

**Minute of the Endowment Committee Meeting
6th November 2020
Microsoft Teams**

Present:

Ms Luan Grugeon, Trustee, NHS Grampian Endowment Funds (Chair)
Professor Siladitya Bhattacharya, Trustee NHS Grampian Endowment Funds
Ms Rachael Little, Trustee NHS Grampian Endowment Funds
Councillor Douglas Lumsden, Trustee NHS Grampian Endowment Funds
Mr John Tomlinson, Trustee NHS Grampian Endowment Funds
Mr Alan Gray, Director of Finance

Trustees in Attendance:

Mrs Joyce Duncan, Trustee NHS Grampian Endowment Funds

In Attendance:

Mr Gerry Donald, Head of Property and Asset Development
Mr Garry Kidd, Assistant Director of Finance
Mrs Sheena Lonchay, Operational Manager for NHSG Charities
Mr Stuart Walker, Financial Accountant, NHS Grampian
Ms Else Smaaskjaer, Minuting Secretary

Item	Subject	Acti
1.	<p>Welcome and Apologies</p> <p>Ms Grugeon welcomed everyone to the meeting.</p> <p>Apologies were noted from:</p> <p>Professor Lynda Lynch, Chair NHS Grampian Ms Lesley Hall, Assistant Board Secretary</p>	
2.	<p>Declarations of Interest</p> <p>Ms Grugeon noted that she is a Trustee of Aberdeen in Recovery and if during consideration of grant applications there was a specific discussion regarding the organisation, she would excuse herself for that part of the meeting.</p>	
3.	<p>Minutes of Previous Meeting</p> <p>Ms Little requested a change to the minute of 13th August which was then agreed as an accurate record of the meeting.</p> <p>The minute of 28th August was agreed as an accurate record of the meeting.</p>	

	<p>Matters Arising:</p> <p>Ms Grugeon informed Trustees that the purchase of commemorative coins had been agreed as this had been viewed as an individual indication of thanks to staff for their work during “Operation Rainbow” and distinct from other recognition awards. Mrs Lonchay confirmed that this would include all staff, including care home staff working in Health and Social Care Partnerships.</p>	
4.	<p>Operational Managers Report</p> <p>A report from the Operational Manager highlighted recent activities and asked for approval for some items.</p> <p>Revised Application Form – following on from lessons learned during the Covid Grants Programme, it had been decided to improve the application form to ensure that clear and concise information is provided at the time of submitting an application. The form also includes a template to report on the outcomes of endowment funding. It was agreed that if any further minor changes are required these can be incorporated and reported to Trustees at the next annual review of operating instructions.</p> <p>Trustees agreed the changes to the application form and that any further changes identified while it is trialled will be reported to the Annual General Meeting of Trustees in 2021.</p> <p>Staff Havens – recent provision of staff havens in work places had been a successful and well received initiative. Trustees discussed whether funding should be identified to broaden this beyond workplaces which had specific funds and Ms Grugeon proposed that in the interest of equity this could be looked at in the context of applications for Stage 3 NHS Charities Together funding. Mr Kidd confirmed that the design and deliverability of projects relating to staff havens or other property improvements is agreed with colleagues in Estates to ensure there is no adverse or unintended impact on the building or any other planned developments. Trustees also discussed the possibility of using any unused funding set aside for staff social activities and staff sporting activities during 2020/21 for this purpose. Initial feedback had indicated that staff would welcome expenditure on something which is more sustainable and longer lasting.</p> <p>Trustees agreed the following actions :-</p> <ul style="list-style-type: none"> • Mrs Lonchay arrange for staff to be surveyed regarding the potential use of funding, previously earmarked for staff social activities in 2020/21, to support further development of staff welfare facilities and safe havens. 	<p>SL</p> <p>SL</p>

	<ul style="list-style-type: none"> • Mrs Lonchay continue to work with the services to further develop recommendations and bring specific proposals to the next meeting on 11th December. <p>Christmas Gifts for Patients – Mrs Lonchay reported that it had been suggested that patients in hospital on 25th December should receive a gift purchased from Endowment Funds. eHealth estimated that this would be in the region of 1500 patients and the proposal is to buy gifts to a value of £10 each using a total of £15,000. Acknowledged that procurement must be undertaken quickly and staff volunteers will be asked to wrap gifts with Comfort Box partners approached to help with distribution.</p> <p>Trustees agreed the proposal to purchase Christmas gifts for patients and to the allocation of £15,000 from General Endowment Funds for this purpose.</p> <p>Light Up For Christmas – Staff had proposed lighting up hospitals as a way of raising morale over the festive period. Suggestions had included Christmas trees, projected festive images and a large screen projecting messages, images and videos of staff carol singling. A range of logistical issues were raised and also the possibility of light pollution, annoyance to patients and placing an additional burden on Estates staff who are already working to capacity.</p> <p>Trustees agreed that this should not be explored any further.</p> <p>Greenspace Project – Mr Kidd highlighted the attached report providing an update on the project. He explained that the scheme had been delayed and was now unlikely to commence within the two year timeframe that would normally require the proposal to be resubmitted for approval. Work is however in hand to progress the project in line with the original intentions and it had been confirmed that the EU match funding will remain in place to support the project.</p> <p>Trustees acknowledged the situation and agreed that the approval should remain in place beyond the normal two year timescale and that the commitment should continue to be recognised in the accounts.</p> <p>Ms Grugeon thanked Mrs Lonchay for the report and highlighted the infographic illustration prepared for 2019/20 which demonstrated the range and diversity of projects supported.</p>	<p>SL</p> <p>SL</p>
<p>5.</p>	<p>Finance Report</p>	

	<p>Mr Kidd presented the report which provided an overview of the financial position for the period to September 2020. Net assets had increased to £41.4m from £36.8m at 31 March, mainly as a result of the recovery in investment markets. Although income from investments is expected to be down on prior years, it is expected that the budgeted figure of £1.25m for the year will be achieved.</p> <p>Ms Grugeon asked if this indicated that the current restriction on spending from general funds could be relaxed. Mr Kidd advised caution to ensure that the reserves policy to maintain a floor of £3m remains intact as this provides some protection for future years. He suggested a prudent approach would be to utilise all COVID related funds and any funding available from specific funds. Trustees agreed that if any flexibility in general funds was identified it would be important to use that for identified priorities.</p> <p>Mr Kidd informed Trustees that the Fund’s Investment managers Aberdeen Standard Capital will be invited to attend the next meeting of the Committee on 11th December.</p> <p>Trustees noted the financial report.</p>	
<p>6.</p>	<p>Succession Planning</p> <p>Mr Kidd presented the report containing recommendations to strengthen resilience and succession for key functions within the Endowment support team. He explained that support to the endowment fund is currently delivered by a small dedicated administrative and management unit, with specialist financial support from the wider NHS Grampian finance team. Mr Kidd also highlighted future challenges facing the team including the need to modernise and develop business systems and financial management processes, the increased workload arising from aspirations to improve fund raising and donor management arrangements and the potential loss of skill and experience from future retirements, both within the dedicated support team and within the wider Finance Department.</p> <p>The proposed arrangements include retaining the existing roles within the team and to expand on this by creating new roles of an Engagement Lead and a dedicated Finance and Business Systems Manager, to be established and recruited early in the New Year.</p> <p>Members noted that the work of the Short Life working Group, first established in January 2020 to consider the future strategic direction of the Charity would be re-constituted to continue concurrently with the restructuring of the support functions.</p> <p>Members also discussed the potential for further change following publication of the outcome of the national review of Endowment Funds and the need to minimise the loss of sector specific experience and</p>	

	<p>institutional knowledge as the Operational Manager moves towards retirement.</p> <p>The Committee agreed that Mr Kidd should prepare job descriptions and progress the job evaluation process to establish the new roles of Engagement lead and Finance and Business systems manager and thereafter through the recruitment process as soon as possible. It was also agreed that Mr Kidd should set up a small SLWG of Trustees with access to appropriate specialist advice from an external charities expert.</p> <p>It was also agreed to extend the existing temporary arrangements for Communications and Engagement support, based on input of one day per week, until a permanent appointment can be made.</p>	<p>GK</p> <p>GK</p>
Grant Applications		
<p>7.</p>	<p>Leadership Scholarships</p> <p>An application had been received requesting funding to provide scholarship bursaries and the employment of a full-time Organisation Development Practitioner for two years to support a Talent Management Framework.</p> <p>Trustees had some concerns with the application:</p> <ul style="list-style-type: none"> • No specific fund is available for this purpose and trustees have previously agreed to limit any use of general funds. This application for leadership development represents a requirement of staff governance standards and should therefore be met from core NHS Grampian budgets. • There was no clear indication of direct benefits to patients and equity of access to all staff had not been demonstrated in the application. <p>Trustees agreed they could not support this application.</p>	
<p>8.</p>	<p>Cancer Research Proposals</p> <p>An application had been received requesting funding to undertake a two year study in relation to colorectal liver cancer. Mrs Lonchay informed the Committee that the application had been referred to the NHS Grampian Research and Development Department for comment but no response had been received prior to the meeting and it would be unusual to approve funding for a research project without that feedback.</p> <p>Professor Bhattacharya explained the research proposal and advised that it was difficult to see from the application where this would translate from clinical activity to research activity. There were also some other concerns relating to data collection and</p>	

		<p>analysis, unrealistic timescales and lack of clarity regarding the funding required. Professor Bhattacharya summarised that the proposal represented a useful area for research but the application did not meet the standard required.</p> <p>Mrs Lonchay suggested a review of the process for research applications and Professor Bhattacharya agreed with that proposal adding that the process should include a system of independent peer review.</p> <p>Trustees agreed they could not support the application in its current format. Professor Bhattacharya to assist Mrs Lonchay in formulating feedback to the applicant.</p> <p>The Operational Manager to take forward a review of the application process for research projects.</p>	<p>SL/ SB</p> <p>SL</p>
<p>9.</p>		<p>COVID-19 Support Fund Grant Applications</p> <p>Trustees had previously agreed to allocate a total of £260,000 to a local grant programme in support of COVID-19. This included an allocation of £100,000 from COVID-19 donations, £50,000 from General Endowment Funds (previously the Small Community Grants budget) and a donation of £110,000 from a donor who had asked that the money be used to support patients and communities in Moray. The donor had agreed that the donation could be included within the grants programme as long as it was ring-fenced for applications relating to projects based in Moray.</p> <p>Following workshops led by Evaluation Support Scotland an application form, scoring matrix, reporting template and grant conditions had been agreed by Trustees.</p> <p>Mrs Duncan provided feedback from the Advisory Group recruited over the summer to review applications and make recommendations on the grants to be supported. The group consisted of three Third Sector Interface Organisations (TSIs), the three Health and Social Care Partnerships (HSCP's), the Acute Sector, Public Health and two members of the public. 66 applications were received and these had been evaluated within the criteria agreed.</p> <p>Mrs Duncan highlighted the following recommendations from the advisory group:</p> <ul style="list-style-type: none"> • Improvements to staff rest areas should be funded from alternative funds. • The cut-off point of 63 points within the scoring matrix had been considered appropriate by the advisory group. 	

		<ul style="list-style-type: none"> The advisory group had been disappointed by the quality of applications from some larger charities and concluded that, while the charities merited support, award of grant funding would not result in the same benefits as it would for smaller organisations. <p>It was noted that setting the cut-off at 63 points resulted in a shortfall of £69,402 against available funding. Mr Kidd advised that although a sufficient reserve should be retained within General Funds, there would be scope to absorb an additional commitment of £69k in 2020/21 with no significant risk.</p> <p>The Committee agreed that the shortfall of £69,402 should be funded from General Endowments - NEUR2018 Endowment Committee Fund.</p> <p>Trustees noted the welcome contribution from the Advisory Group in reviewing and evaluating the large number of applications. Mrs Duncan reflected that it had been interesting to see a wide range of applications and welcomed the move towards a more concise format for submitting applications, which would provide clarity regarding actions and outcomes.</p> <p>The Committee noted their thanks for the work of the advisory group and acknowledged the amount of work undertaken by the Operational Manager in ensuring a successful application process.</p> <p>The Committee agreed the recommendations from the advisory group and asked the Operational Manager to circulate a summary of all applications which had reached an evaluation score of 63 or more to formalise approval. It was agreed that the shortfall in funding of £69,402 would come from NEUR2018 Endowment Committee Fund.</p> <p>It was agreed that Mrs Lonchay should prepare a summary of lessons learned for consideration at a future meeting to help evolve systems and processes.</p>	<p>SL</p> <p>SL</p>
10.		<p>NHS Charities Together Stage 2 and Stage 3 Proposals</p> <p>Mrs Lonchay presented a report outlining the indicative funding allocated to NHS Grampian by NHS Charities Together and asked Trustees to comment on the Stage 2 proposals.</p> <p>The Chief Officers of the three Health and Social Care Partnerships had agreed the strategic direction of the Stage 2 proposal to focus on developing volunteer groups across Grampian to continue the work they had carried out earlier in the year to support vulnerable residents in their communities in both</p>	

		<p>rural and urban areas. The three Third Sector Interface (TSI) organisations in Moray, Aberdeenshire and Aberdeen City had welcomed the opportunity to be involved in developing the proposal.</p> <p>The proposal is that each TSI will host a co-ordinator to provide a link between hospital discharge staff and community groups. The co-ordinators would be in post for two years and work towards developing community groups to support patient pathways. Ms Grugeon advised that Chief Officers must be clear that if evaluation indicates the posts should be embedded into mainstream provision this will have financial implications for the Health and Social Care Partnerships.</p> <p>Trustees welcomed the collaborative approach and agreed the Stage 2 proposals should be progressed to a firm bid for funding.</p> <p>Mrs Lonchay reported that the Stage 3 proposal, to support mental health and recovery of NHS Staff and volunteers, will be developed by the Wellbeing Group headed by, NHS Grampian's Director of People and Culture. This will be reported to Trustees at a future meeting.</p>	SL
Other Items			
11.	Risk Register	<p>Mr Kidd informed the Committee that he had requested NHS Grampian's Corporate Risk Management Advisor, to facilitate a risk workshop early in 2021 to review the content and format of the Fund's risk register. All Trustees will be invited to participate.</p>	GK
12.	Update to NHS Grampian Board	<p>Items to report to the Board should include:</p> <ul style="list-style-type: none"> • Update on Finance and Investments. • Charities Together Stage 2 Application. • Covid-19 Fund and Recommendations from Advisory Panel. • Review of the Risk Register. • Review of Process for Research Applications. • Succession Planning. • Info Graphics. 	
Date of Next Meeting			
<p>Friday 11th December 10.00 – 11.30 by Teams (Staff Havens and Stage 3 Charities Together Proposal)</p>			

	Friday 12 th February 10.00 – 11.30 by Teams Frequency and Duration of Future meeting – Bi-Monthly for 90 minutes.	
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