

Raising Concerns

At the end of December, the trust received a letter of concern about the high turnover of staff in our charity together with the costs of recruitment of new staff. In addition concerns about the culture were raised about the same area.

The following documents summarise the findings of investigations carried out about these concerns by our auditors and workforce director.



10th February 2017

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Private and Confidential

Christine Outram
Chair
The Christie NHS Foundation Trust

Dear Christine,

Further to receipt of a concern raised within the Christie Charity, I am writing to you to provide details of a review I have undertaken in relation to culture within The Christie Charity.

As indicated in the CQC well-led domain the following factors are used as a measure to understand culture

- Leadership
- Line management
- Opportunity for innovation
- Staff engagement
- Learning and development.

I have provided a summary below of the way in which the fundraising team and the corporate development division overall operate within the Trust, focusing specifically on the culture metrics.

Staff Engagement

Staff engagement is measured through a number of two way feedback events, including the annual staff survey. The staff survey results indicate high levels of staff engagement.

- In the 2016 staff survey the corporate development team rated as 4.27 (out of 5) for engagement (which was the most engaged team within the Trust, against an average of 4.02)
- In 2015, the score for engagement was 82 (out of 100) (against the Trust average of 80, and overall national average of 76). Responses indicated that staff would recommend The Christie as a place to work and receive care. Staff are also motivated, receive recognition from management and are supported by their line managers.

Leadership and organisational commitment

The Director of fundraising and corporate affairs visits the charity team several times per week to ensure that feedback on their successes is provided as well as an opportunity to ascertain if the team need help with any difficult issues, or wish to raise any issues they might have.

Line Management

The management team operate in line with best practice, and activities that support engagement of staff include individual monthly 1:1's for every staff member and weekly team meetings held by the head of fundraising. Teams also benefit from regular away days in which external speakers and work shop activities take place for their development. In addition peer support and opportunity to work in collaboration is evident within the team.

Opportunity for innovation

The opportunity for innovative working and to suggest new ways of working are achieved through team 'espresso sessions' on a monthly basis, in which each team takes it in turn to talk about their given area of work and get support from all staff. These ensure every member of the team is aware of what's going on. These sessions also are used for teams to bring problems for wider discussion and support.

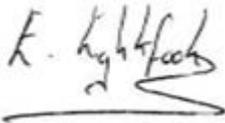
Learning and development

Continual learning and development is encouraged and staff are supported to complete the Institute of Fundraising's (IOF) fundraising certificate which is professionally recognised within the charity sector. There are also many opportunities for formal training (via DSC and IOF).

In addition, engagement activities have taken place within the fundraising team, with the objective of building on the morale of the team. This has included resilience training for all staff through an external facilitator. This was designed to support staff with their workloads, internal relationships and provide them with problem solving techniques.

Based on the evidence I have obtained I can confirm that the Christie Charity has a positive culture and demonstrates high performance when measured against other divisions and the Trust overall engagement metric. Furthermore my review has shown the continued work undertaken by the fundraising team to support and facilitate good staff engagement.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'E. Lightfoot', with a horizontal line underneath.

Eve Lightfoot
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8th February 2017

Dear Joanne,

RE: The Christie Charity

Further to our recent audit review in relation to the Christie Charity and the advice received from Tarnside Consulting Ltd our audit conclusions are detailed below.

The Christie charity is an exceptional charity and as such there are no comparative health charities operating at this scale outside of London. Therefore in our review of the scale of recruitment and turnover within the charity comparing to other health organisations across our client base in the North we found that this comparison was futile as we were not comparing like for like.

We are aware that the market for fundraisers outside of London can be challenging and in order to attract the right person many regional charities will use recruitment consultants. Costs for such consultants vary and our review confirmed that recruitment practices across the health charity sector also varied, there is no standard approach. Our work has confirmed that very few charities keep a separate budget line in their accounts for recruitment, this is often hidden in administrative and management costs. In our experience this is not information that is openly reported.

The turnover of staff in the charities sector is notoriously high and discussions with other NHS organisation charitable leads illuminated that often staff will choose to work within a prestigious charity such as The Christie for a short period of time to enhance their CV. This was echoed by Tarnside Consulting who cited the often quoted figure of an 18 month turnover. They also quoted Agenda Consulting people count third sector report in 2014



which put turnover at 22% in the public/ voluntary sector as opposed to 14% in the private sector.

Taking into account observations from our audit review and the advice received from Tarnside Consulting Ltd, our audit conclusion is that the recruitment costs and levels of turnover within the Christie Charity appear to be within the normal range seen within the Charity sector.

Yours sincerely

Anne-marie harrop

Anne-marie Harrop

Assistant Director

