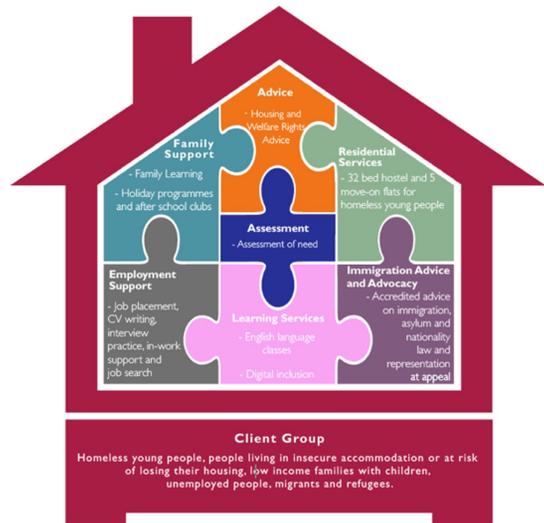


Business Plan 2017 – 2020



“When I walked into the Cardinal Hume Centre the first day I didn’t expect any help and I was at my last stage of giving in. Now I have hope.”

Nikki

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“Like slavery and apartheid, poverty is not natural. It is human-made, and it can be overcome and eradicated by the actions of human beings. And overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life... Do not look the other way; do not hesitate. Recognise that the world is hungry for action, not words. Act with courage and vision.”

Nelson Mandela

1. Background

The Centre was founded by Cardinal Basil Hume in 1986 as a direct response to the high numbers of young people sleeping on the streets and families living in inadequate bed and breakfast accommodation. Our founding services were therefore a hostel for young people and a family support service, together with a medical surgery; these services continue to this day. Over the years, however, we have opened our doors to welcome individuals of all ages and have developed a suite of services to respond to a wide range of needs. We focus on the individual which encourages us to recognise that each human being is different and has complex needs and so our response needs to be multi-layered. Adopting a one-to-one person centred approach, we offer seven service packages: residential services for homeless young people; family support; assessment; housing and welfare rights advice; immigration advice; learning (English, digital inclusion); and employment support.

Context

In a time of political, economic and social instability it is hard to predict trends with any accuracy; however, there is little doubt that over the next three years, more people will find themselves living in increasing poverty with many forced into homelessness and even destitution. As need increases, we are determined to engage with people before they reach crisis point, and we are committed to helping them to secure a safe and sustainable place to live, to maximise their income, and to achieve a greater degree of self-sufficiency and overall wellbeing.

Business Planning

Planning in a time of increasing uncertainty demands a flexible and agile approach. Over the last three years especially, the Centre has proved that it can adapt its services, delivery methods and staff profile to meet new challenges and emerging need.

This will stand us in good stead going forward. To this end, we are not envisaging any major change in direction over the next three years, except to increase our outreach off-site to allow for reaching clients who are in need of our services in different but still local locations.

You will see that we intend to hold ourselves accountable by being transparent in stating our overall objectives and in measuring our achievements in terms of a positive impact on people's lives during the next three years.

2. What the Organisation is and does

Our Founding Ethos

The Centre takes the Benedictine ethos of our founder seriously, ensuring that we offer both a non-judgemental welcome and a stable and safe environment for people in need to seek help and support.

"Each person matters; no human life is redundant. Every individual must be given the opportunity to live a life in which his or her basic needs are provided for and in which, so far as is reasonably possible, their full potential is realised."
Cardinal Basil Hume OSB

Our Vision

The Centre strives towards a society where every individual will have a safe place to live and where their right to develop is respected and supported.

Our Mission:

Turning Lives Around: the Cardinal Hume Centre enables people to gain the skills and access the support they need to overcome poverty and homelessness.

Our Values

Integrity: we strive to be true to our founding ethos and to live out our vision and mission; we are accountable to all our stakeholders.

Respect: we seek to be non-judgemental, to listen and acknowledge each other's worth and to put people at the centre of our work.

Inclusiveness: we promote equality of access to our services and support each client to access the same life opportunities as everyone else.

Compassion: we will demonstrate our care for each individual who comes to the Centre in the quality and consistency of the services we offer to them.

Empowerment: we will provide holistic support to our clients in helping them to identify their needs and in working with them to take control of their lives.

Collaboration: we will work together with others who share our values, seeking partnerships to augment and complement our service offer.

Our Relationship with the Catholic Church

The Centre is an independent charity as well as a company limited by guarantee. We are committed to equality of access to all our services and there is no faith bias towards the people whom we welcome and support. We do, however, enjoy close relationships with key figures in the Catholic Church and receive financial and material support from the Catholic donor community. Inspired by Catholic Social Teaching, the Centre seeks to put the Gospel message into action by reaching out and giving practical help to those people in greatest social, economic and personal need, regardless of religion

Our Clients and Services



Our Approach



“The Centre staff understood that it’s stressful when you have no money and no job and they went out of their way to help me. They made me feel strong when I was weak.”
Joewell

3. The External Challenges Clients Face

Against a background of increasing poverty and exclusion, here are some of the key issues:

- *Homelessness*: lack of affordable housing; high rents in the private sector; lack of connection rights which require a duty of care to be housed by the local authority; increasing poverty; and no recourse to public benefits are the causes of the existing incidence of homelessness, especially in London.
- *Cost of Living*: increases in inflation (rent, heating, utilities, food, travel, childcare costs) hit the poorest hardest and ongoing economic uncertainty impacts most on people in no or low paid work
- *Cuts in the provision of statutory services*: ongoing pressure on local authority budgets and their ability to meet statutory responsibilities puts increasing pressure on voluntary services to respond; local authorities asking more of voluntary organisations for less funds and decreased quality of provision
- *Potential conflicts of interest*: if local authorities ask more of voluntary organisations for less funds and decreased quality of provision
- *Welfare reform*: sanctions and delays in benefits payments leading to increased need for support, advice and representation; complexity results in confusion and often crisis
- *Legal aid reductions*: the withdrawal of civil representation increases difficulty in accessing justice
- *Advice desert*: lack of free, objective information, advice and advocacy as public sources dry up and voluntary provision decreases
- *In-work poverty*: working families not being able to make ends meet
- *Legislative changes*: impacting on individual rights, increasing delineation in rights of different groups and sectors in society
- *Increase in discrimination*: race and hate attacks impact negatively on individual security and wellbeing, and militate against community cohesion
- *Political and economic uncertainty*: inducing individual stress and societal apprehension

4. Our Objectives 2017-20

Introduction

- We work with clients with the aim that they can take more control of their lives and become more self-sufficient and therefore we are open to exploring every opportunity to do this
- We have a one-to-one person-centred approach and as far as feasible, we tailor services to individual need and aspiration
- We recognise that further cuts in public spending, the rising cost of living, ongoing changes to the welfare system, and lack of access to justice are pushing more people to the edge and over into homelessness and destitution
- We acknowledge that public opinion has hardened against many of the client groups we work with, especially those who were born overseas
- We are aware that charities are facing new levels of scrutiny particularly around fundraising with the introduction of new regulatory measures, going beyond the normal exigencies of the Charity Commission, audit processes and supporter feedback
- Key Performance Indicators (KPIs) have been developed to measure our work which will be monitored on a regular basis to demonstrate impact and provide learning
- Above all, we aim to be flexible and adaptable in our response to need as it emerges in the very uncertain and unpredictable times ahead

Objectives

1. The voices of the people we work with are being heard

- Implementing a client inclusion policy which ensures representation in key areas of decision making and which is embedded in all our work
- Increasing the resources available to the public affairs and communications functions to increase their impact
- Shaping a policy influencing strategy based on client and staff experience and identifying key partners and players in a proactive manner
- Sourcing one article per year in a national media outlet on a key issue relating to the Centre's work and based on client experience
- Taking advantage of opportunities to raise public awareness of the causes and impact of homelessness and poverty evidenced in client stories

2. The needs of homeless young people are met in an effective and proactive manner enabling them to take more control of their lives going forward

- Shaping and adapting the service offer within our Residential Services as the external context changes, ensuring we are securing the financial future of our work in responding to youth homelessness
- Ensuring there is a flexible quality support package in place suited to the individual resident and his/her aspirations including tailored activities for specific groups such as care leavers
- Identifying and accommodating the client group who will gain the most advantage from residing in Basil Hume House and adapting the service offer accordingly

3. More people are prevented from becoming homeless through the provision of services which focus on early intervention

- Developing our outreach work, gradually increasing our off-site service provision according to evidenced need and organisational capacity
- Honing the assessment and referral process to guarantee a time critical response to presenting issues
- Building on the expertise and specialism achieved by the housing advice team, achieving accreditation across all the advice services
- Strengthening the welfare rights role to meet the increased demand across all services
- Increasing our ability to work with clients to overcome the legal barriers they face in making progress in achieving their goals
- Partnering with more organisations to help them develop their ability to provide accredited immigration advice to migrants and refugees; and developing a transparent and robust referral system

4. More people are enabled to gain the skills and experience which make them better equipped to overcome the barriers they face

- Re-shaping and focusing our learning services to respond more closely to learners' needs
- Ensuring that we get people into the kind of work which supports them to achieve their employment goals; targeting those we are in the best position to help
- Developing our family service offer to include a new focus on older children and young people; exploring providing an outreach service in Churchill

Gardens which will include identifying families whose circumstances are impacting on their ability to keep their homes

- Identifying new partners and collaborators with a shared ethos, with whom we can work to achieve mutually beneficial objectives

5. A sustainable organisation which is able to measure its impact, and respond flexibly to a changing and demanding environment

- Increasing our financial stability by achieving an annual income of £2.8 million by 2020 founded on a sustainable cost base
- Embedding the Key Performance Indicators (KPIs) into our everyday working practice, and implementing any learning from the analysis of trends identified through regular monitoring
- Implementing an effective manager programme to ensure consistent good practice in managing and supporting staff and volunteers
- Investing in a substantive staff training package to support staff development, building an agile and flexible team, and ensuring a healthy level of staff retention
- Increasing the capacity and reach of each of the services and teams through the engagement and retention of committed volunteers
- Committing to a rolling programme of developing Board effectiveness and refreshing the Trustee profile through both targeted and open recruitment
- Investing in a phased development of a robust IT infrastructure to match the organisation's needs
- Ensuring we are maximizing the full potential of the Centre's building and site to ensure client accessibility and welcome

In the Next Year (2017/18), in particular we will:

- Identify a resource to undertake a feasibility study on client inclusion including analysing what other organisations do, and following this, draw up and begin to implement a Centre wide policy
- Organise two breakfast briefings on topical issues for supporters, donors and "influencers"
- Consider carefully and implement the approved recommendations of the review of Residential Services re feasibility, affordability, and relationships with other providers

- Clarify and respond to the future shape of the supported housing pathway of homeless young people in Westminster
- Expand the tailored ESOL programme for UASCs should the numbers arriving maintain or increase
- Place our outreach work in Churchill Gardens, SW1, on a more sustainable footing and explore providing family services and immigration advice there; noting that the relationship with St Gabriel's from where the services are currently delivered is working well, we will take stock of whether this is the optimum location for reaching people in need
- Appoint a second Welfare Rights specialist
- Take advantage of having two new Managers in post (Family Support and Learning and Employment) to promote and implement key strategies
- Bid to renew the legal aid contract for our immigration advice work
- Make a further investment in fundraising and ensure we are compliant with the new Fundraising Regulator
- Deliver both management and staff training and undertake a staff survey on training towards the end of the year
- Complete the first appraisal of the Board of Trustees and produce a strategy for Trustee recruitment and Board refreshment
- Upgrade the client server and begin the migration to Office 365
- Implement the space development project giving clients better access and bringing service delivery teams together

“Not knowing where you’re going to sleep or when you’re going to eat are constant worries when you’re homeless, and I was mentally and physically exhausted. Thank you for giving me a safe place to live where I could find peace in my life. Because of you, the future looks brighter for me.”

Oliver

5. Key People Outcomes by 2020

We will welcome at least 3,300 individual clients who need our services.

- We will house at least **200** young people giving them a comprehensive package of support to improve their life skills and work with them towards a positive move on to appropriate accommodation
- We will be able to see **68** new clients for housing, general advice and welfare rights **every week**. Reconfiguring our building and developing the capacity in our welfare rights team will mean we will be increasing this capacity during 2017/18
- We will see **80%** of all clients on the day that they present at the Centre and clients who have an emergency will always be seen
- We now have **seven** appointments available **each week** for counselling providing support for people with mental health problems. This is a new initiative that we will endeavour to build upon
- We aim to get **200** people into sustainable work as a minimum
- We will provide English language support to **150** people per year including one-to-one support to unaccompanied asylum-seeking children within Westminster’s pathway for homeless young people
- We have the capacity to see **70** people **per week** for support and training in using computers; we will look to increase this capacity as we further develop our digital inclusion strategy
- We will take on a minimum of **400** immigration advice cases over the next three years, working with **10** partner organisations to ensure we are reaching those most in need. We will achieve a minimum of a **60%** positive outcome in these cases
- By the end of the next three years, we will have made a measurable impact on a minimum of **3,000** clients and their families, in respect of our headline outcomes of working towards sustainable accommodation, economic wellbeing and resilience

Please note the above outcomes relate to the overall period of the Business Plan April 2017 - March 2020.

6. Performance Monitoring Key Performance Indicators

We have developed these top level performance indicators with the staff teams to demonstrate the effectiveness of our services and the impact we have. We are aware that they will need to be monitored and reviewed regularly to ensure they are fit for purpose and will do so when required. We also have an outcomes framework against which we measure the work of each service under the following headings: sustainable accommodation, economic wellbeing, and resilience and overall wellbeing. Please note (a) the financial KPI will be the monthly management accounts and (b) each team and service has additional KPIs and other indicators for internal use.

Assessment

- Number of new clients
- Number of cases successfully closed with any logged outcomes
- Number of referrals
- % of total referrals by service
- Number of volunteer hours

Advice (housing and welfare rights)

- Number of new clients
- Number of new and current advice/casework appointments
- Number of accommodation sustainment
- Resolved social security issues

Immigration advice

- Number of new cases (against a minimum and maximum number)
- Successful outcomes
- Unsuccessful outcomes/outcomes pending
- Number of clients advised
- Legal aid starts (40 per year)

Family support

- Attendance in each service area
- Overall attendance
- Increase in confidence (need to identify a capturing confidence measure)
- Number of volunteer hours

Residential

- Number of residents in ETE
- Quarterly sustainable move-on
- Rent received (against maximum figure)
- Number of room void days
- Variable locum costs (against accepted norm)

Learning

- Overall numbers of users (ESOL)
- Accreditations/Certification (ESOL)
- Attendance (ESOL) (DI)
- Number of sessional outcomes (DI)
- Number of volunteer hours (ESOL) (DI)

Employment

- Number of new starts
- Number of case closures
- Job outcomes

Fundraising

- To secure the income the Centre needs to deliver its planned services and to ensure the income base remains broad and varied
- Maintain at least a 1:5 ROI on voluntary income

Staff

- Turnover
- Sickness

Volunteers

- Total numbers of volunteers
- Total number of volunteer hours per week
- Overall volunteer retention

(ETE – Education, Training and Employment; ESOL – English for Speakers of Other Languages; DI – Digital Inclusion; ROI – Return on Investment)

Measurement and Reporting of KPIs

The KPIs will be monitored internally on a monthly basis. They will be reported on at every relevant Board Sub-Committee meeting and annually by the Board of Trustees.

7. Managing Risks

Internal Control and Risk Management

The Board of Trustees has overall responsibility for the Centre's systems of internal control. There is a clear delegation of the Trustees' authority through the Chief Executive to the rest of the organisation.

The Centre operates a three-year planning and budgeting system with an annual budget approved by the Trustees. Significant changes to budget are subject to specific approval. A financial reporting system compares results with the budget on a monthly basis together with forecasts of the expected results.

A register of the risks faced by the Centre is maintained. This register identifies the major strategic and operational risks faced and how they are being managed. As part of the annual planning process, the key risks the Centre faces are re-assessed and evaluated quarterly by the Senior Management Team and annually by the Board of Trustees.

These are the top 4 risks (from a total of 19):

Type of Risk	Description	Mitigating actions/Control	Monitoring Process
Income	Large shortfall in: a) Voluntary Income b) Other Income	<ul style="list-style-type: none"> ▪ Ensure that we have adequate reserves in place ▪ Development of contingency scenarios ▪ Continuous development of services 	<ul style="list-style-type: none"> ▪ Annual review of financial sustainability plan ▪ Monthly monitoring of trends ▪ Quarterly Finance Committee & Fundraising Committee meetings
Income	End of Supported Housing Income	<ul style="list-style-type: none"> ▪ Reviewing financial sustainability ▪ Re-organising the residential services model 	<ul style="list-style-type: none"> ▪ Residential Services review ▪ Business Plan review
External Legislative Environment	A significant change in legislation affecting how the Centre delivers its work	<ul style="list-style-type: none"> ▪ Business planning process and horizon scanning ▪ Strengthening advocacy & public policy work ▪ Review of services ▪ Client feedback processes ▪ Monitoring of outcomes against targets ▪ Monitoring of fundraising practices 	<ul style="list-style-type: none"> ▪ Annual business planning process ▪ Sub-Committee Meetings
Reputation	Media focus that threatens to affect the Centre's reputation	<ul style="list-style-type: none"> ▪ Identification of key risk areas and individual mitigation plans ▪ Media response strategy 	<ul style="list-style-type: none"> ▪ Review of policies and risks ▪ Fundraising & Risk Committees regularly review legislation ▪ Any complaints/ concerns to be reviewed regularly by the Fundraising Committee

8. Running the Organisation: Structure and Governance

The Centre is a charitable company limited by guarantee established under a Memorandum and Articles of Association. At the year-end 2017, there were ten members (2016: 10), who were each liable to contribute £1 in the event of the company being wound up. The Centre is governed by the Board of Trustees who are also the Directors for the purposes of Company Law. The Board meets up to five times annually. The Archbishop of Westminster approves the appointment of one Company Member as a Trustee and the remaining Trustees are elected by the Company Members at the Annual General Meeting. The Board may also appoint a Trustee to serve until the next Annual General Meeting, at which time he or she would cease to hold office but would be eligible for election. (Please see page 23 for a full list of Trustees and Company Members.)

The following Sub-Committees meet regularly to monitor the following areas:

- Service Development;
- Finance;
- Risk and Compliance;
- Fundraising and Communications;
- Personnel and Staffing;
- Board Development.

Staff and Volunteers

Staff

As at March 2017, the Centre had a staff complement of 63; 46 full-time and 17 part-time. The Centre is an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, disability, marital status or sexual orientation. Selection criteria and procedures are reviewed to ensure that individuals are selected, promoted and treated equally on the basis of their relevant merits and abilities. All employees receive equal treatment and, where appropriate and possible, special training to enable them to progress both within and outside the organisation. The success of the Business Plan will stand or fall on the effective working of the staff team. Therefore we are committed to continuous investment in the team: through implementing an effective performance management review system based on outcomes, training and achieving quality standards in our management culture and practice. We have a flat structure which does not provide any obvious career progression; however career development is encouraged through acquisition of additional responsibilities as the occasion arises.

Volunteers

Volunteers are a critical resource for the Centre, both to extend the support we can offer to clients, and to support staff in their work. The Centre has achieved *Investing in Volunteers* accreditation and we carry out surveys of volunteers, and the staff who supervise and support them, on a regular basis. The average annual number of volunteers is circa 100. In 2016 this provided 343 volunteering hours per week with an additional 623 hours provided by 210 corporate volunteers over the year.

Accommodation

The Centre owns the building in which its main operations take place. The purchase of the property in 1986 was supported with an interest free loan from the Diocese of Westminster. Should the property be sold, the Diocese would receive 50% of the proceeds.

9. Financial Sustainability

Financial Overview

In the last Business Plan our strategy was to ensure that we developed a sustainable income stream through focusing our fundraising resources on encouraging funding from a greater variety of sources. This strategy was successful, resulting in fundraising income growing from £1.6m in 13/14 to £1.9m in 15/16 - a growth of 17%. This was from a diverse range of funders including companies, community groups, trusts, individuals and legacies.

During the course of the current Business Plan we are looking to make further targeted investments in fundraising to continue to develop and grow our income streams. We envisage that statutory funding will remain a relatively static income element. As public funding continues to be challenged we realise that there is a limit to accessing public funds.

We carefully match our income to our expenditure, and ensure that monies received are used as efficiently and effectively as possible to sustain and develop services. In the first two years of this Business Plan we are predicting deficits, with the third year breaking even as our investment in fundraising continues to impact. However our cash reserves remain strong, and at the higher end of our reserve policy target: 3.72 months' cash reserves are predicted at the end of 16/17; the Business Plan shows cash reserves will be at about 3.63 months at 19/20.

The Business Plan shows some small capital expenditure items in 17/18-19/20. We are in the process of developing the lower ground floor of the Centre to improve our welcome to clients and to ensure our client delivery services are best placed geographically to meet the clients' needs. This will be a substantial capital project in 17/18, for which there will be a separate fundraising initiative.

Investment Policy

The Centre's investment policy covers the investment of all monies held that are surplus to the amounts needed to run the Centre on a day-to-day basis. The investment policy seeks to balance potential return with security, liquidity, and ethical integrity.

Reserves

The Board of Trustees reviews the Centre's reserves policy annually. The Board seeks to retain adequate reserves measuring such adequacy by (i) reviewing the sustainability of current and projected income as compared with (ii) projected expenditure required to enable the Centre to meet client needs and (iii) to meet any contingent costs associated with a forced reduction in activity. Overall the Board seeks to maintain sufficient reserves to provide stability and flexibility as the economic and funding environment changes; therefore the Board's target has been to have two to four months' expenditure in the general fund.

Although there are continuing risks that statutory income will reduce, our voluntary income has increased substantially over the last four years (2013-17). The Centre regularly reviews its contingency plans for how expenditure would be reduced in the event of significant shortfalls in projected income and any associated one-off costs.

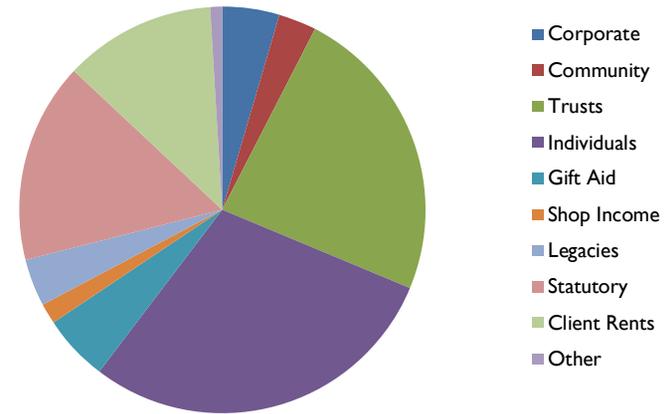
Fundraising Strategy

The Centre has benefitted from building up a range of income streams which ensures we are not overly dependent on any one funder or type of funder; and in particular, has given us some freedom from the need to pursue statutory contracts.

Over the lifetime of this Business Plan, voluntary income is predicted to rise by some 10%. We aim to sustain the spread of our sources of voluntary income.

“The nature of the work you do there. It is all very impressive and yet unsung, like leaven working through the dough or the seed growing secretly”
Reverend Gavin Williams – School Chaplain

Sources of Income 2017-18*



*Please note we aim to maintain a minimum of a 60:40 split between voluntary : statutory income.

Statutory funding

Cuts to government funding have put unprecedented pressure on local authorities and their ability to fund services. The Centre has been relatively fortunate to date, maintaining its Supporting People funding from Westminster Council for our young people's hostel. However this fund has an uncertain future, therefore the review of our Residential Services is very timely as it will give us possible ways forward.

We will continue to seek other statutory funding for different areas of our work. Over the lifespan of the previous Plan, we received funding from the Department for Work and Pensions (DWP), Central London Forward (a strategic partnership of eight London local authorities), as well as some legal aid funding for immigration clients. The 2017-2020 budget contains some allowance for similar types of funding. We will continue to be flexible in how we approach such opportunities, always putting the needs of our clients first.

“Before I came to the Centre I had no hope and I felt there was no life for me. Coming here has helped with my mental health and got my mind working again.”
Muhammad

Voluntary income

The Fundraising Regulator came into operation in 2016, in response to a perceived “crisis” in public confidence in charity fundraising. The Centre became a member in early 2017. This year will also see the introduction of the Fundraising Preference Service (FPS). The current proposal - in which donors opt out of receiving information from a particular charity via the FPS, who will then inform that charity - will probably not have a huge impact on our fundraising. We do not cold-recruit, nor do we receive large numbers of complaints. However, as with all charities, we will need to be mindful of new regulations in this area.

Despite this, we see growth largely coming from our individual donors and, in particular, through our major donor programme. Our strategy of peer to peer fundraising within this group is gradually bearing fruit and we would anticipate this continuing. We will also be continuing with our media insert donor recruitment programme, which has been successful to date. It is likely that the rate of recruitment will slow to be more in-line with industry standards curtailing the rate of growth in this donor group but we still see potential for increasing donor numbers in this way.

We aim to maintain the level of income from other streams. Due to the cyclical nature of trust funding, we will potentially lose some current trust funders as the agreed funding period comes to end. However, we will continue to approach current and new trusts to replace and potentially grow funding for our different services. Community income is forecast to remain the same, as is income from our charity shop. Without a big investment into a much larger community programme, we will struggle to increase income significantly in this area. Currently, we have one shop and do not plan to open more. Corporate income has successfully grown over the last three years as has the availability of corporate volunteers and corporate support for our employment programme e.g. job placement, interview practice and CV writing workshops. However, any major spike here would be reliant on winning a new large corporate adoption. This could well happen, but it has not been built into the current budget. We continue to budget for £100k of legacy income. This seems sensible, given that we have come in at around this figure for the past four years.

“Each person is precious: persons are more important than things, and the worth of an institution is measured by the way it treats the life and dignity of human beings, particularly when they are vulnerable...”

Pope Francis

10. Income & Expenditure Forecast 2017/20

Business Plan 2017-2020		17/18	18/19	19/20
£'000s		Budget	Forecast	Forecast
INCOME				
Fundraising				
Companies		120	130	160
Groups		81	85	87
Trusts		630	630	630
Individuals		773	820	860
Gift Aid		140	150	170
Shop Income		44	47	47
		<u>1,788</u>	<u>1,862</u>	<u>1,954</u>
Legacies		100	100	100
Total Fundraising Income		<u>1,888</u>	<u>1,962</u>	<u>2,054</u>
Statutory				
Supporting people		360	360	360
Other		63	70	70
		<u>423</u>	<u>430</u>	<u>430</u>
Client Rents		320	320	320
Income - Other		36	36	36
		<u>2,667</u>	<u>2,748</u>	<u>2,840</u>
EXPENDITURE				
Fundraising direct costs		68	70	70
Client related		44	45	45
Employment		2,133	2,183	2,230
Premises and overheads		313	300	300
Other costs		117	100	100
Depreciation		96	95	95
		<u>2,771</u>	<u>2,793</u>	<u>2,840</u>
TOTAL EXPENDITURE		<u>2,771</u>	<u>2,793</u>	<u>2,840</u>
Surplus/(Deficit)		(104)	(45)	(0)
Fundraising Investment		(65)		
Depreciation		96	95	95
Capital Expenditure		(23)	(25)	(25)
Reserves Movement		<u>(96)</u>	<u>25</u>	<u>70</u>
Cash reserves b/fwd		903	807	832
Cash reserves c/fwd		<u>807</u>	<u>832</u>	<u>902</u>

11. Organisational Details

Trustees

Robert Arnott (Chair)
Andrew Rose (Treasurer)
Amelia Fitzalan Howard
Pippa Greenslade
Bishop Nicholas Hudson
Caitlin Kennedy
Patrick Milner
Heather Petch
Terry Philpot

Company Members

Cardinal Vincent Nichols
Mick Buckley
Nicholas Coulson
John Darley
John Gibbs
Catherine Hickman
Bishop Nicholas Hudson
Philip Marsden
Jocelyn Ridley
Canon Christopher Tuckwell

Auditor:

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers:

The Royal Bank of Scotland
119/121 Victoria Street
London
SW1E 6RA

Solicitors:

Stone King LLP
13 Queen Square
Bath
BA1 2HJ

Patrons

Cardinal Vincent Nichols
Cardinal Cormac Murphy O'Connor
Field Marshal the Lord Guthrie GCB LVO OBE DL
Dom Christopher Jamison OSB
Baroness Kennedy of the Shaws QC
Jeremy Paxman
The Marquess of Lothian PC QC DL
Lord Browne of Ladyton

Senior Management Team

Cathy Corcoran OBE (*Chief Executive*)
Maureen Boughton (*Human Resources*)
Mark Foster (*Services*)
Jane Sandeman (*Finance and Central Services*)
Anne Shewring (*Fundraising*)

Company Secretary

Jane Sandeman FCCA

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