

Minutes of Meeting of NHS Grampian  
Charity Committee  
on Friday 24<sup>th</sup> November 2023 at 11.00  
by Microsoft Teams

Board Meeting  
Open Session  
14.03.2024  
Item 11.5

<b>Present</b>	Dr John Tomlinson	Trustee and Non-Executive Board Member
	(Vice Chair)	
	Cllr Ann Bell	Trustee and Non-Executive Board Member
	Professor Siladitya Bhattachary	Trustee and Non-Executive Board Member
	Mr Alex Stephen	Trustee and Director of Finance
	Ms Sian Mutch	Co-opted Advisor to the Committee
	Ms Helen Surgenor	Co-opted Advisor to the Committee
<b>Attending</b>	Ms Julie Anderson	Assistant Director of Finance
	Ms Lisa Duthie	Endowment Charity Lead
	Ms Else Smaaskjaer	Senior Administrator (Minute)
<b>Apologies</b>	Mr Dennis Robertson	Trustee and Non-Executive Board Member
	(Chair)	
	Dr Colette Backwell	Co-opted Advisor to the Committee
	Mr Steven Lindsay	Trustee and Employee Director
	Mr Colin Loy	Finance and Business Manager, NHSG Charity

<b>Item</b>	<b>Subject</b>	<b>Action</b>
<b>1</b>	<b>Apologies</b>	
	Noted above.	
<b>2</b>	<b>Declarations of Interest</b>	
	None.	
<b>3</b>	<b>Chairman's Welcome and Briefing</b>	
	Dr Tomlinson welcomed everyone to the meeting. He explained that he would Chair the meeting on behalf of Mr Robertson who was unable to attend.	
<b>4</b>	<b>Minutes of Meeting on 29<sup>th</sup> September 2023</b>	
	The minute was approved as an accurate record.	
<b>5</b>	<b>Matters Arising</b>	
5.1	<b>Action Log of 2<sup>nd</sup> June 2023</b>	
	Trustees reviewed the action log of items from previous meetings,	

Item	Subject	Action
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noted the updates provided and the items which were either complete, on the agenda for this meeting or scheduled for future meetings of the Committee. The following amendments to actions/reporting dates were agreed.

**Items 1, 2, 3, 9, 11, 12, 13, 14** – Will be reported in January 2024.

**Item 4 Engagement Framework** – Policy to be developed and presented at the Annual General Meeting of Trustees in June 2024.

**Item 5 Transport** – More work is required to review the current position including whether funding from NHSG is already in place through THInC and whether there is existing provision from HSCPs/3<sup>rd</sup> Sector. Suggested that the Charity could fund a coordinator post but agreed that, until a clearer picture is gathered, work to progress an application should be paused.

**Items 6, 8, 10, 15, 16, 17** – Work now complete or on agenda for this meeting. Remove from action log.

**Item 7 Budget Proposals 24/25** – Current position noted and will be reported in March 2024.

5.2 **Any other matters arising not on the action log**

None.

**6 Lead Officers Report**

A report from the Charity Lead Officer highlighted recent activities and provided updates regarding ongoing pieces of work. The following items were discussed:

**Marketing and Communication:** Agreed that the information provided was useful but it would be helpful if future updates included numbers as well as percentages.

**Community Grants:** Confirmed that the funding criteria covers four key areas:

- People have a better healthcare experience.
- People have better clinical outcomes.
- People are better able to manage their own health.
- People have an improvement in their mental or physical health.

**Trustees thanked the Lead Officer for her update.**

7	<b>Finance</b>	
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7.1	<b>Finance Update 2023/24</b>	
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Trustees reviewed a report detailing financial activity and the financial position of the charity for the six months to end September 2023. Key points highlighted:

- Operating expenditure for the year to date totals £1.9m. Overall income totals £1.3m which is marginally above that forecast.
- It is forecast that the overall funds held by the charity will decrease during 2023/24 due to a drop in the value of the investment portfolio since 1<sup>st</sup> April 2023 and an increase in spend on charitable activity

Item discussed:

- It would be useful to review the opening commitments against actual spend and engage with the applicants to explore whether the commitment is still required.
- Applicants are now informed that approvals are made with terms and conditions and the charity team should be kept informed of any slippage in time or funding required.
- Advised that the system in place should be robust and any gaps in the process to have up to date information in relation to committed expenditure should be tightened up.

**Trustees noted the financial activities and the financial position of NHS Grampian Charity for the six months to end September 2023.**

**Action:**

- **Review areas of committed expenditure and confirm with applicants that the funding is still required and will be used in the expected timescale.**

**LD/CL**

7.2	<b>Spending Strategy</b>	
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Following a request from Trustees at the Charity Committee meeting on 29<sup>th</sup> September 2023 a paper was presented which outlined financial modelling work to support the development of a longer term financial strategy over a future five year period.

- The paper provided an overview of income and expenditure planning assumptions.
- It outlined the changes in key financial metrics resulting from fund utilisation rates of 10%, 20% or 30% over a five year period.
- All scenarios would result in a reduction in unrestricted general funds and the reserves policy stipulates that these should not fall below £3m on average, in order to provide cover for short-term fluctuations in the value of the investment portfolio.

## Discussion/Comments:

- Trustees should be assured that the charity remains in a robust financial position and can deliver the aims as laid out in its strategy 'Foundations for the Future' launched in March 2023.
- Engagement with fund stewards will continue, especially in relation to larger restricted funds to develop a planned/strategic approach to expenditure which meet the expectations of the donors.
- The ongoing review and merger and re-categorisation of funds will help to develop a clearer picture. Legal advice indicates that if there is no paperwork on record the fund can be considered unrestricted.
- The spending strategy should consider the following:
  - ~ How do we want to generate funds?
  - ~ How do we want to spend funds?
  - ~ What is the level of ambition in relation to raising funds?
- There should be engagement with donors to influence how donations are made and encourage funding for general purposes which meet the strategic intent of the charity.
- The charity has significant commitments against its unrestricted funds and it is important that these are not run down to a level where it will limit what the charity can support.
- The revised staffing structure should improve the position of unrestricted funds by creating the capacity to encourage general fundraising. The possibility of theme based fundraising could also be explored.
- If the overall value of the investment portfolio is to be reduced there needs to be a clear view around the strategic use of the funds used. Trustees also need to remain mindful in relation to how donations made for specific purposes are used.
- At the AGM Trustees should be clearly informed of how the reduction in funds will impact on investment income.
- Clear engagement with fund stewards will be important to ensure that funds are used properly within the strategic aims of the Charity.

**Trustees agreed the recommendations to:**

- **Review and scrutinise the information in the paper and confirm that it provided assurance that the charity has a robust financial position and standing which can support sustained strategic expenditure commitments over the next five years and beyond.**
- **Note the position of the charity reserves policy in relation to the financial strategy modelling scenarios and the continued achievement of the current threshold level for unrestricted funds.**

**Trustees agreed that the discussion at the meeting provided a steer for the charity team to take forward the development of a financial strategy for presentation to all Trustees at the AGM in**

Item	Subject	Action
	<p><b>June 2024.</b>  <b>Action:</b></p> <ul style="list-style-type: none"> <li>• <b>The Charity Lead to establish a short life working group (SLWG) to progress the development of the Charity's Financial Strategy and Spending Plan, taking into account the discussion at the meeting and the questions raised. The SLWG should include key stakeholders, committee representation and others. The SLWG to report back to the Committee on 5<sup>th</sup> April 2024 with a final paper prepared for consideration at the AGM of all Trustees in June 2024.</b></li> </ul>	LD
	<p><b>It was agreed that the composition of the SLWG will be communicated to Committee Members by email.</b></p>	LD
7.3	<p><b>Staffing Update</b></p> <p>At its meeting on 2<sup>nd</sup> June 2023 the Committee supported in principle a revised staffing structure for the charity team. A report outlining the work undertaken by the Charity Lead and HR colleagues was presented with a recommendation that the next stage should be to commence recruitment and appointment to posts. The report detailed the changes to the staffing structure and the associated costs. It also explained that investment in fundraising resources is expected to result in an increase in income and how the revised structure will create capacity for the Charity Lead to support the strategic aims of the charity.</p> <p><b>Trustees agreed the recommendation that:</b></p> <ul style="list-style-type: none"> <li>• <b>The revised staffing structure set out in Section 2.3 of the report should proceed to recruitment and appointment.</b></li> </ul>	
8	<p><b>Engagement Framework</b></p> <p>Trustees considered a report which provided an update on the development of an engagement framework as agreed by the committee on 25<sup>th</sup> March 2022. With an estimated fifty charities working across NHS Grampian sites the framework will clarify the position of NHS Grampian Charity as the official charity of NHS Grampian. It will also provide donors and supporters with a clear understanding of the different roles of each charity. A short life working group had been established in September 2023 to progress work but prior to taking this forward the group had asked for clarity regarding whether this would be a NHS Grampian or a NHS Grampian Charity document.</p> <p><b>Trustees agreed:</b></p> <ul style="list-style-type: none"> <li>• <b>The overall content and purpose of the Engagement Framework and Fundraising Policy as outlined in Appendix 1 of the report.</b></li> <li>• <b>That the Chair of Trustees, the Director of Finance and the Charity Lead should consider how to take this forward and progress a commission from the Chief Executive Team to develop a policy which can then be adopted by NHS Grampian.</b></li> </ul>	DR/AS/ LD

**9 Scottish Government Review – Report Recommendations**

The Charity Lead presented a report which summarised the development session with Trustees on 24<sup>th</sup> August 2023 when the position of the charity in relation to the recommendations made in the report commissioned by the Scottish Government “A Review of the Governance of NHS Endowment Funds 2021” was discussed.

**Trustees noted the content of the report.**

**10 Funding Applications**

**10.1 Hospital Homecoming**

An application had been received for £365,240 to fund continuation of the Hospital Homecoming Project for a period of three years.

Key Points:

- The application had been shared by email in July 2023 and some Trustees were content to support funding for three years and others in support of funding for one year.
- TSIs were unable to accept funding for one year mainly due to anticipated challenges to recruit to one year posts.
- At this time the project is paused.
- At the meeting of the Charity Committee on 29<sup>th</sup> September 2023 Trustees asked that a short life working group should consider whether the review of the project and the application for continued funding should be treated as separate items. The group had met and discussed a number of items in relation to the application, including:
  - ~ Application should be in the form of three separate applications/agreements to allow continuation/discontinuation to be based on success in each region.
  - ~ Six monthly reporting and payment schedule to be agreed.
  - ~ A single method of reporting to be used across all projects. A target number of beneficiaries to be set against timescales and reporting for each region.
  - ~ Three separate groups to feed into one steering group.
  - ~ Detail to be worked up on outcome model – to include evaluation methods and timescales.
  - ~ A key NHSG Operational Manager should be identified to support project delivery.
- Agreed that this project has many benefits but it was cautioned that if funding is approved for a further three years there is no financial capacity in the system to pick it up after that time.
- It could be useful to explore an alternative approach to supporting TSIs. The third sector has an important role in supporting activities and this should be taken into account when developing the spending strategy as discussed at Item 7.2

**Trustees agreed to fund the application for £365,240 from NEUR**

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	<p><b>3001 NHSG Endowment Committee Fund, noting that there is no certainly funding will continue beyond the three year period. This is subject to further clarification of the following:</b></p> <ul style="list-style-type: none"> <li>• <b>Determine if the Data Sharing Agreement can be extended in a timely period;</b></li> <li>• <b>Agree requirements for data collection, methods and timescales; and</b></li> <li>• <b>Determine Steering Group membership.</b></li> </ul>	
	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• <b>Charity Lead to advise Trustees of progress by email.</b></li> </ul>	<b>LD</b>
<b>10.2</b>	<p><b>Application for Teaching Microscopes</b></p> <p>An application had been received for £74,701 to fund the purchase of purchase of three microscopes for the Histopathology and Cytopathology teaching laboratory. Trustees noted that the application had been well prepared, had been supported appropriately and included assurance that procurement advice had been sought and followed.</p> <p><b>Trustees agreed to support the application for £74,701 from NER11471 Cytology Endowment Fund.</b></p>	
<b>10.3</b>	<p><b>Dr Gray’s Ambulatory Care</b></p> <p>Not considered at this meeting.</p>	
<b>10.4</b>	<p><b>Baird Family Hospital and ANCHOR Centre – Adaptation Request</b></p> <p>Trustees had previously approved funding of £80,000 to deliver enhancement to equipment and furnishings in the Complementary Therapies Room in the ANCHOR Centre. An adaptation request for had been received with a proposal to change the original scope and increase the funding required to £141,000,</p> <p><b>Trustees agreed to support the application for an additional £61,000 from NEUR2034 Delivering the Difference ANCHOR Centre Fund subject to the receipt of additional transferred funds.</b></p>	
<b>11</b>	<p><b>AOCB</b></p> <p><b>Friends of Woodend Hospital.</b> The Charity Lead informed Trustees that she had been approached with a request to dissolve the Friends of Woodend Hospital charity and transfer the funds to NHS Grampian Charity for the welfare of the same beneficiaries.</p> <p><b>Trustees agreed that the Charity Lead should seek further advice. This request will then be considered and approved by email.</b></p>	

Item	Subject	Action
12	<b>Dates of Future Meetings</b>	
	<b>Future Meetings 2024</b>	
	Monday 29 <sup>th</sup> January	11.00 – 13.00 (Teams)
	Friday 5 <sup>th</sup> April	10.00 – 15.00 (In Person)
	Friday 5 <sup>th</sup> May	11.00 – 13.00 (Teams)
	AGM To be Confirmed (In Person)	