

**St Raphael's Hospice**  
**181th Meeting of the Advisory Committee**  
**To be held virtually at 13:30 on 22<sup>nd</sup> July 2020**

**TO BE PRESENT:**

**Alan Cogbill**  
**Roderick O'Connor**  
**Marian Norman**

**Sister Veronica Hagen**  
**Sister Kathleen O'Reilly**  
**Joe Ryan**

**Paul Holmes**  
**Norman McWhinney**  
**Dr Joy Tweed**

**In attendance**

**Gail Linehan** (*Co-CEO*)  
**Sara Jane Woods** (*Director of Income Generation*)  
**Anna Machin** (*Clerk*)

**Nick Stevens** (*Co-CEO*)  
**Heather Howell** (*Board Advisor*)  
**Carrie Chill** (*Board Advisor*)  
**Ed Cook** (*Advisor to DoC*)

*1 - Purpose: Discussion/ Approval/ Policy/ Information*

<b>Item</b>	<b>Description</b>	<b>Purpose<sup>1</sup></b>	<b>Lead</b>	<b>Timing</b>
1.	Welcome and apologies for absence	-	Chair	1.30-1.40
2.	Declarations of interest	-	Chair	
3.	Minutes of 180 <sup>th</sup> meeting held on 27 <sup>th</sup> May 2020	Approval	Chair	
4.	Matters arising	Discussion	Chair	
5.	Joint CEO Report	Discussion	GL, NS	1.40-2.10
6.	Sub-Committee Chair's Report – Clinical Governance <ul style="list-style-type: none"> <li>• Minutes of 12<sup>th</sup> June 2020 Clinical Governance &amp; Quality Committee meeting</li> <li>• Clinical Quality &amp; Governance Committee update</li> <li>• Clinical Quality &amp; Governance Report</li> <li>• Corporate Governance Report</li> <li>• Clinical Risk Register</li> </ul>	Discussion	GL	2.10-2.25
7.	Sub-Committee Chair's Report – HR <ul style="list-style-type: none"> <li>• Minutes of 15<sup>th</sup> July 2020 HR Committee meeting</li> <li>• Starters and Leavers Report</li> <li>• Volunteer Services Update</li> <li>• Volunteer Activity Spreadsheet</li> </ul>	Discussion	PH	2.25-2.40
8.	Sub-Committee Chair's Report – Fundraising <ul style="list-style-type: none"> <li>• Minutes of 25<sup>th</sup> June 2020 Fundraising Committee meeting</li> <li>• Communication &amp; Fundraising Report</li> </ul>	Discussion	RO'C	2.40-2.55
9.	Sub-Committee Chair's Report – Finance and Resources <ul style="list-style-type: none"> <li>• Minutes of 17<sup>th</sup> June 2020 Finance and Resources Committee meeting</li> <li>• Finance &amp; Resources Report</li> <li>• Summary June 2020 Management Accounts</li> <li>• Detailed June 2020 Management Accounts</li> </ul>	Discussion	JR	2.55-3.10

	• Draft June 2020 Balance Sheet & Cash Movements			
10.	Special topic(s)	Discussion	Chair	3.05-3.10
11.	Any Other Business	-	Chair	
12.	Date of Next Meeting	-	Chair	
	<i>Short break</i>			3.10-3.15

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**St Raphael's Hospice**  
Meeting of the Board of Trustees  
**To be held virtually at 15:15 on 22<sup>nd</sup> July 2020**

<b>Item</b>	<b>Description</b>	<b>Purpose<sup>1</sup></b>	<b>Lead</b>	<b>Timing</b>
1.	Welcome and apologies for absence	-	Chair	3.15-3.20
2.	Declarations of interest	-	Chair	
3.	Minutes of meeting held on 27 <sup>th</sup> May 2020	Approval	Chair	
4.	Matters arising	Discussion	Chair	
5.	Governance update	Discussion/ Approval	Chair, AM	3.20-3.30
6.	Annual Report and Accounts	Approval	NS	3.30-3.45
7.	Post-Covid Outlook – 3 Scenarios	Discussion	NS	3.45-4.10
8.	Separation from Daughters of the Cross (verbal update)	Discussion	NS, GL	4.10-4.25
9.	Any Other Business	-	Chair	4.25-4.30
10.	Date of Next Meeting	-	Chair	
11.	T-Time (trustee only session)	Discussion	Chair	4.30-5.00

<b>Minutes - Trustees' Meeting</b>	<b>DRAFT</b>
<p>St Raphael's Hospice  <b>Minutes of the meeting of the trustees  held on Friday, 27 May 2020 at 3.00pm</b>  remotely by MS Teams video/audio call</p>	
<p><b>Present</b> - Norman McWhinney (Chair), Alan Cogbill (Vice Chair), Sr Veronica Hagen, Paul Holmes, Marian Norman, Sr Kathleen O'Reilly, Joe Ryan, Rod O'Connor, Anna Machin (Clerk to the Trustees)</p>	
<p><b>In attendance</b> – Nick Stevens (Jt-CEO), Gail Linehan (Jt-CeO), Sara Jane Woods (Director of Fundraising &amp; Communications), and Edward Cook as Minute Taker</p>	<b>Action</b>
<p><b>Note:</b> The agenda papers are fairly comprehensive and form part of the record of trustees' meetings. Therefore, matters that were accepted without much comment or discussion are not repeated in these minutes.</p>	
<p><b>1 APOLOGIES</b>  No apologies were received.</p>	
<p><b>2. To INTRODUCE the Clerk to the Trustees</b>  Anna Machin was introduced as the Clerk to the Trustees.</p>	
<p><b>3 To APPROVE the minutes of the meeting on 27 March 2020.</b>  Approved</p>	
<p><b>4 To DEAL WITH matters arising from those minutes</b>  There were no matters arising.</p>	
<p><b>5 To CONFIRM the appointments of the Chair and Vice-chair</b>  It was noted that Norman McWhinney had been unanimously re-elected as Chair and that Alan Cogbill had been unanimously elected as Vice-chair.</p>	
<p><b>6 To PRESENT the draft 2019/20 Financial Statements and audit planning</b>  NS reported that as there had been some activity in the new charity (a £200k grant from DoC, some of which had been spent on upgrading the IT infrastructure and £14k on a Hospice car), then accounts would be required. However, Buzzacott are deliberating whether the activity be left in SRH and consolidated into the Congregation accounts, as:</p> <ul style="list-style-type: none"> <li>- the activity of SRH is still closely managed by the Sisters</li> <li>- EC continues to set the agenda for Board meetings</li> <li>- the registered office is still at Tite Street</li> </ul> <p>The initial accounts of the new SRH will run from December 2018 (the date of incorporation) to March 2020.</p> <p>NS also reported that the clawback of VAT as a Hospice will only be entertained by HMRC when there has been a transfer of the activity (from "old" to "new" SRH) by CQC.</p>	

<p>It was noted that Jt-CEO salaries had been implemented as recommended and each CEO had received confirmation letters from HR.</p>	
<p><b>7 To UPDATE on separation/independence</b>  SrVH reported that she had not heard from CQC re the transfer of registration. The Nominated Individual position was discussed and SrVH pointed out the position can't be transferred until after separation. The NI is the trustee responsible for communication with the CQC. NMcW asked that the position of NI be put on the agenda for discussion at the next trustee meeting.</p>	<p><b>AM</b></p>
<p><b>8 To FURTHERCONSIDER the skills audit</b>  NM highlighted a number of areas in which the Board needed to expand its expertise:</p> <ul style="list-style-type: none"> <li>- disability engagement</li> <li>- investments</li> <li>- property</li> <li>- digital communication and marketing</li> <li>- legal</li> </ul> <p>There are currently 9 Trustees, with the articles allowing a maximum of 12.  JR considered legal expertise to be v. important. AC thought that the Board would know enough to decide when a lawyer's input was required. JR also raised whether investment expertise was required at this juncture.  NM considered that further thought on the subject was required.</p>	
<p><b>9 To CONSIDER Trustee Board appraisal</b>  NM recommended that initially there would be a self-assessment of the board, with a wider appraisal in future years. NM &amp; AM would consider together the type of trustee we should be approaching and how to assess them.</p>	<p><b>NM &amp; AM</b></p>
<p><b>10 To FURTHER CONSIDER the Charity Governance Code</b>  To be considered at the next meeting</p>	<p><b>AM</b></p>
<p><b>11 To CONSIDER Any Other Business</b>  NM pointed out to the meeting that it was not straightforward putting together an agenda for the Trustee meetings as there was so much overlap with the Advisory Committee meeting agenda. A single agenda will be easier to manage  SrVH suggested that the format could be to start the Trustee meeting with Trustees only, then the CEO and appropriate SMT members could join, followed at the conclusion by a Trustee-only wrap up.</p>	
<p><b>12 NEXT MEETING</b>  This will be on Wednesday, 22 July 2020 at 3.30pm .</p>	
<p>The meeting finished at around 17.15pm.</p>	

Distribution: Trustees and Auditors.

Approved.....

Date.....

DRAFT

## Governance Report to St Raphael's Hospice Board of Trustees

### 1. Executive Summary

This Report provides an update on the following governance actions and documentation:

- **Trustee Code of Conduct** – this will be finalised based on Trustee comment and signed by all current and future Trustees
- **Trustee Role Description** – this role description will be used as the basis for future Trustee recruitment, and be applicable to all current Trustees
- **Trustee Self-Review** – a Trustee Self-Review form has been prepared for completion by Trustees.
- **Trustee Recruitment Timeline & Process** – a proposed timeline and process for recruiting trustees is outlined below for agreement by Trustees

### 2. Trustee Code of Conduct

The Trustee Code of Conduct has been reviewed and updated to integrate the two existing Codes of Conduct with proposed updates noted in [blue](#) (see **Appendix 1**). This draft version will be finalised taking into account comments from Trustees at this meeting, after which it is requested that all current Trustees sign the Code of Conduct by the September Board meeting as circulated which will be circulated by the Clerk to Trustees. The Code of Conduct will also be included in the Induction Pack for new Trustees.

**Action:** Approve Code of Conduct, subject to suggested changes from Trustees

**Action:** Trustees to sign Code of Conduct and send to Clerk to Trustees in advance of September 2020 meeting.

### 3. Trustee Role Description

A sample Trustee Role Description has been developed (see **Appendix 2**) and feedback is welcomed from Board members.

**Action:** Approve Trustee Role Description, subject to final suggested changes from Trustees

### 4. Trustee Self-Review

The Hospice UK Trustee Self-Review form has been prepared as the basis for a Self-Review of the Trustee Board (see **Appendix 3**). In conjunction with the Skills Audit, the results of the Self-Review will be used to identify skill sets to inform trustee recruitment.

**Action:** Approve Trustee Self-Review format.

**Action:** Trustees to complete Self-Review Form and send to Clerk to Trustees in advance of September 2020 meeting.

### 5. Timeline and Process for Trustee Recruitment

Informed by the results of the Skills Audit and Self-Review process, the following high-level approach is proposed for trustee recruitment, with exact timelines to be added. This will also be informed by the terms of existing trustees (see Hospice UK record in **Appendix 4**):

- **Board meeting –**
  - Review results of Self-Review;
  - Agree 2-3 key skill sets for recruitment;
  - Agree draft promotional materials (which will include Trustee Role Description)
  - Agree recruitment channels (which could include use of organisations such as Trustees Unlimited, Nurole; local networks; and/ or partner organisations)
  - Agree Trustee and senior leadership team engagement in process for shortlisting and interviews (which could involve convening a Nominations Committee of the Board)
- **Actions following board meeting –** promotion of Trustees roles through agreed channels; shortlisting process;
- **Board meeting -** review of shortlist by Board
- **Actions following Board meeting –** interviews (for example by Nominations Committee) and identification of prospective Trustees; pre-appointment checks
- **Board meeting –** prospective Trustees invited to observe Board meeting; appointment put forward to Trustees for approval

**Action:** Approve process for Trustee recruitment

## 6. Charity Scheme of Delegation

An exemplar Scheme of Delegation is included in this paper which outlines the main areas of responsibility across all operational areas for an independent charity (see **Appendix 5**). This template is included here for trustees' awareness and will be developed over coming months.

**Action:** This document is for review over the summer months by Board and Committee members and Senior Leadership Team and will be brought to the September board for approval.

# Appendix 1: St Raphael's Hospice Code of Conduct

As a trustee of St Raphael's Hospice, I agree to abide by the following Principles and expectations of my Conduct both in and outside meetings.

## 1. Principles of Public Life

As a trustee of St Raphael's Hospice I promise to abide by the Principles of Public Life (the 'Nolan Principles') - these are:

**Selflessness** - holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity** - holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

**Objectivity** - in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** - holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** - holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** - holders of public office should promote and support these principles by leadership and example.

## 2. Trustee Conduct

### 2.1. Law, governing document, policies and mission

- I will act in accordance with the law, which includes for these purposes, charity law, company law and any other relevant legislation or regulations that impact on any aspect of my role of trustee.
- I must be fully familiar with and will act within the governing documents of St Raphael's Hospice and abide by the policies and procedures of the organisation as amended from time to time. The governing documents include for these purposes St Raphael's Hospice's Articles of Association, its Codes of Conduct, undertakings and relevant documented policies and procedures.
- I will support St Raphael's Hospice's mission and consider myself [as a guardian and steward of this mission](#).
- I will ensure that St Raphael's Hospice pursues its objects as defined in its Governing Documents and uses its resources exclusively in pursuance of those objects.

### 2.2. Relations with others

- I will use my best efforts to establish respectful, collegial and courteous relationships with all I come into contact with in my role as trustee, [in particular with my fellow trustees and the Hospice leadership team](#).

### 2.3. Protecting St Raphael's Hospice's reputation

- I will not speak as a trustee on behalf of St Raphael's Hospice to the media or in a public forum without the prior knowledge and approval of the Chair or [Joint CEOs](#). Such consent must be obtained by the Chair from the [Joint CEOs](#) and vice-versa.
- When I am speaking as a trustee of St Raphael's Hospice, my comments will be considered and where possible researched, and will reflect current St Raphael's Hospice policy even when these do not agree with my personal views.
- When speaking as a private citizen, I will strive to uphold the reputation of St Raphael's Hospice and those who work in it, remembering that even in this capacity my responsibility to St Raphael's Hospice is not diminished.
- I will respect organisational, Trustee Board and individual confidentiality.
- I will take an active interest in St Raphael's Hospice's public image and the hospice sector noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for St Raphael's Hospice.

### 2.4. Personal gain

- Unless specifically and lawfully authorised to do so (by the Hospice's Articles of Association or by the Charities Act 2006, [and/ or where required by the Charities Commission of England and Wales](#)) I will not personally gain materially or financially from my role as trustee, nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to agreed procedures.
- I will not accept substantial gifts or hospitality without prior consent of the Board of Trustees.
- I will register all gifts I receive in my capacity as a trustee and/or officer of St Raphael's Hospice in the gift register maintained by St Raphael's Hospice, immediately after receiving such gift.
- I will use the resources of St Raphael's Hospice responsibly, when authorised, in accordance with the law and governing documents.

### 2.5. Conflicts of interest

- I will always use my best efforts to act in the best interests of St Raphael's Hospice and its present and future patients, staff and trustees.
- Unless lawfully authorised, I will not put myself in a position where my personal interests ([including those of connected persons](#)), or [perceived personal interests \(also including those of connected persons\)](#), conflict with my duty to act in the interests of St Raphael's Hospice.
- Notwithstanding any other commitment, I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises, whether or not it is lawfully intended
- I will submit to the judgment of the Trustee Board and do as it requires regarding potential conflicts of interest.
- I understand that a failure to declare a conflict of interest may be considered to be a breach of this code.

### 2.6. Conduct in Board meetings

- I will abide by Trustee Board governance procedures and practices.
- I will use my best efforts to attend all Trustee Board meetings, giving apologies ahead of time [in writing](#) to the Chair [and Clerk to Trustees](#) if unable to attend.

- I will study the agenda and other information sent to me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
- I will honour the authority of the Chair and respect their role as meeting leader.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
- I will accept a majority Trustee Board vote on an issue as decisive, final and binding on me as a trustee.

## 2.7. Enhancing governance

- I will actively participate in induction, training and development activities for trustees.
- I will continually seek ways to improve Trustee Board governance practice.
- I will support the Chair in his/her efforts to improve his/her leadership skills.

## 2.8. Leaving the board

- I understand that substantial breach of any part of this code may result in my removal from the Trustee Board.
- I will inform the Chair as soon as reasonably possible and in writing of any intention I may have of leaving the Board.
- I will participate and cooperate to the best of my abilities in any exit interview
- The Chair will notify the [Joint CEOs](#) in writing of any intention to resign as chair as soon as reasonably possible.

## 3. Declaration

I agree to abide by the [Code of Conduct for Trustees of the St Raphael's Hospice Board](#):

Signed:

Date:

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## **Appendix 2: Trustee Role Description for St Raphael's Hospice**

### **1. Overview of Organisation and Role**

#### **1.1. About St Raphael's Hospice**

At St Raphael's Hospice, we strive to improve the lives of those affected by terminal or life-limiting illnesses, giving them and their carers the confidence to cope and enjoy the best quality of life possible. We care for patients wherever and whenever they need us. When life comes full circle, we are there for our community, enabling them to live their life to the full. We believe that hospice care is about life and living, not just death and dying.

For over 30 years we have been providing expert hospice care for people in Merton and Sutton at no charge, aged 18 and over irrespective of their race or religion. We offer care provided in people's home, outpatient clinics and day therapy at the Wellbeing Centre. With the help of our skilled staff and dedicated volunteers, we are able to meet the emotional, spiritual and social needs of our patients, as well as those of their family and friends before and after death. We are there for everyone who needs us at the most difficult time of their lives - to hold one's hand and to soothe the soul, not just for the relief of pain.

#### **1.2. Purpose of the Board of Trustees**

The Board of Trustees has legal oversight of the charity, including responsibility for meeting statutory requirements and reporting to Companies House and the Charity Commission of England and Wales. The Board of Trustees also has strategic oversight of the charity, ensuring that ambitious strategic goals are set and worked towards effectively. The Board of Trustees works in collaboration with the Joint CEOs and senior team to make decisions on key issues, offering support and challenge as part of this. The Board of Trustees also acts as a point of escalation for internal and external stakeholders, for example in line with the Hospice's Complaints Policy or Speaking Up (Whistleblowing) Policy.

#### **1.3. Board Statement of Values**

The Board of Trustees commits to working collaboratively and effectively, as a collective decision-making body, to ensure the success of the charity and that the founding ethos of the charity continues to thrive. In doing so, Board members commit to working in line with the St Raphael's Hospice Code of Conduct and upholding the [seven principles of public life](#): selflessness, integrity, objectivity, accountability, openness, honesty and leadership. The Board values diversity of thought, perspectives, skills and background.

#### **1.4. Board Decision Making Principles**

The Board of Trustees helps to make objective, long-term decisions on key issues in order to advance the charity's mission and goals. Typically, such key issues will include but may not be limited to: goal-setting; strategy; programme or product design; relationships with important stakeholders (e.g. government, Care Quality Commission [CQC], Clinical Commissioning Groups [CCGs], Sustainability and Transformation Partnerships [STPs] and the local community); public relations; finances; employment; safeguarding; any other legal matters.

### **2. Responsibilities**

All trustees are asked to meet the following responsibilities:

- To uphold the statement of values outlined in 1.3
- To adhere to the decision-making principles outlined in 1.4
- To ensure that the charity focuses on achieving its mission
- To comply with all applicable terms of reference and laws
- To act in the charity's best interests

- To manage the charity's resources responsibly
- To act with reasonable care and skill
- To ensure that the charity is accountable
- To make sufficient time available to exercise their duties
- To follow up promptly on all actions and requests
- To offer support and challenge to the Joint CEOs and senior team
- To support risk management, safeguarding and data protection
- To use appropriate channels for communication and data sharing
- To promote and support the charity externally
- To share contacts and opportunities from within their network

### **3. Person Specification**

#### **3.1. Eligibility**

Trustees must meet the Charity Commission eligibility criteria. Any trustee must be at least 16 years old and not be disqualified according to Charity Commission guidelines – [link here](#). These include unspent convictions for specific offences, as well as financial and non-financial legal reasons.

#### **3.2. General Experience, Knowledge and Skills**

- Commitment to the Hospice's mission and strategy
- Ability to contribute to analysis and decision-making
- Excellent interpersonal and relationship skills
- Ability to network and promote the charity externally and particularly within the local community
- Professional expertise in one or more fields
- Experience of the health and hospice sector and/or other relevant sectors
- Understanding of charity governance and relevant requirements
- Willingness to work within the governance frameworks agreed by the charity

### **4. Trustee Commitment**

#### **4.1. Voluntary nature of Trustee role**

The role is not accompanied by any financial remuneration, although reasonable travel expenses may be claimed in line with the Trustee Expenses Policy

#### **4.2. Appointment term**

Trustees are invited to serve an initial term of three years, with the potential for a second term of three years if agreed as part of the Trustee term renewal process.

#### **4.3. Time commitment**

The Board of Trustees meets for at least five regular meetings per year. Further to this, the Board of Trustees may also meet for additional away days or extraordinary meetings.

Meetings are usually held in person in at the Hospice site or offices, but may be held virtually as required. Trustees are able to join via conference call or video conference if needed and as agreed with the Chair.

### Appendix 3: Trustee Self-Review Form

*This form is taken from the Hospice UK 'review question framework' for hospice boards.*

<b>The board</b>	
<p>What is your broad overview of how the board has operated in the past 12 months?</p> <p>What have we done well this year?</p> <p>What needs attention in the next 12 months? Why?</p>	
<p>What are the board's key tasks? What do we need to focus on in the next 12 months?</p>	
<p>What are our trustees' strengths and limitations; how do these impact on the board's effectiveness?</p>	
<p>How do you rate the level of knowledge of the external environment and community on our board?</p>	
<p>How would you assess trustees' preparedness for our board and other meetings (in addition to reading the papers)?</p> <p>To what extent do you interrogate the agenda papers you receive in advance of meetings?</p> <p>Are there examples of discussions about a key issue with the Chair, chief executive or another trustee or of more extensive reading before the meeting?</p>	
<p>What activity has there been in relation to sub-committees in terms of:</p> <p>a) their contribution, such as in-depth analysis or contribution based on specialist knowledge</p> <p>b) introduction to helpful external contacts and networks</p> <p>participation in 'provider' type visits to the hospice's operations</p> <p>d) contribution to activities/areas outside own specialist knowledge (for example, taking a whole board view of finances or quality governance).</p>	

<b>The board</b>	
Are there examples of support given this year to the hospice management (such as chairing or being a member of a disciplinary or appeals hearing panel or on a working party comprising board members and members of the executive)?	
<b>Your contribution as a trustee</b>	
What trustee development have you undertaken in the past 12 months? <i>This could include attendance and contribution to board away days; ensuring a good and up to date understanding of palliative care; keeping abreast of new ways of working within the hospice movement.</i>	
What areas do you feel least confident about? <i>This might be finance, quality governance, property, staffing issues etc.</i>	
Where and what have you contributed between meetings? <i>This could be tasks undertaken on behalf of the Chair or with the chief executive or time spent working with other trustees?</i>	
What (in particular) do you hope to contribute in the next 12 months?	
Do you want to change any of your roles, eg your sub-committee membership?	
Do you aspire to become a subcommittee Chair (or stepping down as a Chair)?	
Do you intend to complete your term as a trustee?	
Is there anything you think the Chair could do to better support you or the board in being more effective?	

## Appendix 4: St Raphael's Hospice Trustee Record

*This form is taken from the Hospice UK 'trustee record' for hospice boards.*

Name of the trustee	
When joined the board	
Date for possible re-election or retirement from the board	
Sub-committee or trading company board membership List sub-committees/boards and date of joining	
If applicable: Chair of a sub-committee Date when took up the role	
Any additional responsibilities or special assignments undertaken such as being a member of a task and finish group or a working party	
Date of review meeting	
Reviewed by (name and role)	

## Exemplar [Charity] Scheme of Delegation

### Overview

#### 1.1) Purpose of the Document

The following Scheme of Delegation outlines how governance responsibility can and cannot be delegated from the Board of Trustees.

#### 1.2) Overview of [Charity] Governance Structures

A key overview of the charity's governance is included below:

- **Board of Trustees** – The Board of Trustees has governance oversight of the charity and delegates day to day responsibility to the senior leadership team. The Board meets [number] times per year and considers key agenda items in accordance with the annual agenda planner.
- **[Committee]** – This is a sub-committee of the Board of Trustees, which has governance oversight of [insert remit]. The Committee includes members of the Board of Trustees and is attended by members of the senior leadership team.
- **Senior Leadership Team** – This is the Leadership Team for the charity. It has management responsibility for the charity's activities and meets on a [monthly] basis.

Matter reserved for the Board of Trustees	Detailed support from Committees	Responsibilities of Senior Leadership Team
<b>Governance and Charity Status</b>		
1) Responsibility for registering the charity and providing any requested information to Companies House "CH" (if a limited company) and the Charity Commission "CC" (if a charity) and relevant sector regulators (e.g. CQC).		

2) Approve recommendations to amend the charity's governing document (subject to filing with CH and/or approval of the CC).		
3) Approve / amend: charity standing orders; schedule of matters reserved for the board; scheme of delegation of powers from the board to committees and their terms of reference.		
4) Ensuring that trading and other activities do not compromise charitable status.		
5) Define and agree the strategic aims and objectives of the charity.		
6) Approve/amend proposals for delivery of programmes to further the charitable objects.		
7) Responsible for overall management of the charity, ensuring compliance with the charity's objects and relevant legislation.		
8) Adopt/review/amend the organisational, management and control structures, policies, processes and procedures required to further the charity's objects.		
9) Establish/review/amend terms of reference and reporting arrangements of all committees of the board, including any ad hoc committees.		

Matter reserved for the Board of Trustees	Detailed support from Committees	Responsibilities of Senior Leadership Team
<b>Board Delivery and Development</b>		
10) Nominate and elect a trustee to serve in the positions of chair, vice-chair and treasurer (as required by Article).		

11) Appoint and dismiss committees and individual members of committees accountable to the board.		
12) Appoint, appraise and dismiss the charity secretary, where applicable.		
13) Agree procedures for the effective evaluation of the board and individual trustees, and committees		
14) Consider and decide on any proposal to remunerate a trustee, subject to the restrictions of the charity's governing document and the requirements of the Charities Acts.		

15) Require and receive the declaration of trustee and staff interests that may conflict with those of the charity and managing such conflicts		
<b>Chief Executive and Senior Team Arrangements</b>		
16) Appoint, appraise and dismiss the chief executive officer, where applicable.		
17) Authorise delegated powers and limitations to the chief executive and other members of the senior management team, where appropriate.		
18) Consider, approve/reject proposals from the remuneration committee regarding salary and benefits of the chief executive and senior team.		
<b>Matter reserved for the Board of Trustees</b>	<b>Detailed support from Committees</b>	<b>Responsibilities of Senior Leadership Team</b>
<b>Operational Arrangements</b>		
19) Receive reports from committees and agree/amend/reject recommendations presented.		
20) Establish/review/amend/approve key organisational policies.		
21) Approve arrangements for dealing with complaints.		
22) Approve/amend policies and procedures for internal controls and risk management.		
23) Establish, maintain and retain appropriate financial reporting and records and approve any significant changes in accounting policies or practices.		
24) Agree and review investment strategy, in line with relevant policies.		

25) Approve fundraising and income generation, including funding bids, service delivery contracts.		
26) Approve/amend budgets.		
27) Approval and appointment of the charity's professional advisers and consultants and to determine their remuneration.		
28) Consider and approve remuneration of external auditors, their re-appointment or removal, in line with legislation and charity's governing document.		
29) Receive and note the annual management letter from the external auditor and agree the proposed course of action.		
<b>Matter reserved for the Board of Trustees</b>	<b>Detailed support from Committees</b>	<b>Responsibilities of Senior Leadership Team</b>
<b>Operational Arrangements (contd.)</b>		
30) Receive/present/approve the charity's annual report and accounts.		
31) File the annual report, accounts and SIR with the appropriate regulator(s).		
31) Receive and review such reports as the board requires with regard to: <ul style="list-style-type: none"> <li>• the charity's goals as agreed in the strategic and business plan;</li> <li>• the activities of the organisation in furtherance with the charitable objects;</li> <li>• the financial performance of the charity against agreed budgets and strategy; the use of delegated powers.</li> </ul>		

## References

- Charities Act 1993:4 s3B(1), s3B(3) • GC Principles 1 & 4
- Charities Act 1993:5 s3B(3), s74C(2), s74C(4), s74D(2), s74D(4) • GC Principles 1, 2 & 6
- Charities Act 1993: s82(1) • Trustee Act 2000: s11(1), s11(3) • GC Principles 1 & 4
- GC Principle 1
- GC Principle 1
- GC Principles 1 & 2
- Charities Act 1993:10 s14B(4) • GC Principles 1, 2 & 4
- Charities Act 1993: s50(1), s61(2) • GC Principles 1, 2 & 4
- GC Principles 1 & 4
- GC Principles 1 & 3
- GC Principles 1 & 4
- Companies Act 2006:8 s270(3)
- GC Principle 3
- Charities Act 1993:9 s73A(4), s73B(1), s73B(2) • Trustee Act 2000: s1(1)
- Companies Act 2006:6 s175 • GC Principles 1 & 5
- GC Principles 1 & 3
- GC Principle 4
- GC Principles 1, 3 & 4
- GC Principle 4
- Trustee Act 2000: s15(3) • GC Principles 1, 2, 5 & 6
- GC Principle 5
- GC Principle 4
- Charities Act 1993: s41(1), s41(3), s42(4) • Companies Act 2006: s386 • GC Principles 1 & 4
- Trustee Act 2000: s4(1), s5(1), s5(2), s11(3), s15(3) • GC Principles 1, 2 & 4
- Charities Act 1993:12 s55(3) • GC Principles 1, 2 & 4
- GC Principles 2 & 4
- GC Principles 1 & 4
- Companies Act 2006:15 s485
- GC Principles 1 & 4
- Charities Act 1993: s45(1) • Companies Act 2006:16 s414, s415, s433, s444(6), s445(5), s450 • GC Principles 1, 4 & 6
- GC Principles 1 & 4
- GC Principles, 1, 2, 4 & 5

## New Charity - St Raphaels Hospice 15 Month Period Ending 31st March 2020

<b><u>Profit &amp; Loss</u></b>	<b>PE 31 March 2020</b>
Grant from SRH	(200,000.00)
Grant re Car	(14,286.37)
Restricted Income	<u>(214,286.37)</u>
Costs (Bank Charges)	17.67
	<u><b>(214,268.70)</b></u>

<b><u>Balance Sheet</u></b>	<b>At 31 March 2020</b>
Fixed Assets	168,130.10
Current Assets (Bank)	48,408.30
Current Liabilities (Trade Creditors)	(2,269.70)
Total Net Assets	<u><b>214,268.70</b></u>

<b><u>Reserves</u></b>	
Designated Fixed Asset Fund	168,130.10
General Reserve	46,138.60
	<u><b>214,268.70</b></u>

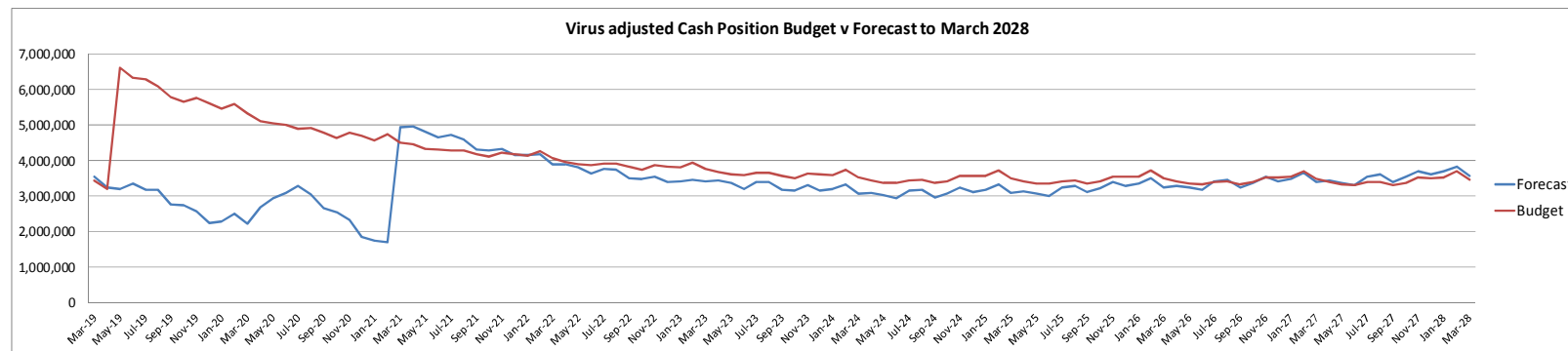
# Post Covid Outlook – 3 scenarios

Nick Stevens

16<sup>th</sup> June 2020

# 100% Version

This version assumes we take the challenge of COVID-19 in 2020-21 and bounce back to 100% of the current plans for next five + years.



<b>DoC Grants</b>			<b>Assumptions</b>		<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
Core Funding	Mar-2021	£3,600,000	Donations % of original plan		65%	100%	100%	100%	100%	100%	100%	100%
Contingency utilised	Mar-2023	£240,000	Shops % of original plan		37%	100%	100%	100%	100%	100%	100%	100%
Contingency remaining	Mar-2023	<b>£2,460,000</b>	Lottery % of original plan		80%	100%	100%	100%	100%	100%	100%	100%
Income (ex DoC)					£5,194,982	£6,347,024	£7,095,775	£7,870,390	£8,355,224	£8,626,941	£8,805,899	£8,990,269
Costs					£(6,940,039)	£(7,565,357)	£(7,979,982)	£(8,424,452)	£(8,625,476)	£(8,714,663)	£(8,858,066)	£(9,012,016)
<b>Shortfall before DoC</b>					<b>£(1,745,057)</b>	<b>£(1,218,333)</b>	<b>£(884,207)</b>	<b>£(554,062)</b>	<b>£(270,253)</b>	<b>£(87,722)</b>	<b>£(52,167)</b>	<b>£(21,748)</b>
Cash Movement (ex DoC)					£(877,251)	£(1,058,934)	£(701,303)	£(356,318)	£18,168	£162,809	£140,384	£185,073

In essence this retains the characteristics of the original plans – albeit updated and delayed. We have had higher legacies than expected and also agreed a drawdown of £240k for delay in retail. That aside, the contingency would be available for the pre-existing risks.

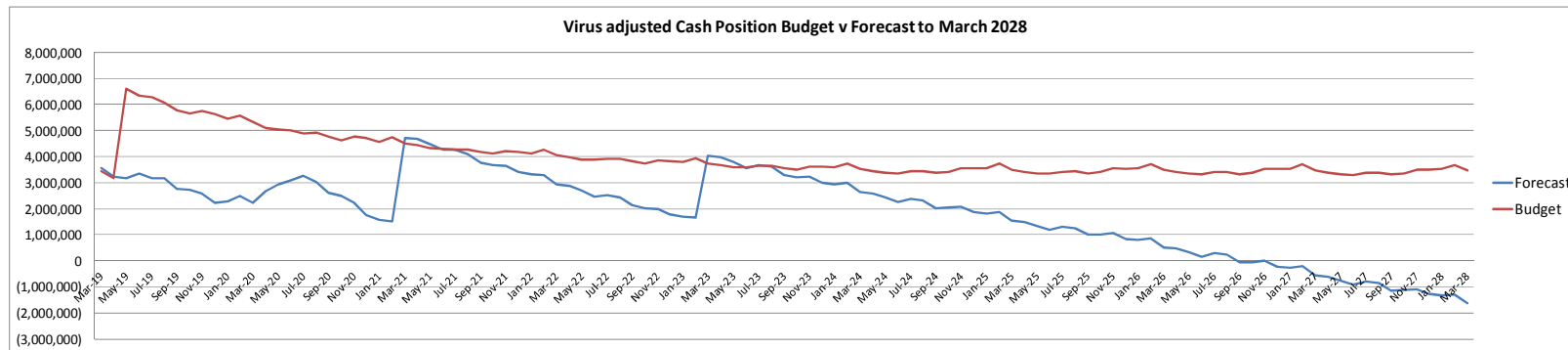
# 100% Version - Difference to March 2019 ten year plan in original report

St Raphael's Original ten year plan => forecast difference (2020-21 COVID adjusted forecast => back to latest plan thereafter 100%)											
	Actuals 2017-8	Actuals 2018-9	Actuals 2019-20	Forecast 2020- 21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	0	3,884	34,733	33,878	58,711	82,712	107,091	131,855	157,010	182,562	208,518
Other Income	0	5,412	50,866	718,555	3,609	3,457	2,104	(3,791)	(146)	(1,161)	(2,256)
Direct Cost of Services	0	(302,313)	(98,211)	(320,923)	(281,141)	(285,937)	(290,494)	(294,901)	(299,373)	(303,910)	(308,513)
Hospice Depreciation	0	(514)	49,814	25,467	(2,227)	(12,918)	(27,415)	(34,277)	1,137	9,964	9,797
Support Costs	0	363,711	340,936	62,411	159,534	168,852	177,372	182,323	187,386	192,563	197,857
<b>Net cost of Service to be fur</b>	<b>0</b>	<b>70,181</b>	<b>378,138</b>	<b>519,389</b>	<b>(61,514)</b>	<b>(43,833)</b>	<b>(31,342)</b>	<b>(18,790)</b>	<b>46,014</b>	<b>80,018</b>	<b>105,404</b>
<b>Fundraising Activity</b>											
Legacy Income	0	180,296	750,510	(197,643)	(100,000)	(100,000)	0	0	0	0	0
Donor Income	0	(26,631)	(96,242)	(652,955)	(243,086)	(159,147)	(16,530)	23,036	23,957	24,916	25,912
Fundraising Costs	0	19,534	202,642	266,421	69,873	70,704	72,376	75,005	78,086	79,871	81,696
	<b>0</b>	<b>173,198</b>	<b>856,910</b>	<b>(584,176)</b>	<b>(273,213)</b>	<b>(188,443)</b>	<b>55,846</b>	<b>98,041</b>	<b>102,044</b>	<b>104,787</b>	<b>107,608</b>
Lottery Income	0	(6,245)	(93,379)	(158,265)	7,199	38,148	37,809	25,020	10,717	(2,396)	(15,771)
Lottery Costs	0	2,816	18,207	(4,239)	(75,079)	(70,148)	(57,279)	(46,121)	(45,722)	(46,636)	(47,569)
	<b>0</b>	<b>(3,428)</b>	<b>(75,172)</b>	<b>(162,504)</b>	<b>(67,881)</b>	<b>(32,000)</b>	<b>(19,470)</b>	<b>(21,101)</b>	<b>(35,005)</b>	<b>(49,032)</b>	<b>(63,339)</b>
Shop Income	0	13,394	(135,623)	(679,780)	(225,075)	(202,509)	(238,809)	(146,835)	(53,022)	(54,082)	(55,164)
Shop Costs	0	3,835	89,879	182,059	85,180	106,121	102,439	57,192	55,125	44,739	46,405
	<b>0</b>	<b>17,229</b>	<b>(45,744)</b>	<b>(497,722)</b>	<b>(139,895)</b>	<b>(96,388)</b>	<b>(136,370)</b>	<b>(89,643)</b>	<b>2,103</b>	<b>(9,343)</b>	<b>(8,759)</b>
<b>Shortfall before DOC Fundin</b>	<b>0</b>	<b>257,180</b>	<b>1,114,132</b>	<b>(725,013)</b>	<b>(542,503)</b>	<b>(360,664)</b>	<b>(131,336)</b>	<b>(31,494)</b>	<b>115,156</b>	<b>126,430</b>	<b>140,915</b>
DOC Funding	0	315,500	0	0	1,440,000	1,140,000	576,000	432,000	180,000	72,000	0
	<b>0</b>	<b>572,680</b>	<b>1,114,132</b>	<b>(725,013)</b>	<b>897,497</b>	<b>779,336</b>	<b>444,664</b>	<b>400,506</b>	<b>295,156</b>	<b>198,430</b>	<b>140,915</b>

*Remember that this shows the difference to original, not totals per se. In March 2019, when the original report was presented, we knew the 2017-18 results (hence NIL difference), but the 2018-9 results were not known and ultimately proved to be better than anticipated and hence we see a difference to the estimates presented in the report.*

# 80% Version

This version assumes that following the challenge of COVID-19 in 2020-21 we only bounce back to 80% of the current plans and that this remains the case. There is still a lot of growth, but we only achieve 80% of the expected income.



<u>DoC Grants</u>			<u>Assumptions</u>	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Core Funding	Mar-2021	£3,600,000	Donations % of original plan	56%	80%	80%	80%	80%	80%	80%	80%
Contingency utilised	Mar-2023	£2,700,000	Shops % of original plan	30%	80%	80%	80%	80%	80%	80%	80%
Contingency remaining	Mar-2023	£0	Lottery % of original plan	80%	80%	80%	80%	80%	80%	80%	80%
			Income (ex DoC)	£4,971,819	£5,598,720	£6,173,552	£6,843,802	£7,215,816	£7,432,984	£7,574,294	£7,719,226
			Costs	£(6,940,039)	£(7,548,359)	£(7,963,808)	£(8,410,539)	£(8,613,513)	£(8,702,699)	£(8,845,863)	£(8,999,569)
			<b>Shortfall before DoC</b>	<b>£(1,968,220)</b>	<b>£(1,949,639)</b>	<b>£(1,790,256)</b>	<b>£(1,566,736)</b>	<b>£(1,397,697)</b>	<b>£(1,269,716)</b>	<b>£(1,271,569)</b>	<b>£(1,280,343)</b>
			Cash Movement (ex DoC)	£(1,100,414)	£(1,790,240)	£(1,607,353)	£(1,368,993)	£(1,109,276)	£(1,019,185)	£(1,079,019)	£(1,073,523)

Although the whole contingency is deployed, we do not recover the position and continue to leak £1m per year cash.....even if legacies hold up and salary inflation does not rise at a faster rate.

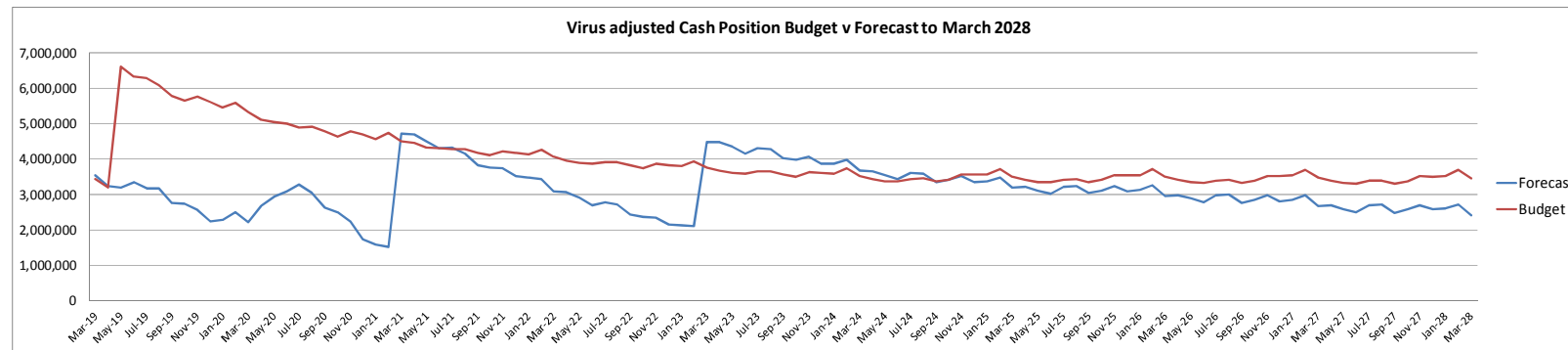
# 80% Version - Difference to March 2019 ten year plan in original report

St Raphael's Original ten year plan => forecast difference (2020-21 COVID adjusted forecast => back to latest plan thereafter 80%)											
	Actuals 2017-8	Actuals 2018-9	Actuals 2019-20	Forecast 2020- 21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	0	3,884	34,733	33,878	58,711	82,712	107,091	131,855	157,010	182,562	208,518
Other Income	0	5,412	50,866	718,555	2,936	(26,348)	(29,558)	(43,300)	(46,669)	(47,875)	(49,169)
Direct Cost of Services	0	(302,313)	(98,211)	(320,923)	(281,141)	(285,937)	(290,494)	(294,901)	(299,373)	(303,910)	(308,513)
Hospice Depreciation	0	(514)	49,814	25,467	(2,227)	(12,918)	(27,415)	(34,277)	1,137	9,964	9,797
Support Costs	0	363,711	340,936	62,411	159,534	168,852	177,372	182,323	187,386	192,563	197,857
<b>Net cost of Service to be funded</b>	<b>0</b>	<b>70,181</b>	<b>378,138</b>	<b>519,389</b>	<b>(62,188)</b>	<b>(73,639)</b>	<b>(63,004)</b>	<b>(58,300)</b>	<b>(509)</b>	<b>33,305</b>	<b>58,491</b>
<b>Fundraising Activity</b>											
Legacy Income	0	180,296	750,510	(197,643)	(100,000)	(100,000)	0	0	0	0	0
Donor Income	0	(26,631)	(96,242)	(785,146)	(571,552)	(547,942)	(454,260)	(440,249)	(457,859)	(476,174)	(495,220)
Fundraising Costs	0	19,534	202,642	266,421	69,873	70,704	72,376	75,005	78,086	79,871	81,696
	<b>0</b>	<b>173,198</b>	<b>856,910</b>	<b>(716,367)</b>	<b>(601,679)</b>	<b>(577,238)</b>	<b>(381,885)</b>	<b>(365,244)</b>	<b>(379,773)</b>	<b>(396,302)</b>	<b>(413,525)</b>
Lottery Income	0	(6,245)	(93,379)	(158,265)	(115,381)	(93,044)	(95,787)	(108,538)	(122,552)	(135,664)	(149,039)
Lottery Costs	0	2,816	18,207	(4,239)	(58,081)	(53,974)	(43,366)	(34,157)	(33,758)	(34,433)	(35,122)
	<b>0</b>	<b>(3,428)</b>	<b>(75,172)</b>	<b>(162,504)</b>	<b>(173,462)</b>	<b>(147,018)</b>	<b>(139,153)</b>	<b>(142,696)</b>	<b>(156,310)</b>	<b>(170,098)</b>	<b>(184,161)</b>
Shop Income	0	13,394	(135,623)	(770,753)	(521,661)	(574,940)	(689,639)	(664,732)	(600,626)	(612,639)	(624,891)
Shop Costs	0	3,835	89,879	182,059	85,180	106,121	102,439	57,192	55,125	44,739	46,405
	<b>0</b>	<b>17,229</b>	<b>(45,744)</b>	<b>(588,694)</b>	<b>(436,481)</b>	<b>(468,819)</b>	<b>(587,200)</b>	<b>(607,540)</b>	<b>(545,501)</b>	<b>(567,899)</b>	<b>(578,486)</b>
<b>Shortfall before DOC Funding</b>	<b>0</b>	<b>257,180</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>(1,273,809)</b>	<b>(1,266,714)</b>	<b>(1,171,241)</b>	<b>(1,173,780)</b>	<b>(1,082,094)</b>	<b>(1,100,995)</b>	<b>(1,117,681)</b>
DOC Funding	0	315,500	0	0	1,440,000	1,140,000	576,000	432,000	180,000	72,000	0
	<b>0</b>	<b>572,680</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>166,191</b>	<b>(126,714)</b>	<b>(595,241)</b>	<b>(741,780)</b>	<b>(902,094)</b>	<b>(1,028,995)</b>	<b>(1,117,681)</b>

*Remember that this shows the difference to original, not totals per se. In March 2019, when the original report was presented, we knew the 2017-18 results (hence NIL difference), but the 2018-9 results were not known and ultimately proved to be better than anticipated and hence we see a difference to the estimates presented in the report.*

# 80-100% Version

This version assumes that following the challenge of COVID-19 in 2020-21 we reach 90% of the donations target next year and then gradually reach the full target after five years. Shops move from 80% to 90% only and Lottery stays at 80%.



<u>DoC Grants</u>			<u>Assumptions</u>	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Core Funding	Mar-2021	£3,600,000	Donations % of original plan	65%	90%	90%	95%	95%	100%	100%	100%
Contingency utilised	Mar-2023	£2,700,000	Shops % of original plan	37%	80%	85%	90%	90%	90%	90%	90%
Contingency remaining	Mar-2023	£0	Lottery % of original plan	80%	80%	80%	80%	80%	80%	80%	80%
			Income (ex DoC)	£4,971,819	£5,763,042	£6,466,193	£7,403,021	£7,852,007	£8,219,789	£8,364,956	£8,543,065
			Costs	£(6,940,039)	£(7,548,359)	£(7,963,808)	£(8,410,539)	£(8,613,513)	£(8,702,699)	£(8,845,863)	£(8,999,569)
			<b>Shortfall before DoC</b>	<b>£(1,968,220)</b>	<b>£(1,785,317)</b>	<b>£(1,497,615)</b>	<b>£(1,007,518)</b>	<b>£(761,506)</b>	<b>£(482,910)</b>	<b>£(480,908)</b>	<b>£(456,505)</b>
			Cash Movement (ex DoC)	£(1,100,414)	£(1,625,918)	£(1,314,712)	£(809,774)	£(473,085)	£(232,380)	£(288,357)	£(249,684)

Deploying the whole contingency keeps SRH with £3m cash in 2024-5 but there is a continual leakage of £0.25m per year. Other risks would not be mitigated.

# Mixed Version - Difference to March 2019 ten year plan in original report

St Raphael's Original ten year plan => forecast difference (2020-21 COVID adjusted forecast => back to latest plan thereafter mixed 80-100%)											
	Actuals 2017-8	Actuals 2018-9	Actuals 2019-20	Forecast 2020- 21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income from NHS	0	3,884	34,733	33,878	58,711	82,712	107,091	131,855	157,010	182,562	208,518
Other Income	0	5,412	50,866	718,555	3,025	(21,212)	3,178	1,321	(226)	(29,558)	(31,327)
Direct Cost of Services	0	(302,313)	(98,211)	(320,923)	(281,141)	(285,937)	(290,494)	(294,901)	(299,373)	(303,910)	(308,513)
Hospice Depreciation	0	(514)	49,814	25,467	(2,227)	(12,918)	(27,415)	(34,277)	1,137	9,964	9,797
Support Costs	0	363,711	340,936	62,411	159,534	168,852	177,372	182,323	187,386	192,563	197,857
<b>Net cost of Service to be funded</b>	<b>0</b>	<b>70,181</b>	<b>378,138</b>	<b>519,389</b>	<b>(62,098)</b>	<b>(68,503)</b>	<b>(30,268)</b>	<b>(13,679)</b>	<b>45,933</b>	<b>51,621</b>	<b>76,333</b>
<b>Fundraising Activity</b>											
Legacy Income	0	180,296	750,510	(197,643)	(100,000)	(100,000)	0	0	0	0	0
Donor Income	0	(26,631)	(96,242)	(785,146)	(407,319)	(353,545)	(125,962)	(92,785)	23,957	24,916	25,912
Fundraising Costs	0	19,534	202,642	266,421	69,873	70,704	72,376	75,005	78,086	79,871	81,696
	<b>0</b>	<b>173,198</b>	<b>856,910</b>	<b>(716,367)</b>	<b>(437,446)</b>	<b>(382,840)</b>	<b>(53,587)</b>	<b>(17,780)</b>	<b>102,044</b>	<b>104,787</b>	<b>107,608</b>
Lottery Income	0	(6,245)	(93,379)	(158,265)	(115,381)	(93,044)	(95,787)	(108,538)	(122,552)	(135,664)	(149,039)
Lottery Costs	0	2,816	18,207	(4,239)	(58,081)	(53,974)	(43,366)	(34,157)	(33,758)	(34,433)	(35,122)
	<b>0</b>	<b>(3,428)</b>	<b>(75,172)</b>	<b>(162,504)</b>	<b>(173,462)</b>	<b>(147,018)</b>	<b>(139,153)</b>	<b>(142,696)</b>	<b>(156,310)</b>	<b>(170,098)</b>	<b>(184,161)</b>
Shop Income	0	13,394	(135,623)	(770,753)	(521,661)	(481,833)	(464,224)	(405,783)	(326,824)	(333,360)	(340,027)
Shop Costs	0	3,835	89,879	182,059	85,180	106,121	102,439	57,192	55,125	44,739	46,405
	<b>0</b>	<b>17,229</b>	<b>(45,744)</b>	<b>(588,694)</b>	<b>(436,481)</b>	<b>(375,711)</b>	<b>(361,785)</b>	<b>(348,592)</b>	<b>(271,699)</b>	<b>(288,621)</b>	<b>(293,622)</b>
<b>Shortfall before DOC Funding</b>	<b>0</b>	<b>257,180</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>(1,109,487)</b>	<b>(974,073)</b>	<b>(584,792)</b>	<b>(522,747)</b>	<b>(280,032)</b>	<b>(302,311)</b>	<b>(293,842)</b>
DOC Funding	0	315,500	0	0	1,440,000	3,600,000	576,000	432,000	180,000	72,000	0
	<b>0</b>	<b>572,680</b>	<b>1,114,132</b>	<b>(948,176)</b>	<b>330,513</b>	<b>2,625,927</b>	<b>(8,792)</b>	<b>(90,747)</b>	<b>(100,032)</b>	<b>(230,311)</b>	<b>(293,842)</b>

*Remember that this shows the difference to original, not totals per se. In March 2019, when the original report was presented, we knew the 2017-18 results (hence NIL difference), but the 2018-9 results were not known and ultimately proved to be better than anticipated and hence we see a difference to the estimates presented in the report.*

# Discussion

- We do not know the future economic scene but need to be able to plan for options.
  - What assumptions should we consider?
  - Plan B?
  - Contingency level in a new risk environment?
  - Not to lose sight of the original plan (EVE)?
  - Use our budget wisely, not just cut it – ie volunteer growth could ultimately save costs?