



**PWYLLGOR CRONFA ELUSENNOL  
CHARITABLE FUNDS COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	20 <sup>th</sup> September 2019
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Fundraising appeal for the development of a new Chemotherapy Day Unit at Bronglais General Hospital
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Sarah Jennings, Director of Partnerships & Corporate Services
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Nicola Llewelyn, Head of Hywel Dda Health Charities

<b>Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)</b>
Ar gyfer penderfyniad/For Decision

**ADRODDIAD SCAA  
SBAR REPORT**

Sefyllfa / Situation

A business case relating to the development of a new Chemotherapy Day Unit (CDU) at Bronglais General Hospital (BGH) is being presented at a forthcoming Hywel Dda University Health Board (UHB) Public Board meeting.

An element of the business case will discuss the capital investment requirements for the development and the status of funding available. The business case will also propose that a fundraising appeal is developed under the umbrella of Hywel Dda Health Charities to meet the shortfall in funds required for the development.

This paper presents the Charitable Funds Committee (CFC) with a summary of areas for consideration relating to the development of a fundraising appeal for a new CDU at BGH, in line with Charity Commission guidance.

Cefndir / Background

It has long been recognised that the physical environment of the current CDU at BGH is not fit for purpose. Whilst the excellent clinical teams deliver the very best care possible, the physical location of the current unit is unsuitable. As a result, an internal project group was formed in autumn 2017 to explore the options to develop a new CDU within the hospital to ensure that a safe, local and fit for the future solution is implemented for the delivery of chemotherapy and associated medicines for our patients.

The business case being presented to a forthcoming UHB Public Board meeting on will demonstrate the need for a new CDU at BGH and ask the Board to approve the development of a new CDU.

The business case will confirm that the project requires funding of £1,822,306 for the development based on the following budget estimated costs:

<b>Element</b>	<b>Total £</b>
Works costs	935,994
Planning contingency	140,399
Statutory fees	8,500
Enablement/adaption works	40,000
Informatics & telecommunications	93,599
Variable items - VAT	243,698
Internal & external fees	165,679
Non works costs	15,000
Equipment/furniture	179,437
<b>Total cost</b>	<b>1,822,306</b>

The business case will also present the current status of funding available for the development:

<b>Contribution from</b>	<b>Total £</b>	<b>Status</b>
UHB discretionary capital funding	364,461	Approved as a pre-commitment from the UHB's 2020/21 discretionary capital programme.
Ceredigion Cancer Services T865	287,496	Proposed contribution from existing charitable funds held for cancer services at Bronglais Hospital. Represents 75% of the current fund balance. CFC approval required.
BA Jenkins Legacy Fund T332	259,977	UHB charitable funds committed to the scheme in 2015 (£250k). Approval of the additional £9,977 (interest growth) required.
Trustees of the Mid Wales Scanner Appeal	193,000	Confirmed contribution from the trustees of the external charity. Funds held externally.
Trustees of the Mid Wales Colo-Rectal Cancer Fund	123,000	Confirmed contribution from the trustees of the external charity. Funds held externally.
<b>Total</b>	<b>1,227,934</b>	

To meet the estimated £0.594m shortfall in funds required for the development, it is proposed that a fundraising appeal is developed under the umbrella of Hywel Dda Health Charities, subject to the development being approved by Board.

### Asesiad / Assessment

Hywel Dda University Health Board (UHB) was appointed as corporate trustee of its charitable funds by virtue of Statutory Instrument 2009 No. 778 (W.66), with the Board serving as its agent in the administration of the charitable funds held by the UHB.

In accordance with the UHB's Standing Orders and Scheme of Delegation, the Board has nominated the Charitable Funds Committee to:

- i. Make and monitor arrangements for the control and management of the UHB's charitable funds, within the budget, priorities and spending criteria determined by the Board and consistent with the legislative framework.
- ii. Provide assurance to the Board in its role as corporate trustees of the charitable funds held and administered by the UHB.
- iii. Agree issues to be escalated to the Board with recommendations for action.

The role of the Charitable Funds Committee (CFC) should therefore involve consideration of whether a fundraising appeal to meet the estimated shortfall in funds required for the development of a new CDU at BGH is in the best interests of the charity.

To ensure that the CFC is discharging its duties to act in the best interests of the charity when making decisions, members are asked to consider the following:

### **1. Public benefit requirements**

In accordance with charity law, all charities must have purposes that are for the public benefit. Any charitable fundraising appeals must therefore be for charitable purposes and 'for the public benefit'.

The BGH CDU fundraising appeal would seek to raise sufficient funds to meet the estimated funding shortfall required for the development. The development of the new unit would ensure that the population of Ceredigion and the neighbouring counties of Powys and Gwynedd would be treated in a modern and welcoming environment to match the outstanding care they receive from staff. It would also provide:

- A significantly improved environment for patients to offer comfort in more modern surroundings.
- Additional facilities such as counselling rooms and private spaces to ensure the ability to deliver privacy and dignity to patients and their families.
- A fit-for-the-future environment to deliver chemotherapy and haematological services, resulting in greater clinical efficiency and effectiveness for clinical staff.

### **2. Application of funds raised**

The Charity Commission recommends that careful consideration is given to the purpose(s) of a charitable appeal and to the terms and wording used in an appeal. The Charity Commission has jurisdiction over funds raised as charitable appeals and those holding these funds. The Charity Commission can intervene if necessary to ensure that funds are applied for the charitable purposes for which they have been raised. If the purpose specified in an appeal cannot for some reason be achieved, or too much or too little money is raised, it can often present difficulties which can only be resolved by formal processes.

These difficulties can be avoided if proper attention is paid to the wording of charitable appeals to ensure that all appeals clearly state what would happen to any surplus funds and what would happen to donations if not enough funds are raised.

#### **2.1 Single purpose appeals**

Where one single purpose for an appeal has been specified, there is a higher risk of the charity either not raising enough funds to carry out that purpose or having funds left over which cannot be used for any other purpose.

*'To provide a new Chemotherapy Day Unit for Bronglais General Hospital'*

In this case if too much or too little money is raised to achieve this purpose, the charity would be required to go through a formal process to allow funds to be used for any other purpose.

## 2.2 Twin purpose appeals

If a charitable appeal has a twin or multiple purposes, each purpose has equal priority. This offers more flexibility in applying the funds however this may dilute the strength of the appeal to the public.

*'To provide a new Chemotherapy Day Unit for Bronglais General Hospital and more generally relieving the needs of those affected by cancer across Ceredigion'*

In this case the funds raised could be used for either or both of the purposes.

## 2.3 Secondary purpose appeals

Alternatively, an appeal with one single purpose could make provisions in the appeal literature for what happens to funds raised after the primary purpose has been achieved and what happens to funds if not enough is raised to carry out the primary purpose. This is described as having a secondary purpose which differs from having twin or multiple purposes because the priority is to apply money to the primary purpose.

*2.3.1 'To provide a new Chemotherapy Day Unit for Bronglais General Hospital. Once this aim has been achieved, or not enough money is raised to carry out this aim, any surplus or unused funds will be used to relieve the needs of those affected by cancer across Ceredigion.'*

*2.3.2 'To provide a new Chemotherapy Day Unit for Bronglais General Hospital. Once this aim has been achieved, any surplus or unused funds will be used to relieve the needs of those affected by cancer across Ceredigion.'*

The examples above set out how funds will be used if there are any funds left over after achieving the primary purpose of the appeal or not enough money is raised. This secondary purpose would result in any remaining funds being used for wider aims but those closely associated with the overall aim of the appeal.

## **3. Fundraising appeal target**

As outlined above, the current budget estimated costs for the development of a new CDU at BGH are £1,822,308. The current estimated shortfall in funds required for the development is £0.594m and it is proposed that the target for the fundraising appeal is set to meet the shortfall in full.

We are in a well-placed position to achieve this target due to our track record of attracting considerable charitable donations into our Ceredigion cancer services charitable fund:

<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>M4 July 2019</b>
£32,067	£59,005	£100,708	£167,207	£32,663

There has been a considerable increase in charitable donations in recent years to cancer services in Ceredigion. Our local communities have demonstrated their commitment to support local cancer services and are motivated in helping us to develop a new CDU at BGH. In recent times of economic uncertainty and increasing competition amongst charities nationally, our

charity has seen a notable increase in donations for Ceredigion cancer services and the appeal will build on these firm foundations.

#### 4. Approach to fundraising

Our approach to fundraising would adopt the standard four phase model for a capital fundraising appeal. This model has been followed by a number of NHS charities who have developed successful fundraising appeals:

<b>Phase 1</b>	Planning	<ul style="list-style-type: none"> <li>• Ensuring appropriate governance arrangements are in place</li> <li>• Developing a case for support</li> <li>• Identifying the resources required to manage a successful appeal</li> <li>• Planning of fundraising activities/campaigns in line with fundraising regulations and legislation</li> <li>• Developing communications/marketing plans</li> </ul>
<b>Phase 2</b>	Private	<ul style="list-style-type: none"> <li>• Making private approaches to potential supporters (e.g. trusts and foundations, corporate, high net worth individuals) to create momentum for phase 3</li> <li>• Developing relationships with key stakeholders</li> </ul>
<b>Phase 3</b>	Public	<ul style="list-style-type: none"> <li>• Public launch of fundraising appeal</li> <li>• Implementation of fundraising campaigns and communications/marketing plans</li> <li>• Recommended for a minimum of 12-months</li> </ul>
<b>Phase 4</b>	Post-Appeal	<ul style="list-style-type: none"> <li>• Thanking supporters</li> <li>• Delivery of capital project</li> <li>• Converting appeal donors into longer-term supporters</li> </ul>

The timelines associated with the phases outlined above will be dependent upon the approval of the development of the new CDU by Board. Should the development be approved by Board in September, it is anticipated that a fundraising appeal will be launched during November/December 2019.

The timescales relating to the duration of the appeal will also be dependent upon the phasing of the capital development and associated works however it is recommended that the duration of the fundraising appeal is for a minimum of 12-months.

No additional staffing costs have been identified as a requirement of the appeal. All associated non-pay costs such as design and printing costs have been built into to the overall cost of the development, as per customary practice.

#### 5. Governance arrangements

The Bronglais General Hospital Chemotherapy Day Unit Project Group was established in autumn 2017 and operates in line with the 'NHS Wales Infrastructure Investment Guidance, WHC (2018) 043'.

The aim of the Project Group is to ensure a safe, local and fit for the future solution is implemented for the delivery of chemotherapy (and associated medicines) for Ceredigion patients with the following key functions:

1. To develop and agree a suitable service model for the delivery of chemotherapy for Ceredigion patients.
2. To determine and progress with the most appropriate capital funding route whether that be discretionary application, charitable funding application or accessing All Wales Capital Funding (via a Business Justification Case route).
3. To oversee, approve and monitor the project to ensure it meets its capital investment and service objectives. To approve capital investment proposals relating to the project.
4. To ensure appropriate evaluation of the service change and address any areas of concern.

It is proposed that a Fundraising Sub-Committee of the Project Group is established to oversee the development and implementation of a fundraising appeal. The Sub-Committee would in turn report to the Charitable Funds Committee on a quarterly basis.

The Sub-Committee will be responsible for monitoring progress of the appeal to ensure that it achieves its key milestones as well as ensuring co-ordination between all appeal fundraising and communications activities at both an operational and strategic level.

The Project Group is responsible for the development's risk register along with mitigation measures. Any risks identified by the Sub-Committee will feed into the Project Group's risk register.

#### Argymhelliad / Recommendation

The Charitable Funds Committee is asked to **NOTE** the areas for consideration relating to the development of a fundraising appeal for a new CDU at BGH.

Subject to the development being approved by Board, the Charitable Funds Committee is also asked to:

- **APPROVE** the development of a fundraising appeal under the umbrella of Hywel Dda Health Charities for a new Chemotherapy Day Unit at Bronglais Hospital, in anticipation of this scheme being approved by Board.
- **CONSIDER** and **AGREE** the most appropriate purpose(s) for the charitable appeal.
- **REAFFIRM ITS COMMITMENT** to the £250,000 of charitable funds committed to the scheme in 2015 and **APPROVE** the additional sum of £9,977 of current and any future interest growth to the scheme.
- **APPROVE** the contribution of £287,496 from the Ceredigion Cancer Services charitable fund (T865) to the development.
- **NOTE** the governance arrangements for the fundraising appeal.

#### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference:  
Cyfeirnod Cylch Gorchwyl y  
Pwyllgor:

- 5.1 To make and monitor arrangements for the control and management of the Board's charitable funds, within the budget, priorities and spending criteria determined by the Board and consistent with the legislative framework.
- 5.2 To provide assurance to the Board in its role as corporate trustees of the charitable funds held and

	administered by the Health Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Statement</a>	Not Applicable

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termau: Glossary of Terms:	Included in the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	Bronglais General Hospital Chemotherapy Day Unit Project Group

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Ariannol: Financial / Service:</b>	No additional staffing costs have been identified as a requirement of the appeal. Any non-pay costs such as design and printing costs have been built into to the overall cost of the development.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	The fundraising appeal seeks to provide a significantly improved environment for patients to offer comfort in more modern surroundings.
<b>Gweithlu: Workforce:</b>	Not applicable
<b>Risg: Risk:</b>	There are reputational risks if the appeal is associated with unethical fundraising or public opposition to a NHS charity launching an appeal of this nature.
<b>Cyfreithiol: Legal:</b>	The fundraising appeal would be developed in line with Charity Commission guidance and fundraising regulations.

<b>Enw Da:</b> <b>Reputational:</b>	It is envisaged that the main media interest will be focused on the Board level discussions regarding the development. There are however reputational risks if the appeal is associated with unethical fundraising or public opposition to a NHS charity launching an appeal of this nature.
<b>Gyfrinachedd:</b> <b>Privacy:</b>	No impact
<b>Cydraddoldeb:</b> <b>Equality:</b>	No EqlA is considered necessary for a paper of this type.