CMRF

Objectives And Activities

A review of the period April 2017 to March 2018 follows:

1. Funding and Sustainability

Objectives and Priorities	Performance and Outcomes
Generate €12 million to help ensure sick children can get the essential support and care that they need	€11.8 million generated in the period thanks to huge generosity of donors, fundraisers, partners and supporters across the country
Make €4 million available to Our Lady's Children's Hospital for urgent identified projects, equipment and supports	€4.9 million made available €2.6 million spent in the period €1.5 million designated from unrestricted funds for the projects that have not yet been completed
Make €4 million available to national research initiatives	€4 million made available €3.4 million has been spent in the period to develop the community of researchers 6 Clinical Research Fellowships commenced in the period, 3 focused on neo-natal or infant research, 1 on prevention of thrombosis, 1 on youth mental health and 1 on how the neonatal immune system uses metabolism to fight tuberculosis infection €5.3 million committed to research in 2018/9 and fundraising is ongoing for this
Reduction of restricted funding	Increased unrestricted giving by 17%, allowing us to put the funds to where the need is greatest
Strategic Review	Completed a comprehensive review of the strategic landscape, opportunities, challenges, and needs based on a 5 to 10 year trajectory. The review was completed between March and July 2017 and provided crucial information relating to the future strategic options for the organisation.

Barretstown Strategy 2020
Barretstown Strategy achievements and performance

To help achieve our overall mission, Barretstown have prepared a 2020 strategy and plan which contains a number of strategic objectives. We have outlined below the key objectives in that plan:

1 Creating more Barretstown magic through year round residential camps and the expansion of our Hospital Outreach Programme

Objective	Achieved to date	Plans for the future
Move to year round programming at Barretstown	• Hosted one new Family weekend in 2017. • Increased residential camper numbers by 5% in 2017. • Opened the new dining hall to cater for the growing camper numbers. • Hired the site to host 7 charity partner weekends and 5 charity day camps. • Recruited over 1,800 volunteers.	• To increase residential camper numbers by 15% by 2020. • Target to host 30 residential camps by 2020. • To build a new accommodation block.
To provide a continuum of care for more children affected by serious illness, firmly establishing Barretstown as a leading provider in this field	• Introduced our outreach programmes to Rheumatology and Irritable Bowel Disorder clinics in Crumlin. • Commenced our new outreach programme in Temple Street hospital. • Increased outreach camper numbers by 22% in 2017. • Introduced a new educational component to our Camp in Schools outreach programme to support children with serious illness returning to school.	• Expand our outreach programme to increase outreach numbers by 113% by 2020. • To grow our other outreach initiatives including our camp in school Camper programmes by 50% by 2020.

2 Long term financial sustainability

Objective	Achieved to date	Plans for the future
Maintain and Develop Barretstown's existing fundraising income streams through investment, diversification and organic growth	• Completed €1m investment in a door to door campaign and increased individual donors by 64%. • Income from individuals exceeded corporate income for the first time as a part of this diversification strategy. • Restructured the Corporate fundraising team with particular focus on developing new business. • Hired a US fundraising director.	• New €1m investment in door to door campaign planned for 2018 to grow direct debit donors by 20%. • Establish in house Direct Mail function to reduce costs and increase flexibility. • Commence planning for 25th anniversary in 2019 to ensure the opportunities are maximised from a fundraising and awareness perspective. • To double income in the US.
To maximise the potential of current/ new commercial opportunities	• Developed a new strategic plan to establish Barretstown as a non profit in the US. • Secured pro-bono office accommodation in NYC. • 81% growth in numbers of companies using the Barretstown site for meetings, events and site enhancements.	• Launch of new Barretstown US entity planned for September 2018. • Develop relationships with US hospitals to provide opportunities for campers to come to Barretstown. • Develop relationships with US universities to promote placement of staff. • Development of new accommodation block provides for significant new commercial opportunities.

Strategic Goal 1

Greater impact on long-term poverty

- Increase the number of people reached to 20 million
- Strengthen specific areas of programming related to climate-smart agriculture and urban programming in developing contexts
- Continue to strengthen health systems in maternal and child health
- Ensure that children access schooling during emergencies

Strategic Goal 2

Larger, faster and better humanitarian response

- Increase the number of people whose needs we address in emergency response to five million
- Build our conflict management competency at programme and policy level
- Achieve greater humanitarian leadership at country level

Strategic Goal 3

More influence, greater visibility and increased public engagement

- More focused advocacy on hunger and humanitarian issues
- More active campaigning, especially in Ireland

Goal 1 progress in 2017

- Helped over 14 million people through development programmes, reaching approximately four million people directly and almost 10 million people indirectly.
- Implemented climate smart agriculture interventions in 20 countries in 2017. Held a global urban workshop in Dhaka in 2017 to plan increased and focused urban programming and started significant new urban programmes.
- Reached over 1.7 million people in our five main health programmes in Kenya, Bangladesh, Republic of Sudan, Pakistan and Ethiopia. Overall, we reached over four million people in our development health programmes.
- Continued education interventions in emergency contexts, especially in Turkey, Lebanon and Nepal, reaching very substantial populations.

Goal 2 progress in 2017

- Responded to 65 emergencies in 24 countries, directly reaching approximately six million people.
- Developed a new conflict strategy and began two detailed case studies on 1) conflict and hunger; and 2) conflict and displacement, to inform our work.
- Continued active engagement and leadership in humanitarian fora at country level across most countries.

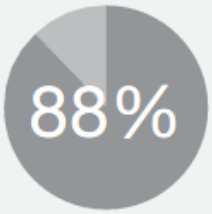
Goal 3 progress in 2017

- Enhanced our reputation as leaders in nutrition, resilience and humanitarian work by producing numerous reports including the Global Hunger Index, messaging for the Global Platform for Disaster Risk Reduction, messaging on the major food crises in Somalia and South Sudan and three case studies on 'Scaling Up Nutrition' (SUN) for the SUN Global Gathering.
- Launched a 'Project Us' initiative bringing conversations on the Sustainable Development Goals (SDGs) to every corner of Ireland.
- Began a series of blogs aimed at 'insiders' designed to provoke thinking about development issues.
- Initiated a number of new active citizenship projects.
- Increased social media engagement across Facebook (up 9 per cent), Twitter (up 3.5 per cent) and LinkedIn (up 15 per cent). Concern's website had 886,341 page views in the course of 2017.

Report Card: Targets and Results 2017

While 99% of the restricted income target was met, only 50% of the unrestricted income targeted was achieved.

Additional strategies are in place to expand unrestricted income streams in 2018, including the expansion of Aidlink's immersion programme and a partnership with Born Optimistic event promoter to increase income from music-based events.



of annual target income was achieved

Target €885,000 | Result €778,955

8 FTC donors supported Aidlink's Development Programme including one new FTC donor.

2017 saw the implementation of a new FTC Strategy, including the recruitment of a Grants Officer. The strategy targets new donors that reflect a strong thematic and geographical fit with Aidlink's work.

8 of 10

targetted FTC donors secured

Building support for Aidlink's work amongst Irish communities, while raising awareness about the causes and impact of poverty, is a core requirement for the sustainability of the organisation. In 2017 the Walk for Water Campaign engaged 19 school across Ireland, exceeding the target of 15.

19

Irish Schools participated in Walk for Water Campaign

Total expenditure exceeded target by 3% as a result of on-granting to Turkana due to drought.

total expenditure exceeded targets by

Target €881,000 | Result €907,628

24
Primary School WASH Facilities Constructed
Target 24 | Result 24

50
Water Sources Constructed or Rehabilitated
Target 51 | Result 50

132
Target

Community Development Committee meetings held

128
Result

WASH facilities, including girl-friendly and disability accessible latrine blocks are vital in creating a safer, healthier school environment for students. As well as reducing the incidence of water-borne diseases, the girls' changing room provides a place to wash and change, so that girls don't miss out on an education during their menstrual cycle.

Access to clean, safe water results in a reduction in diseases. With better health, children can attend school and perform better while their parents work to grow more food and bring in an income. Aidlink achieved 50 of our 51 target water sources, with the final water source delayed due to soil conditions and to be completed in 2018.

Aidlink believes that the communities we work with are responsible for their own development. In 2017, 128 of a target 132 Community Development meetings were held, providing local people with the skills and knowledge to 1. Manage their resources, 2. Prioritize their needs, and 3. Engage with local government to get the support they need to continue to develop and grow.

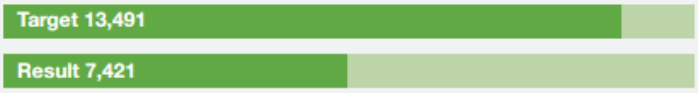
% of students in target schools able to demonstrate knowledge of child rights

60%
Target

76%
Result

Every child has the right to an education, but in the communities where Aidlink works, many (particularly girls) miss out because of early marriage, child labour, FGM and hunger. Aidlink works with children to inform them of their rights, equipping them with the knowledge and confidence to manage daily challenges, negotiate harmful situations (FGM, marriage etc.) and support and defend one another. 2017 child rights training target was exceeded with strong results from programme schools.

7421
community members trained on Disaster Risk Reduction



Climate change-induced drought presents the most significant threat to livelihoods and long-term development for target communities. In 2017, 55% of target community members were trained on Disaster Risk Reduction. This result was impacted by particularly low engagement in Napak, Uganda, a community where Aidlink has just commenced work in 2017. Longer engagement in the region, and the building of trusting relationships over time, will see levels of interaction increase in the future.

WHY OUR WORK IS SO IMPORTANT

3.13 DAYS

The average length of stay with an asthma hospital admission.

4th

Ireland has the fourth highest prevalence of asthma in the world.

90%

Percentage of asthma deaths that are preventable.

1 in 5

Proportion of children who have asthma.

Proportion of adults who have asthma.

1 in 10

60%

Percentage of people in Ireland who have uncontrolled asthma, meaning they are at risk of an asthma attack.

TEN

Average number of days of work adults miss each year due to asthma.

twelve

Average number of days of school children miss each year due to asthma.

one

THE NUMBER OF PEOPLE WHO DIES EVERY WEEK AS A RESULT OF THEIR ASTHMA.

5,000+

The number of asthma admissions to hospital every year.

€500m+

The amount asthma costs the state per annum.

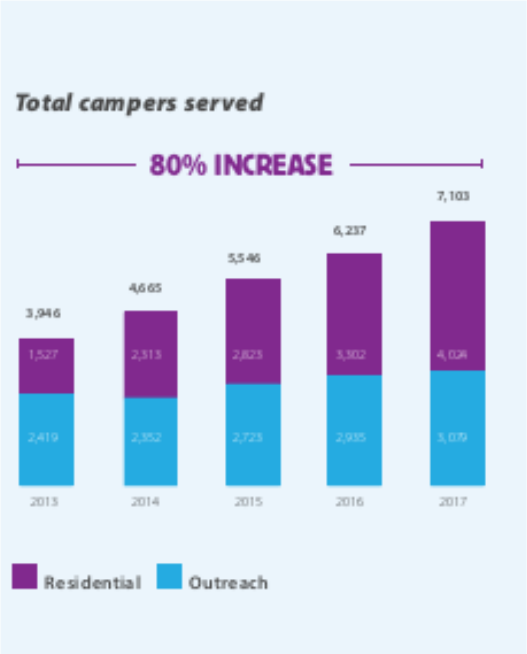
26 minutes

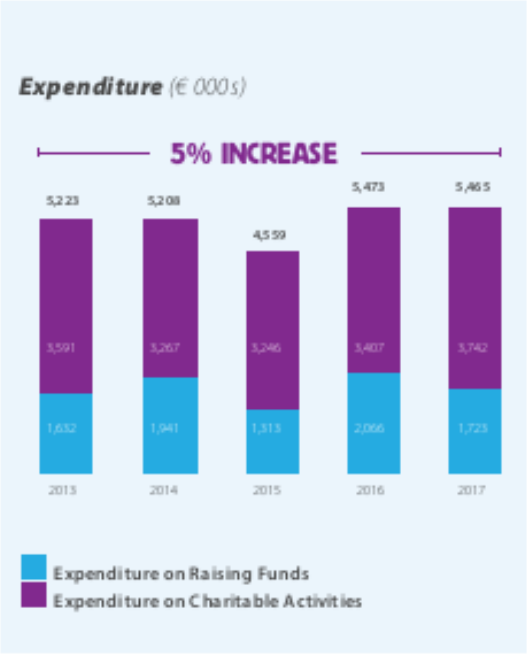
How often someone in Ireland visits an Emergency Department with asthma.

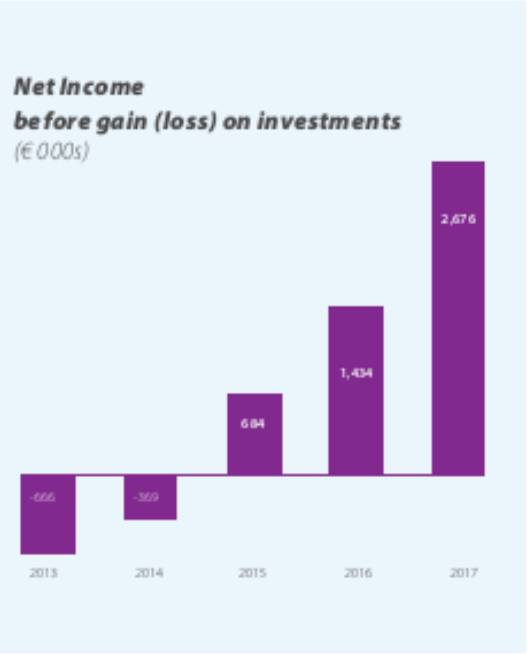
470,000

The number of people in Ireland who have asthma, including one in five children.

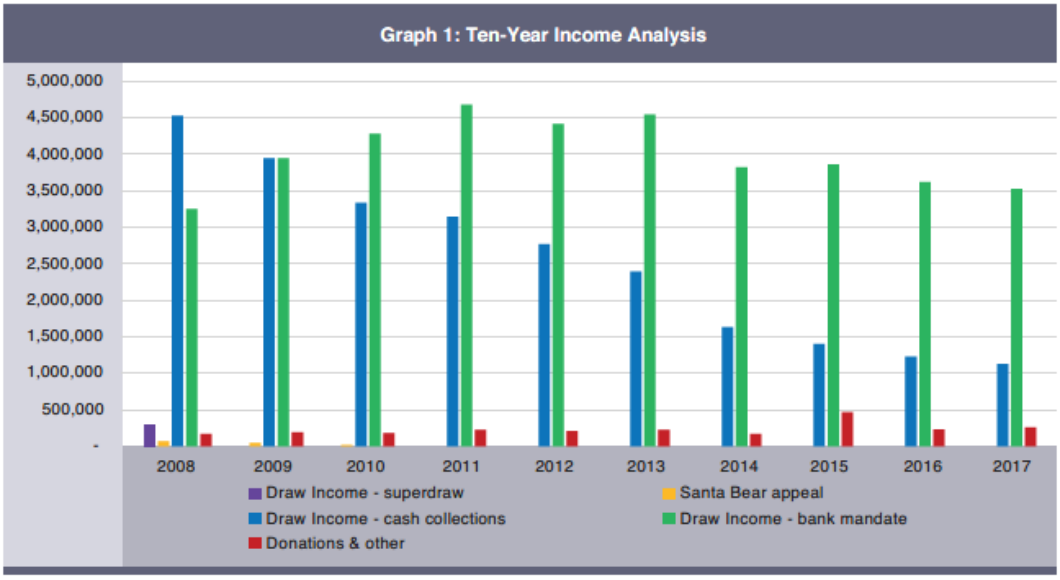
5 Year Business Review

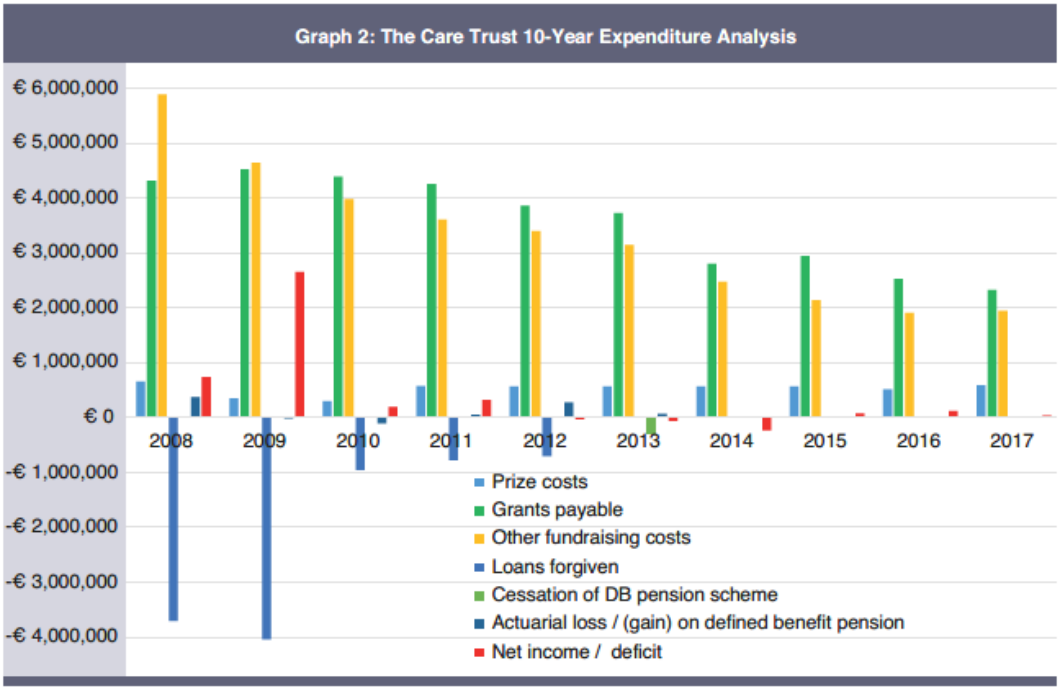






The Care Trust Ten-Year Review





The Care Trust Ten-Year Review (continued)

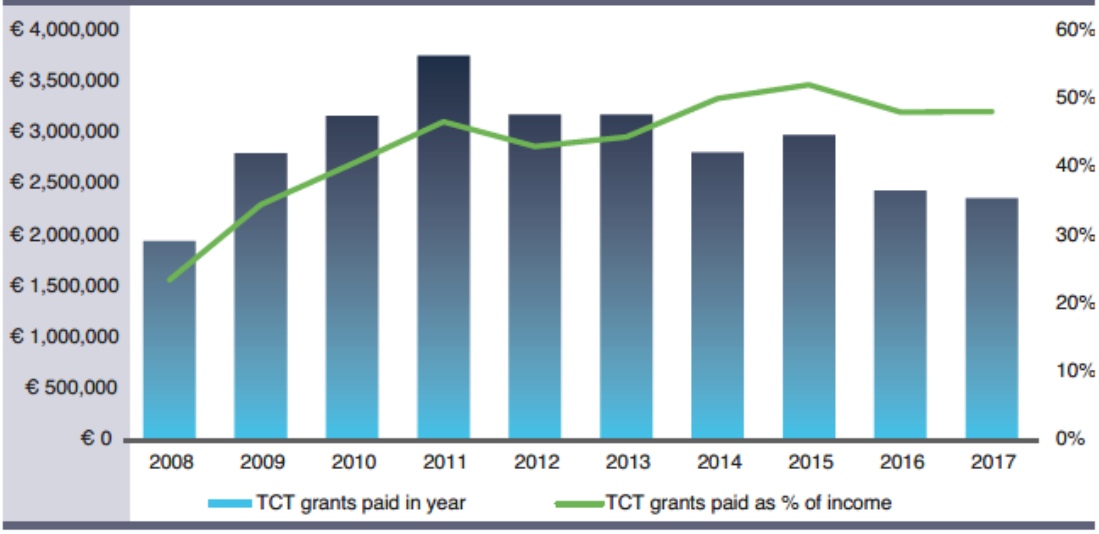
Table 1: Ten-Year Income and Expenditure Analysis

	2008 €'000	2009 €'000	2010 €'000	2011 €'000	2012 €'000	2013 €'000	2014 €'000	2015 €'000	2016 €'000	2017 €'000
Income										
Draw Income - superdraw	275	-	-	-	-	-	-	-	-	-
Santa Bear appeal	68	41	18	-	-	-	-	-	-	-
Draw Income - cash collections	4,527	3,944	3,337	3,143	2,770	2,390	1,629	1,402	1,226	1,128
Draw Income - bank mandate	3,248	3,945	4,281	4,680	4,411	4,545	3,822	3,858	3,621	3,525
Donations & other	167	189	179	221	206	225	168	465	227	256
	8,285	**8,119**	**7,815**	**8,044**	**7,387**	**7,160**	**5,619**	**5,725**	**5,074**	**4,909**
Expenditure										
Prize fund	660	350	301	571	569	569	570	565	514	595
Other fundraising costs	5,891	4,648	3,982	3,611	3,404	3,145	2,479	2,135	1,911	1,946
Raising Funds	6,551	4,998	4,283	4,182	3,973	3,714	3,049	2,700	2,425	2,541
Grants payable	4,318	4,525	4,390	4,255	3,863	3,726	2,801	2,950	2,530	2,327
Loans forgiven	(3,700)	(4,042)	(956)	(770)	(698)	-	-	-	-	-
Cessation of DB Pension	-	-	-	-	-	(289)	-	-	-	-
Actuarial loss/(gain) DB Pension	377	(14)	(100)	58	276	68	-	-	-	-
Net income / deficit	739	2,652	198	319	(27)	(59)	(231)	75	119	41
	8,285	**8,119**	**7,815**	**8,044**	**7,387**	**7,160**	**5,619**	**5,725**	**5,074**	**4,909**

Table 2: Ten-Year Grants Payable Account

	2008	2009 €'000	2010 €'000	2011 €'000	2012 €'000	2013 €'000	2014 €'000	2015 €'000	2016 €'000	2017 €'000
Grants payable account										
Opening balance due / (surplus)	3,701	2,371	50	316	43	24	28	15	(18)	72
Grants payable	4,318	4,525	4,390	4,255	3,863	3,726	2,801	2,950	2,530	2,327
Grants paid in year	(1,947)	(2,804)	(3,168)	(3,756)	(3,182)	(3,182)	(2,814)	(2,983)	(2,440)	(2,365)
Loan assisted payments	(3,701)	(4,042)	(956)	(771)	(700)	(540)	-	-	-	-
Closing balance due / (surplus)	**2,371**	**50**	**316**	**43**	**24**	**28**	**15**	**(18)**	**72**	**34**

Graph 3: Grants Paid v Grants Paid as a percentage of Income



Concern

These support costs include the key services of programme management, technical support, finance and compliance, human resources and information technology. These services play a crucial role in providing support to the delivery of our programmes globally.

Our total support costs for the year (including net foreign exchange loss) amounted to €10.5 million (see note 3 (d) to the financial statements), compared to €9.3 million in 2016, a 12.7 per cent increase. The main reasons for this increase is a loss on foreign exchange transactions during the year and the impairment credit in the previous year. Excluding these, the support costs increased only slightly (1.9 per cent), during the year.

Key financial performance indicators

There are a number of key financial performance indicators which, taken together, are used by management and the Board as a measure of performance and financial strength. These are set out below:

Indicator	2017	2016
Return on fundraising spend	3.2	3.0
Government & institutional income as a percentage of total expenditure	83%	82%
Support costs (excluding foreign exchange loss/gain) as a percentage of total costs	4.7%	4.7%
Unrestricted reserves as a percentage of total income	30%	26%

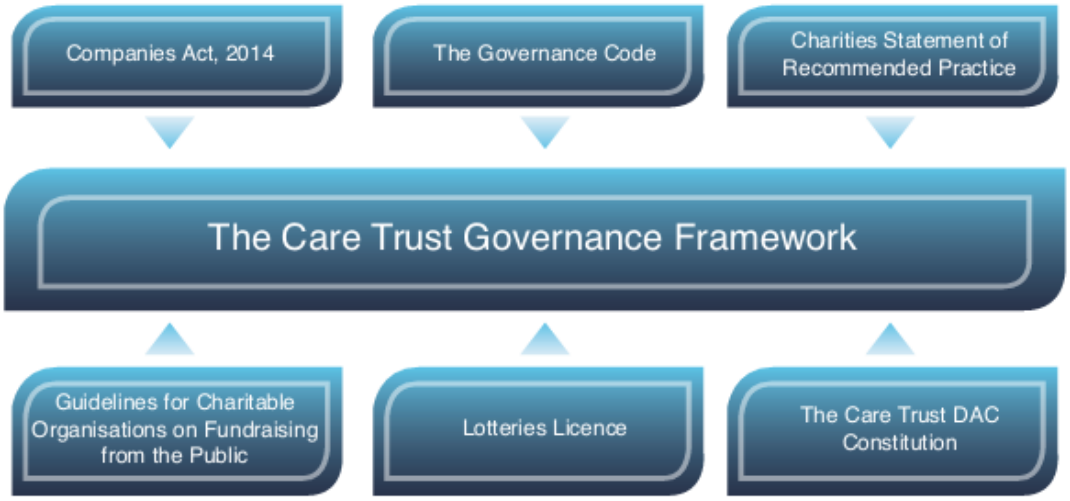
- *Return on fundraising spend* essentially measures how much we get back for each euro spent on fundraising. This figure has increased in 2017 primarily as a result of the increase in income received from Disaster Emergency Committee and from legacies.
- *Government and institutional income as a percentage of total expenditure* indicates the proportion of our work which we can get funded without reliance on public appeals. The 83 per cent recorded in 2017 is one per cent higher than the levels achieved in 2016, demonstrating the organisation's continued success in securing high levels of funding during the year.
- *Support costs (excluding foreign exchange loss/gain) as a percentage of total costs* illustrates how much of total expenditure is absorbed by essential but non-core activities and functions. The 4.7 per cent achieved in 2017 is the same as the 2016 position.
- *Unrestricted reserves as a percentage of total income* indicates the resources on which the group can draw in order to continue its work in the event of a downturn in income. The percentage in 2017 is higher than 2016 reflecting the fact that the group is planning a number of investments in fundraising, systems etc. during 2018 and is holding the funds pending utilisation.

Overall we are satisfied with the financial performance for the year.

Barretstown Top Ten Risks

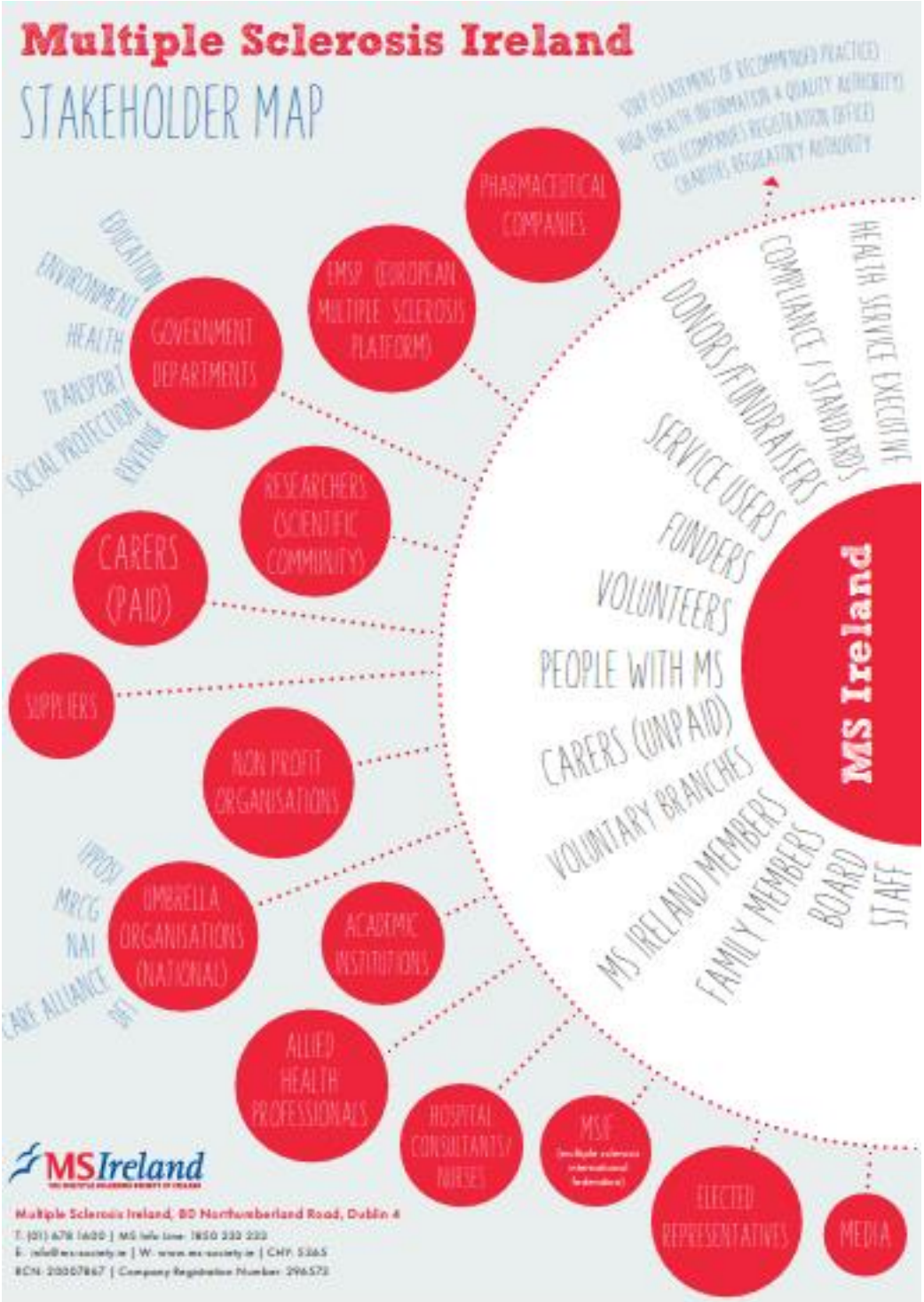
RISK	MITIGATION MEASURES	
01 Death of camper /staff member or visitor on site	• Health & Safety Committee reviews the statement annually. • Committee carries out site inspections / risk assessments before each camp. • Engagement with local emergency services.	• Medical team & qualified first aiders on site. • Crisis plan in place with all emergency details.
02 Physical, emotional, sexual abuse & neglect	• Annual review of child welfare Policies / Procedures by the Child Protection Officer, Childcare Advisory Committee & TUSLA.	• Annual staff training on child welfare policies and procedures. • Full Garda vetting on all employees and volunteers.
03 Risk of injury, loss / abuse of camper entrusted to Barretstown	• Full Garda vetting on volunteer chaperones. • Recruit returning chaperone volunteers where possible.	• 5:1 camper to chaperone ratio & minimum of 2 chaperones per group.
04 Medical malpractice or negligence leading to physical or psychological injury to a camper, staff member or volunteer	• All children get an ID card with photos with medicine reference and all medicines are labelled and segregated. • All medical personnel are fully screened before recruitment	• All medical employees and volunteers are registered with the Irish Medical Council and An Bord Altranais. • Two nurses prepare the medication & one nurse dispenses medicine to the camper
05 Injury of camper/staff member or visitor while on site	• Health & Safety Committee review the Health & Safety Statement annually. • The Committee carries out site inspections and risk assessments before each camp.	• Medical team and qualified first aiders on site. • Crisis plan in place with all emergency details.
06 Death of camper due to illness while on site	• The referral & selection criteria is designed to minimise the possibility of this occuring. • For children on palliative care there is a review of their health status at the	time of attending to camp to determine whether or not they can attend. • Referral criteria reviewed annually / approved by the Childcare Advisory Committee.
07 Outreach - Serious injury to staff member / volunteer while delivering an Outreach Programme	• Risk assessment on delivery of the Outreach Programme completed and signed by all staff and volunteers involved. • Training materials issued to employees / volunteers prior to programme delivery.	• Supervision counselling support available for Outreach employees/ volunteers where necessary & covered in training document.
08 Potential financial fraud	• Finance and cash policies in place including segregation of duties. • Mandate of authority with limit levels.	• Automated systems to limit manual intervention.
09 Cyber attack / IT system failure	• A full evaluation of the external and internal risks has been completed by a specialist company and they identified a number of risks, none of which are critical. • Regular back up to the cloud	• Test restoration of backups every six months to ensure data restore is viable • Servers are secured in a locked room and access is restricted and monitored. • Action plan in place with Nostra to mitigate lower level risks.
10 Damaging media allegations - Threat to Reputation	• Daily monitoring of media and digital channels in place. • Crisis Communication plan in place.	• Media enquiry handling procedure in place.

The Care Trust Governance Framework



Multiple Sclerosis Ireland

STAKEHOLDER MAP



MS Ireland

Multiple Sclerosis Ireland, 80 Northumberland Road, Dublin 4
T: (01) 678 1600 | MS Info Line: 1850 233 233
E: info@ms-society.ie | W: www.ms-society.ie | CHY: 5265
RCN: 20067867 | Company Registration Number: 296572

CONFLICTS OF INTEREST AND LOYALTIES

At every Board meeting, members are asked to state if they have a conflict of interest and/or conflict of loyalty. A register is kept and Board members are asked to complete a form stating their conflict of interest if they have one. MS Ireland also has a Conflict of Interest and Conflict of Loyalty policy.

Board and management are conscious of the scope for incidents of fraud and other irregularities in all areas of Self Help Africa's work. Two incidents of low level fraud involving misappropriation of fuel and seed, and misappropriation of funds in Zambia and Malawi respectively (less that €3,000 in total) came to light in the year. These matters were brought to light via our internal control mechanisms. Investigations were completed, and three staff contracts were terminated in accordance with our procedures.

FRAUD, CORRUPTION AND BRIBERY: The risk that fraud, corruption or bribery perpetrated by employees, partners or others may adversely affect Trócaire's relationship with donors, other external stakeholders, or lead to financial loss.

Preventing, detecting, investigating and responding to fraud, bribery and corruption is a priority for Trócaire. We adopt a zero tolerance approach and take any allegation seriously. Trócaire has a number of mitigations in place to reduce the risk of fraud which are set out below:

- Fraud, Corruption and Bribery Policy, Conflict of Interest Policy and a Whistleblowing Policy
- Culture of fraud awareness across the organisation
- Strong Country Model with robust Internal Controls and Governance arrangements
- External, Internal and Donor audits
- Training provided to staff periodically on fraud prevention and awareness
- Staff are required to sign up to our Code of Conduct which includes fraud
- Partners are required to have policies and procedures in place to prevent and detect fraud
- Partners are subject to Minimum Requirements for funding, capacity assessments and a minimum of two financial monitoring visits annually to inspect financial records
- Risk based Internal Audit programme which includes visits to partner organisations during country audits.

Notwithstanding our control environment the risk cannot be eliminated as, according to Transparency International, Trócaire operates in 16 of the 60 most corrupt countries in the world, including three of the worst five countries. Poor financial management is common in capacity constrained environments and where poor financial management is prevalent an opportunity to commit fraud arises.

All frauds are included on the Fraud Register and are reported to the Audit and Risk Committee periodically. Frauds are also reported to donors in line with all specific donor requirements

During 2017, we investigated eight (2016: 12) suspected cases of fraud. Approximately 90% of reported frauds occur within partner organisations and arise as a result of theft, misappropriation and conflict of interest. Of the eight cases investigated in 2017, 75% (2016: 60%) were identified as a result of our monitoring visits with the remaining through our whistleblowing mechanism. The investigations uncovered a total loss of funds to fraud of €17,000 (2016: €56,000). This loss of funds represents 0.02% of expenditure in the year (2016: 0.09%). However, €9,000 of this was subsequently recovered from partners. A case summary for each reported fraud is prepared which sets out the key findings and any lessons learned for Trócaire.

This supports the board and executive leadership team to continuously monitor and actively monitor fraud risk.

Self Help Africa

IMPACT

In 2017, we supported

315,435

HOUSEHOLDS

Households diversifying farming systems

159,606

Households with increased production

110,837

Households with increased resilience

141,538

Households with acceptable dietary diversity

87%

WHERE THE MONEY GOES*

*Excluding retail

89% PROGRAMMES

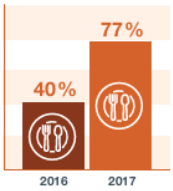
10% RAISING FUNDS

1% GOVERNANCE

IMPACT SNAPSHOT

ZAMBIA

Target households that have sufficient food lasting for 12 months



ETHIOPIA

The introduction of new seed varieties saw yields rise significantly for a number of crops

71% Increased yield in **wheat**

68% Increased yield in **maize**

BURKINA FASO

230,000 calls to mobile phone farm advice service in seven months following launch.

An additional **3,700** people accessed small loans to invest in their small businesses.

WHAT WE DO

AGRICULTURE & NUTRITION

Over 70% of Africa's poorest people live on small farms. We help these farmers achieve their potential to grow much more and earn more from their land.

COOPERATIVES

We bring communities together - working as a cooperative means farmers can access new markets and earn a better income from their produce.

GENDER

We're working to level the gender field in sub-Saharan Africa. When women receive the same support as men, yields increase 20–30%.

MICROFINANCE

We invest in people – providing access to small loans through microfinance gives impoverished rural families access to small loans to improve their farms, so they can grow, eat and sell more.

CLIMATE SMART

Those least responsible for climate change are most affected by global warming. We support vulnerable communities to adapt to changing climate, through climate smart agricultural techniques.

ENTERPRISE

We nurture small businesses and encourage enterprise - enabling households to earn a vital alternative source of income to send children to school.

WHY WE HELP

More than 22,000 Queenslanders are HOMELESS

27% ARE UNDER 18 YEARS OLD

1 in 8 Queenslanders live below the POVERTY LINE

1 in 5 experience MENTAL ILLNESS

WHO WE HELP

In 2017-18 we helped

331,561 QUEENSLANDERS

HOW WE HELP

- Centres of Charity (Vinnies shops)
- Family support centres
- Food distribution
- Aged and disability services
- Mental health services
- Child and family support services
- Drug and alcohol support
- Youth services
- Disaster relief
- Overseas services
- Special works
- Housing and homelessness support
- Social justice
- Financial wellbeing services
- Migrant and refugee services
- Education services

HOW WE PROVIDE HELP

13,378 PEOPLE

- 3,441 STAFF
- 2,921 MEMBERS
- 7,016 VOLUNTEERS

= $231 MILLION SERVICE AND SUPPORT to people in need

+

ACCESS TO SERVICES

- Phone
- Home visits
- Overseas services
- Online
- Churches or Presbytery locations
- Centres of Charity (Vinnies shops)
- Hospitals or community service providers
- Family support centres
- Special works

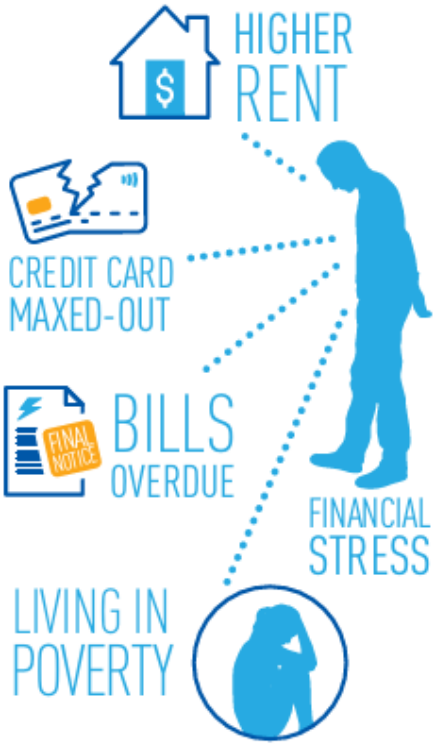
WITH HEART THERE'S HOPE

FINANCIAL *wellbeing*

Vinnies works to improve people's lives by alleviating financial crisis, addressing financial stress and hardship, and increasing financial literacy. Financial stress and hardship, like many social problems, has flow-on effects to other areas of people's lives.

OUR CHALLENGE

As Australians we're less financially resilient than ever, according to reports*. We're also experiencing financial stress, increased insurance premiums, limited wage growth, higher costs of living, and using more high-cost fringe credit. Meanwhile, 47 per cent low-income households in Queensland are also living in housing stress, spending more than 30 per cent of their income on housing costs, the highest proportion of low income households of anywhere in Australia. Evidence also shows South East Qld households felt the effects of rising retail electricity prices, deregulated on 1 July 2016.



OUR RESPONSE

To address our challenges, we identified the need for appropriate, accessible and affordable financial products, particularly for low-income households, as well as developed Home Energy Advice Services across some conferences to support people to select affordable electricity plans, now determined by electricity retail providers. During the financial year we met with Department of Social Services on the expansion of the Cashless Debit Card (CDC) program, supporting some communities and individuals by limiting the spending of welfare payments on alcohol, gambling and drugs. We also met with State Penalties Enforcement Registry (SPER) to discuss increasing accessibility and availability of options to reduce debt with volunteering and capacity building activities.

OUR WORK

- **Emergency relief** – financial and material aid to people in immediate need, referral to specialist community services, provided during home visitation, at family support centres and outreach services
- **Microfinance** – three products provide people on low incomes safe, fair and affordable loans for fridges, washing machines and furniture, and education and medical expenses. Products are No Interest Loans Scheme (NILS), Refugee Airfare No Interest Loans (RANILS) and StepUP
- **Disaster relief** – ongoing financial, in-kind and emotional support to people impacted by disasters through our vast member network
- **Overseas support** – Conferences are 'twinned' with those in Asia Pacific region offering financial, technical, medical and educational support on local projects encouraging self-sufficiency.

OUR ACHIEVEMENTS

- State and Federal Emergency Relief service agreements extended, including Federal funding renewed until 30 December 2018 and State funding extended to 30 December 2019
- increased support for asylum seekers needing emergency relief and advocacy in partnership with Mercy Community Services and Asylum Circle
- developed own microfinance 'no interest loans' product for offer 2018–19 due to funding and partnering arrangement changes with Good Shepherd Microfinance
- researched what drove people to ask for our help and what led people to not ask for our help a second time (in two University of Queensland research partnership reports). SOL Data Analysis Report: Taking time to disrupt dependency on emergency relief assistance focused on the initial findings, then explored our emergency relief service delivery model by examining the difference between home visitation vs family support centre-based support.

221,593
PEOPLE ASSISTED

$9,188,498
FINANCIAL & MATERIAL ASSISTANCE PROVIDED

OUR Performance

The St Vincent de Paul Society Queensland Strategic Plan 2017–2022 was developed following wide consultation, facilitated workshops and focus working groups. It's five key strategies of Spirituality, Our story, Our partnerships, Governance and Sustainability better equips the organisation to become more effective and capable to deliver our help to those in need. It also provides a grounding and embeds proper planning and best practises in all that we do.

KEY ✓ Complete → In Progress ✗ Not Yet Started

STRATEGIC THEME 1: OUR SPIRITUALITY

GOAL: TO SUPPORT AND DEVELOP OUR PEOPLE TO ENSURE A SPIRITUALLY FOCUSED AND FULLY ENGAGED MEMBERSHIP CAN DELIVER ON OUR MISSION OF SERVING CHRIST IN THE POOR THROUGH A TRUE UNDERSTANDING OF THEIR NEEDS

OBJECTIVE 1: FORMATION AND TRAINING TO EMBED AND ENRICH THE SOCIETY'S VALUES, HISTORY AND ETHOS ACROSS THE ORGANISATION

Targets	Progress	Achievements
1.1.1 Development of formation targets	→	Human Resources conducted middle management training with focus on Code of Conduct, Mission and ethos Mission Days carried out in Diocese for staff, volunteers and members Retreat days facilitated in each Diocese
1.1.2 Benchmark development – audit of current situation	✓	Consultation with State Council and Spirituality and Skills Committee to identify limitations of current model/system
1.1.3 Development of effective and appealing induction and training resources	✓	Updated orientation process to include stronger focus on Society mission and ethos Development of orientation video and team member book resources and specific training requirements for certain roles Training framework and implementation timeframes approved by State Council
1.1.4 Development of training schedules in line with formation targets	✓	Overarching training and orientation program developed with modules available Training continuum reviewed with key stakeholders
1.1.5 Roll out of induction and training to new and existing staff, members and volunteers	→	Approved by State Council. Key stakeholders identified to deliver induction/training in each Diocese
1.1.6 Assessment of effectiveness of training and induction materials and approaches	✗	Bi-annual review of training and induction materials scheduled for 2018–19

The RNLI is a registered charity, controlled by its Trustee Board, and depends on volunteers and staff.

Read on to find out how the charity is run – and how we work with our communities, manage risk, and ensure we are building a sustainable organisation that's fit for the future

THE CHARITY CODE OF GOVERNANCE – WHAT IT MEANS TO US

The RNLI takes its governance responsibilities seriously and, as a large charity, aims to have a governance framework that is fit for purpose, compliant and efficient. In 2017 the new Charity Code of Governance was launched, with a recommendation that charities review their level of application and to explain any aspects of the code they were not applying. In our review, we carried out a detailed examination of each element of the code:

- organisational purpose
- leadership
- integrity
- decision making, risk and control
- board effectiveness
- diversity
- openness and accountability.

Our review found that we apply the code with a few exceptions. The main areas where we differ from the recommendations are:

- The Audit and Risk Committee chairmanship
  The committee is chaired by a trustee with significant senior leadership and management experience. They are not a finance professional. However, the committee has two senior financial professionals as members, plus another trustee (who is also the treasurer) as members.
- Diversity management practices
  We are currently seeking to improve our ability to engage and harness a more diverse governance membership. A working group has been formed and will report in 2018 on how to improve this.
- Charity stakeholder communications and engagement plans
  While we have a managed communications process for specific activities and stakeholders who support or assist the charity, we do not have an overall strategy for everyone who could be considered as part of the widest group of stakeholders. The trustees will be considering this in 2018.

In this section and the Policies, principles and standards pages, you can find out how we are applying the Charity Code of Governance across our work.

WHO GOVERNS THE RNLI?

The RNLI is controlled by its Trustee Board, which is a body of volunteers with distinguished careers in a wide variety of fields. They come from all parts of the UK and Ireland and many have had a lifelong interest in the sea. Last year a quarter of our trustees were women.

Names of RNLI trustees who served at any time during 2017 and/or were trustees of the charity as at the date of this report, together with the names of the chief executive, other members of the Executive Team, and other relevant people and organisations, are given on pages 71–75, alongside the overall management structure.

WHEN DO THEY MEET?

The Trustee Board meets formally at least four times a year. We also hold a twice-yearly Board and Executive Team workshop to discuss the strategic opportunities and risks we may face in the future. In 2017 their discussions included an external review of the board's performance, our income generation principles, *Reserves Policy*, and Lifeguarding Strategy.

HOW DOES THE BOARD REFRESH ITS SKILLS AND KNOWLEDGE?

Trustee Board members serve a 3-year term, and may be reappointed for up to a further two succeeding terms. Following this, after a 3-year break, trustees can be reappointed. Consideration is given to people with a range of skills and experience from a cross-section of sectors and industries.

Council members serve a 3-year term, and may be re-elected by the governors for up to a further two succeeding terms. We aim to match the skills in the Council to our strategic goals and business plan needs as well.

In 2017, for the first time, we ran a recruitment campaign to find Council members from our RNLI communities. This new approach aims to ensure that our communities are represented in the governance of the RNLI, and that we are making even better use of the skills, talent and knowledge we have. Periodic training and workshop sessions are also held for the trustee body as a whole.

HOW ARE APPOINTMENTS MADE?

The Membership Nomination Committee reviews the names proposed for the Council and submits its recommendations to the Annual General Meeting (AGM) for election by the governors. In 2017 our AGM was scheduled to be held in Glasgow but, due to being inquorate, it was run again at Poole in September.

The Membership Nomination Committee is made up of the chairman, the deputy chairmen and the chief executive. An additional trustee and Council member also currently sit on the Membership Nomination Committee, although this is not a mandatory requirement of the committee's terms of reference.

Trustees are appointed from within and by our Council which, in turn, provides broad advice and support to the trustees. Members of the Council may be proposed to the Membership Nomination Committee by the trustees or a governor.

On appointment, new trustees have an induction programme and a reference manual to familiarise themselves with the work of the RNLI and their role requirements. Inductions for trustees, Council members and committee members cover their core responsibilities, plus a tailored section personalised to meet individuals' needs.

HOW DOES THE BOARD DISCHARGE ITS RESPONSIBILITIES?

In 2017, as part of our normal annual review of the Governing Regulations, the Trustee Board reviewed their terms of reference and the Matters Reserved for the Board Statement. This makes clear the board's responsibilities and where there are clear delegated authorities to act on behalf of the board. The delegated authorities are discharged through the committees of the Trustee Board, or through the chief executive. The chief executive is responsible to the board for the day-to-day running of the RNLI and the execution of the overall RNLI strategy and policies decided by the Trustee Board. A full list of Trustee Board committees can be found on pages 73–74.

Each Trustee Board committee has defined terms of reference, detailing the delegated authorities where appropriate. These terms were all reviewed in 2017, to ensure alignment with the Matters Reserved for the Board Statement. The committees enable experienced volunteer specialists to contribute to key aspects of the RNLI's affairs.

HOW DOES THE BOARD AVOID CONFLICTS OF INTEREST AND ENSURE IT IS PERFORMING TO THE HIGHEST STANDARD?

The RNLI operates a *Conflict of Interest Policy*. Conflicts of interest are collated annually and new declarations made and recorded at the start of every formal meeting.

In 2017, for the first time, the board reviewed its performance through a specialist external agency in order to create a board development plan. The main findings of this report were:

- Overall it is a high performing board with great commitment and experience within.
- There is an opportunity to review the balance of board agendas, so more time can be spent on strategic discussion and constructive challenge.
- Trustees could benefit from spending more time together informally.

A board development plan is now being produced from these findings, along with the outputs of the review against the new Charity Code of Governance.

Our communities are represented in the governance of the RNLI and we are making better use of skills, talent and knowledge

RNLI officers and contacts

PATRON
HM The Queen

PRESIDENT
HRH The Duke of Kent KG

TRUSTEE BOARD

Stuart Popham QC(Hon)
After working as a solicitor for over 35 years, Stuart joined Citigroup in July 2011 as vice-chairman of EMEA Banking. He also chairs the policy institute Chatham House. He was elected to the RNLI Council in May 2011 and appointed a trustee in July 2013. He became chairman of the Audit and Risk Committee in 2014. In November 2015 Stuart was appointed RNLI vice-chairman. He succeeded Charles Hunter-Pease as chairman in October 2016.

'As a lifelong sailor with family who recognise the real value of the RNLI, I felt I could do my bit to help.'

Mark Byford
Mark is a former broadcasting executive, and was deputy director-general of the BBC and head of BBC journalism from 2004 to 2011. He was elected to the RNLI Council in 2011 and was appointed a trustee in 2012. Mark became chairman of the Audit and Risk Committee in 2017.

'The appeal of the RNLI has always been the strong sense of volunteering, courage, independence and community.'

Janet Cooper OBE
Janet is a lawyer specialising in remuneration and corporate governance. She is a co-founding partner of Tapestry Compliance and was a partner at global law firm Linklaters for 20 years. Janet was a member of the RNLI Resources Committee from 2011 to 2014. She was elected to the RNLI Council and appointed as a trustee in 2014.

'I am inspired by the many volunteers who work so hard to provide the RNLI's invaluable service.'

David Delamer
David is managing director of Technico, a company specialising in solutions for the Irish telecoms industry. David was elected to the RNLI Council in 2012. He was appointed a trustee in 2014 and chairman of the RNLI's Council for Ireland in 2015.

'For me, the RNLI gives incredible importance and value to individual life.'

Eddie Donaldson BSc FCA
Eddie was a partner with KPMG for 23 years, during which time he was on both the UK and EMA executive teams. He was elected to the RNLI Council in May 2013, appointed a trustee in July 2013, and is currently treasurer and a deputy chairman. He has chaired the Finance and Investment Committees since 2014.

'I have always admired those in the RNLI who risk their lives for others, so I jumped at the chance to come onboard myself.'

Sir Peter Housden KCB
Sir Peter has served as a permanent secretary in both Whitehall and Scotland. He has a background in public services in the UK and Ireland. He was elected to the RNLI Council in May 2012 and was appointed a trustee in November 2013.

'I want to help the RNLI be the very best organisation it can be, supporting coastal work both here and overseas.'

Vice Admiral Sir Tim Laurence KCVO CB ADC(P)
Sir Tim is chairman of English Heritage, vice-chairman of the Commonwealth War Graves Commission and chairman of the Major Projects Association. He was elected to the RNLI Council in 2004 and appointed a trustee in 2011. He became chairman of the Operations Committee in 2012.

'Seeing the shiny, beautiful and awe-inspiring Dungeness lifeboat aged 4 – I was hooked for life.'