

CHARITABLE FUNDS COMMITTEE

Minutes of the meeting held on Tuesday 9 March 2021 Via Teams - FINAL

Present:

Ms Jackie Hughes	Independent Member (Chair)
Ms Cheryl Carlisle	Independent Member
Mrs Sue Hill	Acting Executive Director of Finance
Ms Linda Tomos	Independent Member

In Attendance:

Ms Rebecca Hughes	Charity Accountant
Ms Cath Humes	Fundraising Support Manager
Ms Emma Louise Jones	Fundraising Support Manager
Mr Paul Matthias	Assistant Director, Brewin Dolphin (Part meeting)
Mr David Myrddin-Evans	Head of Charities, Wales, Brewin Dolphin (Part meeting)
Ms Philippa Pearce	PA to Executive Director of Finance
Ms Kirsty Thomson	Head of Fundraising
Ms Nia Williams	Partnership Support Manager

Agenda Item	Action
<p>CF21/01 Apologies for absence & Declarations of interest</p> <p>CF2101.1 Apologies were received from Prof Arpan Guha, Acting Executive Medical Director, Ms Jo Whitehead, Chief Executive and Mr Mark Wilkinson, Executive Director of Planning & Performance.</p> <p>CF2101.2 The following Declarations of Interest were received:</p> <ul style="list-style-type: none"> • The Head of Fundraising is Deputy Chair of NHS Charities Together. • A family member of the Chair is employed by the Royal Voluntary Service (RVS) and they are referenced in terms of the third sector group report. 	
<p>CF21/02 Welcome & Introductions</p> <p>CF2102.1 All those present were welcomed to the meeting and introductions were made.</p>	

<p>CF21/03 Minutes of the previous meeting held on 8 December 2020:</p> <p>CF21/03.1 Accuracy CF21031.1 The minutes from the previous meeting were approved as an accurate record.</p> <p>CF21/03.2 Matters arising and Summary Action Plan CF21032.1 With reference to CF20/41 Marketing, Advertising and Sponsorship Policy (Page 9 of the minutes), the committee was informed that plans had been put on hold due to current capacity. Trade Unions and Workforce will be invited, along with others, to join the BCUHB Marketing, Advertising and Sponsorship Task and Finish Group in April.</p> <p>CF21032.2 The committee reviewed the Summary Action Plan and the following salient points were made:</p> <p>CF20/26.2: Agenda item therefore action closed. CF20/35.2: Agenda item therefore action closed. CF20/35.3: Agenda item therefore action closed. CF20/36.1: It was agreed not to ask for a decision regarding naming of the Charitable Funds Committee at this point. CF20/36.2: Wording of the draft Awyr Las Strategy has been changed. It will be included in papers for information. CF20/36.3: Included for information to help facilitate future discussions.</p> <p>CF20/37: The Cancer Services Team is in the process of preparing a business case for the Executive Team; meetings have been ongoing and the Business Manager is working with colleagues in this regard. It was agreed that the business case would need to clarify what the Maggie's Centres would offer that is not already in place. Cancer Services Team to bring paper to a future meeting. Decision making process with regard to how a meeting between Ysbyty Glan Clwyd (YGC) and the Cancer Services Team was documented is to be reviewed. ACTION KT</p> <p>The Executive Director of Finance offered support with regard to talking to the Cancer Services Lead in order to ascertain what is currently being provided. Action to remain open.</p> <p>CF20/38: Work had been on hold due to workload but is moving forward with a working group starting in April 2021. The Executive Director of Finance agreed to liaise with the Executive Director of Workforce and Organisational Development regarding concerns raised by Trade Union colleagues and Workforce. Action SH It was confirmed that Workforce would be involved in the working group.</p> <p>CF20/39: Agenda item therefore action closed.</p>	<p>KT</p> <p>SH</p>
<p>CF21/04 Investment Portfolio <i>David Myrddin-Evans and Paul Mathias from Brewin Dolphin were in attendance for this item</i></p>	

CF2104.1 The Chair welcomed Brewin Dolphin to the meeting. The Executive Director of Finance informed the committee that Brewin Dolphin had been appointed to manage the investments for the Charitable Funds Committee portfolio. The portfolio would continue to be managed as per previous arrangements, with moderate risk and long-term strategy.

CF2104.2 Brewin Dolphin talked through the key points of their presentation (Appendix 1), which had previously been shared with the committee. They provided the committee with a key point of contact, Karen Norris, Administration Manager.

CF2104.3 In going through the tender process, Brewin Dolphin had gained an understanding of the BCUHB's requirements and they advised that the transfer of assets from Rothschild was underway. Assets would be reviewed on an annual review cycle to ensure that they remain aligned with BCUHB's needs.

CF2104.4 Brewin Dolphin talked through the Financial Strategy noting that the main basis would be around value and development of the next five year plan. They talked about obligations in terms of trustees and looking after today's beneficiaries and future beneficiaries.

CF2104.5 Brewin Dolphin talked through the environmental, social and governance aspects of its decision making process, providing an explanation regarding the appetite for risk and how it is managed, and outlining areas that could potentially result in a conflict with BCUHB's activities, for example, alcohol, tobacco, gambling, fossil fuels. It was explained that the way in which the portfolio would be managed would be to remain within an agreed risk tolerance.

CF2104.6 In response to a query regarding Covid-19, it was explained that this had been an extraordinary event to negotiate but had not been mentioned in totality because overall it was an event in the past and there was a route map out of the current situation. It was noted that things would have adapted and changed as a result of Covid-19 but that the crucial moment had been the announcement of the vaccinations. Any future risk would arise if there were to be a change in the variant which the current vaccinations could not deal with. It was explained that Brewin Dolphin work 18 months in the future towards the portfolio.

CF2104.7 The Executive Director of Finance queried whether there were any questions in terms of the ethical policy that could be answered in order to help Brewin Dolphin set the parameters for BCUHB's investment. Discussions took place regarding whether the wording of the policy was considered to be appropriate or required reviewing. Brewin Dolphin provided some context in terms of fossil fuels and companies that were used, explaining that companies such as BP or Shell are not in a position to be carbon neutral but are changing their business models to adapt to the new electric/green world and are included within some of the leaders in green energy products.

CF2104.8 The Chair raised the subject of countries with bad trade union records or utilise palm oil within their production in terms of the environment. It was pointed out

<p>that the Ethical Policy included within the agenda items included a summary of potential exclusions for consideration by the Trustees.</p> <p>CF2104.9 Brewin Dolphin advised that it goes through a bespoke reporting process to produce an annual report for its clients to ensure that the correct strategy has been developed and tailored.</p> <ul style="list-style-type: none"> • The committee noted the requirements of an Investment Policy. • The committee agreed that the Ethical Investments Policy would be presented to the full Health Board for discussion and potential amendment but it was in agreement that it was suitable to be used as a starting point. • The committee noted the portfolio statement report. <p>CF2104.10 Brewin Dolphin informed the committee that it offers training to Trust Board members, recognising that there could be varying levels of expertise, and could be arranged virtually or on-site when that is an option. The Chair noted that training would be an excellent option in the future and thanked Brewin Dolphin for its presentation and joining the meeting.</p> <p><i>Brewin Dolphin left the meeting</i></p>	
<p>CF21/05 Charitable Funds Finance Report Q3 2020/21 <i>Ms R Hughes</i></p> <p>CF2105.1 The Charity Accountant took the committee through the finance report, highlighting some key points from the paper.</p> <p>CF2105.2 Income was down on last year by 52%, which was a significant drop. This was despite Covid-19 donations of just under £500,000. The Charity Accountant explained that this included monies from NHS Charities Together as well as donations from local supporters.</p> <p>CF2105.3 Commitments for the charity budget had been reduced this quarter with the focus being on Covid-19 commitments.</p> <p>CF2105.4 The Charity Accountant drew attention to a specific approval request to the committee to transfer a balance from a hospital in Ethiopia which is no longer active due to unrest in the area to the Ethiopia Link Charitable Fund.</p> <p>CF2105.5 The committee approved the transfer.</p>	
<p>CF21/06 Charitable Funds Fundraising Report Q3 2020/21 <i>Ms K Thomson</i></p> <p>CF2106.1 The Head of Fundraising welcomed members of the Charitable Funds team who had joined the meeting. She thanked the team for their hard work during challenging circumstances as well as extending thanks to NHS Charities Together for ongoing support received.</p>	

<p>CF2106.2 The Head of Fundraising talked through the Fundraising Update Paper; informing the committee that funding had dipped significantly, particularly with regard to donations.</p> <p>CF2106.3 The Head of Fundraising drew attention to item 6 of the paper, Keep the Beats. She explained that the charity has already approved funding for a Public Access Defibrillator Support (PADS) Officer for a two year period. The PADS Officer has multiple connections within the community and currently fits defibrillators, supports and maintains them as well as providing education with regard to sudden adult death.</p> <p>CF2106.4 The proposal was for Awyr Las to purchase the defibrillators and offer them to local companies and organisations for a fee. The charity would be promoted via signage/branding on the defibrillators, and the PADS officer would continue to work with Awyr Las to promote the work it does, while working with businesses and community groups going forward.</p> <p>CF2106.5 In depth discussions took place regarding the ownership and responsibility for the defibrillators. The Head of Fundraising explained that the intention would be for the signage to indicate that the defibrillator had been purchased and was supported by Awyr Las. She advised that currently the signage would be generic and there was an agreement in place for them to be overseen by community groups/business who had made the purchase.</p> <p>CF2106.6 The Executive Director of Finance noted that the proposal was well intentioned but advised that reputational work would need to be undertaken with NWSSP legal experts around the commitment that would be taken on before proceeding. The Chair advised that complete assurance would be required with regard to ownership and responsibility, reputational assessment and public liability. She queried whether approving this would tie the charity into a longer working relationship with the PADS Officer.</p> <p>CF2106.7 Action: It was agreed for the Keep the Beats proposal to be returned to the next Charitable Funds Committee for review and further discussion.</p> <p>CF2106.8 The committee could not approve trading and sponsorship activity but did agree to reconsider the proposal when further information was made available.</p> <p>CF2106.9 The committee supported the Head of Fundraising in obtaining legal and contractual information from NWSSP and in talking to Workforce with regard to implications of a two-year contract for a PADS Officer.</p>	
<p>CF2106.10 In response to a query regarding the new CRM system, the Head of Fundraising confirmed that a full options appraisal was to be completed and presented to the committee in June 2021.</p> <p>Action: CRM options appraisal to be presented at the June 2021 Charitable Funds Committee meeting.</p> <p>CF2016.11 Discussions took place with regard to the Maggie’s Centre Update, particularly in relation to the language used and the abbreviations/acronyms used</p>	

<p>within the business case. With it being a public document, it was agreed to review and update the document to ensure that it is suitable.</p> <p>CF2106.12 The Head of Fundraising advised that a SWOT analysis had been provided in order to highlight the opportunities and risks of setting up a Maggie's Centre in North Wales. This had been sent to the Cancer Services General Manager. Action: Shooting Star and Maggie Centre business case scoping document to be reviewed with regard to wording and abbreviations/acronyms to be written in full.</p> <p>CF2106.13 The committee noted the paper for information.</p>	
<p>CF21/07 Third Sector Groups Report <i>Ms K Thomson</i></p> <p>CF2107.1 The Head of Fundraising presented the Third Sector Groups Report and the committee was asked to note the information included within the report.</p> <p>CF2107.2 The Head of Fundraising advised that work was ongoing to review financial procedures. She proposed that work continued outside of the meeting, focusing on the volunteer scoping exercise, with a report be returned to the June 2021 meeting.</p> <p>CF2107.3 The Head of Fundraising requested that funds from within the 2020/21 fundraising budget be utilised to do a large scale scoping exercise, focusing on understanding what we already have, what we could have and what the needs of the organisation are with regards to volunteering. She advised that a steering group was in the process of being set up. The idea was welcomed by the committee, particularly in light of recent levels of unemployment and the potential opportunities this could open for people wishing to develop careers in health and social care.</p> <p>CF2107.4 The Executive Director of Finance queried how this would link into the Volunteering portfolio that sits under the Executive Director of Workforce and Organisational Development. The Charity Accountant advised that the funding can be committed if it is approved by the committee in this financial year. The importance of carrying out full DBS checks and explicitly documenting these requirements were stressed. Action: Discussions to take place outside of meeting with Executive Director of Workforce and Organisational Development with regard to how the Scoping Exercise and Impact Assessment links in with the Volunteering portfolio.</p> <p>CF2107.5 The Chair noted a reference within the paper to the impact on financial income. Action: Impact on financial income for employees of volunteer organisations to be considered within future partnership planning.</p> <p>CF2107.6 The committee agreed to take the volunteer and scoping exercise off line and noted the information.</p>	
<p>CF21/08 Staff Lottery Update <i>Ms K Thomson</i></p> <p>CF2108.1 Covered under action plan.</p>	

<p>ITEMS FOR DISCUSSION</p>	
<p>CF21/09 Awyr Las Strategy 2021-25 Overview <i>Ms K Thomson</i></p> <p>CF2109.1 The Head of Fundraising presented a discussion paper and a draft budget following recent workshops and a benchmarking exercise that had taken place in order to review the structure of the team. Work had been undertaken to understand the barriers restricting the development of the charity and what could be done to ensure it is more successful.</p> <p>CF2109.2 Discussions took place regarding the huge impact of Covid-19 in terms of philanthropic giving, normal income and on what other charities are doing in order to recover. In terms of income trends, more is needed to be done regarding digital and legacy giving and more focus is required on regular giving programmes.</p> <p>CF2109.3 In response to a query regarding the intent of the discussions, the Head of Fundraising advised that her expectations would be to go through a selection of questions provided within the agenda to establish the level of satisfaction that the committee has that the charity is operating correctly in terms of finance and probity. The committee noted that a number of the questions were closed and were more in the format of a questionnaire rather than a discussion document. The Head of Fundraising advised that, once agreed, the survey would be circulated to the trustees. Action: Head of Fundraising to formulate a questionnaire for agreement by the Chair and Executive Director of Finance, prior to circulating to the trustees in order to ascertain view points regarding the charity. This questionnaire needs to probe whether to continue with priority areas already agreed or to make changes based on current circumstances, particularly around the need to fund more digital devices.</p> <p>CF2109.4 Work was ongoing with regard to the strategy. Discussion took place around phraseology used in the strategy. Wording around volunteering (pg 2) to be reviewed to ensure that volunteers are not being asked to undertake tasks that would normally be undertaken by nurses as part of their role as defined in their job descriptions Action: Work required to bring proposal back in terms of finance and benefits for the charity. Phraseology to be reviewed, “support, provide and deliver” and volunteering. This was agreed to be continued outside of the meeting.</p>	
<p>CF21/10 Charitable Funds Applications Process Review <i>Ms K Thomson</i></p> <p>CF2110.1 The Head of Fundraising presented the Charitable Funds Applications Process Review paper, advising the committee that the paper is focused on the option of using an online application process. She talked through the process and questioned whether the committee would like to see the process change in the short term in order to address challenges which are potentially being faced now and whether the committee would like the Charitable Funds Advisory Group (CFAG) to be reinstated.</p>	

<p>CF2110.2 Discussions took place regarding the option of reinstating the CFAG. The independent member noted that being new to the Health Board, she would welcome advice from the CFAG in order to reach an informed decision on recommendations.</p> <p>CF2110.3 The Head of Fundraising advised that the CFAG membership had been reviewed, and a new group established under new Terms of Reference, but, due to circumstances around Covid-19, had not met. In terms of providing information, it was agreed that the group is very useful, but with the caveat that it slows down the approval process.</p> <p>CF2110.4 Options of a hybrid application system were discussed, which would allow recommendations to be provided online. The Head of Fundraising advised that she had been liaising with other NHS charities to consider which models they are using or hoping to implement. It was agreed that a hybrid application system could be a beneficial option but noted that the process of reviewing options and changing the process could be lengthy. In the interim, it was suggested that existing technology such as voting buttons on Outlook email could be utilised. Action: Short-term IT solutions and long-term options to be reviewed for the charitable funds application process.</p> <p>CF2110.5 Discussions took place regarding whether other trustees would be willing to support the charity and the work being carried out. Action: Request for further support from trustees with regard to the application process to be put forward by the Chair.</p> <p>CF2110.6 It was agreed that applications would continue to be reviewed in the usual manner until agreement has been reached to make any changes. Action: Regular meetings to be arranged between the Chair and Executive Director of Finance to review funding applications.</p>	
ITEMS FOR DECISION	
<p>CF21/11 Summary of Expenditure Approvals <i>Ms R Hughes</i> CF2111.1 The expenditure approvals were approved by the committee.</p>	
<p>CF21/12 Charity Budget for 2021/22 <i>Ms R Hughes</i> CF2112.1 The Charity Accountant talked through the Charity Budget, which had been presented for the committee's approval. She advised that the proposed budget included reasons why things may have changed and noted that there were sufficient general funds to pay the budget. The element of the budget that is not charged to general funds is other fundraising costs.</p> <p>CF2112.2 The Independent Member asked about the increase in fee by Audit Wales of £9,000 for auditing the charity which she considered to be excessive. Discussions took place around the charity being unable to go out to competitive tender. The Charity Accountant informed the committee that BCUHB is charged a set fee by Audit Wales</p>	

<p>from which an arbitrary amount was allocated to the charity. She explained that this had changed and the charity is now paying a larger percentage based on the level of work that is required for the audit of the charity.</p> <p>Action: Breakdown of Audit Wales' audit to be presented to the June committee, including breakdown of days and full costs.</p> <p>CF2112.3 The paper was approved by the Committee.</p>	
<p>ITEMS OF GOVERNANCE</p>	
<p>CF21/13 Charity Risk Register <i>Ms R Hughes</i></p> <p>CF2113.1 The Charity Accountant presented the Charity Risk Register, explaining that it is reviewed and updated on a quarterly basis and presented to the committee annually.</p> <p>CF2113.2 The register includes the risks of the charity and discussions took place regarding where the risks should sit. The risks had previously been moved onto the Health Board's Datix system but a change to policies had meant that the charity risk ratings were considered to be too high on that system and they would be downgraded by the Datix team.</p> <p>CF2113.3 It was proposed that the charity risks be removed from Datix onto an Excel spreadsheet which would be maintained by the Charity Accountant and Head of Fundraising. This would enable the committee to risk rate them as they deem to be appropriate. All were in agreement, although it was suggested that potentially the financial governance risk and reputation risk around charitable fund activity in North Wales could remain on Datix.</p> <p>Action: Charity risks to be moved from Datix onto an Excel spreadsheet and returned to the next committee to have further discussions around specific risks.</p> <p>CF2113.4 The committee was in agreement to move the risks to Excel.</p>	
<p>CF21/14 Charity Reserves Policy <i>Ms R Hughes</i></p> <p>CF2114.1 The Charity Accountant advised that the Charity Reserves Policy was presented to the committee on an annual basis for governance purposes. She advised that the policy remains the same but with a change around the target level of reserves.</p> <p>CF2114.2 The committee agreed the policy.</p>	
<p>CF21/15 Charity Work Plan for 2021/22 <i>Ms R Hughes</i></p> <p>CF2115.1 The Charity Accountant advised that the Charity Work Plan was presented to the committee on an annual basis for governance purposes and would also be provided to the Board Secretary. Due to delays last year arising from Covid-19, the accounts for September were still being discussed with Audit Wales. Work was ongoing to September unless there were any further changes, which would result in a delay to December.</p>	

CF2115.2 The committee agreed the Work Plan.	
ITEMS FOR INFORMATION	
CF21/16 Issues of significance to report to the Health Board CH2116.1 The Chair to pick up outside of the meeting.	
CF21/17 Date of next meeting: 11 June 2021 1) It was agreed that times would be allocated against agenda items going forward. 2) It was suggested that fund holders could be encouraged to attend a committee meeting in order to talk about work carried out as a result of charitable funds. 3) Head of Fundraising to invite Yellow Chair Consulting to the next meeting. 4) Brewin Dolphin to provide training at a future Board Development day.	