

**St Raphael's Hospice**  
**Meeting of the Board of Trustees**  
**To be held at 13:30 on Wednesday 23rd July 2025**  
**at St Raphael's Hospice**

**Trustees:**

<b>Norman McWhinney</b> (NM - <i>Chair</i> )	<b>Alan Cogbill</b> (AC - <i>Vice-Chair</i> )	<b>Steve Chambers</b> (SC)
<b>Carrie Chill</b> (CC - <i>apologies</i> )	<b>Grahame Darnell</b> (GD - <i>apologies</i> )	<b>Sister Veronica Hagen</b> (Sr VH)
<b>Paul Holmes</b> (PH - <i>virtual</i> )	<b>Manjit Lall</b> (M)	<b>Bernard Marley</b> (BM)
<b>Sister Kathleen O'Reilly</b> (Sr KO'R)		

**In attendance:**

<b>Nick Stevens</b> (NS) ( <i>Joint CEO</i> )	<b>Rebecca Trower</b> (RT) ( <i>Joint CEO</i> )	<b>Kate Billingham Wilson</b> (KBW) ( <i>Director of Fundraising &amp; Communications</i> )
<b>Richard Carman</b> (RC) ( <i>Data &amp; Insight Manager – items 1-2</i> )	<b>Ed Cook</b> (EC) ( <i>Advisor to DoC &amp; Finance Committee member</i> )	<b>John Groom</b> (JG) ( <i>Director of IT &amp; Estates</i> )
<b>Sara Jane Harris</b> (SJH) ( <i>Commercial Director</i> )	<b>Natalie Page</b> (NP) ( <i>Head of People Services</i> )	<b>Alex Rudkin</b> (AR) ( <i>Director of Quality &amp; Governance</i> )
<b>Lucy Ribaud</b> (LR) ( <i>Head of Supporter Care – items 1-2</i> )	<b>Gaby Tamura-Rose</b> (GT-R) ( <i>Consultant – apologies from Naomi Collins</i> )	<b>Anna Machin</b> (AM) ( <i>Governance</i> )
<b>Karen Monaghan</b> (KM) ( <i>Governance – observing</i> )		

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.	Fundraising donors & database update	-	RC and LR	13.35-13.55
3.	Declarations of interest	-	Chair	13.55-14.00
4.	Minutes of the Board meeting held on 14 <sup>th</sup> May 2025; Actions List	Approval	Chair	14.00-14.05
5.	Executive report: <ul style="list-style-type: none"> <li>• Executive report</li> <li>• Strategy update</li> </ul>	Discussion	Executive	14.05-14.50
--	<i>Break</i>	-	-	14.50-15.05

6.	Finance report: <ul style="list-style-type: none"> <li>• 2024/25 year-end position</li> <li>• External audit update</li> <li>• Note – going concern paper</li> <li>• Note – fraud questionnaire</li> </ul>			15.05-15.35
7.	Committee updates: <ul style="list-style-type: none"> <li>• 8th July HR Committee</li> <li>• 11<sup>th</sup> July Clinical Quality &amp; Governance Committee</li> <li>• 15th July Income Generation &amp; Communications Committee</li> <li>• 15<sup>th</sup> July Finance &amp; Resources Committee</li> </ul>	Discussion	Committee Chairs	15.35-15.55
8.	Hospice Risk Register & summary of Departmental Risk Registers	Approval	Executive	15.55-16.10
9.	Agreement of next steps, Any Other Business & Date of Next Meeting	-	Chair	16.10-16.15
10.	T-Time (trustee only session)	Discussion	Chair, AM	16.15-17.00

**Dates of upcoming meetings:** Trustee Board meeting Wednesday 22<sup>nd</sup> October 1-5pm