

## St Raphael's Hospice

Meeting of the HR Committee held at St Raphael's Hospice, London Road,  
Cheam, Sutton, SM3 9DX with video call access.

At 10:30 am on Tuesday 13<sup>th</sup> January 2026

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

In attendance: Rebecca Trower (RT – Joint CEO)  
Natalie Page (NP – Head of People Services)  
Ginny Toubal (GT – Volunteer Lead - Hospice – item 2)  
Lorraine Hunt (LH – Volunteer Lead - Retail - item 2)  
Karen Monaghan (KM - Governance)

### Actions arising

Agenda item	Action	Responsible	Timeline	Ref.
4.2	The Joint CEO's (NS) comments on the Pay policy at the Remuneration Committee will be incorporated prior to publication.	NS	28.01.26	13/01/26.01

#### 1. Welcome, apologies for absence and declarations of interest

The Chair welcomed Committee members to the meeting. Apologies were received from Nick Stevens (NS – Joint CEO). There were no declarations of interest in relation to items on the meeting agenda.

#### 2. Volunteer Services Update & Dashboard

##### 2.1 GT presented an overview of Volunteer Services activity since the previous meeting.

It was noted that the “Investing in Volunteers accreditation” was successfully achieved, meeting the required standard in full, with minimal recommendations. The assessor noted very limited “above and beyond” actions required, reflecting strong existing practice. There will be communications activity after receiving the plaque, including internal recognition and external promotion via Sutton and Merton Volunteer Hubs.

The Volunteer Survey demonstrated 94–95% engagement, exceeding the hospice benchmark of 89%. Feedback was overwhelmingly positive, with only minor improvement areas identified. Consideration is being given to introducing a six-month volunteer review conversation (not a formal appraisal) to support engagement and retention. It was noted that Volunteer recruitment remains strong, with 12 applications currently in progress. Student counsellor volunteers are of particularly high calibre, with a waiting list to join now in place, supporting St Raphael's position as a placement of choice. Volunteer hours have increased by approximately 3,000 hours (about 4 months) year-on-year; this is expected to plateau as recording accuracy improves.

## 2.2 LH presented an overview of retail volunteering.

Retail volunteering data showed stable retention; most leavers cited ill health. A small number of long-serving volunteers (up to 16 years) were acknowledged. Recruitment of driver volunteers remains challenging due to manual handling requirements.

There has been some lag in leaver data recording from shops, which is being addressed through improved communication with shop managers. A higher turnover was also noted among younger volunteers (16–21), consistent with previous years. The variation in volunteer retention between shops will be analysed further. It was agreed that the implementation of Jobtrain is expected to reduce administrative burden and enable more targeted recruitment.

The Committee congratulated the Volunteer Services team on accreditation success and strong engagement outcomes and noted the assurance provided by the data.

*GT/LH left the meeting.*

## 3. **Review of minutes from 7<sup>th</sup> October 2025 & actions arising**

The minutes were approved as an accurate record. The actions list was up to date.

## 4. **Update on HR Activity**

4.1 HR & Payroll Systems: NP presented the HR update and responded to Committee questions. The Committee noted that Jobtrain has been successfully implemented with 11 live vacancies generating 183 applications. Early feedback from managers and applicants has been positive, with improved efficiency and candidate experience. A review phase is underway to optimise configuration and reporting capability.

The contract with Cintra has been signed with a go live date planned for early April 2026. The HR team is focusing on data cleansing prior to migration to ensure system integrity. An interim payroll role remains in place until the new system is live to ensure business continuity.

4.2 Policy and governance: The Pay Policy was updated following Remuneration Committee in December feedback, improving clarity and transparency. The Committee agreed that Board approval is not required; the Board will be notified that the policy is in place. Minor wording amendments were noted to avoid over-specification regarding approval routes.

**Action: NS' comments from the Remuneration Committee will be incorporated into the Pay Policy prior to publication.**

4.3 DBS approach: It was confirmed that annual declarations will replace repeat DBS checks for existing staff, volunteers, and Trustees (unless role-specific requirements apply). The Committee supported this approach, noting cost savings and proportional assurance.

4.4 Management Plan: NP presented progress against the HR Management Plan. The Committee noted that:

- The application Tracking System has now been implemented and is being reviewed.
- HR and payroll system procurement completed.
- The volunteer survey and staff survey have been completed.
- Volunteers thank-you event was held successfully in November.
- Raiser's Edge volunteer module has been implemented, with line manager training planned.
- Equality, Diversity, and Inclusion work ongoing, aligned with future values of work.
- Intranet development identified as a priority to address communication issues highlighted in survey feedback; delivery timing is dependent on system implementation capacity.

The Committee noted the scale of delivery and supported a realistic, prioritised approach to avoid over-commitment.

4.5 Education and Workforce Development: It was noted that education and training oversight sits within a wider organisational framework. NP confirmed ongoing engagement with relevant leads and that workforce development priorities are reflected across HR activity.

4.6 High-Level Staffing Structure: This item was noted as a standing agenda item. It was agreed that discussion would take place at Board level and return to Committee if required.

**5. Annual Pay Award/ Executive Team remuneration (updated from RemCo meeting)**

It was noted that the awards had been approved by RemCo and would go to the Finance & Resources Committee for approval on 20<sup>th</sup> January 2026.

**6. Speaking Up Policy Update**

NP provided an update regarding a concern raised by a ward clerk relating to process documentation and role coverage. It was noted that the concern related to resistance to documenting processes required to ensure service cover. Following investigation, the request was deemed reasonable and aligned with patient safety and service continuity. The matter has been managed appropriately, with support from line management and Speaking Up Guardians. The Committee noted assurance that the issue is being handled proportionately and transparently.

**7. Any Other Business and Dates of future meetings**

There was no other business. The next meeting will be on Tuesday 28th April 2026.

*The meeting ended at 11.23pm*

Approved.....

Date.....