

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT BY TRUST BOARD COMMITTEE TO TRUST BOARD

DATE OF TRUST BOARD MEETING: 31 July 2014

COMMITTEE: Charitable Funds Committee

CHAIRMAN: Mr P Panchal, Non-Executive Director

DATE OF COMMITTEE MEETING: 9 June 2014

RECOMMENDATIONS MADE BY THE COMMITTEE FOR CONSIDERATION BY THE TRUST BOARD:

All items recommended, as the meeting was inquorate.

OTHER KEY ISSUES IDENTIFIED BY THE COMMITTEE FOR CONSIDERATION/ RESOLUTION BY THE TRUST BOARD:

None

DATE OF NEXT COMMITTEE MEETING: 15 September 2014

**Mr P Panchal – Non-Executive Director
25 July 2014**

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

**MINUTES OF AN INQUORATE* MEETING OF THE CHARITABLE FUNDS COMMITTEE HELD ON MONDAY
9 JUNE 2014 AT 10.30AM IN TEACHING ROOM 1, CLINICAL EDUCATION CENTRE,
LEICESTER ROYAL INFIRMARY**

** all items are therefore recommended*

- Present:** Mr P Panchal – Non-Executive Director (Chair)
Ms C Ribbins – Acting Chief Nurse
- In Attendance:** Professor N Brunskill – Director of Research & Development (for Minute 29/14)
M T Diggle – Head of Fundraising
Mr N Sone – Charity Finance Lead
Ms H Stokes – Senior Trust Administrator
Mr S Ward – Director of Corporate and Legal Affairs
Mr M Wightman – Director of Marketing and Communications

RECOMMENDED ITEMS

ACTION

25/14 APOLOGIES FOR ABSENCE

Apologies for absence were received from Ms K Jenkins, Non-Executive Director, Mr P Hollinshead, Interim Director of Financial Strategy, and Ms R Overfield, Chief Nurse.

26/14 MINUTES

Recommended – that the Minutes of the 14 April 2014 Charitable Funds Committee meeting be confirmed as a correct record.

27/14 MATTERS ARISING FROM THE MINUTES

Members reviewed the matters arising report at paper B, which covered both the immediately preceding and historic Charitable Funds Committee meetings. Specific discussion took place in respect of the following items:-

- (a) Minute 14/14(i) – as appropriate confirmation had now been received from the Women’s and Children’s CMG, application 4836 could therefore be signed off;
- (b) Minute 14/14(ii) – the Charitable Funds Committee Chair agreed to send contacts for Leicester Community Groups to the Director of Marketing and Communications outside the meeting;
- (c) Minute 15/14 – the scope for potential future wi-fi provision by Interserve would be pursued outside the meeting;
- (d) Minute 16/14(iv) – the Acting Chief Nurse advised that following a review of potential alternatives, hotboards had been retained as the most appropriate option within application 4892, which was now being progressed accordingly;
- (e) Minute 17/14(i) – it was agreed that horizon scanning was more within the remit of the Strategy team than the charitable appeals team;;
- (f) Minute 7/14 of 3 February 2014 – the Acting Chief Nurse outlined progress on the meaningful activities coordinator business case, which would be brought back to the Charitable Funds Committee once finalised. The Charitable Funds Committee Chair noted his view that these posts should be funded from exchequer monies in the longer term, with charitable funding as short-term pump-priming only;

**CFC
CHAIR**

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- (g) Minute 47/13 of 13 September 2013 – to allow the Committee to understand what further training might be required, it was agreed to seek a 1-page briefing from the

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Women's and Children's CMG confirming the training already available to midwifery staff when dealing with patients experiencing miscarriage;

(h) Minute 48/13 of 13 September 2013 – this had been actioned so could be removed from the Charitable Funds Committee log;

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(i) Minute 32/13 of 17 May 2013 – discussion with the Service Equality Manager had confirmed that equality and diversity training was mandatory for all staff. By September 2014, the Charitable Funds Committee Chair asked the Head of Fundraising to consider developing a position statement more generally on the issue of requests for charitable funding for training – such a statement would provide clarity to the CFC on how to evaluate such charitable applications, and

HoF

(j) Minute 2/13 of 18 January 2013 – it was clarified that the approved funds had now been drawn down for application 3747. Given the time delay involved, the Charitable Funds Committee Chair asked that an “appropriate” time period be identified in which applicants should draw down the funds approved by the Charitable Funds Committee (potentially 6 months), after which period applicants would need to reapply to the Committee for funding. This proposal would be discussed further at the next Charitable Funds Committee.

CFL

Recommended – that the discussion above and any associated actions, be noted and progressed by the appropriate lead.

28/14 UPDATE FROM THE CHARITABLE FUNDS INVESTMENT MANAGERS

It was noted that the charitable funds investment managers (Cazenove) had not been able to attend the meeting today. It was agreed to arrange an additional meeting to be held before September 2014 (but after the small subgroup meeting to discuss spending plans more generally) with Cazenove, to discuss their charitable funds investment managers' report.

CFL

Recommended – that an additional Charitable Funds Committee meeting be held before September 2014 to discuss the charitable funds investment managers' report with Cazenove representatives, following the subgroup discussions on wider spending plans.

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29/14 LEICESTER LIFE STUDY BRIEFING

Professor N Brunskill, UHL Director of Research & Development, attended to introduce paper D and brief members on UHL's proposed strategic partnership involvement in the Life Study (aiming to study the factors driving child development). UHL had been invited to establish a Life birth centre in Leicester and it was anticipated that the study would involve approximately 50% of UHL's annual birth cohort.

The Director of Research & Development outlined proposals to convert the former LGH social club into the life centre – although UCL would support staffing costs, the capital cost was yet to be funded, hence the approach to the Charitable Funds Committee.

In discussion on paper D (and noting their in principle support for the initiative) Charitable Funds Committee members:-

- (a) queried potential links to developmental work by the University of Leicester, and potential funding opportunities from that source. In response, the Director of Research & Development noted his view that significant investment from that source was unlikely;
- (b) queried whether any other potential sources of income had been explored, as the Charitable Funds Committee would be able to make a more informed decision if it was aware of other potential contributions, including any possible public health funding;
- (c) discussed the scope for a potential capital appeal focused on the Life centre, and the input that might be available from UHL's Charitable Appeals Team in terms of

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| <p>identifying and approaching grant-making Trusts etc for donations. The Head of Fundraising would meet with the Director of Research and Development outside the meeting, to discuss this further;</p> <p>(d) noted a specific query from the Committee Chair as to whether the facility needed to be on the LGH site, and what the scope might be to explore use of Community-based facilities instead (eg ones which were fully equipped as children's centres but were no longer used by primary care). Although recognising the Director of Research & Development's view that it would be preferable to use an on-site Trust-owned facility (due to clinical adjacency issues and proximity to the maternity unit), and his wish to avoid further undue delay, the Charitable Funds Committee Chair advised that he would also make some initial enquiries about the availability of potential alternatives;</p> <p>(e) advised that a formal application for charitable funding was required, which could be considered at a special Charitable Funds Committee meeting if required before the next scheduled meeting (September 2014). The Director of Research & Development agreed to provide a formal application accordingly, and to advise on the September 2014 timescale;</p> <p>(f) noted the need for any plans to be appropriately future-proofed, and</p> <p>(g) suggested that the Life Study be discussed at the June 2014 Finance and Performance Committee, to clarify the capital elements ahead of potential Trust Board discussion.</p> | <p>HoF</p> <p>CFC CHAIR</p> <p>DRD</p> <p>IDFS</p> |
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<p>Following the departure of the Director of Research & Development, the Charitable Funds Committee also noted the need for a view from the Interim Director of Financial Strategy on the overall viability of the project, including any risks of it being an orphan project with no lasting benefits for the host organisation.</p>	<p>IDFS</p>
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<p><u>Recommended</u> – that (A) options be explored for potential use of community facilities for the Leicester Life Study (rather than locating it on the LGH site as proposed) – details of potential community contacts to be provided to the Director of Research & Development accordingly;</p>	<p>CFC CHAIR</p>
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<p>(B) a formal funding application be developed in respect of the Leicester Life Study facility, for consideration at a potential additional extraordinary Charitable Funds Committee meeting (if required before September 2014);</p>	<p>DRD</p>
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<p>(C) the Head of Fundraising meet with the Director of Research & Development to discuss a possible capital funding appeal and any other funding options, and;</p>	<p>HOFF</p>
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<p>(D) the Interim Director of Financial Strategy advise on the perceived viability of the Leicester Life Study project, for potential further consideration by the Finance and Performance Committee and Trust Board.</p>	<p>IDFS</p>
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30/14 FUNDRAISING UPDATE REPORT, INCLUDING LEGACY STRATEGY

<p>Paper E outlined both recent and planned future fundraising activities by Leicester Hospitals Charity, particularly noting the Kidney Care Appeal sponsored walk on 15 June 2014, and progress on the Leicester Baby Loss Appeal (£92,000 raised to date, with outstanding pledges of £17,700). The Head of Fundraising announced that the charitable appeals team would in future be based at Belgrave House (former renal unit) on the LGH site – this location was easily accessible for donors and visitors and would help raise the charity's profile. In response to a query from the Committee Chair, the Head of Fundraising noted his intention to try and have the now-defunct ambulance bays outside Belgrave House re-designated as visitor carparking for the Charity. The Committee Chair also noted the need for the offices to be as welcoming as possible for members of the public.</p>	<p>HoF</p>
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Paper E also detailed UHL's proposed 2014-17 legacy fundraising strategy, noting the aim of increasing the Charity's legacy income from its current level of approximately £458,000 per annum. The strategy also outlined the results of a legacy questionnaire which had been sent to UHL members to test attitudes to the idea of leaving the Charity a gift in a will. Although a number of the findings were of interest – including the apparent preference for

legacies to be used to support research (no charitable appeal had yet been run in Leicester with this aim) – it was noted that the questionnaire’s targeting to a particular audience (the over 60s, as more likely to be interested in giving a legacy) might well have influenced the results. In general discussion on the legacy strategy, the Charitable Funds Committee:-

- (a) welcomed plans to widen the survey, to include staff as well as a wider public audience;
- (b) agreed that it would be useful to benchmark UHL’s position comparative to other Trusts, in terms of attracting legacy income. Data on this might be available from the Association of NHS Charities; HoF
- (c) noted plans to include improvement metrics in future iterations of the strategy;
- (d) queried whether the survey results took any account of likely cultural/ethnic diversity in terms of legacy giving – in response, the Head of Fundraising advised that the results were dependent on the diversity of the respondents. The Charitable Funds Committee Chair commented on the need for greater understanding of different practices and sensitivities, and advised working with community faith groups (such as the Association of British Muslims) on legacy-giving. LLR-wide work on end of life care could also help inform the legacy strategy, and HoF
- (e) agreed that the long-term legacy strategy would be re-presented to the Charitable Funds Committee once finalised, noting that the underlying actions would continue to be embedded in to the day to day working of the Charity in the meantime. HoF

Recommended – that (A) the fundraising update (including the development of the legacy strategy 2014-17) be noted;

(B) the Head of Fundraising contact the Travelwise Manager to discuss parking for visitors to the charitable appeals office once relocated to the LGH (Belgrave House [former renal unit]), including re-designation of the now-defunct ambulance bays; HoF

(C) benchmarking information be sought re: UHL’s comparative market position re: other NHS Trusts in terms of attracting legacies; HoF

(D) community faith groups be approached with a view to working more closely with UHL’s Charity in terms of legacy giving, and HoF

(E) the legacy strategy be updated and re-presented to the Charitable Funds Committee for approval once finalised. HoF

31/14 LEICESTER BABY LOSS APPEAL – UPDATE

The baby loss bereavement suite at the LGH (the Garden Room) was now finished and would be formally opened on 27 June 2014. All Charitable Funds Committee members were welcome to attend the opening, which would also involve Department of Health representatives. The Charitable Funds Committee Chair suggested that the invitation also be extended to other Non-Executive Directors. Baby loss rooms at the LRI site would now be developed (also using DoH funding), and a specific local funding pledge was also being pursued by the UHL fundraising team. The Charitable Funds Committee would continue to be kept updated on the development of the baby loss appeal facilities. HoF

Recommended – that all Non-Executive Directors and Charitable Funds Committee members be encouraged to attend the opening of the LGH baby loss Garden Room facility on 27 June 2014. HoF

32/14 OUR SPACE APPEAL – LESSONS LEARNED

The Head of Fundraising gave a presentation outlining the lessons learned from the Our Space Appeal to enhance teenage and young adult cancer facilities at UHL. He highlighted the identified need for successful appeals to benefit from (i) a clear systematic process; (ii) good project management skills and dedicated project team involvement; (iii) interdepartmental collaboration; (iv) clearly identified and passionate ‘project champions’, and (v) a clear vision of the benefits of the appeal, which could be clearly communicated to

patients, staff and the public. He particularly sought Charitable Funds Committee views on how best Leicester Hospitals Charity could manage expectations, choose its appeals, clarify the decision-making process from the outset, resource its work appropriately, and contribute to the smooth and easy running of the appeals process.

In response to the presentation and the questions above, the Charitable Funds Committee noted the need:-

- (a) for Board-level leadership and sponsorship of large-scale appeals from the outset. A Trust Board presence at fundraising events was also important;
- (b) to strengthen the 'project initiation process' stage when identifying who was needed on project boards and quantifying what was the minimum time input required. A dedicated project manager was also beneficial where possible;
- (c) to review the 'input cost' for the amount being raised by the appeal. It was vital that appeals were accurately and realistically costed and given a budget accordingly. It might also be necessary to explore increasing investment in the fundraising team, to deliver key campaigns;
- (d) for the Charity to be appropriately ambitious in its outlook, in terms of fundraising goals, and
- (e) to reflect UHL's overarching strategic direction when choosing appeals, informed also by patient feedback and clinical input.

Recommended – that the project management elements of future charitable appeals be strengthened (particularly for large projects), including specifying the minimum time input required from those involved and identifying project costs/resource requirements.

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33/14 PROPOSALS FOR A LEICESTER HOSPITALS CHARITY AGM

Paper G fleshed out proposals for a Leicester Hospitals Charity AGM, following the Charitable Funds Committee's April 2014 in principle support for such an event. It was proposed to hold the Charity AGM on either 9 or 16 October 2014 – the Charity Finance Lead agreed to contact the auditors and seek additional assurances from them that this would fit with the timescale for signing off the charity's accounts. Once confirmed, the accounts could be presented to the September 2014 Charitable Funds Committee and the end September 2014 Trust Board prior to the Charity AGM.

CFL

The Charitable Funds Committee Chair requested that it be mandatory for all UHL Trustees to attend the Charity's AGM, and he also advised developing a list of desired external attendees well in advance of the meeting.

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Recommended – that the timeline for the AGM requirements be sent to the auditors, with a view to obtaining assurance that the 2013-14 accounts would be ready by the required date (either 9 or 16 October 2014 – date to be confirmed once assurances were received), and

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(B) a list be drawn up of key individuals to attend the charity AGM (both internal and community-based).

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34/14 POSITION RE: USE OF CHARITABLE FUNDS TO PURCHASE ALCOHOL FOR CHARITABLE FUNDRAISING EVENTS

Paper H outlined UHL's current policy in relation to the use of charitable funds to purchase alcohol for charitable fundraising events. Following a review, no change was proposed to the position adopted in November 2011, which was that charitable funds could be used for this purpose provided that the event was by invitation only, the cost of the ticket included no more than (up to) 3 glasses of wine, and that such events did not take place on Trust property. The Head of Fundraising acknowledged, however, the need to remain appropriately aware of cultural sensitivities and diversity on the issue of alcohol. Although noting a query from the Committee Chair on how charitable funds donors would potentially view the use of charitable funds to purchase alcohol, it was agreed to maintain the position

adopted in November 2011 and set out above.

Recommended – that the Trust’s current position on the use of charitable funds to purchase alcohol for charitable fundraising events (as adopted in November 2011) be maintained as detailed in paper H.

ALL

35/14 FINANCE AND GOVERNANCE REPORT

Paper I presented the financial position of Leicester Hospitals’ Charity for the period ending 30 April 2014 and updated members on the status of the General Purposes Fund, the balance of which was currently somewhat lower than usual. This was potentially cause for concern, in the event of outstanding commitments. Following discussion, the Charitable Funds Committee delegated authority to the Interim Director of Financial Strategy to pursue actions aimed at increasing the level of General Purpose Charitable Funds (including eg release of endowments).

Recommended – that authority be delegated to the Interim Director of Financial Strategy to pursue actions aimed at increasing the level of General Purpose Charitable Funds (including eg release of endowments).

IDFS

36/14 RPORT BY THE CHARITY FINANCE LEAD

Resolved – that this Minute be classed as confidential and taken in private accordingly on the grounds of commercial interests.

37/14 ITEMS FOR APPROVAL

Paper J listed the grant applications being presented for Charitable Funds Committee approval, and confirmed that all bids had been initially reviewed by the charitable funds team to ensure that they were affordable, fell within the scope of the funds, and had been appropriately authorised by the fund holders. Any applications of £25,000 or more from either general purpose or restricted funds would require Trust Board approval as above the Charitable Funds Committee’s delegated limits for approval, and as today’s Charitable Funds Committee meeting was inquorate, all supported applications between £10,000 and £25,000 would also in fact require Trust Board approval and would be recommended accordingly. Appendix 1 of paper H detailed the applications (totalling £144,894) approved by the Charity Finance Lead in line with the scheme of delegation and which did not therefore require approval by the Charitable Funds Committee.

Following due consideration of the applications presented for approval, the Charitable Funds Committee:-

- (i) **did not approve application 4687** for £11,921 from the General Purposes Fund, to provide i-Pads for children to use within the paediatric ED, emergency decisions unit and acute medical unit. The Committee queried who would monitor the return of the devices and also queried whether i-Pads were the most suitable device available. Following discussion, the Committee agreed that a small-scale trial should be run by the CMG involving 2 tablet devices (not necessarily i-Pads), to gauge feedback on their use and also assess the likelihood of return, for a further update report to the September 2014 Charitable Funds Committee;
- (ii) **approved application 5006** for £500 from the General Purposes Fund to purchase 4 wheelchairs for the LGH outpatients department;
- (iii) **did not approve application 5040** for £94,140 to provide an iDXA total body scanner for the Leicester Diabetes Centre, to be funded by £65,000 from the medicines diabetes research restricted fund, a recent legacy left to the charity and £29,140 from the General Purposes Fund. Charitable Funds Committee members queried the intended ownership and use of the scanner, noting that UHL already had other scanners in place which were used for clinical work and querying the scope instead to use those existing machines. The Committee also queried whether the purchase of a scanner was the best use of the legacy

CFL

- involved. It was agreed that a more detailed report addressing these issues should be provided to the September 2014 Charitable Funds Committee, and **approved application 5044** for £11,160 from the Women's and Children's equipment fund for the provision of a colposcope for gynaecology services. CFL
- (iv)

Recommended – that (A) applications 5006 (£500) and 5044 (£11,160) be supported and recommended for Trust Board approval accordingly, and ALL

(B) the Charity Finance Lead feed back to the applicants in respect of applications 4687 and 5040, advising of the decision not to support them and the need for a further report on each to be submitted to the September 2014 Charitable Funds Committee as detailed in points (i) and (iii) above. CFL

38/14 ANY OTHER BUSINESS

There were no items of any other business.

39/14 IDENTIFICATION OF KEY ISSUES THAT THE COMMITTEE WISHES TO DRAW TO THE ATTENTION OF THE TRUST BOARD

Recommended – that the issues in confidential Minute 36/14 be drawn to the attention of the private Trust Board on 26 June 2014. CFC
CHAIR

40/14 CHARITABLE FUNDS COMMITTEE MEETING DATES 2014

Resolved – that the next Charitable Funds Committee be held on either Monday 8 or Monday 15 September 2014 (to be confirmed).

*Post meeting note – the date was subsequently confirmed as **Monday 15 September 2014**.*

The meeting closed at 1.03pm.

Cumulative Record of Members' Attendance (2014-15 to date):

Name	Possible	Actual	% attendance
P Panchal (Chair)	2	2	100
P Burlingham *	2	1	50
T Diggle *	2	2	100
P Hollinshead*	2	1	50
K Jenkins	2	0	0
R Overfield	2	1	50
N Sone *	2	2	100
P Spiers *	2	1	50
M Wightman*	2	2	100
S Ward *	2	1	50
R Kilner	1	1	100

* non-voting members

Helen Stokes - **Senior Trust Administrator**