

PWYLLGOR CRONFA ELUSENNOL CHARITABLE FUNDS COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 September 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Charitable Funds Risk Register
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mandy Rayani, Director of Nursing, Quality and Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Mandy Rayani, Director of Nursing, Quality and Patient Experience

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

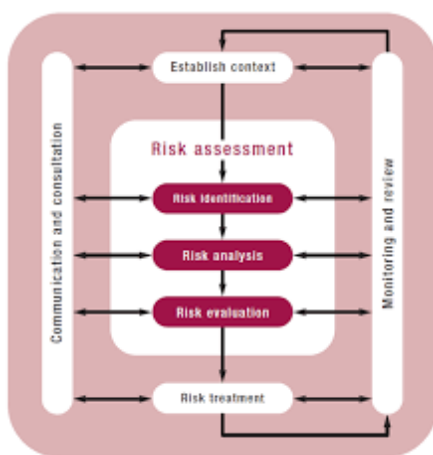
The Charitable Funds Committee (CFC) is responsible for providing assurance to the Board that operational risks aligned to the CFC are being identified, assessed and managed effectively.

This report provides an update on any charitable funds related risks and also details a new risk identified in the domain of charitable funds as well as the proposed actions to be put in place to provide assurance that the risk will be appropriately monitored and mitigated.

The CFC is asked to review and scrutinise the risks to seek assurance that all relevant controls and mitigating actions have been identified and can be implemented.

Cefndir / Background

Effective risk management requires a 'monitoring and review' structure to be in place to ensure that risks are effectively identified and assessed, and that appropriate controls and responses are in place.



(Risk Management Process, ISO 31000)

Operational risks are required to be managed within directorates under the ownership and leadership of individual executive directors, who must establish local arrangements for the review of their risk registers, which includes the validation of the information and risk scores, and the prioritisation and identification of solutions to their risks. In addition to these local arrangements, there are formal monitoring and scrutiny processes in place within Hywel Dda University Health Board (HDdUHB) with the aim of providing assurance to the Board that it is managing its risks effectively.

All risks identified within the Datix Risk Module must be aligned to a formal Board Committee, Sub-Committee or Group who will be responsible for the monitoring and scrutiny of risks which relate to their remit.

The CFC is responsible for the monitoring and scrutiny of operational risks within their remit, including:

- Scrutinising operational risks through the receipt of risk registers or service reports.
- Gaining assurance that risks are being appropriately managed, effective controls are in place and planned additional controls are being implemented.
- Challenging pace of delivery of risk actions.
- Identifying, through discussions, new and emerging risks and ensure that these are assessed by those with the relevant responsibility.
- Providing assurance to the Board that risks are being managed effectively and report risks which have exceeded tolerance through its Sub-Committee/Group update report.
- Utilising risk registers to inform meeting agendas.

Asesiad / Assessment

The CFC Terms of Reference state that it will:

- Contribute to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework (12.4).

There is one current risk in the domain of charitable funds:

Risk reference: 1373

Risk description: Risk that the charity will not sustain its income levels or meet its income generation target of +10% annually.

Attached at Appendix 1 is an update on the implementation of the risk actions to provide assurance that the identified mitigating actions are being put in place to minimise or reduce the likelihood of significant impact occurring. The current risk score is 6 which is below the CFC's tolerance level of 8.

As the charity's Integrated Performance Report (item 3.1) also demonstrates that the charity's overall income from donations, grants and legacies to 31st July 2022 has increased significantly and further increases are predicted during the financial year, it is recommended that this risk is closed as it is not likely to materialise.

It is also recommended that a risk-based approach will be undertaken to manage any future issues that may arise relating to the risk, with appropriate management actions being implemented at an operational level and any concerns escalated to the CFC as and when

required, noting that income levels are reported to the CFC on a quarterly basis via the Integrated Performance Report.

Where significant future issues or risks are identified, suitable actions to minimise or reduce the likelihood of harm occurring will be implemented. Where this is not possible, consideration will be given to whether it would be appropriate to add any these risks to the departmental Risk Register or whether they should be escalated onto the Directorate Risk Register and reported to the CFC accordingly.

Argymhelliad / Recommendation

The Charitable Funds Committee is requested to:

- **DISCUSS** and **CONFIRM** whether risk 1373 can be closed and that a risk-based approach is undertaken to manage any future issues that may arise relating to the risk at an operational level with appropriate management actions.

This in turn will enable the CFC to provide the necessary assurance to the Board, or otherwise, that HDdUHB is managing any risks effectively.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	12.4 In doing so, the Committee shall contribute to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	1373 - There is a risk that the charity will not sustain its income levels or meet its income generation target of +10% annually.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	2E Evidencing impact of charitable funds
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	10. Not Applicable

Gwybodaeth Ychwanegol:

Further Information:	
Ar sail tystiolaeth: Evidence Base:	Underpinning risk registers on the Datix Risk Module from across HDdUHB's services, reviewed by risk leads/owners.
Rhestr Termau: Glossary of Terms:	Risk Appetite - <i>the amount of risk that an organisation is willing to pursue or retain</i> (ISO Guide 73, 2009) Risk Tolerance - <i>the organisation's readiness to bear a risk after risk treatment in order to achieve its objectives</i> (ISO Guide 73, 2009)
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	Head of Hywel Dda Health Charities Head of Assurance and Risk

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No direct impacts from report, however, impacts of each risk are outlined in risk description.
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct impacts from report, however, impacts of each risk are outlined in risk description.
Gweithlu: Workforce:	No direct impacts from report, however, impacts of each risk are outlined in risk description.
Risg: Risk:	No direct impacts from report, however organisations are expected to have effective risk management systems in place.
Cyfreithiol: Legal:	No direct impacts from report, however proactive risk management including learning from incidents and events contributes towards reducing/eliminating recurrence of risk materialising and mitigates against any possible legal claim with a financial impact.
Enw Da: Reputational:	Poor management of risks can lead to loss of stakeholder confidence. Organisations are expected to have effective risk management systems in place and take steps to reduce/mitigate risks.
Gyfrinachedd: Privacy:	No direct impacts
Cydraddoldeb: Equality:	Not Applicable

Risk Ref	Status of Risk	Health and Care Standards Directorate	Directorate lead	Management or service lead	Date risk identified	Risk Statement	Existing Control Measures Currently in Place	Domain	Risk Tolerance Score	Current Likelihood	Current Impact	Current Risk Score	Additional Risk Action Required	By Whom	By When	Progress Update on Risk Actions	Lead Committee	Target Likelihood	Target Impact	Target Risk Score	Detailed Risk Decision	Review date
1373	Service or Department Level Risk	NQPE: Charitable Funds	Llewelyn, Nicola	Llewelyn, Nicola	01-Mar-22	<p>There is a risk that the charity will not sustain its income levels or meet its income generation target of +10% annually.</p> <p>This is caused by • General decline in income across the UK charitable sector as a result of the COVID-19 pandemic.</p> <ul style="list-style-type: none"> • Uncertainty of the effects on individual giving as a result of the pandemic as well as increasing pressures on households as the cost of living rises. • Uncertainty of the effects on community fundraising and mass participation events as a result of the pandemic. • Unpredictability of legacy income as well as significant delays at probate. • Uncertainty on the future funding priorities of grant giving trusts and foundations from 2022/23 and beyond, as many key funders have re-focused their efforts on response funding to alleviate the effect of the pandemic on disadvantaged groups. • Public perception of the NHS and supporting NHS charities. <p>This will lead to an impact/affect on charity's ability to improve experiences for, and make a positive difference to, the health and wellbeing of HDdUHB patients, service users and staff. This could also lead to an impact on the charity's resources and sustaining the charity's current staffing structure.</p> <p>Risk location, Health Board wide.</p>	<p>Key deliverables for 2022/23 included in the 'plan on a page' for the HDdHC's planning objective 2E. Delivery to be reported to CFC and Public Board.</p> <p>Operational work plans for each of the objectives within the HDdHC three-year plan (2020-23), led by the Head of Hywel Dda Health Charities, Fundraising Manager and Senior Finance Business Partner.</p> <p>Charitable income performance reported to the Charitable Funds Committee (CFC) on a quarterly basis for scrutiny and assurance.</p> <p>Monthly income reports from all income sources available to the Head of Hywel Dda Health Charities (HDdHC) and Fundraising Team.</p> <p>Fundraising Manager has monthly 1-2-1s with the Fundraising Team to discuss operational issues and progress against the fundraising workplan.</p> <p>Head of Hywel Dda Health Charities has a monthly 1-2-1 with the Fundraising Manager to discuss operational issues and progress against the fundraising workplan.</p>	Business objectives/projects	8	2	3	6	<p>Monthly financial income reports to include more detailed comparison data from previous years to better understand any trends or areas of concern.</p> <p>Implement the key phases from the 2022/23 'plan on a page' document.</p> <p>Fundraising Manager to develop operational work plans for each of the charity's income sources, ensuring the best use of resources and a high return on investment.</p> <p>Senior Communications Officer to implement the charity's 2022/23 marketing and communications plan.</p>	<p>Bowen, Julie Finance Business Partner</p> <p>Llewelyn, Nicola Head of Hywel Dda Health Charities</p> <p>Nickerson, Tara Fundraising Manager</p> <p>Pearce, Matthew Senior Communications Officer</p>	<p>COMPLETE</p> <p>31/03/2023</p> <p>30/06/2022</p> <p>31/03/2023</p>	<p>The format of monthly financial income reports have been updated to include more detailed comparison data from previous years.</p> <p>Key phases of the 2022/23 'plan on a page' are being implemented in line with the schedule for delivery, as per the updated provided in paper 2.2 'Assurance on Planning Objectives Aligned to Charitable Funds Committee' to be presented at the September 2022 CFC meeting.</p> <p>Work plan/fundraising event templates have been revised to ensure the best possible return on investment from each initiative. The new 'Pennies from Heaven' payroll giving scheme will be launched in October 2022. We have been confirmed as charity partner for the 2023 Long Course Weekend Wales event following significant exposure and fundraising success as 'Powered By Partner' for the 2022 event. We have signed up with a new Text Giving provider, increasing the number of ways individuals can donate.</p> <p>Further progress on implementing the plan has continued this quarter. Extensive coverage on social and external media secured for events and campaigns such as the Coastal Path Walk, Long Course Weekend and Wish Fund. New marketing materials for external events were developed, and targeted newsletters and e-bulletins were issued to key audiences. A video on the charity's work in 2021/22 was produced, and three impactful video interviews supporting the Bronglais Chemo Appeal were published.</p>	Charitable Funds Committee	2	3	6	Tolerate	05-Sep-22

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													Utilise the NHS Charities Together 'development grant' to commission an external review of the charity's strategic objectives, structure and resources to develop the longer-term strategy.	Llewelyn, Nicola Head of Hywel Dda Health Charities	28/02/2023	The development grant self-assessment tool has been completed by fundraising, communications and finance colleagues to help understand key strengths and identify areas for future development. Results indicate that it would be beneficial for the grant to focus on helping the charity to benchmark fundraising against comparable organisations and support us to develop a new fundraising strategy as well as investment in new fundraising methods such as contactless donation stations.						