

**St Raphael's Hospice**  
**Meeting of the Board of Trustees**  
**To be held at 13:30 on Wednesday 22<sup>nd</sup> October 2025**  
**at St Raphael's Hospice**

**Trustees:**

**Norman McWhinney (NM - Chair)**

**Carrie Chill (CC)**

**Paul Holmes (PH)**

**Sister Kathleen O'Reilly (Sr KO'R)**

**Alan Cogbill (AC - Vice-Chair)**

**Grahame Darnell (GD)**

**Manjit Lall (ML)**

**Steve Chambers (SC)**

**Sister Veronica Hagen (Sr VH)**

**Bernard Marley (BM)**

**In attendance:**

**Nick Stevens (NS) (Joint CEO)**

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

**Sara Jane Harris (SJH) (Commercial Director)**

**Rebecca Trower (RT) (Joint CEO)**

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

**Natalie Page (NP) (Head of People Services)**

**Gaby Tamura-Rose (GT-R) (Consultant)**

**Kate Billingham Wilson (KBW) (Director of Fundraising & Communications)**

**Alex Rudkin (AR) (Director of Quality & Governance)**

**Crowe Auditors Rep**

**Karen Monaghan (KM)/ Anna Machin (AM) (Governance)**

Item	Description	Purpose <sup>1</sup>	Lead	Timing
--	Lunch	-	-	13.00-13.30
1.	Welcome and apologies for absence	-	Chair	13.30-13.35
2.	Declarations of interest	-	Chair	13.35-13.40
3.	Minutes of the Board meeting held on 23 <sup>rd</sup> July 2025; Actions List	Approval	Chair	13.40 - 13.50
4.	Executive report: <ul style="list-style-type: none"> <li>• Executive report</li> <li>• Strategy update</li> </ul>	Discussion	Executive	13.50 - 14.30
5.	Finance report: <ul style="list-style-type: none"> <li>• 2024/25 year-end position</li> <li>• 2024/25 annual report and account inc. going concern statement</li> </ul>	Approval	Executive	14.30 - 15.00

	<ul style="list-style-type: none"> <li>2024/25 external auditors' report</li> </ul>			
--	<i>Break</i>	-	-	15.00 - 15.15
6.	Committee updates: <ul style="list-style-type: none"> <li>7<sup>th</sup> October HR Committee</li> <li>17<sup>th</sup> October Clinical Quality &amp; Governance Committee</li> <li>14<sup>th</sup> October Income Generation &amp; Communications Committee</li> <li>14<sup>th</sup> October Finance &amp; Resources Committee</li> </ul>	Discussion	Committee Chairs	15.15-15.35
7.	Hospice Risk Register & summary of Departmental Risk Registers	Approval	Executive	15.35-15.50
8.	Agreement of next steps, Any Other Business <ul style="list-style-type: none"> <li>Dates of Next Meetings</li> <li>Trustees Training and visits</li> </ul>	- To note Discussion	Chair	15.50 - 16.00
9.	T-Time (trustee only session)	Discussion	Chair, KM	16.00 - 17.00

**Dates of upcoming meetings: TBC**

### **Actions Log**

<b>Agenda item</b>	<b>Action</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Ref.</b>	<b>Status</b>
3. Presentation on Supporter Care	Share Trustees thanks to the Supporter Care team	Lucy Ribaldo	July 2025	23.07.25/01	Complete
5.2. Strategy Update	Consider producing two-side summary of Strategy	Rebecca Trower, Nick Stevens	July/ August 2025	23.07.25/02	Complete
6.1. 2024/25 year-end position	Upload narrative statements to portal for Trustee review	Anna Machin	July 2025	23.07.25/03	Complete
6.3. Going concern paper and fraud questionnaire	Consider finance internal audit	Nick Stevens, Neena Vadgama	By October 2025 meeting cycle	23.07.25/04	Not yet started
6.4. 15 <sup>th</sup> July Finance Committee Update	Consider benchmarking Sarasin performance	Finance Committee	October 2025 Board meeting	23.07.25/05	Not yet started
8. Hospice Risk Register	Update risk register and discuss before next meeting	Nick Stevens, Bernard Marley	By October 2025	23.07.25/06	Complete