



Health Care South Sudan: policy booklet

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Safeguarding Policy

The care and protection of children, young people and adults involved in Health Care South Sudan's activities is the responsibility of all Trustees.

Health Care South Sudan is committed to:

- promoting a safer environment and culture.
- safely recruiting and supporting all those with any responsibility related to children, young people and vulnerable adults within the charity.
- responding promptly to every safeguarding concern or allegation.
- caring pastorally for victims/survivors of abuse and other affected persons.
- caring pastorally for those who are the subject of concerns or allegations of abuse and other affected persons.
- responding to those that may pose a present risk to others.

Health Care South Sudan will:

- Create a safe and caring place for all.
- Have a named Trustee to implement policy and procedures.
- Safely recruit, train and support all those with any responsibility for children, young people and adults to have the confidence and skills to recognise and respond to abuse.
- Ensure that there is appropriate insurance cover for all activities involving children and adults undertaken in the name of Health Care South Sudan.
- Display on the Health Care South Sudan website the details of who to contact if there are safeguarding concerns or support needs.
- Listen to and take seriously all those who disclose abuse.
- Take steps to protect children and adults when a safeguarding concern of any kind arises.
- Offer support to victims/survivors of abuse regardless of the type of abuse, when or where it occurred.
- Care for and monitor any person involved in the work of Health Care South Sudan who may pose a risk to children and adults whilst maintaining appropriate confidentiality and the safety of all parties.
- Ensure that health and safety policy, procedures and risk assessments are in place and that these are reviewed periodically.
- Review the implementation of this Safeguarding Policy at least annually.

Investment Policy

A. Short term deposits

- 1) All bank accounts require two signatures (or the personal passwords of two signatories) to operate.
- 2) Only the following institutions can be used: Barclays Bank,
- 3) Additional institutions can be added on the approval of all Trustees.
- 4) The length of any term deposit shall be decided by the Trustees.

B. Other investments

- 1) All investments require two signatures (or the personal passwords of two signatories) to operate.
- 2) Only the following institutions can be used:
- 3) Additional institutions can be added on the approval of all Trustees.
- 4) No investment will be made in individual company shares, except at the request of all Trustees.
- 5) Investments will only be made in pooled investment vehicles chosen by the Trustees.
- 6) Increases or withdrawals from an investment are to be approved by the Trustees.
- 7) Due consideration will be given to the ethical status of all investments.

C. Underlying principles

Health Care South Sudan will invest in funds responsibly seeking a balance between income and appreciation of capital, taking account of the risks entailed, aware that a higher income or higher capital appreciation nearly always involves higher risk, and also invest funds mindful of both short term and longer term needs, and consider these carefully and prudently.

Risk management policy

Background

Health Care South Sudan's trustees take their responsibility for the charity seriously and this includes ensuring a comprehensive approach to risk management for all aspects of the charity's operations. Examples of risks to the charity include governance, operational, financial, external and compliance. This policy is intended to outline the steps that the charity will take to:

- Avoid and reduce risk
- Where appropriate consider transferring it, for example by taking out insurance
- Plan for how to manage the possible consequences if risk happens

Policy

Using the risk register template outlined overleaf, Healthcare South Sudan adopts the NCVO's seven step to ensure it identifies, evaluates and controls risks:

1. Identify risks: trustees to consider the charity's objectives at an organisational and individual project level and what may prevent these from being achieved.
2. Analyse risks: using the impact and likelihood guidance outlined overleaf, trustees are to score the risk.
3. Prioritise risks: building on the scoring of the impact and likelihood, trustees are to prioritise risks using the overall risk guidance outlined overleaf.
4. Determine appetite for risk: based on the priority and context of each individual risk, trustees are to use judgement and agree the level of risk the charity is willing to take on.
5. Mitigation measures to reduce and control the risks: charity trustees should agree measures to mitigate and manage risks as best possible and to a level that the charity is comfortable with.
6. Give assurance: risk owners identified in the completed risk register template should confirm at agreed regular intervals that mitigation measures are being implemented and monitored.
7. Monitor and review risks: as part of a standing item on trustee meeting agendas, the risk register can be monitored and updated to ensure sufficient management and the early identification of new risks.

Risk register template

Risk Identified	e.g. lack of funding for committed project
Likelihood score	e.g. probable (4)
Impact score	e.g. major (4)
Overall risk score	e.g. high (20)
Mitigation measures	e.g. Fundraising planned by trustees
Retained risk	e.g. Medium
Monitoring process	e.g. Bi-monthly
Responsibility	e.g. treasurer
Further action required	e.g. n/a
Date of review	e.g. next trustee meeting

Impact scoring guidance for template

Impact of Risk	Impact Score
Insignificant	1
Minor	2
Moderate	3
Major	4
Extreme	5

Likelihood scoring guidance for template

Likelihood of risk	Likelihood score
Remote	1
Unlikely	2
Possible	3
Probable	4
Highly probable	5

Overall risk scoring guidance for template

Extreme (5)	10	15	20	25	30
Major (4)	8	12	16	20	24
Moderate (3)	6	9	12	15	18
Minor (2)	4	6	8	10	12
Insignificant (1)	2	3	4	5	6
	Remote (1)	Unlikely (2)	Possible (3)	Probable (4)	Highly probable (5)

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Conflict of Interest Policy

Policy

1. At the start of each Trustee Meeting each of the Trustees will be asked, having regard to the Agenda, to declare any personal conflict of interest for any of the matters on the Agenda. All declarations will be recorded in the minutes.
2. The default position is that any Trustee who has declared such a conflict may only participate in the discussion of the topic if requested to do so by the remaining Trustees and will not be able to vote on the topic.
3. During a discussion on any topic at a Trustee Meeting, any Trustee can ask the Chair to ask any other Trustee if they have any personal conflict of interest on that topic.
4. General application of principles beyond Trustee Meetings: the above principles apply to all other decisions made on behalf of the Trustees or made in the Trustees' name. This includes, for example, decisions relating to recruitment, purchasing, awarding contracts etc. This list is not exhaustive.

What is a conflict of interest?

A conflict of interest arises when the best interests of a Trustee or decision maker acting on behalf of the Trustees are, or could be, different from the best interests of Health Care South Sudan.

A conflict may be something that affects the Trustee or decision maker directly, or indirectly, through a family member or friend or business partner.

A Trustee, or decision maker acting on behalf of the Trustee, has a duty to put the best interests of Health Care South Sudan first and to safeguard the assets and reputation of Health Care South Sudan.

Statement of Intent

The Trustees are committed to ensuring that the decisions and decision making processes of Health Care South Sudan are, and are seen to be, free from personal bias and do not unfairly favour any individual connected with Health Care South Sudan.

Complaints policy

Policy

Health Care South Sudan is a caring organisation that seeks to uphold the highest ethical standards at all times. All complaints will be taken seriously, escalated in an appropriate manner and dealt with promptly. We will always comply with the law, our values and ethics and the mission statement of our charity, which is:

“The relief of sickness and the preservation and protection of health in South Sudan, in particular but not exclusively by supporting the charitable work of the South Sudan Health Association (an indigenous non-governmental organisation registered in both Kenya and by the government of South Sudan, which administers a number of primary health care units and primary health care centres in South Sudan).”

A complaint is: *any expression of dissatisfaction, whether justified or not, about any aspect of Health Care South Sudan – encompassing both our fund raising and advocacy work in the UK or elsewhere or project work in South Sudan.*

All complaints will be handled sensitively and only shared with the appropriate charity or external personnel and complying with GDPR and data protection law. Complaints can be made by any external party with an interest in the operations of Health Care South Sudan. Internal complaints will be managed separately to this policy.

Unless not required, for each complaint a note will be made in a dedicated complaints logbook, an investigation will take place and a report will be produced. Where complaints are upheld, disciplinary action will take place if appropriate and pertaining to an individual or individuals. In each case, we will set out if and how the complaint’s resolution has led to a change in our policies or future behaviour. If ever necessary, complaints will be referred to relevant external services, such as the Charity Commission, the Police or CPS where we are unable or unqualified to resolve them.

If a complaint is made, an acknowledgement of receiving the complaint will be made within 10 working days and a response setting out how we intend to deal with that complaint will be given within 20 working days. We will keep the complainant updated weekly on how their complaint is being dealt with. We will share the results, redacting information where it is not legally possible to share it, of our investigation with the complainant. Ultimate responsibility for investigating and responding to a complaint lies with the Board of Trustees as the governing body of Health Care South Sudan. If it is felt that the resolution is not satisfactory, then the complaint can be referred back to the Board of Trustees for review and further investigation.

The complaints policy and procedure may be altered for a good and clearly justified reason. Our policy and procedure will be reviewed annually.

Procedure for making a complaint

- Complaints may be made by email to complaints@healthcaresouthsudan.org.uk, by post to: HCSS Complaints, 28 St Ann Street, Salisbury
- We will also receive complaints via social media: @HealthCareSSudan and [facebook.com/healthcaresouthsudan](https://www.facebook.com/healthcaresouthsudan)

Environmental policy

Policy

With recognition of our small size and resultant relatively low environmental impact, we will endeavour to encourage green technology where possible in our projects in South Sudan and offset any international travel.

Each year we will produce an approximate travel carbon footprint for the Trustees, showing the carbon impact associated with our UK operations and any international flights. This will allow for scrutiny and to help us to identify how we might reduce that impact.

In the circumstances that the charity grows substantially, and following agreement among the Trustees, we will undertake:

- A more detailed measurement of our carbon footprint, with an action plan produced for how we will reduce it
- Funding of environmentally sustainable elements of primary health care interventions in South Sudan (such as sustainable solar power for clinics and training in maintaining such technology)

We will keep our policy under review to assess how we might improve it each year.