000.

The new appeal will be launched once Barnsley Health Authority has decided where the unit can be built.

Yorkshire Traction Company chairman and managing director Frank Carter, who was elected chairman of the appeal, has promised to work hard as a cheerleader for the fund-

He said: "I would not have become chairman if I was not committed. I don't know a great deal about patient care but I know a good deal about running a business."

"You can rest assured that I will do my best to raise the money for a residential unit and make sure it gets running. I regard this as one of the most important things I could get involved in."

"Life has been pretty good to me but you don't know what will happen tomorrow. I want to do well for the hospice and everyone involved with it."

Mr Carter faced criticism from Colin Jenkins over a delay in presenting the appeal's accounts for the year ending March 1997. Mr Jenkins described the accounts as a 'history lesson' and said producing figures now did not set a good example.

Mr Carter, who has succeeded Dr Matthew Pragma as chairman, said



Tom Hayes (Darton Health Centre GP) with Mandy Daws, Anita Baranyai, Anita Dobson and Janet Hinchliffe of Dodworth Health Centre who looked round the unit.

Take a tour of new hospice unit

THE NEW inpatient unit at Barnsley Hospice will open its doors to the public tomorrow.

Guests will be invited to view the comfortable suite of rooms before it admits its first patients on May 8. Staff will answer questions and escort visitors around the state-of-the-art facilities between 10am and 2pm.

Sister Amanda Henderson said: "The hospice will provide specialist palliative care that can't be provided in the community. It is important to be a home-from-home and to break down barriers."

Clinical services manager Lorraine Turner said: "We are not just about terminal care, we are about providing quality of life."

This event is one of many open days and evenings to be held at the

hospice in recent weeks. Health professionals gave it the thumbs-up on Thursday and an evening for fund-raisers is planned for May 3.

Fundraiser Angela Whitehead said: "These open days are aimed at letting the people of Barnsley see how the money they have helped us to raise is being put to use."

"It is only through their continued support that we can maintain this high standard of palliative care."

The lottery-funded unit cost £864,000 and took just over one year to build. It needs £1m a year to run. Half of this is provided by the local health authority but the hospice has to raise the rest.

Forthcoming fund-raisers include the Sunflower Appeal and a Mardi Gras Ball. For further details call Angela Whitehead on 244244.

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Much-needed cash is still pouring into the Barnsley Hospice Appeal Fund in spite of the Charity Commission's investigation into the management of the appeal. Here, Matron Ann Vaughn accepts a £1,000 donation from Thurston Bakery Area Sales Manager Kay Royston, whose company has donated £14,000 in total to Yorkshire hospices (BCPC).

Hospice belongs to the people of Barnsley

W. A. WALKER, A. WIGGAN, ARTHUR HYDE, CELIA GOUGH, EDNA HASTLEY, S. JENKINSON, DORA RODGERS:

WE are patients of St. Peter's Hospice, Barnsley, who were concerned to hear of the problems that the Hospice is experiencing at the moment. Having read the Barnsley Chronicle (May 5) we felt we should put one or two points forward, from the people who actually use the Hospice.

We are upset and concerned that something like this should harm the reputation of St. Peter's.

We enjoy our days at the Hospice because patients are treated like royalty, in a relaxed, comfortable atmosphere by professional, caring people, who would do

anything to help us. It is the highlight of our week coming to the Hospice, where we meet fellow sufferers, who can support each other with the help of Hospice staff and volunteers.

The events of the annual general meeting and the subsequent sackings and resignations left us all shocked and bewildered. These events can do nothing but harm to the Hospice, especially when everyone is working so hard to raise money for an in-patient unit which is so badly needed in Barnsley.

We feel the directors who were sacked or resigned did an excellent job for the Hospice, helping to organise a first-class day out for cancer sufferers in Barnsley. We would like to offer our gratitude to them for their hard work, especially Mr.

Keith Lax, the chairman, who was often seen doing voluntary work about the Hospice, be it gardening or plumbing. We are at a loss to know why such a prominent Barnsley businessman and enthusiastic fund-raiser for the Hospice was sacked. These people have helped to lay the foundations for a healthy future for St. Peter's Hospice.

It is our Hospice, it belongs to the people of Barnsley, built by the money they have raised. We cannot let arguments, for whatever reason, ruin this. So please, please, let's try to sort out these difficulties in a democratic way and help create the best Hospice in Barnsley. We need a lot more money and helpers to get phase II under way and occupied by bed patients.



As we set out our strategic direction for the future, let's first take a look back at how Barnsley Hospice came to be.

2014-2016

After we received a grant from the Department of Health, the front of the hospice was extended to provide a family room, kitchen and dining area for patients staying on our Inpatient Unit and their loved ones. Improvements were also made to medication storage areas, and an extension provided new spaces for counselling and therapy rooms. In 2016, our IPU garden areas were transformed.

2011

The Limes Support and Therapy Centre (previously known as the Day Hospice) was refurbished and reconfigured - providing a new tranquil garden area for people to enjoy.

2018

Backed by our public Comfort and Care Campaign, we raised funds to refurbish our Inpatient Unit bedrooms - creating a calm and homely atmosphere for patients and their loved ones.

2020

We opened the doors to our Barnsley Hospice Retail Hub in Dodworth for the first time, providing a one-stop shop for people to donate items and grab a pre-loved bargain. The hub marked an important step in our income generation efforts and our commitment to sustainability.

2022

The pandemic allowed us time to reconsider our Day Hospice offer, as it transitioned to The Orangery, our support and wellbeing service. Based at the hospice, The Orangery gives our patients the opportunity to attend self-help groups and receive complementary therapies in a tranquil environment.

2024

We celebrated our 30th anniversary! To mark the occasion, we worked with local musician, Tom Masters, to create a cover of 'Lean on Me'. The video featured hospice staff, volunteers and patients, and the lyrics perfectly captured the heart of the hospice.

2023

Following a CQC inspection in November 2022, we were delighted to announce we had achieved the highest possible rating of **OUTSTANDING**.



Setting the scene

The modern-day hospice movement began in the UK in the 1960s, led by Dame Cicely Saunders, who recognised the vital importance of holistic palliative and end of life care within our communities. Since founding St Christopher's Hospice in London, the movement has grown significantly, with more than 200 hospices currently operating across the UK.

In England, around 270,000 people are currently receiving palliative and end of life care, as well as support for a further 77,000 loved ones each year. Demand for these services continues to grow, and it is predicted that the need for palliative and end of life care will increase by 25% by 2048.

Despite this rising demand, hospices are facing increasingly complex challenges. Data from Hospice UK shows that nearly 60% of hospices have either implemented or are considering cuts to frontline services. As a result, 380 hospice beds are currently out of use, meaning fewer people are able to access vital care when they need it most.

270,000 people receive palliative and end of life care on average each year.

Nearly **60%** of hospices have implemented or have considered cuts to frontline services.

380 hospice beds are currently out of use.

Financial pressures on hospices have long been a persistent challenge, with funding historically proving unpredictable and insufficient to cover core running costs. As a result, many hospices rely heavily on charitable fundraising to bridge this gap. In recent years, rising costs and inflation have intensified these pressures, alongside the need to align salaries with the NHS and increased National Insurance contributions.

For us at Barnsley Hospice, this makes income generation a critical strategic priority. Securing sustainable funding is essential to ensuring we can continue to deliver the outstanding care our patients and community rely on.



Hospice Care at a glance

512

people used our clinical services in 2025/26

On average, we need to raise

two-thirds

of our running costs each year



265

people used our counselling services in 2025/26

Our average Inpatient Unit occupancy in 25/26 was **85%**

We currently have

over 90

volunteers supporting our hospice services



Since the Retail Hub launched, we have recycled around

668

metric tonnes of rags to raise money for the hospice

100%

of patients who responded to our questionnaire said their experience at the hospice was either good or very good



Specialist palliative care doctors and nurses from hospices made

620,000

home visits*

Source: Hospice UK Activity Data Survey, 2024-25



As many as

90%

of people who die in the UK would benefit from palliative care

Source: Marie Curie; 2023

There are over

200

hospices in the United Kingdom

Between 2025-35, the NHS predicts

7 million

people will die in England

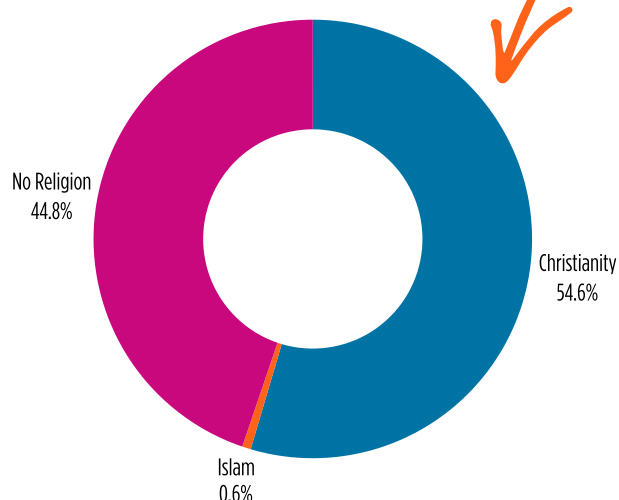


Our Local Population

The borough of Barnsley is home to 244,600 people and sits in the heart of South Yorkshire.

Despite the growing population, the latest census data shows that around 19.4% of the borough's residents are aged 65 and over – a share that has grown by over 2% between 2011 and 2021. This data is indicative of an ageing population, which is widely recognised across the UK. For hospices, this highlights the growing need for specialist palliative and end of life care services as people's health needs become more complex.

On a local level, the issue is compounded by the fact that the Healthy Life Expectancy for both men and women in Barnsley is significantly below the national average. This means that people are experiencing fewer years in good health.



This picture of the demographics in our community underpins our strategy of providing outstanding personalised care, which focuses on meeting the needs of those using our services.

The borough is also growing in diversity, with communities from Romania and Poland making up almost 3% of the population according to the latest census data. We are proud to belong to a diverse community and are committed to ensuring our services are inclusive and welcoming to all.

Supporting people's spiritual needs is an important part of hospice care.

Here's a breakdown of religion in Barnsley:

- **Christianity** – the largest faith group in Barnsley, with 51.3% of the population identifying as Christian.
- **Islam** – the second largest religion in Barnsley, with 0.6% of the population identifying as Muslim.
- **Buddhist, Hindu, Sikh** – these religious groups make up a smaller percentage of the borough's religious communities.
- **No religion** – 42.1% of people identified as having no religion.

With the support of specialist chaplains and local faith leaders, we are committed to ensuring our care meets the spiritual needs of our communities.

Understanding the needs of local people is key to providing the best possible care at the hospice, and so we will continue to ensure it informs the underpinning principles of *Shaping Our Future*.



Our Values

Our values drive our organisational culture, letting people know what is important to us and how they can expect us to operate. It is important that our values represent the wide range of people impacted by our activities, so we engaged with our workforce, external partners, patients and those important to them, customers and donors at our retail hub, and supporters of our fundraising events.



AMBITION

We aim high and look for ways to improve ourselves, our services, reach more people and play a leading role.

- We set high standards for ourselves and the services we provide.
- We seek every opportunity to learn from our successes and our mistakes.
- We take a flexible and creative approach when seeking opportunities and solutions.



COLLABORATION

We are inclusive and work in partnership with others to achieve shared goals and get the best outcome possible.

- We value diversity in its broadest sense and take meaningful action to create an inclusive environment.
- We seek out and nurture partnerships so we can achieve more together.
- We are welcoming and friendly.



COMPASSION

We are caring and treat everyone with kindness and respect.

- We show empathy and consideration towards others.
- We are genuinely caring and respectful in our interactions with others.
- We are generous with our time and attention, and value the people around us.



INTEGRITY

We are honest, communicate clearly and openly, and take responsibility.

- We are open and honest with ourselves and others.
- We are trustworthy and reliable and deliver on our promises.
- We are professional and take our responsibilities seriously.



Strategic Objective 1: Financial Sustainability

As a charity, achieving financial sustainability is vital to setting the direction of our future. The effective management of our finances and the implementation of an innovative income generation strategy are fundamental to securing long-term hospice care for our community.

We will develop a strategic maintenance plan to utilise our spaces most effectively and increase sustainability. Furthermore, we will focus on systems that integrate to streamline reporting and enable data-informed decision-making.

Whilst managing our resources is key to our future, the reality is that without the support of our local community, it would not be possible to deliver our services. In recognition of this, we will shape an income generation programme that reflects our community, and values our supporters. Doing so will include diversifying income streams, developing meaningful partnerships and forging strong connections with local businesses.



Strategic Objective 1

Financial Sustainability

We will manage our finances and income generation efforts effectively to secure the future of our care.

Our finances are secure, and we have enough income to sustain and grow services.

- We will create best practice solutions to control, manage and maintain our financial reserves to support long-term excellence in our services.
- We will introduce and integrate digital systems across the hospice, increasing the use of data to drive improvement and inform future decision-making.
- We will create standards and processes in every aspect of the organisation to control, maintain and improve our assets.
- We will develop a clear and informed investment strategy to drive long-term sustainability, regulatory compliance, and efficiency.

We diversify our income generation streams and adapt to the changing landscape.

- We will develop a diverse and compelling individual giving portfolio that enhances supporter experience and delivers sustainable long-term income.
- We will focus on finding meaningful ways to integrate our clinical and income generation efforts, sharing the learnings with other hospices.

We are the charity of choice for local people. When our community makes charitable donations, they think of us first.

- We will use the feedback of stakeholders to identify new projects that inspire and make a difference to our local community.
- We will conduct a stakeholder analysis to understand our supporters, and ensure our communications are tailored to meet their needs.

We highly value our supporters and strive to give them the best possible experience.

- We will successfully grow our retail outlets to fit-for-purpose spaces, offering the best possible customer experience.
- We will develop clear stewardship journeys throughout our income generation portfolio.



Strategic Objective 2: Clinical Excellence

Maintaining the highest levels of care and support is of the utmost importance to us, and we remain committed to continually improving our services and meeting the needs of our community.

Feedback from our stakeholders highlighted improvements that could be made to the accessibility of our services. We believe that hospice care should be available to everyone, and we will review our admissions processes and implementing the findings of an accessibility audit to ensure access to our services are easier.

We will remain focused on delivering the highest-quality governance, streamlining processes and maximising the use of our incident reporting and management system. In conjunction, we will utilise technology to improve patient services and increase efficiencies across our clinical practices.

Finally, we are firm believers that clinical excellence should extend beyond the four walls of our hospice. We will engage in research projects and explore education opportunities to deliver specialist training to other health and social care providers. Wherever possible, we will collaborate with other hospices to share our learnings, recognising that the sector is stronger together.



Strategic Objective 2

Clinical Excellence

We strive for excellence across our services and prioritise providing the best possible care to everyone who accesses our care and support.

Our services will continue to be rated Outstanding by the Care Quality Commission (CQC)

- We will use patient, family, volunteer and workforce feedback to drive continuous improvement.
- We will use Vantage to manage audits, incidents, risks and learning to support continuous improvement.
- We will maintain effective clinical governance arrangements that support safe, effective and responsive care.
- We will review and improve referral, admission and access pathways to ensure they are inclusive and easy to navigate.
- We will identify and address barriers to accessing hospice care, ensuring underrepresented and underserved communities can access our services when they need them.
- We will meet the requirements of the Accessible Information Standard (AIS), ensuring information is available in formats people can understand and access.
- We will ensure our environments, communication methods and information resources are accessible to all, including people with disabilities, sensory impairments and neurodiverse needs.
- We will assess emerging patient, family and community needs to inform future service development and investment.
- We will explore opportunities to expand and enhance our services to improve access, experience and outcomes.
- We will continue to develop and strengthen services that support patients and those important to them throughout their hospice journey, including emotional, psychological, social, spiritual and bereavement support.
- We will improve our care environments and facilities to provide welcoming, safe and therapeutic spaces for patients, families, staff and volunteers.



Strategic Objective 2

Clinical Excellence

We strive for excellence across our services and prioritise providing the best possible care to everyone who accesses our care and support.

We actively collaborate with Hospice UK and other hospices, promoting shared learning and amplifying our voices as a collective.

- We will strengthen partnerships with health, social care, education, research and voluntary sector organisations.
- We will work collaboratively with Hospice UK and other hospices to share learning, innovation and best practice.
- We will develop and deliver education, training and learning opportunities for healthcare professionals and partner organisations.
- We will contribute to the development and improvement of palliative and end of life care locally, regionally and nationally.

We are research ready. We are committed to collecting and using data effectively to take part in research and quality improvement work.

- We will develop a research-ready culture across the hospice.
- We will increase participation in research, innovation and quality improvement initiatives.

We are innovative and utilise technology to advance our care.

- We will optimise digital systems and explore technology that enhances patient care and staff experience.
- We will explore, pilot and evaluate innovative approaches, technologies and artificial intelligence solutions where appropriate and beneficial.



Strategic Objective 3: Community Connection

Since the first group of local residents began fundraising to bring hospice care to Barnsley in 1985, the local community has remained at the heart of all we do.

However, we know that hospice care is complex, and many people do not fully understand the breadth of our services. Raising the visibility of Barnsley Hospice and dispelling commonly held misconceptions about palliative and end of life care is a foundation of our strategy over the next four years. Our aim is to ensure everyone knows how we can support them and how they can support us.

To support this element of our strategy, we will develop a strong, recognisable brand. Launching a brand awareness survey will help us to gain an understanding of who we are reaching, how we are reaching them and what they know about the hospice. Additionally, we will review the use of our fundraising CRM and Retail EPOS system to gather rich data that aids our reporting and analytics. We will use this feedback and insights to inform our brand guidelines, refine messaging and form the basis of a marketing, communications and engagement strategy.

Alongside this work, we will focus on connection. We will build purposeful relationships with local businesses which align with our values and foster long-term partnerships. This will form part of our wider aim to raise awareness of Barnsley Hospice, whilst also offering meaningful ways to support service delivery - helping to sustain the future of our services.



Strategic Objective 3

Community Connection

We are embedded in our community so that people understand what we do and how they can access our support.

Our brand is visible and well-known, with a clear identity that encourages community support.

- Create a clear set of brand guidelines for all areas of the organisation.
- Update signage across the hospice to ensure consistency of our visual identity.
- We will conduct a brand awareness survey to understand what people know about the hospice and where they hear about us. We will use the findings to inform our marketing and communications efforts.

We have a strong community presence and engage with local people meaningfully, both at the hospice and in day-to-day life.

- We will engage in networking opportunities across teams, sharing more about what we do, and understanding the needs of our community.

Our fundraising efforts are progressive, transparent, and impactful.

- We will ensure all fundraising activity is fully compliant with the Code of Fundraising Practice and relevant legislation, with clear processes, oversight, and accountability in place.
- We will develop and optimise our CRM, retail EPOS and wider systems to improve data quality, reporting and insight - enabling informed decision making and more effective income generation.

We are the first choice for patients and families when they need compassionate palliative and end of life care.

- We will continue to raise awareness of the breadth of our services, using a range of different communication channels.
- We will create a virtual tour of the hospice and share it on our website, and with local health and social care partners.

We work with local businesses to ensure they understand what we do and the impact our services have.

- We will develop and grow strategic partnerships with local businesses, creating mutually beneficial relationships that support both service delivery and sustainable income generation.
- We will proactively engage with local and regional business networks to build relationships, raise awareness of our impact and create new partnership opportunities.



Strategic Objective 4: Positive Workforce Culture

Ensuring we have the workforce capacity and operational infrastructure required to deliver the highest-quality care is central to our future. To achieve this, we will undertake a proactive, strategic work planning approach and adopt values-based recruitment methods. Simultaneously, we will endeavour to increase and expand our volunteer workforce, making the application process easier and identifying key roles. Our volunteers are vital to the success of our organisation, donating thousands of hours each year, and we will focus on finding ways to engage with and support our volunteer workforce.

Whilst incredibly rewarding, we understand the sensitivities of working in the hospice sector. The wellbeing of our workforce in general is a priority for us, and we will develop different methods to hear their voices and understand what is important to them. As a result, sickness absence and staff retention will subsequently improve.

As the fabric of our organisation, we will continue to embrace the diversity of our workforce and create a positive working culture. This long-term commitment to equality, diversity and inclusion principles will help focus on embedding fairness and equity across all employment practices, creating a positive workforce culture where everyone can thrive.



Strategic Objective 4

Positive Workforce Culture

We establish and maintain a supportive and empowering culture where our workforce of staff & volunteers reach their fullest potential.

We will recruit more volunteers, making the process easier for people to join and providing a welcoming environment for those giving up their time.

- We will review the application process for our volunteers, making it as easy as possible for people to join the team.
- We will develop a long-term volunteering plan to outline how we will grow our volunteer workforce and ensure all volunteers feel valued and supported.

We are considered a top local employer who people want to work for. People are happy and fulfilled in their roles, and we have good staff retention.

- We will introduce a bi-annual 'pulse-check' to gain regular insight into workplace culture and identify any areas for improvement.
- We will review and simplify our HR policies.
- We will introduce our new reward and recognition framework.

Diversity is celebrated and there is visible commitment to our values.

- We will create an inclusive spiritual and religious space for staff, volunteers, patients and visitors to use.
- We will raise the profile of our values throughout the hospice and further embed our values-based award programme.

We provide impactful wellbeing support based on the needs of our people, using a collaborative approach with partners.

- We will conduct an annual staff wellbeing survey to understand the needs of our workforce.
- We will develop a staff wellbeing plan and work to reduce staff sickness levels.

Our workforce is efficient, and we have the right staff with the right skills to deliver the required work.

- We will review our recruitment processes to ensure they are values-based and check for efficiencies.
- We will introduce a structured workforce planning approach, supporting improved service continuity and reduced reactive recruitment.
- We will ensure that learning and development is centrally arranged by the Human Resources Team, using a training matrix to identify gaps.



If you would like to find out more about our services or how you can support the care we provide, please visit our website:

Find us at www.barnsleyhospice.org

Call us on 01226 244 244

Email us at enquiries@barnsley-hospice.org

Registered address: 104-106 Church Street, Gawber, Barnsley, S75 2RL

Registered charity number: 700586

Registered charity name: Barnsley Hospice Appeal

Company type: Company Limited by Guarantee

Dormant company details: Barnsley Hospice

Company number: 02274925

