

St Raphael's Hospice

Meeting of the Board of Trustees

To be held at 13:30 on Wednesday 28th January 2026

at St Raphael's Hospice

Trustees:

Norman McWhinney (NM -
Chair)

Alan Cogbill (AC - Vice-
Chair)

Steve Chambers (SC)

Carrie Chill (CC)

Grahame Darnell (GD)

Sister Veronica Hagen (Sr
VH)

Paul Holmes (PH)

Manjit Lall (ML)

Bernard Marley (BM)

Sister Kathleen O'Reilly (Sr
KO'R)

In attendance:

Nick Stevens (NS) (*Joint CEO*)

Rebecca Trower (RT) (*Joint
CEO*)

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

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

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

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

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

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

Karen Monaghan (KM)
(*Governance*)

Item	Description	Purpose ¹	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 22 nd October 2025; Actions List	Approval	Chair	13.40 - 13.50
4.	Executive report: <ul style="list-style-type: none"> Executive report Strategy update 	Discussion	Executive	13.50 - 14.30
5.	Finance report: 2026/27 Budget – high-level priorities	Discussion	Executive	14.30 - 15.00
--	<i>Break</i>	-	-	15.00 - 15.15
6.	Committee updates: <ul style="list-style-type: none"> 13th January HR Committee 16th January Clinical Quality & Governance Committee 	Discussion	Committee Chairs	15.15-15.35

	<ul style="list-style-type: none"> • 20th January Income Generation & Communications Committee • 20th January Finance & Resources Committee • 3rd December, Remuneration Committee 	Approval of Pay Policy	NP/ALL	
7.	<p>Governance:</p> <ul style="list-style-type: none"> • 2025/26 board self-evaluation: framework • Proposed Review of Articles of Association – Chief Executive Requirement • 2026 Trustees Training Programme 	<p>Discussion</p> <p>Discussion/ Approval</p> <p>For information</p>	<p>Chair/KM</p> <p>Chair/KM</p>	15.35-15.50
8.	Agreement of next steps, Any Other Business	-	Chair	15.50 - 16.00
9.	T-Time (trustee only session)	Discussion	Chair, KM	16.00 - 17.00

Dates of upcoming meetings:

Strategy Day – Wednesday 18th March 2026 (tbc)

Board - Wednesday 13th May 2026

Actions Log

Agenda item	Action	Responsible	Timeline	Ref.	Update
5	NM to sign and NS to submit to the auditors.	NM/NS	22/10/25	01.22/10/25	Completed
8	KM to circulate meeting invitations in the next two weeks.	KM	07/11/25	02.22/10/25	Completed
8	KM to provide a structured training programme for the next Board meeting.	KM	14/01/25	03.22/10/25	Completed