



**Charitable Funds Committee**  
**11 August 2018**

**Members in Attendance:**

Erfana Mahmood (EM)

Chairman of Charitable Funds & Non-Executive Director

Anne Allen (AA)

Trust Secretary

Alexis Keech (AK)

Environmental & Sustainability Manager

**In Attendance:**

Danielle Norman (DN)

Charitable Fund Manager

Luke Playford (LP)

Committee Services Administrator (Observing)

Gill Hart (GH)

Associate Director of Corporate Communications & Engagement (on behalf of Leaf Mobbs)

Perry Duke (PDu)

Head of Financial Services

Mark Wright (MWr)

Paramedic

**In Attendance part-time:**

Mark Marshall (MM)

Associate Director, Paramedic Practice

**Apologies:**

Adrian Harris (AH)

Paramedic

Elaine Gibson (EG)

Head of Corporate Communications

Dave Jones (DJ)

Community Defibrillation Officer & Chairman of Fundraising & Expenditure Group

Leaf Mobbs (LM)

Director of Planning & Development

Maria Amos (MA)

Fundraiser

**Minutes:**

Jo Wilson (JW)

Executive PA

The meeting commenced at 1330 hours.

1.0	<b>Introduction &amp; Apologies</b> Apologies were received as above.	
2.0	<b>Declaration of Interests for any item on the agenda</b> It was noted that MA would have been asked to leave the room at Item 16, Fundraiser Role Review, but she had given her apologies for the meeting.	

3.0	<p><b>Minutes of last meeting</b>  The minutes of the meeting on 20 April 2017 were agreed as a true representation of the meeting with the following amendment:</p> <p>Item 2 – DJ declared an interest for discussion at Item 9, regarding the sale of defibrillators by the Community First Responder team.</p> <p>MWrr arrived at the meeting at 1337.</p>	
3.1	<p><b>Action Log &amp; Matters Arising</b>  The action log was noted and updated.</p> <p><u>Action 2017/11</u>  This action is noted as an update on the agenda at Item 13. However this update was provided during review of the action log. DN advised that she had met with Jean Hayes (JH), The Ambulance Service Charity (TASC). Whilst there is no agreed expectation that we are going to send TASC the monies earmarked for the Benevolent Fund, JH would like to see every Trust sending her a donation on a yearly basis.</p> <p>As previously discussed at the Committee, GH confirmed that TASC’s remit is to support ambulance service staff through their pots of monies, including LIBEL funding.</p> <p>AA questioned whether there is an obligation of the Trust to use our Occupational Health Service? DN added that JH had previously been working with Rob Dimsdale, Employee Wellbeing Adviser, prior to him leaving the Trust earlier this year. However Suzanne Harthorne, Deputy Director fo HR &amp; Organisational Development has advised that TASC are not receiving many referrals from YAS in terms of employee wellbeing.</p> <p>JH would like to maintain the relationship with the Trust with a view to having this as sustainable funding. However no other ambulance service is providing funding in this way.</p> <p><u>Action 2017/12</u>  It was agreed that splitting funds between banks for amounts over £75000.00 will provide the necessary cover required by the financial services guarantee. PDU to ensure that this is actioned.</p> <p><b>Action</b>  DN to take responsibility for updating the action log going forward, ensuring that all actions are picked up and carried out.</p>	<p>PDU</p> <p>DN 2017/16</p>
3.2	<p><b>Issues Raised from Trust Board</b>  There were no issues to raise to report from Trust Board meetings.</p>	
4	<p><b>For Approval/Discussion: Workshop Feedback</b>  EM summarised discussion from the workshop that had preceded the</p>	

Committee meeting:

DN and P Du had provided an update on the charity's financial position and proposed a future direction of travel.

The charity had a £345k surplus for the year end 2015/16. Whilst this appeared a healthy position, it was noted that there was recurrent expenditure commitments against the fund and only a forecasted future level of modest income based on historic information. This would see the financial surplus fall in to deficit in the financial year 2018/19. The expenditure included:

- salaries for the two members of the fundraising team;
- a capped contribution towards the Community First Aid Trainer costs;
- Supporting the Restart a Heart day;
- Supporting the purchase of Community Public Access Defibrillators;
- Supporting the BASICS doctors.

DN had explained that based on a moderate growth plan the charity could retain a surplus position. To achieve an increase in income generation it was recommended that the charity needed:

- A succinct message that covered all of the charity's work;
- A compelling message that triggered an emotive response;
- A message broad enough that the charity can respond over time.

A proposed mission statement was noted:

*'Saving more lives across Yorkshire and The Humber, by enabling EVERYONE to respond in a medical emergency and to seek appropriate care, and by supporting those who respond to such emergencies.'*

This mission statement would be achieved by the charity supporting the following:

- Emergency Health Education;
- Community based training;
- Access to Defibrillation;
- Supporting BASICS Doctors.

The above projects would be the focus in the short term whilst the charity's brand is developed and became known, and trust was gained from staff, partners and the public. In the longer term and once the charity was on a more sustainable footing the focus could expand to support a wider remit.

EM explained that this update, including the fundraising strategy and plan would be presented to Trustees at a Board of Directors Meeting in Private for Trustee's approval. Work could then commence to focus

	<p>fundraising around the new mission statement.</p> <p>EM thanked DN and PDU for this good piece of work.</p> <p><b>Actions</b> It was agreed that the next steps should include:</p> <ul style="list-style-type: none"> <li>• AA to summarise discussion with the Chairman and Chief Executive and schedule a date when this can be presented to the Board of Directors Meeting in Private.</li> <li>• Present this update, fundraising strategy and plan to Trustee's at the next Board of Directors Meeting in Private for approval of the vision and mission statement.</li> <li>• The Audit Committee to have additional visibility of YAS Charitable Fund developments.</li> </ul>	<p>AA 2017/17</p> <p>Agenda AA 2017/18</p> <p>EM 2017/19</p>
5	<p><b>For Approval: Applications for Charitable Funds - process going forward</b></p> <p>DN presented this paper to propose a new process for applications for funding from the YAS Charitable Fund (CF).</p> <p>Currently the CF receives continual request to cover expenditure, on an ad hoc basis. Often this is seen as a way to cover shortfalls in budgets. Most are felt that are only loosely of 'charitable benefit' and not felt that these are projects which should be supported. The current process is very time consuming for the fund to manage and distracts from income generation.</p> <p>The new proposed way of working is to review application on an annual basis. This will fit in with budgeting processes so that the year ahead can be planned. This will result in:</p> <ul style="list-style-type: none"> <li>• The Charitable fund will have a fair, open and transparent process for applying for funding.</li> <li>• The Charitable Fund will assess project which fit with the organisations and the charities strategic aims</li> <li>• The process will streamline the administration of approaches and dealing with ad hoc enquiries so that fundraiser can focus on Income Generation.</li> <li>• The Charitable Fund will be able to report easily on what it is funding for the coming year and this can be communicated to the organisation.</li> </ul> <p><b>Application Process is for:</b></p> <ul style="list-style-type: none"> <li>• The Charitable Fund Expenditure Committee will meet in November to consider applications to the fund for the following financial year.</li> <li>• This will be the only point each year when funds are committed.</li> <li>• Prior to this meeting we will promote and welcome applications</li> </ul>	

	<p>from the organisation.</p> <ul style="list-style-type: none"> <li>• We will advertise the areas of funding we can support and amounts.</li> <li>• They will consider applications under the remits advertised openly by the charity.</li> <li>• All committed funding will need to apply for the following year, measurable objectives of the funding will be reviewed.</li> <li>• The committee will report back openly as to what projects are being funded for the following year.</li> <li>• The charity will set a budget for the coming year factoring the project funded.</li> <li>• Applications will need to state how their activities provide public benefit.</li> <li>• Applicants will provide details on specific measurable objectives and how they will measure the success of their activities.</li> </ul> <p>Due to the current financial position DN explained that the CF would be unable to commit to more than 1 year of support.</p> <p>A noted that she generally supported this process but highlighted that in her opinion this was not flexible enough to support any short-notice bids received. DN advised that the process may appear a little harsh but there is a need to streamline the current process.</p> <p>AA also suggested that this process should be presented to TEG for review. PDu replied that he would welcome the opportunity to present this but should be to Trustees rather than TEG, incorporating an overview of income and expenditure.</p> <p><b>Action</b></p> <p>It was agreed that approval was given in broad terms for this new process but this documented need to be amended to add flexibility. Once updated this would be re-circulated by e-mail to members. The application form should demonstrate basic questions and this should be sense checked prior to this being attached to the process.</p> <p>EM has a meeting scheduled with the Chairman, Chief Executive and DN to discuss the CF so this would be included in their discussion.</p> <p>A break was taken at 1430, and the meeting resumed at 1445.</p>	<p>DN/PDu /AA 2017/20</p> <p>EM/DN 2017/21</p>
6	<p><b>For Approval: Annual Report and Accounts 2016/17</b></p> <p>PDu presented the previously circulated YAS Charitable Fund Annual Report and Accounts.</p> <p>AA noted amendments of typographical errors, but added that this did not affect the content.</p> <p><b>Approval</b></p> <p>The Committee approved the Annual Report and Accounts pending</p>	

	<p>the review of wording and format by Corporate Communications.</p> <p><b>Actions</b> Corporate Communication colleagues to review the wording and format of the Annual Report and Accounts.</p> <p>The Annual Report and Accounts 2016/17 to be presented to Audit Committee and Board of Directors Meetings in Public on 16 October.</p>	<p><b>EG/GH</b> <b>2017/22</b></p> <p><b>AA</b> <b>2017/23</b></p>
7	<p><b>For Approval: Fundraising Action Plan 2017/18 – seeking approval of activities</b></p> <p>DN presented this paper detailing a Fundraising Action Plan for the charity for approval, for the remaining financial year 2017/18. The aim of the plan is to increase fundraising income while continuing to develop a longer term fundraising strategy.</p> <p>EM noted that this is a promising piece of work for review by the Committee. She noted her reservation of a Christmas raffle.</p> <p>GH advised that she felt that this document set out a great programme of fundraising, but to deliver this will take a huge amount of support. PDU that support could be gained from external volunteers but this could prove problematic. Internal volunteers would be a much better option.</p> <p><b>Action</b> DN to apply for a yearly licence to enable CF to undertake raffles throughout the year.</p> <p>Fundraising Group is to be re-instated to support the delivery of this fundraising plan.</p> <p>DN to review and produce a Volunteering Policy. This could include Community First Responders (CFRs) and staff on light duties. DN has already had support from both Paul Stevens and Paul Mudd.</p> <p>Mark Marshall arrived at 1503.</p>	<p><b>DN</b> <b>2017/24</b></p>
10	<p><b>For Approval: Community Resuscitation Manager</b></p> <p>Mark Marshall (MM), Associate Director, Paramedic Practice attended the meeting to present a previously circulated paper. This was to seek approval for funding to enable the continued delivery of the community resuscitation programme which has the Restart a Heart campaign as its centrepiece.</p> <p>EM thanked MM to attending the meeting, but explained that this is a little beyond the remit of the Committee at this time.</p> <p>DN explained that the Charitable Fund (CF) has committed £20,000 to Restart a Heart. This year, Jason Carlyon (JC) had advised that he wanted to use this funding to purchase 500 manikins.</p>	

	<p>EM added that the CF have a very limited amount of money and have earmarked £20,000 to the Restart a Heart project, so a decision would have to be made to either purchase the manikins or use this amount to part support the salary of the Community Resuscitation Manager.</p> <p>GH noted that she was very nervous that the CF were being asked to support a salary of £48,000 and as per previous conversations earlier in the meeting, she did not believe that this should be supported from CF funds. AA agreed with these thoughts.</p> <p>It was agreed that Restart a Heart is fundamental to the Urgent and Emergency Care project, and the aim of the Trust to train people in the community in CPR. Whilst CF has a role to support this project, it is not necessarily to support the salary of the Community Resuscitation Manager.</p> <p>AA questioned whether this decision would impact on the project? MM confirmed that this would impact.</p> <p>PDu agreed that the charity is not financially in a position to support this salary but suggested that his Finance team could work with MM to look at the financial position within the Trust to identify any possible funding for this role.</p> <p><b>Decision and Action</b> It was agreed that whilst the Committee could not support the salary of £48,000, PDu and DN would meet with MM outside of the meeting to discuss this funding further to explore other possible options.</p> <p>MM and GH left the meeting at 1523.</p>	<p>MM/DN/ P<u>Du</u> 2017/25</p>
8.0	<p><b>For Approval: Trust/Grants Fundraising Opportunities</b> DN presented a paper to inform the Committee of the opportunity to apply for bids and funding as a core part of the charity's income generation strategy. DN highlighted the types of funds available, as well as the challenges and opportunities around this.</p> <p>AA suggested that DN provide a high-level record how much of her time is spent on applying for bids and grants and the success of these. These can be scrutinised at future committee meetings to ensure that time is being best optimised.</p> <p>It was noted that LM and GH are in dialogue at the moment with regard to Corporate Social Responsibility (CSR). Further developments will be updated to the Committee through the Corporate Communications update.</p> <p><b>Action</b> DN to provide a high-level record of the projects, bids and grants that are being applied for, how much time is spent on applications, the</p>	<p>DN 2017/26</p>

8.1	<p>success ratio of these and what KPIs have been put in place to measure these.</p> <p><b>For Approval: Marks &amp; Spencer Defibrillator Project</b>  Marks and Spencer have raised £32,000 to fund the placement of defibrillators in an internal cabinet in their stores within the Yorkshire community.</p> <p>The funds raised are being held in the YAS Charitable Fund bank account prior to purchase. Due to the amount exceeding £20,000 this documentation will require sign off by EM and MB. It was noted that whilst this partnership is helping provide defibrillators in the community, this has impacted on the time spent on administration for MA and DN with no apparent incentive to the Charitable Fund.</p> <p>AA questioned whether special provision should be included in the annual accounts for such purchases raised in the charity's name? PDU advised that future applications need to be handled differently to provide the appropriate governance to Trustees.</p> <p><b>Approval</b>  The Committee agreed to approve this spend on this occasion but not to support this type of transactions in the future.</p> <p><b>Actions</b>  For the Marks and Spencer transaction, DN to circulate an e-mail to members for agreement to provide an audit trail and governance to Trustees.</p>	DN 2017/27
9	<p><b>For Approval: Charitable Funds Committee Terms of Reference</b>  DN advised that in her opinion, the Terms of Reference (TOR) and standing financial instructions do not match and are not compliant.</p> <p>It was proposed that the TOR is revised when the Trustees approve the Visions and Mission statement. PDU suggested that whilst the charity is looking at refocusing, there is no need to do anything different in the meantime. It is sufficient that we are making steps to meet these requirements.</p> <p>AA confirmed that Ronnie Coutts will be joining the Committee in September 2017.</p> <p><b>Agreement</b>  The TOR will be reviewed at the meeting in November ahead of these being presented to the Board of Directors in February 2018.</p>	Agenda 2017/28
11	<p><b>For Assurance: Financial Update</b>  DN provided the Committee with the financial update to August 2017</p> <p>The level of income to date is up considerably compared to 2016/17 at</p>	



	<p>the same point. This is largely due to the substantial donation from Marks and Spencer for £32,399.00. However, factoring this donation out, any further designated funds, we are still up on our 2016/17 position by £7462.25.</p> <p>Expenditure for this period totalled £11,937.16. DN provided a breakdown of both income and expenditure.</p> <p>EM thanked DN for this positive updated, but noted that this is far from where the charity needs to be.</p> <p>Discussion took place around the correct level of challenge from the committee in terms of the detail provided for both income and expenditure. It was agreed that future detail and assurance would be provided as an appendix to this report going forward.</p> <p><b>Action</b> For future reports, income and expenditure details are to be included as an appendix.</p> <p>LP left the meeting at 1550.</p>	<p>DN 2017/29</p>
<p>12</p>	<p><b>For Assurance: Charitable Fundraising &amp; Expenditure Group Update</b></p> <p>DN provided the Committee with an update of both fundraising actives and future income generation projects, including:</p> <p>Dragon Boat Racing raised approximately £1000.</p> <p>The Golf Day was attended by a record number of team and is projected to raise £2000.00</p> <p>We are the chosen charity of the Ladies Circle in York and we are supporting them with their activities. This is projected to achieve £1000.00 throughout the coming year</p> <p>Don Buxton's activities continue to bring income into the Charity. Ali Richardson has agreed that Don will continue to take collecting boxes and buckets out and about with his activities. Don will also send a follow up email to all of the course organisers with details of how to make a donation.</p> <p>A fundraising double spread is to be included in the Restart a Heart booklet sent out to school taking part in this project.</p> <p>Activities for the rest of the year need to be agreed. A Fundraising Action Plan has been proposed for the remains of this financial year.</p> <p>The Staff Fundraising Group is to be relaunched to inspire fundraising activity by staff in September/October. The hope is that the group will</p>	

	<p>plan a programme of activities throughout the year, offering a range of ways to get involved in the charity.</p> <p>Yorkshire Air Ambulance has requested a meeting to discuss the Bag It Up Appeal.</p> <p>The intention is to hold a programme of public collections in the Autumn with the hope of profiting from Christmas footfall. A date and location in the White Rose Centre has been secured at the end of September.</p> <p>We have been approached to join in next year's Bradford Dragon Boating Festival as one of their chosen charities. We would be one of the beneficiaries from a NHS 70<sup>th</sup> Anniversary Day of Boating.</p> <p>The cash handling procedure has been updated to reflect best practice.</p> <p>PDU wanted to place on record the large amount of great work that DN has achieved since joining the Charity.</p> <p><b>Action</b> The 3-year Fundraising Strategy will be developed, and proposals brought back to the next meeting.</p> <p>AA left the meeting at 1602.</p>	DN 2017/30
13	<p><b>For Assurance: Benevolent Fund Update</b> This item was discussed in the Action Log at Item 3.1.</p> <p>YAS Charitable Fund continues its partnership working with Jean Hayes (JH) and TASC (The Ambulance Service Charity).</p>	
14	<p><b>For Assurance: Communications Update</b> The Communications team continues to support the YAS Charitable Fund, working very closely with DN on a number of key initiatives and focusing on internal communication to staff and how this is managed.</p>	
15	<p>For Assurance: Training Needs (if required) There were no training needs noted.</p>	
16	<p><b>Fundraise Role For Assurance: Fundraiser Role Review</b> The item was discussed in a private part of the meeting.</p>	
17	<p><b>For Information: Legislation &amp; Charitable Fund Governance Update</b> DN advised that she has signed up to National Association of NHS Charities. This membership will provide examples of best practice that the charity should aspire to. It also provides an invitation to their</p>	

	<p>annual conference.</p> <p><b>Action</b> DN to send AA a link to the website for National Association of NHS Charities.</p>	<p><b>DN</b> <b>2017/31</b></p>
	<p><b>Any Other Business</b> DN advised that she has been contact by Emma Scott, Community Defibrillation; Community Defibrillation Officer to ask for agreement for Pat Gardner to receive the 50/50 split for the three defibrillators in the pipeline will be honoured.</p> <p><b>Agreement</b> The Committee agreed that Pat Gardner will still receive the 50/50 split for the three defibrillators in the pipeline. This will be reviewed for future purchases.</p> <p>Ronnie Coutts, Non-Executive Director will be joining the membership of the CF Committee from September 2017.</p> <p>The meeting ended at 1627.</p>	