| MEETING TITLE | DATE; TIME; VENUE | CHAIR |
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| **Annual General Meeting** | 20 November 2025 @ 17:00 – 18:07<br>In St Nicholas Hospice | Anne Fisher |

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| **Members Present:** | Chris Bird (CB)<br>Mrs Karen Chandler-Male (KCM)<br>Revd. Max Drinkwater (MD)<br>Mr David Evans (DE)<br>Mr Anthony Faulkner (AF)<br>Mrs Anne Fisher (AFi)<br>Mrs Jo Howlett (JH)<br>Dr Helena Jopling (HJ)<br>Mr Bob Jones (BJ)<br>Mrs Marion Miles (MM) | Miss Anita Pearson (AP)<br>Dr Paul Siklos (PS)<br>Mrs Kate Vaughton (KV) |
| **Members Apologies:** | Mr G Austin<br>Mr G Burling<br>Mr & Mrs Davison | Mrs D Forster<br>Mr Keith Ivory<br>Mrs A Langdon<br>Mrs Mary Staveley |
| **In attendance:** | Mrs Sharon Basson (SB)<br>Mr Aaron Bridgeforth (AB)<br>Revd. Sharon Connell (SC)<br>Ms Lisa Dick (LD)<br>Mr Hugh Douglas-Pennant (HDP)<br>Ms Rebecca Frost (RF), Lovewell Blake<br>Ms Pamela Luna (PL)<br>Mr Rob Moon (RM) | Mr Paul Morris (PM)<br>Ms Jelena Sarubina (JS)<br>Mrs Gill Jolly (GJ)<br>Ms Linda McEnhill (LM)<br>Mrs Pippa Wilding (PW) |
| **Minutes taken by** | Adrienne Jackson – EA to CEO | |

| Item No | Agenda Item |
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| **1** | **Welcome & Introduction by Anne Fisher, Chairman of Trustees** |
| | AFi welcomed all Members of the Association to the 42nd St Nicholas Hospice (Suffolk) AGM 2025. She reminded everyone that, for good order, it is a Members' meeting and as such, it is only the Members who are allowed to vote in the proceedings. For those who are not Members, they are attendees and observers and not participants in the meeting.<br><br>It was noted that the meeting will be recorded for internal purposes only.<br><br>AFi said there will be a brief update on the year from the CEO and from the Director of Corporate Services. She introduced Linda McEnhill (CEO), Jelena Sarubina (Director of Corporate Services), Lisa Dick (interim Head of Finance) and Rebecca Frost from Lovewell Blake, Auditors. She introduced Pamela Luna, our new Volunteer Coordinator who will give a presentation. AFi also introduced Rob Moon, new Director of Income Generation.<br><br>Apologies were noted as above. |

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| **2** | **Volunteering; Presentation by Pamela Luna, Volunteer Coordinator** |
| | PM started her presentation by introducing the Volunteer Team. She said the goal for her and the team was to improve onboarding and induction for better engagement and to create a visible brand across all communication platforms. She said it was essential to build key partnerships across all departments, spending time with people that matter to the organisation. PM said she had been working with Community Action Suffolk and will be introducing their training sessions to St Nic's volunteers. She and the team will be exploring options for recognition, thanks and celebration of our valued volunteers. With dedicated work, PM said volunteer relationships will be strengthened, giving an increased sense of connection to St Nics.<br><br>AFi thanked PM for her invaluable presentation and opened the floor to questions.<br><br>CB said she had been a Member of the Association for over 20 years. She said there used to be three-monthly meetings, many years ago, wherein there was an opportunity to exchange views and solve problems. She said this opportunity had slowly disappeared. She said that with all that has happened at Barton Road, staff morale has been very low. She said we have tried to support our staff, but we badly needed further support.<br><br>PL appreciated and thanked CB for her honest feedback. She said she had been to Barton Road many times and agreed there have been a lot of changes there and in retail generally. She acknowledged that some of these things that used to be in place had disappeared. She said we are almost starting from the beginning, but this is a good opportunity to 'reset' and we can develop focus groups or panels, or a volunteer version of the Staff Consultative Group. She said these are all things on our list to offer out and ask volunteers – "what do you think". We can then see what is effective and can try something else if the results we are looking for do not work.<br><br>HDP said he was thrilled with what PL had achieved so far. He said there is a lot of administration being done and the volunteering will go from strength to strength.<br><br>AFi concurred with HDP's thoughts and said PL had great interpersonal skills. She said PL was so good at connecting with people that this will make such a difference, to individuals, who have been through a difficult time. |
| **3** | **To approve the Minutes of the previous Annual General Meeting held on 5 December 2024** |
| **3.1** | **Amend under 4.2** *FH said for the 2022-23 financial year*, should read ***2023-24 financial year*** **Agreed** |
| | **Approved and adopted**<br>Proposed by **MM**<br>Seconded by **AF**<br><br>Minutes approved as a true and accurate record. |
| **4** | **Matters arising** |
| | None |
| **5** | **To receive and adopt the accounts for the year ended 31st March 2025, together with the report of the Trustees and Auditors.** |

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| | **Verbal reports from Linda McEnhill, CEO and Jelena Sarubina, Director of Corporate Services**<br>**Verbal report from Auditors Lovewell Blake** |
| **5.1** | **Jelena Sarubina, Director of Corporate Services** |
| | JS said it was her privilege to present the financial review for St Nicholas Hospice Care for the year ended 31 March 2025.<br><br>She said for 2024–25, we closed the year with a net operating surplus of **£606,000** - a significant improvement on last year's surplus of £285,000 and a marked turnaround from the deficit of £112,000 reported in 2022–23.<br><br>Our total reserves increased by **£656,000**, from £8.67 million to £9.32 million, with free reserves at year-end standing at **£6.84 million**, equivalent to approximately 8.7 months of running costs, comfortably above our minimum target of six months.<br><br>JS said our total income for the year increased by 17.5%, from £7.45 million in 2023–24 to **£8.76 million** in 2024–25. Statutory funding increased by £984,000, mainly due to additional NHS grant funding to support the expansion of Sylvan Ward and government capital funding for infrastructure improvements.<br><br>JS reported that our legacy income remained a cornerstone of our financial resilience totalling **£1.61 million**, exceeding our five-year average. Philanthropy and trust income was also particularly strong, and we are grateful for the continued support of the Julia Rausing Trust and for funding from the David and Jill Simpson Fund through Suffolk Community Foundation.<br><br>Overall fundraising and events income increased to a total of **£563,000** (compared to the previous year's £448,000). Shops and trading income reported a slight drop to **£1.83 million** compared to £1.86 million in previous year. And finally, our investment income was **£189,000**, a slight increase from the previous year's £185,000.<br><br>JS turned to expenditure – this had increased by 9.5%, from £7.44 million to **£8.15 million**. The main reason was the recruitment of additional staff to support the expanded ward capacity, which required additional staffing and additional running costs and was funded by the additional discharge grant. Also, ongoing cost of living pressures contributed to internal costs across all services.<br><br>Looking forward, JS reported that we are taking decisive steps to ensure our long-term financial sustainability and to address the budgeted structural deficit. We are working on a Three-Year Sustainability Plan to secure our financial future.<br><br>As part of this work, we have already implemented some changes to our financial management:<br>• Quarterly Forecasting: For the first time, we are producing quarterly financial forecasts, moving away from the previous annual cycle. This enables us to respond more rapidly to emerging risks and opportunities.<br>• Zero-Based Budgeting: For the next financial year, we have moved towards a zero-based budgeting approach, moving away from rolling over previous budgets. For the first time in many years, we are building our budgets from the ground up and ensuring every cost is justified.<br><br>These changes mark a significant shift in our financial management, supporting greater transparency, accountability, and long-term resilience for St Nicholas Hospice Care. |

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| | JS summarised by saying that 2024-25 has seen a strong financial outturn, with improved income, prudent cost management, and a robust reserves position.<br>However, we remain mindful of ongoing cost pressures, not all of which are within our control, and the need for continued vigilance and innovation in our financial planning.<br><br>JS extended grateful thanks to LD and also thanked Trustees, Members of the Association and all staff and volunteers for the continued support and commitment to the financial health and sustainability of St Nicholas Hospice Care.<br><br>AFi opened the floor to questions<br>BJ asked what is the headline percentage of NHS support?<br>JS replied that it is just under 30% |
| **5.2** | **Auditors** |
| | RF said she had overseen the Audit for St Nicholas Hospice Care and it had gone very smoothly again this year. As in previous years, there is a clean audit report for both the consolidated charity group accounts and the trading subsidiary accounts.<br><br>She said a few recommendations had been made regarding ensuring Trustee declarations of interest are completed in full, a technical point regarding the posting of invoices and a recommendation regarding the presentation of designated funds.<br><br>RF said despite a small profit in the trading subsidiary, the payment of the previous year's gift aid had taken the trading subsidiary into an overdrawn position this year, leaving it unable to make any further gift aid payments in respect of 2025 and leading to a small corporate tax liability this year. A Deed of Covenant is in the process of being approved and once in place, will avoid the same problem in the future, as the profits can be matched against current year profits.<br><br>RF said that we only required one adjustment to be made to the charity accounts, relating to the presentation of debtors which had no effect on the surplus.<br><br>On behalf of Lovewell Blake RF expressed thanks to LD and the finance team who have worked very well this year with the audit team to ensure an efficient audit process.<br><br>There were no questions from the floor. |
| **5.3** | **Linda McEnhill, CEO** |
| | LM started by saying it had been an interesting year. She said that all of us, globally, currently live in 'interesting times' and at a UK level as we look ahead to the outcomes of next week's budget, she said many of us are perhaps wondering just how 'interesting' our times are going to get.<br><br>A few weeks ago, LM said she reflected on this phrase at a "Business Link" meeting and shared the parable of a Chinese Farmer at that meeting and repeated it at this year's AGM. The story of the Chinese farmer perhaps teaches us about a suspension of judgment regarding what actually is a tragedy or a triumph; it can possibly teach us a radical scepticism because it is impossible to tell whether anything that happens is good or bad.<br>LM said she will refer back to the parable and how it relates to the hospice later in her presentation. |

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LM reported that overall, in the last financial year, we supported **1,899** people, a **16%** increase on the previous year.

She said the Community Team supported **1,131** patients, delivering over **44,000** contacts, and our Complementary Therapy service became a core offering, delivering **341** treatments in its first full year.

**Independent Living Team (ILT)**: Supported **287 patients**, including **113** on Sylvan Ward
Our education programme reached **1,697** attendees, strengthening partnerships and building capacity and expertise across the region.

- **Patient and Family Support services**: Managed **886** referrals, including **364** pre-bereavement and **332** adult bereavement referrals. Demand for adult bereavement support continues to exceed capacity, with a waiting list of approximately **50** families at any given time.
- **Nicky's Way**: Provided child bereavement support to **190** young people. Group and one-to-one sessions were delivered in schools, homes, and hospice settings. The service launched new educational resources and maintained strong community engagement.
- **Spiritual Care and Chaplaincy**: Delivered **1,063** in-hospice supports (24/7) and **134** community encounters.
- **A Volunteer Coordinator** was appointed and PL began the work with gusto and has achieved great impact.

**Important achievements:**

**Increased beds:**
LM said she had reported at last year's AGM that although we have always been registered for 12 in patient unit beds, for probably close on 15 years we have only operated with 8 beds; we simply did not have enough money to fund the staffing and overhead costs to increase to 12 beds, despite the needs of our patients for us to do so.

However, because of some very hard work from a range of staff across the organization, we were able to submit an application for funding to increase our beds to 12 and this was successful. Additionally, a very generous donor gave us a large donation (£250,000) through which we were able to purchase all of the other things that we needed to support the development and increased staffing costs.

LM said, as a result of this, the additional occupied bed days (beds 7-12) for 12 months to 31st October 2025 is **1,701**. To put it another way, she said this was also 1701 avoidable admissions/bed days to the acute (hospital) sector which has saved a huge amount of money to the NHS (maybe as much as £1,701,000 based on a £1000 per bed day) and it reduced our bed per day cost due to economies of scale

**Out-of-hours project**:
LM said she was absolutely delighted to report that again, as the result of very hard work of our staff groups, we were able to successfully apply for funding to pilot an out-of-hour service. This service enables a St Nic's employed paramedic and health care assistant to work in the early intervention team (EIT) during the night and when there is a call for someone needing help at the end of life, the paramedic and health care assistant can visit the person at home, in the early hours when things are most likely to break down and people are most likely to get admitted to hospital . Of the people seen, 100% have reported complete satisfaction with the service and 100% of these people have been able to remain in their own home and/or to die within their own home.

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The service has been so successful that we have been offered extra funding to increase the service over the winter months to support those times when the hospital is most under pressure and admission is incredibly difficult to achieve.

The figures for this are:

| | July | August | September | October |
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| Length of visit/contact | 56 mins | 79 mins | 61 mins | 76 mins |
| Number of visits | 26 | 4 | 12 | 21 |
| Number of telephone calls | 68 | 21 | 44 | 44 |
| Total number of contacts | 94 | 25 | 56 | 65 |

**Average of 60 contacts per month**
**Average over 12 months would be 720 contacts (visits and calls)**

**Thetford funding:**
LM reported that our funding for the care of the people of Thetford was withdrawn only 6 days before the beginning of the last financial year. She said we campaigned very hard to get this funding reinstated, our marketing team created the 'without' campaign and we had interviews in social media, the press, radio and TV. We invited our local MPs to come and visit and to support our campaign. GPs and other professionals challenged the withdrawal of funding, sadly, with very little impact. However, when the boundaries between the ICBs (our commissioning bodies) were redrawn earlier this year, LM is pleased to report that we had this funding reinstated, backdated and doubled - this was a fantastic result.

**Government funding**:
LM said the government agreed to provide some capital funding for English hospices (£100m between 120 hospices over 2 years) and we were fortunate enough to be granted £90k+ in the first tranche and £292k in the second tranche. This funding has enabled us to do amazing things. An example of this would be the replacement of our laptop computers and PCs which were about to become defunct.

LM said it has been a fantastic year in many respects and one for which we are really proud; she then referred back to the "maybe" Chinese parable.

She said as we enter into the next round of commissioning, we wait with bated breath to understand whether all of the services we now have will be funded and to what extent. Our extra 6 beds and our out-of-hours service require core, recurrent funding and without that we cannot run them.

She said neighbouring hospices such as Arthur Rank and Isabel Hospice have had severe challenges this year, losing a range of services. She said the Hospice movement has now received the public acknowledgement and profile it has long desired but that has only served to increase demand that we don't have the finances to meet. She said it may interest Members to know that currently there are 2000 hospice inpatient beds in England but 380 of them are not available to patients due to lack of funding.

**Thetford funding:**
LM said that due to the good efforts of our wonderful SNEE ICB colleagues, we were fortunate in having our Thetford funding reinstated and even doubled, but as we go into our next

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| | commissioning round in Norfolk & Waveney, we do so without the support of some key colleagues who have already or will have lost their roles in the restructuring of the ICBs, who are reducing their staffing from 1200 to 500 across Suffolk and Norfolk.<br><br>**Government funding:**<br>LM said we are grateful for this funding but it is for capital. She said we cannot spend it on the main cost pressures of salaries, NI, energy costs, so we still face year on year increased costs not completely within our control.<br><br>LM reported that we are pivoting to take new routes to get to defined destinations. We are taking a razor-sharp focus on our 3-year sustainability plan (conducting service reviews and improving our data) and most of all we are holding fast to our mission to 'ensure the best end of life care for the people of West Suffolk and Thetford'.<br><br>LM said it remains to be seen whether the Assisted Dying legislation will become law and if it does how that impacts hospice care. She said our umbrella body, Hospice UK, is campaigning on the back of the Assisted Dying bill for sustainable funding for hospices (100% funding for SPC - specialist palliative care) on the basis that without this, there is no real choice.<br><br>LM said the antidote to "Maybe" is gratitude and the thankful celebration for all the blessings that we have and have had for the last 40 years. She said last year we launched our Norburn Awards to thank our staff and volunteers for all they make possible for our patients and families. We were delighted to receive 67 nominations for 54 staff and this year we are blown away to receive 84 nominations – without our staff and volunteers we can do nothing.<br><br>LM said she also wished to thank our funders - whether personal regular donors, those who join events, leave us gifts in wills and the myriad other ways that our mission is grown and supported year on year.<br><br>In summary, LM wanted to take the opportunity to extend a heartfelt thank you – to staff, volunteers (including Trustees), patient facing or behind the scenes, donors, supporters, legators. Everyone makes a huge difference, every single day, to all of those adults and children who need us in such complex times.<br><br>On behalf of the Members, AFi extended added thanks to LM and the Directorate team and all the staff who go the extra mile every day. She said it is about the reputation that St Nics has in the wider environment, which has paid dividends in the resources we have been able to access. |
| **5.4** | It was agreed to adopt and approve the accounts ending 31 March 2025 and the report from the Auditors was noted.<br><br>Proposed by **JH**<br>Seconded by **BJ**<br>The Accounts were received and adopted unanimously. |
| **6** | To appoint the following Trustees who retire by rotation and offer themselves for re-election for a further period of three years:<br><br>**Anthony Faulkner**<br>Proposed by **DE**<br>Seconded by **KCM**<br>All in favour and approved unanimously. |

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| **6.1** | **Jo Howlett**<br>Proposed by **KCM**<br>Seconded by **PS**<br>All in favour and approved unanimously. |
| **6.2** | **Anita Pearson**<br>Proposed by **AF**<br>Seconded by **BJ**<br>All in favour and approved unanimously. |
| **6.3** | **Paul Siklos**<br>Proposed by **JH**<br>Seconded by **CB**<br>All in favour and approved unanimously. |
| **7** | **To note the resignation of any Trustees or Members of the Association:**<br>None |
| **8** | **To confirm the appointment of the following as new Trustee:**<br><br>**Dr Helena Jopling**<br>Proposed by **PS**<br>Seconded by **KV**<br>All in favour of the confirmed appointment and approved unanimously. |
| **9** | **To reappoint the Auditors, Lovewell Blake LLP, to hold office from this meeting until the conclusion of the next Annual General Meeting**. |
| | Lovewell Blake LLP to hold office from this meeting until the conclusion of the next Annual General Meeting<br><br>Proposed by **JH**<br>Seconded by **AF**<br>All in favour and approved unanimously. |
| **10** | **To authorise the Board of Trustees to determine the remuneration of the Auditors** |
| | Agreed that the Board of Trustees, in conjunction with the Directorate, should determine the remuneration of the Auditors for the year<br><br>Proposed by **BJ**<br>Seconded by **KV**<br>All in favour and approved unanimously |
| **11** | **AOB** |
| | AFi reported that the charity's Articles of Association date back to 1984 and said they were in need of updating, to ensure they comply with Companies House and Charity Law. She said lawyers had been appointed to assist in the process and we are hoping to have the final draft by the end of this calendar year. AFi said that once we have the final draft we will share it with all Members and it will be formally noted at the next AGM. |

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| **12** | **Closing Remarks**<br>AFi thanked everyone for attending this year's AGM and for the support given to St Nicholas Hospice Care. |
| **13** | There being no other business the meeting closed at 18:07 |

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