

**St Raphael's Hospice**  
**Meeting of the HR Committee**  
**To be held at St Raphael's Hospice**  
**At 10:00am on Wednesday 3<sup>rd</sup> December 2025**

Members: Paul Holmes (PH - Chair)  
Hazel Borthwick (HB – Co-opted Committee Member)  
Norman McWhinney (NM – Chair of Trustees)  
Manjit Lall (ML – Committee Member & Trustee)

In attendance: Natalie Page (NP – Head of People Services)  
Nick Stevens (NS – joint CEO)  
Rebecca Trower (RT – joint CEO)  
Karen Monaghan (KM – Governance)

*N.B. Staff members to absent themselves for any sections of meeting concerning a decision on their own pay*

Item	Time	Description	Purpose	Lead
1.	10.00 – 10.05	Welcomes, apologies for absence and declarations of interest	Discussion	Chair
2.	10.05 – 10.45	Update on hospice annual pay award inc. benchmarking of executive pay	Discussion	NP/RT
3.	10.45 – 11.15	Pay Policy	Discussion	NP/RT
4.	11.15 – 11.30	Report including pension arrangements	Discussion	NP/RT
5.	11.30 – 11.40	Any Other Business & Date of next meeting	Discussion	Chair

**Dates of future meetings:**

- Wednesday 2<sup>nd</sup> December 2026