



(Registered Charity No. 213213)

# **Hospital of Sir John Hawkins, Knight in Chatham**

## **Governors' Handbook**

**2021**

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## **HISTORY OF SIR JOHN HAWKINS HOSPITAL CHATHAM.**

The Hospital is the oldest organisation in the country for the support of Armed Forces people and their families. It was founded by the famous Elizabethan sailor, Sir John Hawkins, who was granted a Royal Charter by Queen Elizabeth I on 27th August 1594. He established the almshouses originally for ten or more mariners and shipwrights who had served in or for the Royal Navy.

In 1798 the almshouses were completely rebuilt as ten two-storey cottages, forming a three-sided courtyard, which opened directly onto Chatham High Street, at its border with Rochester. A Governors' Boardroom was constructed at the river end of the cottages to complete the square. In 1792 a pump was placed in the courtyard to provide residents with their own water supply. Two further flats were built behind the Boardroom, in 1824 and additional alterations took place at the turn of the 20<sup>th</sup> century and again in 1956.

In 1980 the Governors decided to make fundamental changes and a plan was submitted to create eight flats of various sizes and to restore the buildings virtually to their original appearance. To finance this "The Hawkins Appeal" was launched. This major refurbishment and modernization was completed in 1984 and opened by HM Queen Elizabeth, the Queen Mother.

In celebration of its four hundredth anniversary the Hospital was visited in November 1994 by HM Queen Elizabeth II.

### **Sir John Hawkins.**

John Hawkins was born at Plymouth in 1532. A leading mariner of his generation, Hawkins saw much sea service in the West Indies, South America and Africa. He was a thorn in the side of the Spanish and Portuguese, whose ships and possessions he shamelessly plundered and very active in the slave trade of that time.

Member of Parliament for Plymouth, he had a narrow escape in 1573 after being stabbed whilst riding in The Strand London. Queen Elizabeth I was so concerned about his injuries that she sent her own surgeon to attend him. The offender was hanged at the scene of the crime but not before his right hand was severed and nailed to the gibbet.

In 1588 Hawkins was knighted for his services against the Spanish Armada. Subsequently, as Treasurer of the Navy, and together with Sir Francis Drake, he is thought to have instituted the "Chatham Chest", a fund for the support of maimed and wounded seamen.

Sir John Hawkins died at sea off Puerto Rico in 1595.

*(Sources: Dictionary of National Biography Volume XXV 1891)*

## **CONSTITUTIONS POLICIES AND OBJECTIVES**

The Charity was founded by a Royal Charter of 27 August 1594, upon the petition of Queen Elizabeth I's Treasurer of the Navy, Sir John Hawkins. It was further regulated by Statutes and Ordinances of 25<sup>th</sup> May 1598 and a Scheme of the Charity Commissioners dated 4 February 1876. These provisions have now been replaced by a Scheme of the Charity Commissioners dated 18<sup>th</sup> December 1983, as amended on 4<sup>th</sup> December 1996 and 1<sup>st</sup> November 1999.

The purpose of the Charity was originally to provide almshouse accommodation for the relief of needy or disabled mariners and shipwrights in service of the realm. The 1983 Scheme, as amended, extended the class of beneficiaries to needy or disabled persons who had served either in the Royal Navy, the Royal Marines, the Women's Royal Naval Service, the Queen Alexandra's Royal Naval Nursing Service, the Army, the Royal Air Force or who had served and had been mobilised for active service in any of the Reserve Forces or bodies or who had been employed in any of Her Majesty's Dockyards or Naval Bases directly on the construction, maintenance, re-fitting or repair of Her Majesty's ships and vessels or had served in the Royal Fleet Auxiliary or British Merchant Navy.

## **LAND & BUILDINGS**

The Hospital is situated on land to the north of Chatham High Street abutting the eastern boundary of Rochester. It stretches from the High Street north to the River Medway.

The buildings consist of 8 self-contained flats, six on the ground floor and two on the second level. There is a Boardroom and separate laundry.

Medway Council lists the Hospital as Grade II.

Deeds are held with the Hospital's solicitors Dakers Green Brett.

# THE HOSPITAL OF SIR JOHN HAWKINS, KNIGHT, IN CHATHAM

## Governors and Advisors of the Hospital

### Committee of management:

#### Chairman

Major N. Wood

#### Governors

Admiral of the Fleet the Lord Boyce  
KG GCB OBE DL  
Cdre B Bryant  
Lt Cdr S. Small RNR  
Mrs P Lowton  
Wg. Cdr. P. Gilbert  
Capt. S. Gobbi  
Dr M. Morgan  
Mr C. Reynolds  
Capt. N. Butler  
Lt Col R Meakins

#### Deputy Governor

Mrs S. Fairlamb

#### Administration Office

Governors' Mailbox  
Sir John Hawkins Hospital  
High Street, Chatham, Kent  
ME4 4EW  
[hawkinshospital@yahoo.co.uk](mailto:hawkinshospital@yahoo.co.uk)  
[www.hawkinshospital.org.uk](http://www.hawkinshospital.org.uk)

#### Registered Charity Number

213213

#### Independent Examiner

Miss S.M. Robinson  
Kreston Reeves & Co. LLP  
Chartered Accountants,  
Montague Place, Quayside, Chatham Maritime,  
Chatham, Kent. ME4 4QU

#### Principal Solicitors

Dakers Green Brett,  
The Captain's House,  
Central Avenue, Pembroke,  
Chatham Maritime,  
Kent. ME4 4UF

#### Principal Bankers

NatWest Bank PLC,  
Chatham (A) Branch  
148 High Street  
Chatham  
Kent. ME4 4DB

March 2021

## **DOCUMENTATION FOR ALL GOVERNORS**

All Governors should be in possession of:

- **Scheme Amendments of 1996 and 1999 that relate to the Hospital of Sir John Hawkins, Knight, in Chatham.**
- **Charity Commission booklet CC3 “The Essential Trustee: What you need to know”.**

## METHOD OF APPOINTMENT OR ELECTION OF GOVERNORS

The body of Governors shall consist of not less than **seven** and not more than **eleven** persons, being two ex-officio Governors, four Nominated Governors and not less than one and not more than five Co-opted Governors, one of whom should be a medical doctor whenever possible.

The ex-officio Governors shall be the Lord High Admiral of the United Kingdom and the Lord Warden of the Cinque Ports.

The hospital's charitable scheme states that:

*“Either Ex-officio Governor may from time to time in writing notified to the Governors delegate her or his office to some other competent person for any specified period and may at any time revoke such delegation”.*

This is to be construed to mean that any delegate need not be a Governor and if they are not, will not count against the maximum number of Governors specified by the scheme, but will occupy an essentially supernumerary position. In consequence, even in the absence of both Ex-officio Governors, the board's maximum composition will remain **11** (9 Governors plus their two delegates).

**The Nominated Governors** must be appointed one by the Lord Bishop of Rochester, one by the Corporation of Trinity House, one by the Royal Naval Benevolent Trust and one by the Royal School of Military Engineering and Chatham Garrison at Brompton Barracks. Each appointment made by the Lord Bishop of Rochester must be made by nomination in writing. Every other appointment must be made at a meeting held in accordance with the ordinary practice of the appointing body. Each appointment must be made for **four** years.

The hospital's charitable scheme further states that:

*"The person appointed may be but need not be a member of the appointing body."*

This clause clarifies the relationship between Nominative Governors and their appointing bodies:

**Co-optative Governors** shall be appointed for a term of **five** years by a resolution of the Governors passed at a special meeting of which not less than twenty-one days' notice has been given and may be so appointed not more than one month before the term of an existing Co-optative Governor expires with effect from the date of expiry but so that the latter shall not vote on the matter.

Upon the occurrence of a vacancy the Governors shall cause a note thereof to be entered in their minute book at their next meeting and in the case of a vacancy in the office of Nominative Governor shall cause notice thereof to be given as soon as possible to the proper appointer. Any competent Governor may be re-appointed.



## **ORGANISATIONAL STRUCTURE AND DECISION-MAKING**

The 1983 Scheme, as amended, confirms the status of the Governors as a body corporate. The Scheme also provides for a Deputy Governor.

The Deputy Governor is the Charity's principal Officer and administers the Charity on behalf of the Governors. The Charity is currently governed by its Scheme (as amended) and the Charities Act 1993.

The Governors meet on a quarterly basis in March, June, September and December. The Finance & General Purposes Sub-Committee meets quarterly in February, May, July and November. The Welfare & Admissions Committee meets on an as required basis, but at least twice a year. Meetings are likely to be called to review the welfare of existing residents and to interview potential new ones. The Premises Committee meets twice a year, ahead of the May and November Finance meetings.

### **Finance & General Purposes Committee Terms of Reference**

The Committee is responsible for ensuring that the main business of the Charity is regularly and systematically addressed, submitting recommendations as necessary to the Board of Governors for approval, confirmation and implementation.

The Quorum for such Committee is two or more Governors supported by the Deputy Governor, who will prepare the Agenda and take minutes, which will be circulated, to all Board Members following each Meeting. The Committee meets quarterly prior to the Full Board Meetings enabling sufficient time to prepare recommendations. An Annual Schedule of business to be considered is contained in Section 15 of the Governors' Handbook.

#### **Main Business.**

1. Prepare a Forward Maintenance Register (FMR) for each Financial Year.
2. Prepare and agree Budget Estimates in conjunction with the FMR
3. In conjunction with Quinquennial Surveys monitor condition of buildings and accommodation.
4. Monitor quarterly Financial Reports in respect of payments, receipts and investment income
5. Monitor Budget performance.
6. Review Investment Policy annually and make recommendations to the Board.
7. Review Risks and Insurance Policy at least annually
8. Conduct biennial review of Residents' Weekly Maintenance Contributions

9. Conduct annual review of Clerk/Administrator Honorarium
10. Monitor any extraordinary expenditure such as works in progress.
11. Present to the Board for their approval the Annual Activities Report on completion of each Financial Year for inclusion in the Annual Financial Statement prepared by the Accountants for annual submission to the Charity Commission.
12. Bring to the attention of the Board any other matters, which require particular consideration.

### **Welfare & Admissions Committee Terms of Reference**

The Committee shall consist of up to four Governors. It is responsible for the individual well-being of Residents, the Almshouses community as a whole, and the admission of new beneficiaries of the Charity from time to time. It is chaired by an appointed Governor, and the Visiting Governor, the Doctor and the Bishop's Nominative Governor are usually members. It is administered by the Deputy Governor. It is desirable that at least one of these Governors be female. A representative of the Residents may be invited to attend for part of each Agenda of business (not admissions) meetings, when matters which do not have a confidential element are discussed.

The Quorum for such Committee is two or more Governors supported by the Deputy Governor, who will prepare the Agenda and take minutes, which will be circulated, to all Board Members following each Meeting.

### **Main Business**

1. Monitor Residents' welfare together with Health & Safety matters through periodic visits between Full Board Meetings, taking notice of Good Practice recommended in the Almshouse Association publication "Support and Care for Residents".
2. Regularly to consider the changing needs of Residents because of aging, chronic illness, disability, or Community Safety issues; consulting with advisory bodies such as the Medway Older People's Partnership, KAB, ex-service associations, and New Road PACT; and to make any recommendations to the Full Board Meeting or to the Finance & General Purposes Committee.
3. Oversee the Residents' use of common areas within the Hospital; act - as a last resort and only when absolutely necessary - to mediate and resolve any disputes between Residents to ensure harmonious relationships within the Almshouses, and to support the Deputy Governor as appropriate.
4. Monitor (but not direct) expenditure from the Visiting Governor's Discretionary Fund.

5. Oversee arrangements for such social activities for the Residents the Governors might from time to time delegate to the Deputy Governor, including the Hospital's Christmas Lunch.
6. Ensure the Governors' Equal Opportunities Policy is observed and applied.
7. Oversee the procedures by which the Deputy Governor advertises vacancies and handles applications.
8. Interview applicants shortlisted by the Deputy Governor and make use of prepared questions which are designed to assess an applicant's reliance on State benefits, Medway Council benefits and NHS services, evaluate References, and make a recommendation to the Chairman of the Board of Trustee Governors for an Appointment.
9. Conduct an annual review the Appointments of Residents below State Retirement Age to ensure they still deserve to benefit from the Charity on grounds of Need or Disability.
10. Monitor and strengthen relationships between the Almshouses, the Hospital's immediate neighbours and the wider community, for the benefit of the Residents.

#### **Premises Committee Terms of Reference**

The Committee is responsible for ensuring that the maintenance of the Charity's land and buildings is regularly and systematically addressed, submitting recommendations as necessary to the Board of Governors for approval, confirmation and implementation.

The Quorum for such Committee is two or more Governors supported by the Deputy Governor, who will prepare the Agenda and take minutes, which will be circulated, to all Board Members following each Meeting. The Committee meets no later than every 6 months prior to the Full Board Meetings enabling sufficient time to prepare recommendations. An Annual Schedule of business to be considered is contained in Section 15 of the Governors' Handbook.

#### **Main Business**

1. Prepare a Forward Maintenance Register (FMR) for each Financial Year.
2. Prepare and agree Budget Estimates in conjunction with the FMR
3. In conjunction with Quinquennial Surveys monitor condition of buildings and accommodation.
4. Review Risks and Insurance Policy at least annually
5. Monitor any extraordinary expenditure such as works in progress.

- 6. Present to the Board for their approval the Annual Activities Report on completion of each Financial Year for inclusion in the Annual Financial Statement prepared by the Accountants for annual submission to the Charity Commission.**
- 7. Bring to the attention of the Board any other matters, which require particular consideration.**

*Revised April 2019*

## MEETINGS

The Guide to Good Practice for Trustees and Clerks to Trustees of Almshouse Charities, in the publication “Standards of Almshouse Management”, provides many helpful recommendations and guidelines.

The following notes and Schedule is consistent with recognised “good practice” as it applies to dealing with the running, administration and management of the Charity.

The Governors of the Charity are required by Statute to hold at least three ordinary meetings each year. There should be a quorum when **four** Governors are present at a meeting. At present the Governors hold four Full Board Meetings (FBM) in March, June (AGM), September and December each year.

In all cases at meetings voting on any matter shall be determined by the majority of votes of the Governors present and voting on the question. The planning of expenditure and budget management will be consistent with the Financial Year for the Charity, which runs from 1<sup>st</sup> March to the end of February.

In addition the Governors have appointed a standing working committee named the “Finance & General Purposes Committee” (FGPC) which is responsible for ensuring that the main business of the Charity is regularly and systematically addressed, submitting recommendations to the Board of Governors for approval, confirmation and implementation. The Welfare and Admissions Committee meets at least twice a year to deal with matters within its Terms of Reference. The quorum for such Committees is **two** or more Governors. The Committee meets prior to the FBM giving sufficient time to draw up its recommendations.

A Schedule of Meetings and matters to be dealt with on a regular basis is shown below.

## **MEETINGS - ANNUAL SCHEDULE**

Financial Year runs from 1<sup>st</sup> March to 28<sup>th</sup>/29<sup>th</sup> February.

FBM = Full Board Meeting.

F&GPC = Finance & General Purposes Committee.

W&AC = Welfare & Admissions Committee.

### **SCHEDULE**

#### **January**

##### **Premises**

1. Compile schedule of planned works for the forthcoming financial year.
2. Review and adjust annual routine maintenance and servicing schedule
3. (In Quinquennial Survey Years). Obtain contract for survey.

#### **February**

##### **F&GPC Review;**

1. Annual Review prior to presentation to Accountants.
2. Management Accounts.
3. Investment Policy.
4. Insurance Requirements and risks.
5. Deputy Governor's honorarium.

#### **March**

##### **FBM**

1. To consider and if approved confirm FGPC recommendations.
2. To consider quarterly Financial Statements.
3. Deputy Governor's honorarium.

#### **April**

##### **W&AC**

1. To review Application Form and Review Form
2. To consider a summer social activity
3. To monitor communal areas in the Hospital and their use by Residents

#### **May**

##### **F&GPC**

1. To verify/finalise Annual Financial Statement.
2. To monitor condition of buildings/inspect works in progress.
3. To update the 10 yearly rolling budget

Premises. (In Quinquennial Survey Years).

1. Review survey findings and plan remedial maintenance.

## **June**

### **FBM & AGM**

1. To consider and if approved, adopt and “sign off” Annual Financial Statement duly verified by Independent Examination.
2. Review activities during the previous year and make recommendations to FGPC for inclusion in Budget Preparation and Planned Maintenance Register for the next year.
3. To consider quarterly Financial Statements.
4. Appointment of Officers, Accountants and Solicitors.

## **July**

### **F&GPC**

1. To prepare and agree Annual Budget and Planned Maintenance Register for next Financial Year and make recommendations to FBM.

## **September**

### **FBM**

1. To consider and agree Annual Budget and Planned Maintenance Register for next Financial Year.
2. To consider quarterly Financial Statements.

## **October/November**

### **W&AC**

1. Christmas Lunch planning
2. Garden use and planning for year ahead – courtyard maintenance and repairs
3. Safeguarding issues and policy review

## **November**

### **F&GPC**

1. To review Health & Safety matters and residents welfare, including communications between Board and residents.
2. Finalise Budget and Maintenance Programme following FBM.
3. Review Weekly Maintenance Contributions.

## **December**

### **FBM**

1. To consider quarterly Financial Statements & Weekly Maintenance Contributions.
2. Review Management Accounts
3. Residents' Christmas Lunch.

## **MEETINGS WITH OUTSIDE ORGANISATIONS**

### **1. Introduction.**

a. Although the charity is an independent entity and has no obligation to meet or confer with outside bodies, it is, nevertheless, courteous and good practice to establish links with similar, local organisations.

b. The hospital has four nominee governors on its board and it helps relations with the nominating bodies (who tend to be unaware of their obligation) to make contact with them and if possible invite them to the hospital.

c. Targeted briefings of prominent members of the local community and politicians is an effective way of raising awareness of the hospital and what it does.

### **2. Rochester Almshouses**

The chairman of governors and the deputy governor are to endeavour to be on good terms with their equivalents at:

a. Watts Charities.

b. Foord Almshouses.

c. The French Hospital.

### **3. The East Kent Almshouses Consortium.**

The hospital is to maintain membership of the consortium which is based on Canterbury and holds two meetings a year which usually attract about 20 organisations. It acts as a clearing house for information and source of advice on common problems which makes it invaluable for governors and clerks alike. There is an efficient secretariat with no charge for membership and it is a valuable source of reference.

### **4. The Almshouses Association.**

This is an effective and professional representative body and the charity is to ensure that it retains membership. The association provides useful advice and training and governors and the deputy governor are encouraged to take advantage of its courses and seminars which are publicized in its periodic newsletter. There is usually a charge for the training, but it is worth it and the hospital will cover the cost as a matter of policy.

### **5. Nominee Bodies.**

The hospital's charitable scheme obliges four organisations to provide a governor each as follows:

a. The Royal School of Military Engineering, Chatham (RSME).

b. The Royal Naval Benevolent Trust (RNBT).

c. Trinity House.

d. The Bishop of Rochester.

It smooths the process of persuading the nominating bodies to provide governors if they know what is involved and why. The hospital is to extend invitations to



these organisations for a briefing and tour of the hospital as it has proved to be the best way of gaining trust and co-operation.

#### **6. Briefings.**

a. Invitations to a talk, a tour and tea have been very useful in spreading awareness of the hospital and the following have been invited so far:

- i. Members of the crew of HMS Medway.
- ii. Members of Medway Council, including the Armed Forces Champion.
- iii. A Deputy Lord Lieutenant.
- iv. Members of the board of the Rochester Bridge Trust.
- v. Members of nominating bodies.

b. The briefing team usually consists of the chairman, deputy chairman, chair of finance and the deputy governor and governors are encouraged to suggest organisations and individuals who would benefit from a greater understanding of the hospital's work.

#### **7. Open Days.**

The charity has established links with the following organisations:

a. The National Trust's Heritage Open Days.

The hospital is to open for the annual Heritage Open Days weekends when the public is given access to historic buildings which are usually closed to them. A display is of documents and pictures relating to the hospital's history is to be put on in the boardroom and teas served in the garden. Governors are encouraged to be on hand throughout the weekend to provide background information.

b. The National Gardens Scheme.

The charity will make the hospital's garden available to the scheme whenever it mounts a local campaign.

#### **8. Local Benefactors.**

The charity has received financial support from the following organisations in the area:

a. The Medway Mission to Mariners.

- i. This charity has provided significant sums to the hospital for a number of years.
- ii. Funds are allocated by the mission at biannual meetings.
- iii. It is the hospital's policy that a representative should attend the mission's meetings and that a case for funds be submitted beforehand.
- iv. It is the hospital's policy that a governor should be a member of the mission's trust board, if at all possible.
- v. Members of the mission's board are to be invited to the hospital's Christmas lunch and to briefings so that they can see where their money goes.

b. The Chatham Naval Officers Association.

The association provides periodic support within its means and it is to be included in the guest list for the Christmas lunch and included in briefings.

**9. RNBT Pembroke House.**

Staff and residents of Pembroke House are invited to the hospital's Christmas lunch.

**10. Medway Towns Local Community Meetings.**

The governors authorise the deputy governor to decide whether he/she should attend meetings by local organisations such as New Road PACT (local neighbourhood panel) and the Chatham World Heritage Partnership (Chatham's naval and military heritage).

## **CLERK/ADMINISTRATOR**

The Governors appoint the Clerk to the Hospital. The Clerk is responsible for keeping all the necessary accounts and records.

All correspondence regarding the Hospital is made via the Clerk

The Clerk is available to assist Residents with any problems and works closely with the Governors.

They ensure that the fabric of the buildings is kept in good order and that any repairs/alterations/improvements are carried out satisfactorily.

Together they are responsible for the day-to-day management of the Hospital.

The Clerk is the liaison between the Hospital and the Almshouse Association, and as such, attends any seminars etc that are relevant.

### **Clerk/Administrator - Job description**

The Clerk/Administrator's appointment is for an indefinite period with notice of termination agreed by the Governors. The Clerk/Administrator reports to and is accountable to the Board of Governors.

The Governors delegate the following responsibilities to the Clerk/Administrator. Therefore the post holder is required to:

1. Work from home and deal with all correspondence regarding the Hospital by letter, telephone and e-mail. Have sufficient IT skills to send and receive e-mails. Download and store relevant information from the World Wide Web. Maintain and update computerised records and accounts for the Hospital.
2. Prepare and circulate agendas, notices of meetings and minutes of all meetings and sub committee meetings of the Board of Governors. Deal with all correspondence on matters arising.
3. Issue reports for consideration by the Board of Governors.
4. Advise the Board of Governors on current and future legislation, policies and external matters affecting the running of the Hospital.
5. Keep records of WMC and report any arrears to the Board of Governors. Advise on any periodic review of WMC.
6. Maintain and update confidential records of Residents including their next of kin. Be a liaison between Residents and the Board of Governors.
7. Maintain suitable accounts. Prepare an annual budget of income and expenditure and report against budget to meetings of the Board of Governors.

Produce statement of account for annual audit/examination and arrange for copies of such to be forwarded to the Charity Commission after approval by the Board of Governors.

8. Report to the Board of Governors on the state of repair of the Hospital and deal with any routine maintenance as delegated. When a flat becomes vacant arrange for such internal decoration/repairs as are necessary and for cyclical maintenance approved by the Board of Governors.
9. Instruct professional consultants; on advice from the Board of Governors, to carry out Quinquennial Inspections. Advise the Board of Governors on extraordinary repairs, major refurbishment and capital expenditure with further advice on payment for such works, where appropriate.
10. Review annually investment policies, reserves and insurance cover taking specialist advice as necessary.
11. Advertise vacancies in accordance with governing instrument. Send out application forms and arrange interviews of applicants for accommodation. Serve on Admissions Sub Committee. Issue Letters of Appointment.
12. Liaise as appropriate with the Almshouse Association and the Charity Commission. Attend such seminars that prove relevant to the Hospital. Keep the Board of Governors aware of current policies and procedures. Act as a point of contact with outside organisations linked to the Hospital.
13. Formulate and implement a policy of equal opportunities, having regard to current legislation and the terms of the governing instrument.
14. Maintain and update Governors and Residents Handbooks. Issue amendments as required. Compile and circulate a Residents Newsletter.
15. Recognise, respect and safeguard the individuality and rights of Residents and respect confidence. Give all reasonable assistance to resolve any problems encountered by Residents,
16. Organise the reception, introduction and integration of new Residents. Acquaint them with the conditions of their Appointment.
17. Understand the Fire Officer's required precautions and instruct Residents on the action to take in case of fire.
18. Draw up and oversee practises and issue advice regarding Health & Safety, fire precautions and security in accordance with the Residents Handbook.
19. Maintain a secure system for holding spare keys for the Hospital.

The current Clerk/Administrator was appointed on 1<sup>st</sup> January 2016.

The honorarium of the Clerk/Administrator is £5,400.00 per year. The honorarium is reviewed every March.

## **FINANCE**

### **Accounts – Financial Statements – Audit Policy**

The Financial Year for the Charity runs from 1st March to 28/29<sup>th</sup> February. The Clerk/Administrator administers the Charity on behalf of the Governors.

Accounts are recorded on computerised spreadsheets and an e-mail address is available for correspondence ([hawkinshospital@yahoo.co.uk](mailto:hawkinshospital@yahoo.co.uk))

Records of payments and receipts of transactions are held by the Clerk/Administrator for inspection at any time, and are available for presentation at all formal meetings of the Governors. Records should show interest earned to date by investments, value of funds and all movements of monies within and between funds. For budget planning purposes it should be possible to project the impact of proposed expenditure on underlying investments.

The Financial Statements are compiled annually. The Clerk/Administrator presents all transaction vouchers to the charity's appointed accountant together with a narrative record of all significant events during the financial year.

The Financial Statement are prepared and presented using the historical basis of accounting and on an accrual basis as permitted by Section 43(2) of the Charities Act 1993.

Consistent with the Statutory Requirement and the Statement of Recommended Practice (SORP) providing income and expenditure falls between £10,000 and £250,000 the Charity may be audited or scrutinised by an Independent Examination. It is the policy of the board that an Independent Examiner is appropriate for the accounts of Sir John Hawkins. It is also policy that once approved by the Board; the annual financial statement is "signed off" upon the signatures of two Governors and the Clerk/Administrator.

The financial statement must be submitted to the Charities Commission within 10 months of the end of the financial year.

Records should be preserved for six years.

## **Internal Financial Controls**

These are based on the Charity Commission Self Checklist for Charities (CC8) as it is applicable to the Hospital of Sir John Hawkins, Knight, in Chatham.

## **Accounting Requirements**

The Clerk/Administrator maintains computerised spreadsheet records of all transactions. These are submitted annually to the Charity's accountant who produces a set of accounts in accordance with relevant legislation. The Board of Governors at their Annual General Meeting formally approve these accounts and each Governor is provided with a copy. Governors are issued with a copy of the latest accounts when appointed.

## **Organisational Structure**

The Organisational Structure of the Charity is laid out in the Governors Handbook. This Handbook is issued to all Governors and contains CC3 "Responsibilities of Charity Trustees". The Board of Governors delegates the day-to-day running of the Charity to the Clerk/Administrator. The Clerk/Administrator job description is contained in the Governors Handbook. Professional advice from accountants, solicitors etc are always taken when appropriate.

## **Budgets**

Annual budgets for income and expenditure are approved and reviewed in accordance with the Annual Schedule of Meetings.

## **Banking and custody procedures**

The Clerk/Administrator banks income receipts promptly. Housing Benefit and WMC are paid directly into the Hospital Bank account. The Charity does not hold any cash in hand.

## **Checks of income records**

Regular statements of all income from the Charity's investments and Bank are sent to the Clerk/Administrator. These form part of the Financial Report that is submitted to every meeting of Governors and are available for inspection. The Charity's accountant is supplied at the end of each Financial Year with all such records.

## **Controls over expenditure**

Apart from that of a minor nature (postage/stationery etc) expenditure is authorised either by the full Board of Governors or by the Financial & General Purposes Committee. All expenditure is shown in the Financial Report submitted to every meeting of Governors. The Clerk/Administrator retains supporting documentation such as invoices etc. The Charity has only one chequebook, which is securely held at the home address of the Deputy Governor.

**Controls over purchases**

The Charity makes very few purchases but all such are fully recorded and reported by the Clerk/Administrator.

**Payment by cheque**

There are at least two signatories on the bank mandate none of which are related. These are always the Clerk/Administrator and another authorised signatory. Two such signatories must sign all cheques for amounts over £250. Cheques under £250 may be signed by one authorised signatory. The bank will not honour any cheque over £250 without two authorised signatures.

All cheque expenditures are recorded on a computer spreadsheet and all cheque stubs are completed at the time. Cheque numbers and dates are recorded on all invoices and bills.

**Control over fixed assets**

The Deputy Governor maintains an inventory of the Charity's fixed assets. Apart from land and buildings these consist mostly of display items and furniture in the Boardroom. The Board of Governors as per their Annual Schedule of Meetings reviews insurance cover annually.

**Investments**

The Clerk/Administrator holds full records of all investments within a filing system held securely at home.

Most of the Charity's investments are with the Charities Official Investment Fund who has an investment policy. This policy is published in the COIF Annual Report and is available to Governors. The Charity's other major investment is with Charles Stanley Stockbrokers who do not have such a policy. However Charles Stanley Stockbrokers will act within any mandate set out by the Charity with regards to investment policy.

Investments are diversified within the various investment portfolios all of which are managed by qualified professionals. Regular statements of investment performance are sent to the Clerk/Administrator and are available to Governors. Dividends due are either reinvested within accounts or paid directly into the Charity's Business Bank Account.

Performance is regularly reviewed using Financial Control Documents.

**Bank Accounts**

The Charity's Bank sends fortnightly statements to the Clerk/Administrator. These are checked against the income and expenditure records held on computer spreadsheets. WMC payments are also checked by this method.

## **Financial Management**

Trustees are accountable for ensuring that the Charity is capable of meeting its financial obligations, i.e. it is solvent and the continuing effectiveness and preservation of its endowments. They must exercise overall control over its financial affairs.

The income of the Charity must be applied for its purposes within a reasonable period of receipt, unless the Trustees have an explicit power to accumulate it. Without such power the Trustees should not allow the Charity's income to accumulate unless they have a specific use for it in mind.

Financial controls should be established within the capabilities of the accounting expertise readily available to the Charity.

### **CONTROLS**

#### **1. Investments**

The Trustees must be satisfied that money is invested in the most appropriate way in order to meet the Charity's objectives. Investments should be kept under review at regular intervals at least annually.

#### **2. Use of funds**

Trustees should have a clear understanding of how money is distributed within the investments and how it may be utilised.

#### **3. Forecast**

The Governors should agree an estimate of expenditure for each financial year.

#### **4. Reporting**

Regular reporting to the Board of Governors should be on a quarterly basis. The Charity's financial year runs from 1<sup>st</sup> March to the end of February. It is therefore possible to arrange reporting of financial matters to coincide with Board Meetings thus:

1<sup>st</sup> Quarter 1<sup>st</sup> March – 31<sup>st</sup> May. Board meets early June.

2<sup>nd</sup> Quarter 1<sup>st</sup> June – 31<sup>st</sup> August. Board meets early September.

3<sup>rd</sup> Quarter. 1<sup>st</sup> September – 30<sup>th</sup> November. Board meets early December.

4<sup>th</sup> Quarter. 1<sup>st</sup> December – 28/29<sup>th</sup> February. Board meets early March.

#### **5. Analysis**

On completion of each financial year coincident with the completion of the Annual Report and Accounts by the Charity's accountants, an analysis of investments and their performance over the financial year should be completed for presentation to the Board of Governors meeting in June.



## FINANCE

### Reserves - Funds - Accounts

The assets of the Charity are split between 6 funds;

- Business Reserve Account (BRA)
- Deposit Account (DA)
- Cyclical Maintenance Fund (CMF)
- Extraordinary Repair Fund (EMF)
- Managed Portfolio Fund (MPF)
- Principal Investment Fund (PIF)

Contained within the MPF and PIF are the restricted funds of the Permanent Endowment which is defined as follows;

*“Once the Permanent Endowment Fund is established it may not be spent as if it were income. It must be held permanently, sometimes to be used in furthering the Charities purposes, sometimes to produce income for the Charity. Trustees cannot normally expend permanent endowment without the authority of the Charity Commission”.*  
(CC3).

### Funds

COIF = Charities Official Investment Fund.

CCLA = Church, Charities, Local Authority Investment Management Ltd

#### 1. Business Reserve Account (BRA)

Account held with the National Westminster Bank on a current and savings account basis. The purpose of the account is to meet day-to-day general expenditure. The current account is worked in conjunction with the savings account on a needs basis. Expenses are paid from the current account.

Income is derived from;

- Interest earned.
- Residents Weekly Maintenance Contributions (WMC).
- Quarterly interest from the Deposit Account (DA).
- Regular interest from Equity Investment Fund (EIF).
- Donations.

#### 2. Deposit Account (DA)

An unrestricted account invested in a CCLA deposit account. A fund to be used for expenditure of a general nature at the discretion of the Governors. Income derived from interest is paid quarterly into the Business Reserve Account.

#### 3. Cyclical Maintenance Fund (CMF)

Assets invested in a CCLA deposit account. A Designated Fund established and maintained voluntarily by the Governors for the purpose of providing for those items of ordinary maintenance and repair of the Almshouses and Boardroom, which occur

at infrequent intervals. The Statutory Instrument requires a specific sum is paid into the account annually. Income from dividends is re-invested in the fund.

#### **4. Extraordinary Repair Fund (ERF)**

Assets invested in Accumulation Units with the COIF. A designated fund established **compulsorily** by the Charity Commissioner's Scheme for the purpose of providing for the extraordinary repair, improvement, extension or re-building of the Almshouses and the Boardroom. The Statutory Instrument requires a specific sum is paid into the account annually. Income derived from dividends is re-invested in the fund.

#### **5. Managed Portfolio Fund (MPF)**

Assets are invested in the Stock Market and on deposit with Charles Stanley Asset Management Ltd. The Governors established the fund in 2004 by investing the proceeds of the sale of the property at Featherstone's and this comprises a Permanent Endowment of the Charity and is restricted. Income from the investment is transferred at regular intervals to the Business Reserve Account and may be used for general purposes.

#### **6. Principal Investment Fund (PIF)**

Comprises land and buildings and Income Units with the CCLA. The fund is split between Permanent Endowment and general investments. An original amount of £5746.36 represented by 4498.9 Income Units comprises the Permanent Endowment and is therefore restricted. The market value of the Income Units is shown in current financial reporting. The greater part of the fund is unrestricted and income derived from all dividends is paid into the Deposit Account (DA).

## **BUDGET PLANNING & PRESENTATION**

To assist with prioritising a short, medium and long-term view of anticipated expenditure the Board of Governors has adopted the policy to undergo Quinquennial Surveys on the condition of the properties. The findings of such will be transposed into a Planned Maintenance Register, together with a plan for modification and improvements to accommodation and surroundings.

A working programme will be drawn up each year timed in the main for work to be carried out in the summer months.

To this end the July FGPC meeting should concentrate on preparing a maintenance plan with estimated costings for presentation to the main board for approval at the September meeting.

Reviews:

WMC biennially.

Clerk/Administrator's honorarium annually.

## INSURANCE

The buildings are comprehensively insured under an almshouse insurance package by Royal Sun Alliance. This is managed by Grout Insurance Brokers who are approved by the Almshouses Association.

### **Buildings and Charities Contents.**

The current valuation is £1,511,136, as to 20 June 2020.

The charity's legal, public/employee and health & safety responsibilities are covered by the policy.

### **Charity Trustee Assurance.** (Now known as Management Protection Insurance).

- £250,000 per claim as at 22 July 2020.
- Residents' contents are not insured under this policy.
- The Residents' Handbook makes it clear that residents are responsible for their own contents insurance.
- The Deputy Governor holds the insurance documentation: the premium for 2020/21 was £1,143.73 and includes Management Protection Insurance.

### **Deacon Emergency Response.**

This is a contingency insurance covering emergency failures of essential services intended to mitigate risks to health and well-being and which is designed for blocks of flats and related communal areas. It covers:

1. Total failure/breakdown of heating systems.
2. Plumbing and drainage – damage/blockage/breakage/flooding.
3. Security – damage to doors, locks and windows.
4. Toilet units – breakages of toilet/cistern.
5. Loss of domestic power supply.
6. Lost keys.
7. Vermin infestation.
8. Alternative accommodation costs.
9. Damage to the roof where internal damage has been or is likely to be caused.
10. Underground external drainage and water pipes for which the policy holder has a responsibility.

The insurance provides for attendance by suitably-qualified tradesmen if the property is affected by an emergency which damages or threatens to cause damage making it unsafe or insecure for tenants to inhabit.

The cover applies to both the residents' flats and the restricted areas, such as the boardroom and undercroft.

Renewal date: 27 May 2020 at a premium of £460.

### **Bi-annual Inspection of the External Stairlift.**

Brokered by Grouts and undertaken by Allianz Engineering to comply with Lifting Operations and Lifting Equipment Regulations 1998 (LOLER), the contract was renewed in March 2020 at a premium of £315.

## FORWARD MAINTENANCE PLAN

Serial No	Maintenance Item	2018/19	2019/20	2020/21	2021/22	2022/23
1	Gas Boiler Installations Annual Maintenance Contract	Changed to annual contract with Swale Heating	Swale Heating	Swale Heating		
2	Electrical Installation Test (5-Yearly)		Completed Jan 2019			
3	Renew Consumer Unit with Mini Circuit Breaker. 2 No Flats per year and Boardroom	Feb 2019				
4	PAT testing of residents' electrical equipment	Feb 2018	Feb 2019			
5	Clean out all Gutters and Rainwater Pipes to all Buildings	Completed Sept 2018	Completed Nov 2019	Completed Dec 2020		
6	Kitchen and Bathroom refurbishments and redecorations	Flats 2; 5; 7 & 8 gas hobs upgraded to electric July 2018	Shower unit Flat 3 Nov 2019 Saniflow Flat 7 Nov 2019			
7	Repairs to Footpaths					
8	External Redecoration and Joinery Repairs		Boardroom door 2019	Boardroom door 2020		
9	Internal Redecorations	Flat 5 refurb. Aug 2018	Flat 6 refurb. March 2019. Flat 1 refurb. July 2019			
10	Improvement to Laundry Room Structure		Fire proofing Aug 2019			
11	Jobbing Works	Ongoing	Ongoing	Ongoing		
12	Minor Improvements	Ongoing	Ongoing	Ongoing		
13.	Stairlift	Installed Flat 5 2017	Installed Flat 2 Sept. 2019			
14.	Eternal stairlift	Installed May 2018				
15.	Fire alarm bi-annual testing	July/Dec 2018	July/Dec 2019	July/Dec 2020		
16.	Maintenance of drains		Quinquennial survey and repairs Feb 2019			

## **HEALTH & SAFETY MEASURES.**

Any flat occupied by an elderly or vulnerable Resident is connected to the Medway Council Lifeline 24 hour control room. The front part of the Hospital is covered by the Council CCTV system. Residents are encouraged to make regular checks of their Lifeline equipment.

Fire resistant doors are fitted at the top of the stairs in first floor flats, and to cupboards below staircases in ground floor flats.

Fire blankets and smoke alarms are fitted to all flats, as are carbon monoxide detectors. The Governor-in-charge-of Almshouses or Clerk/Administrator makes regular checks on these.

Direct Fire Protection checks all fire equipment annually.

Grout Insurance can arrange Quinquennial electrical inspections.

Portable Appliance Testing (PAT) is to be carried out every year.

Gas Safety tests are carried out annually as part of the British Gas Homeserve contract.

Safety advice is available in the Residents' Handbook.

The Governors have a contract with Medway Council which provides six-weekly trap-baiting to keep down the risk of rat infestation. Vents have wire netting for the same reason. Mice and foxes are prevalent in the vicinity.

### **Fire Assembly Point.**

In the Porchway of Featherstone House

## **FIRE AND SAFETY ARRANGEMENTS:**

### **General:**

As a responsible charity the Governors of Sir John Hawkins take very seriously their responsibilities towards the beneficiaries in residence and others who have business within the confines of the Hospital boundaries.

All residents and persons entering the property of Sir John Hawkins Hospital have a duty to ensure their own health and safety and should not undertake any activity which would put their personal safety and wellbeing or that of others at risk.

### **Fire Safety:**

Sir John Hawkins Hospital is found in a series of Grade Two listed buildings which each consist of two floors with undercrofts which for the purpose of safety arrangements are divided into three zones:

**ZONE 1 – Undercrofts**

**ZONE 2 – Ground Floor**

**ZONE 3 – First Floor**

Detailed floor plans of the three zones are shown as an addendum.

Beneficiaries of the charity, hereafter referred to as residents, take up an appointment on the basis of self sufficiency as the Hospital provides no warden control or nursing services. Each flat is treated, for the purpose of safety arrangements, as if it were any other rented property in any street within England and Wales, with residents free to come and go as they please without being subjected to any form of movement control arrangements. In consequence it is deemed not reasonably practicable for the Governors to have in place a process of periodic fire and evacuation exercises.

In the event of fire:

All reasonably practicable steps have been taken by the Governors to ensure that all residents are aware of the steps to be taken should a fire be discovered.

A standard compliance notice of arrangements is published by the front door of each flat and the following steps must be taken upon the discovery of a fire:

- Raise the alarm in any manner possible
- Telephone 999 asking for the Fire and Rescue Service
- Evacuate the property and do not delay to collect valuables etc
- Do not fight the fire
- Evacuate to the muster point (Featherstone's covered doorway)

- Assist others who may be less able
- Report circumstances, residents present and residents not accounted for to the senior officer of the first arriving Fire Appliance.
- Do not return to hospital until advised it is safe to do so by the Fire and Rescue Service

This advice is also published in the Residents Handbook and has been further distributed in a periodic newsletter to residents.

**Safety notices:**

Safety notices must not be tampered with or removed by residents. They must not be covered and at all times be capable of being referred to by any person within the property.

**Detection system:**

To provide appropriate safety to residents an automatic fire detection system was installed in March 2014 with smoke detection heads located in each flat and large space. The detection system is divided into the three zones as detailed above. The heads in each zone are electronically linked and if one head alarms all the others in that zone will also alarm.

Alarm detection heads are fitted with a Lithium Ion battery which has a ten year life span.

**Annual inspection:**

A regime of annual inspection by the installing company has been contracted by the Governors.

**Periodic inspections:**

In addition to the annual inspection the following periodic inspection regime has been put in place by the Governors.

Monthly inspections which will be carried out by the Gardener/Handyman as follows: One detection head in Zone 1, 2 and 3 will be tested each month. This is achieved by pressing the test button which is let into the face plate of the detection head. Upon depressing the test button the alarm should be sounded for the piece of equipment under test and repeated in each of the locations within the zone. A different head will be tested in each zone each month and a record will be maintained for each test conducted along with the outcome. Any defects must be reported immediately to the Clerk/Administrator so that urgent remedial action can be taken. Completed compliance report forms will be submitted to the Clerk/Administrator who must keep them on file for a period of five years.

**Periodic renewal:**

After ten years all detection heads will be replaced.

**Fire blankets:**

Each flat has been provided with an approved fire blanket which has been located close to cooking appliances. These are provided for emergencies and must not be



tampered with or used for any inappropriate purpose. As part of the periodic fire equipment checks these will be sighted and recorded on the compliance report form which will be submitted to the Clerk/Administrator.

**Resident's co-operation:**

Residents are requested to co-operate fully with these necessary arrangements in the interests of their own safety and that of all other residents.

**Periodic inspection of electrical supply:**

Five year periodic inspections are conducted on the rising mains electrical supply and all electrical circuits throughout the hospital. The Governors hold a current periodic safety certificate and evidence of the compliance of all new installations and remedial works.

**Gas installation, inspection and certification:**

Installation and periodic safety checks are carried out on all boiler installations and the Governors hold safety certificates for all current installations.

**Unauthorised activity:**

No resident or unauthorised person should tamper with, attempt any repair to or undertake any unauthorised installation in respect of gas supplies or equipment.

No resident or unauthorised person should tamper with, attempt any repair to or undertake any unauthorised installation in respect of electrical circuits or equipment.

**Temporary electrical circuits:**

From time to time it may become necessary for residents to use extension leads to provide mains supply, on a very temporary basis, to a specific piece of electrical equipment. Extension leads must not be used to provide alternatives to a proper electrical installation as this circumvents the electrical testing and certification process and poses a risk of circuit heating and overload and thus a risk of fire.

Multiple plug blocks should not be used to extend the use of a three pin/13 amp circuit as it poses a potential overload situation which will in turn cause undue heating of wiring installations and the risk of fire.

Recent electrical upgrades have placed specific load limits upon domestic supply circuits and if overloaded the supply to that circuit will trip it from use.

Domestic appliances used from domestic circuits should comply with current British Standards and be CE approved.

**Contracted works:**

From time to time the Governors will let contracts of major work to be conducted within the confines of the hospital. As part of that process all contractors must provide to the Clerk/Administrator, in advance of work commencing, a Health and Safety statement, safe system of work and a detailed risk assessment in compliance with the Health and Safety at Work Act 1974.

**Temporary arrangements and notification:**

From time to time there may be work undertaken that requires specialist equipment to be located in and around the hospital. Where such works impact upon existing arrangement such as access and escape routes, there must be a risk assessment undertaken and alternative arrangements put in place. Under such circumstances due notice will be given to residents.

**Hazardous substances, flammable liquids, explosives and firearms:**

No substances hazardous to health may be stored within the confines of the hospital without the specific prior approval of the Governors.

No significant quantities of flammable liquids may be stored within the confines of the hospital without the specific prior approval of the Governors. A significant quantity would be that exceeding one litre. Where small quantities are brought onto site every step should be taken to ensure safe storage away from the residential areas.

No explosive may be brought onto site or stored within the confines of the hospital.

No firearms, air weapons or other devices that are subject to legislation under the Fire Arms Act, may be brought onto site or stored within the confines of the hospital without the specific prior approval of the Governors.

No firearm, air weapon or other device subject to the Fire Arms Act may be discharged within the confines of the hospital unless by an approved contractor in the execution of his/her duties.

**Vermin and pest control:**

Where there is a suspected infestation of vermin of any kind a report must be made to the Clerk/Administrator at the earliest opportunity in order that an approved pest control operative can be employed to deal with the infestation.

**Slip, trip and fall hazards:**

Residents, visitors and any other person authorised to be within the confines of the hospital should remain aware of the potential for slip, trip and fall hazards and should take all reasonable precautions when moving around.

Where a hazard presents itself, such as a raised paving slab or similar, this should be brought to the attention of the Clerk/Administrator at the earliest opportunity so that remedial action can be taken. Where practicable a temporary warning should be posted to prevent any mishaps during the interim period.

**Housekeeping:**

It is the duty of all to ensure that the hospital is kept free from hazards and that no egress or exit is blocked or impaired in any way.

The main courtyard and walkways must be kept free from obstruction and at all times the visual amenity must be in keeping with the heritage of the site and its Grade 2 listed building status.

## **Management Practice & Risk Management**

### **Risk Assessment**

In accordance with the guidelines set out by the Charity Commission, all charities that are under a legal requirement to have their accounts audited must make a risk management statement in their trustees' annual report. This does not apply to The Hospital of Sir John Hawkins. Despite this the Governors consider it to be best practice to have a risk management statement contained for reference in the Governors handbook.

The following risk categories put forward by the Charity Commission are considered:

- Governance risks
- Operational risks
- Financial risks
- External risks
- Compliance with law and regulation

### **Governance Risk**

The Governors handbook details the organisational structure of the charity.

- As far as possible, the appointment of Governors is made of individuals who have the relevant skills and commitment to take on the role.
- All of the Governors of the charity are appointed trustees and confirmed as such with Charity Commission. The Clerk/Administrator is not a trustee but is remunerated for the duties involved.
- The full board of Governors meets on a quarterly basis in March; June; September and December. The annual accounts made up to the end of February are approved by the Governors at the June meeting.
- In addition the charity is managed by three sub-committees as follows:
  1. The Finance and General Purposes Committee that meets in February; May; July and November to prepare budgets, review income and expenditure and manage the charity's investments.
  2. The Admissions and Welfare Sub-Committee that meets at least once a year to review the well-being of the residents so that it can brief the June main board meeting and in addition, when required, to consider applications from potential residents.
  3. The Premises Sub-Committee that meets once a year, ahead of the June F&GP meeting and manages maintenance. However, in those years when the quinquennial survey takes place, a second meeting will be held

towards the end of the year to review costs and progress so that the December main board meeting can be updated.

- All Governors are aware that if they find themselves with a potential “conflict of interest” they are required to disclose this and make a declaration of “interest” which is included in the trustees’ minutes.

## **Operational Risk**

This risk area is a substantial one however risks associated specifically with fund-raising and employment issues are not applicable. The key examples that have been considered together with controls and action to mitigate such risks are set out below:

- Possible non-compliance with the charity’s objects: Regular review of the objects to see that the charity is available to the appropriate category of applicants in accordance with the Governors handbook.
- Loss of fee income as a result of unoccupied flats: Maintain links with similar charities and almshouses who may know of needy individuals or couples that would satisfy our entry criteria to become residents.
- Regular planned maintenance of the buildings and gardens to ensure that they are kept in a good habitable state with reliable domestic services.
- Health and Safety Issues, including dealing with possible injuries to residents and the public: Be sure that the charity is complying with current law and regulations, provide adequate training where necessary and adequate monitoring and reporting procedures.
- Security of property including possible loss or damage: Review security arrangements, put in place an inspection programme and regularly review insurance cover.
- Disaster recovery & planning for property and equipment as a result of either fire or flood damage: Have in place a disaster recovery plan. Alternative accommodation is available at Pembroke House, 11 Oxford Road, Gillingham, Kent, in the most unlikely circumstances that evacuation of residents becomes necessary.
- Procedures & Policies documentation: Need to make sure that the Governors handbook & Residents handbook are regularly reviewed and up to date. Actions should not be taken without reference to such policies and documentation.
- The Governors at all times must be aware that the Charity needs to continue to meet the requirements of Public Benefit as identified by the Charity Commission.

## **Financial Risk**

The principal objective is to invest funds to maximise income without placing at undue risk the capital value of the investment such that the income produced is at least sufficient to assist in meeting the expenditure of the charity. To assist in the objective, the Governors appoint advisors upon such terms as are deemed appropriate to make recommendations as to the sale and/or purchase of investment holdings.

The Governors have considered the following:

- Preparation of an annual budget for approval by the Governors at the March Board meeting.
- Preparation of a 10-year rolling budget to assist the management of the Hospital's uneven cash flow.
- Maintaining management accounts that disclose comparison with the annual budget. Circulate for review at each quarterly Governors meeting.
- Regular review of both reserves and investments and presentation of information to the Governors.
- Protection of the permanent endowment of the charity. Use of only authorised investments and suitable investment managers. Ensure maintenance and regular surveyor reviews of the charity buildings.
- Be aware of possibility of fraud or error. Review financial control procedures, separation of duties and authorisation limits. Identify those risks that are insurable.

## **External Risks**

The Governors have considered the following:

- The need to communicate on a regular basis with the residents and as appropriate their relatives. This includes visits to flats and circulation of regular newsletters.
- Be aware of changes in Government policy such as general legislation or regulation and how this may impact on the charity. Provision of guidance and advice on a regular basis and how to deal with possible loss of confidence among residents.
- Need to understand the impact on the charity of a decreasing beneficiary class and how links with other similar organisations may help to avert problems.

- Consider the role of the voluntary sector in general and the need to maintain a membership of appropriate umbrella organisations.

The Clerk/Administrator is expected to cover these areas and advise the Governors of any changes in Government policy as appropriate.

### **Compliance with law and regulation**

In terms of charity compliance the Governors are aware of the following matters:

- The need to comply with legislation and regulations appropriate to the charity's size and structure and make sure that key legal and regulatory requirements are identified and dealt with by designated individuals.
- The financial and reporting requirements as a registered charity require preparation of annual accounts under the accruals accounting basis incorporating a balance sheet, statement of financial activities and notes.

## **Annex to Management Practices & Risk Assessment**

### **Operational Risks**

In order to support the Risk Assessment Policy Statement the Almshouse Association Guidance Manual draws attention to the following areas of concern which may be considered by the Governors and particularly the Clerk/Administrator as requiring awareness review and if necessary action on a regular basis.

#### **Direct Risks**

##### **Flooding**

With the Hospital buildings residing beside the upper reaches of the River Medway, the tidal range brings HW Spring tides within a few feet of the Almshouse Gardens. Records indicate that whilst the gardens have been flooded by exceptional tidal movement there is no record of the buildings being affected. However, the Environment Agency considers the area to be within the flood plain.

All the Flats in the Hospital are registered with the Environmental Agency "Floodline" so that the Residents will receive a telephone warning of flooding and the Deputy Governor an email to this effect.

The Medway Council Emergency Service encompass appropriate procedures to warn occupants of riverside dwellings of the impending likelihood of flooding, the possible evacuation of Residents and if necessary accommodating displace persons.

##### **Power Failure**

The Almshouses are at no lesser or greater risk of power failure than any other property in the area. However, given the potential vulnerability of the residents they are encouraged to keep an "Emergency Box" in each Flat containing a wind-

up/battery torch and radio together with candles and emergency telephone numbers.

### **Fire**

Appropriate fire prevention information and emergency procedures are contained in the respective Governors and Residents Handbooks held by each Governor and each Resident. Evacuation procedures are laid down together with a clearly indicated Meeting Point. Periodic and regular inspections are carried out to ensure all fire prevention equipment and practices are working and adhered to by the Clerk/Administrator, Local Fire Officer and the Hospital Insurers. In the event of fire the Fire Service will take command of the situation.

### **Gas Safety**

All flats are centrally heated using gas-fuelled boilers but cooking appliances are all electric. The Hospital has a service agreement with a qualified maintenance company which provides for an annual service and safety check and landlord's certificate, in accordance with current legislation and call-out cover. Each flat is fitted with a battery-powered carbon monoxide monitor which is tested at least 6-monthly by the keyholder.

### **Road Traffic Collision Damage**

The front of the buildings lie along a section of the busy A231 road, using by a variety of traffic, including Heavy Goods Vehicles. Risk of collision with the buildings is protected along the pavement immediately adjacent to the buildings by heavy road bollards. Any damage to these bollards should be immediately reported to the Local Authority.

### **Hazards – Slips & Falls**

Vulnerable areas in and around the accommodation which should be regularly monitored to prevent slips and falls are the cobbled forecourt, steps leading to the garden and laundry and garden paths which should all be kept free of growth, moss and weed. In the event of snow and ice a supply of salted grit is held on site. Gritted salt for winter will be purchased and stored in the present laundry.

### **Hygiene**

With the buildings being situated close to the river, rats and vermin are a constant threat. All known means of access to the buildings by vermin have either been blocked or screened. Pest control contractors visit the site at regular intervals. Failure to keep the buildings free of vermin also carries a risk of fire resulting from damaged electric wiring.

### **Security**

The Almshouse buildings lie back from a pavement along the A231 main road where pedestrian movement is light. A Public House resides on the other side of the road some 50yds distant. Historically unruly behaviour has seldom been in evidence. A low latched metal swing gate gives access to the courtyard from the pavement. The gate is not locked and consideration has been given to fitting locking devices. This is considered impractical given access requirements for postal services and council refuse collection. The Hospital frontage is covered by CCTV most of the time. The doors of all the Flats are fitted with double-locking

mechanisms. Spare keys are held on site, discreetly located, with one nominated resident and the Deputy Governor having sole access.

### **Maintenance**

To ensure that the Hospital's buildings are properly maintained and safe to inhabit, a five-yearly survey of the buildings and domestic services is carried out by a local firm of building surveyors and their recommendations implemented promptly and in full. Regular, periodic inspections of the electrical circuits and appliances, fire safety installations and gas boilers, as required by current legislation, are undertaken by local contractors.

### **Residents Handbook**

Each Flat contains a Residents Handbook providing information and guidelines regarding communications, Health and Safety matters, Services provided, terms of occupancy, medical and emergency matters.

### **Indirect Risks**

The Admissions Committee has a special responsibility at interview to ensure that prospective residents are suitable in every respect. There is risk of major disruption if found unsuitable once residency is taken up. Any resident found unwilling to be removed from the Hospital can incur heavy legal expenses over a protracted period, causing possible disruption to other residents and unwanted involvement of Governors in addition to incurring the cost of many thousands of pounds. The hospital has a policy and issues Guidance on Anti-Social behaviour.

Despite the fact that the Almshouses is a Grade II listed building, it is necessary for Governors to be aware of the general long term intentions of the Medway Planning Authority to redevelop the whole of the riverside along the Southern banks of the River Medway. To date no specific plans are in evidence.

*Amended Sept.2019*



## **ORGANISATIONS ASSOCIATED WITH THE CHARITY.**

- 1. The Charity Commission for England & Wales. Contact Call Centre 0870 333 0123. Website: [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk). A list of Trustees and income/expenditure figures for the last 7 years are available under the Hospital's entry. Registration Number is 213213.**
- 2. The Almshouse Association. Telephone: 01344 452922. Website: [www.almshouses.org](http://www.almshouses.org). Membership nos. 896.**
- 3. Royal Naval Benevolent Trust. Telephone: 023 9269 0112.  
Pembroke House Oxford Road Gillingham Telephone: 01634 85243.**
- 4. Medway Mission to Mariners.  
Hon. Secretary Mr Stephen Roper. Telephone: 01732 224689**
- 5. Medway Council Helpline. Telephone: 01634 291365.**

## **RESIDENTS.**

### **Admission.**

The Statutory Instrument of 1983 and the Scheme Amendment of 1996 govern admissions and specify that applicants should be needy or disabled persons who have served in the

- Royal Navy
- Royal Marines
- WRNS, QARNNS, QARANC
- Royal Fleet Auxiliary
- Merchant Navy
- Army
- Royal Air Force
- Or have been employed in HM Dockyards on the construction, maintenance, re-fitting or repair of HM Ships

**Or, if there are no such applicants:**

Widows/widowers or dependants of the above.

Spouses may be permitted to stay on the death of an eligible resident.

An Admissions Committee considers all applications for residence.

Residents are appointed to live at the hospital, they are not tenants. Similarly, they do not have a tenancy agreement, but sign a Letter of Appointment which sets out the conditions of residence.

### **Contributions.**

Residents pay what is called a Weekly Maintenance Contribution (WMC), but which is levied monthly and is to be paid by bank standing order. Eligible residents can claim Housing Benefit on application to Medway Council.

Applicants are means tested to establish the level of WMC they should be charged and whether they should be subsidised by the hospital's funds.

The Board of Governors reviews the WMC by reference to the Valuation Agency's fair rent assessment every two years and updates residents' means tests at the same time.

### **Communication & Functions.**

The Residents' Handbook gives standing advice and periodically a Residents' Newsletter is circulated to update them on current issues. Each year there is a Residents' Christmas Lunch and residents are at liberty to suggest outings to be organised from time to time throughout the year.

## ADMISSIONS AND MONITORING POLICY

### Admissions

When a flat has become vacant or when it is known for certain that a flat will become vacant, the Deputy Governor will advertise that vacancy in the local press (paid-for, free, and parish magazines), around local ex-servicemen's groups, through service charities, such as Greenwich Hospital and Seafarers UK and through Medway Council's Housing Department and Medway Housing Society.

**Application forms and guidance notes** will be sent to interested parties. Completed forms received will be banded according to the **Need & Eligibility Descriptors** and the Chairman of the Finance and General Purposes Committee will conduct a means test based on the financial details supplied by applicants to determine their level of WMC. Any Confidential envelopes concerning a criminal record will be forwarded unopened to the Visiting Governor who will discuss any concerns with the Chairman of Welfare & Admissions if necessary. **References** will also be taken up at this stage, and then the Clerk/Administrator, in consultation with the Chairman of Welfare & Admissions will short-list Candidates for Interview.

Candidates will be sent an interview date, a copy of the **Residents' Handbook** at this stage (either by Email if available or by post) and asked to bring with them **Proof of Service**, and an **Identity Document**, both of which will be photocopied in the Candidate's presence by the Deputy Governor and certified signed and dated by the Clerk/Administrator and kept with the Candidate's application form and References.

At interview, the Medical Governor will take a medical history from the applicant, including notes about current prescriptions and any reliance on alcohol or drugs. Other Governors' questions will be asked to ascertain Candidates'

- intention to work or to find work
- reliance on state and local authority benefits
- car ownership, and whether s/he is still making repayments on the car
- will be able to afford his/her own removal costs
- family in the Medway Towns or elsewhere
- ownership of a pet/pets
- financial dependants (CSA payments, divorce payments, contributions to the residential or domiciliary care of a parent)
- possession of necessary furniture and equipment to move into the flat (and making it clear that everything brought to the Hospital **MUST** fit into the flat because there is no overspill storage space available)
- positive relationships with neighbours in current accommodation
- have some hobbies and interests

Answers will be added to the Need and Eligibility banding.

When a new Resident has been chosen, s/he will be telephoned or sent a preliminary letter negotiating a **date for Admission** (based on when the necessary work in the flat is expected to be completed and then allowing a margin for delays). When the Candidate confirms his/her desire to accept the offer, the **Letter of Appointment outlining the Rules** (as amplified in the Residents' Handbook) will be sent. Letters of Appointment are signed jointly by the Chairman of the Board of Governors and the Deputy Governor. At that point, the new Resident will be asked also to supply his/her **Bank Account details**, and to sign confirmation that a **Standing Order for WMC payments** will be established.

On the Day of Admission, the Clerk/Administrator will receive the new Resident and issue keys and cover other matters listed on the **Check-In Form**.

### **Monitoring Eligibility**

The eligibility of Residents **below state retirement age** still to benefit from the provisions of the Charity will be monitored annually in May.

The **Monitoring Form** has been designed to fit the Governing Instrument's key phrase "needy or disabled" by asking first for evidence of registered disability or chronic illness. If a Resident can supply evidence of such disability which entitles him/her to a working age disability benefit then s/he need not answer the financial questions.

All Monitoring Forms are to be returned *in confidence* by post to the Chairman of Finance and General Purposes, who will check the figures and match the form against the **Need & Eligibility Descriptors**.

The Chairman of Finance and General Purposes will report back to the Welfare & Admissions Committee the name of any Resident who is not disabled and who has moved into Band C's financial criteria and/or who has a **Net Disposable Income** well beyond the HSJH rates, and s/he will be invited to an interview with the Welfare & Admissions Committee to discuss the situation and to receive notice that s/he is no longer qualified to benefit under the terms of the Statutory Instrument.

## **ASSESSMENT OF APPLICANT'S NEED**

The net disposable income guidelines are levelled at £125.00 per week for a single person and £175.00 per week for couples. Property maintenance costs to be taken into account as regular expenditure. (Watts 2012-13)

The Shipwrecked Mariners' Society say that claimants should have a weekly income below £175 / £255 for a couple, and savings under £10,000. (2012-13)

Watts and The French Hospital both consider social and medical factors as needs, as well as lack of assets and low NDI.

Proposed HSJH rates for NDI for 2015-16: £130.00pw for a single person and £185.00 for a married couple.

Provided there is no reason to believe that an applicant would disrupt the good conduct of the almshouses and the peace and quiet of the other residents then the allocation should always be made to those meeting most Band A criteria.

### **Band A. - High Priority**

Financial need (NDI below Trustees guidelines, savings below £5,000, non-property owner)

Social need (accommodation or area unsuitable, loneliness, homeless, potentially homeless, living with relatives, harassment)

Health need (a serious injury incurred on active service, accommodation unsuitable i.e. steps, upper floor w.c., etc)

Strong links with Medway Towns – currently living here or has previously lived here in civilian life

### **Band B. - Medium Priority**

Financial need (on or just above NDI guidelines, savings between £5,000 - 10,000, own property in need of repairs/improvement, mortgage on property, high current rent)

Social need (property lacking facilities, shared facilities)

Health need (require level accommodation, shower facilities, company/support)

Some links with Medway Towns – immediate family living here, or lived here in HMS Pembroke, Brompton Barracks, Chattenden, or RM Barracks Chatham.

### **Band C. - Low Priority**

Financial need (greatly above NDI guidelines, savings over £10,000, house property value over say £250,000, no mortgage)

**Social need (intentionally homeless, poor history of residential stability)**

**Health need (adequately housed but looking for more suitable accommodation for future comfort, protection etc)**

**Weak links with Medway Towns – distant family or friends living here**

**HOSPITAL OF SIR JOHN HAWKINS, KNIGHT, IN CHATHAM**  
(Registered Charity No. 213213)

**APPLICATION FOR ACCOMMODATION (SJH A1)**

The Hospital of Sir John Hawkins, by Charter, limits its eligibility to those who have served in Her Majesty's Armed Forces, RFA, British Merchant Navy or who have served in a civilian capacity in one of the Royal Dockyards. **[see guidance note 1]** Applicants should read the guidance notes which are provided in support of their completion of this application.

Applications should be completed in **Black Ink** and **Block Capitals**.

**1. PERSONAL DETAILS:**

Title	
Surname	
Forenames	
Nationality	
Date of Birth	
Address	
Postcode	
Home Phone	
Mobile Phone	
e-mail	

**2. QUALIFYING SERVICE:**

<b>Service Number</b>	
-----------------------	--

	Rank/Rate	From	To
Royal Navy			
Royal Navy Reserve			
Royal Marines			
Royal Marines Reserve			
Army			
Army Reserve			
Royal Air Force			
Royal Air Force Reserve			
QARNNS			
QARANC			
PMRAFNS			
HM Dockyard			
RFA			
British Merchant Navy			

### 3. MARITAL STATUS

STATUS	✓
Single	
Married	
Civil Partnership	
Widowed	
Divorced	
Cohabiting	

### 4. EMPLOYMENT STATUS

	✓
Retired (state retirement age)	
Retired (below state retirement age)	
Employed	
Unemployed seeking work	

<p>Details of current employment</p> <p>(see guidance note 2)</p>	
---	--

### 5. PRESENT HOUSING ARRANGEMENTS:

Homeowner (freehold)	
Homeowner (leasehold)	
Rented social housing	
Private rented housing	
Charitable housing (provide details)	
Resident since (Date)	



## 6. HEALTH AND MOBILITY

(see guidance note 3)

	Self	Partner
Able to live unaided		
Able to live unaided but with family support		
Able to live unaided but have health issues		
Able to live unaided on ground floor only		
Able to live unaided with reasonable adjustments		

## 7. NEXT OF KIN:

Primary		Secondary	
Relationship		Relationship	
Name		Name	
Address		Address	
Postcode		Postcode	
Home Phone		Home Phone	
Mobile phone		Mobile Phone	
e-mail		e-mail	
Power of Attorney	Yes/No	Power of Attorney	Yes/No

I have made a Will	Yes /No
My Will is held by	

**8. REFERENCES:**

(see guidance note 4)

Reference 1		Reference 2	
Name		Name	
Address		Address	
Postcode		Postcode	
Home phone		Home phone	
Mobile phone		Mobile phone	
e-mail		e-mail	
Relationship		Relationship	

**9. CONFIDENTIAL FINANCIAL INFORMATION:**

(see guidance note 5)

NET INCOME:		AMOUNT PER WEEK	
		Self	Partner
<b>Pensions</b>	State Retirement Pension		
	Widows Pension/Allowance		
	Industrial injuries disability benefit		
	War disability pension		
	War widows pension		
	Pension from a former employer		
	Widow's pension from a late husband		
	Pension credits (guaranteed credit)		
	Pension credits (savings credit)		
<b>Allowances</b>	Attendance allowance		
	Mobility allowance		
	Invalid care allowance		
	Severe disablement allowance		
	Disability living allowance (mobility)		
	Disability living allowance (care)		
	Employment support allowance		
<b>Benefits</b>	Incapacity benefit		
	Income support		
	Jobseekers allowance		
	Housing benefit		
	Council tax benefit		

		<b>Self</b>	<b>Partner</b>
<b>Income</b>	<b>Employment 1</b>		
<b>from</b>	<b>Employment 2</b>		
<b>Employment</b>	<b>Employment 3</b>		
<b>Other</b>	<b>Maintenance received by yourself</b>		
	<b>Voluntary/charitable payments received</b>		
	<b>Rental income from properties</b>		
<b>Savings</b>	<b>Current accounts</b>		
<b>and</b>	<b>Savings accounts</b>		
<b>Capital</b>	<b>Building Society accounts</b>		
	<b>National Savings Certificates (state date bought)</b>		
	<b>Premium Bonds</b>		
	<b>Redundancy Payments (if in past twelve months)</b>		
	<b>Cash (including any money held at home)</b>		
	<b>Stocks (please give current value or name of company and number held)</b>		
	<b>Shares (please give current value or name of company and number held)</b>		
	<b>Unit trusts (please give current value or name of company and number held)</b>		
	<b>Any other capital</b>		

**10. STATEMENT OF TRUTH:**

**I/We declare that the information provided in support of this application is true. It is accepted that if it subsequently comes to the attention of the Governors that I/We have not been wholly truthful any appointment may be set aside.**

<b>Applicant 1:</b>		<b>Applicant 2:</b>	
<b>Signature</b>		<b>Signature</b>	
<b>Full name</b>		<b>Full name</b>	
<b>Date</b>		<b>Date</b>	

**HOSPITAL OF SIR JOHN HAWKINS, KNIGHT IN CHATHAM**  
(Registered Charity Number 213213)

**GUIDANCE NOTES FOR COMPLETION OF APPLICATION SJH A1**

The following notes are provided for the guidance of applicants seeking an appointment to accommodation within the hospital of Sir John Hawkins, Knight, In Chatham.

The application form SJH A1 must be completed in full and all responses must properly reflect the status of the applicants. If subsequently the Governors establish that the applicant(s) have not been wholly truthful this could lead to any appointment made being set aside.

The application form SJH A1 must be completed in Black Ink and Block Capitals.

All applicants must provide proof of nationality. Acceptable proof would be a copy of a passport or birth certificate for each of the applicants, the original being shown at time of interview.

**NOTE 1: Eligible Persons.**

The hospital provides accommodation for needy or disabled men and women who have served in either the Royal Navy, Royal Marines, the Women's Royal Naval Service (WRNS) or the Queen Alexandra's Royal Naval Nursing Service, or have been mobilised for active service in the Reserves of the Naval Service, or have been employed in any of Her Majesty's Dockyards or Naval Bases directly on the construction, maintenance, refitting or repair of any of Her Majesty's ships and vessels.

**OR**

Persons who have served in the Army, Army Reserve (operationally mobilised), Army Nursing Service, the Royal Air Force, Royal Air Force Reserve (operationally mobilised) or Royal Air Force Nursing Service, Royal Fleet Auxiliary or British Merchant Navy.

**OR**

If there is no applicant qualified as above, The Governors may appoint a widow, widower or dependant of a person who has served. Applications are not restricted by age

**NOTE 2: Employment.**

Applicants must provide details of all employment they are currently engaged in. This should include the details of the employer, nature of work, number of hours worked per week. Details of pay should be given in section 9.

**NOTE 3: Health and Mobility.**

Applicants must realise that The Hospital of Sir John Hawkins does not provide a Warden, Matron or Nursing Care. It is essential that residents are able to care for themselves with support from their families or Social Services as necessary. Ground floor accommodation is suitable for those with limited mobility subject to reasonable adjustments being made. It is stressed that residents must be sufficiently mobile to meet the normal needs of daily independent living.

**NOTE 4: References.**

Two references must be provided in support of your application. These should be independent persons known to you in a professional capacity, as landlord, in a personal capacity or as family friend. Relatives are not acceptable as referees. Referees should reasonably have known the applicant for a period of at least twelve months.

**NOTE 5: Confidential Financial Information.**

You are required to provide detailed information about your financial situation as part of a means test which permits the Governors, should your application be successful, to apply the band of charitable discount that you will be eligible to receive in respect of your Weekly Maintenance Contribution (WMC).

All information provided is treated as confidential and is subject to the absolute protection of the Data Protection Principles which underpin the Data Protection Act. Your data will be stored in accordance with the Data Protection Principles and destroyed if your application is unsuccessful, it is no longer relevant or your appointment is ended.

The WMC you will be asked to pay, should your application be successful, is a contribution and not rent. Those residing within the Hospital are appointed by virtue of Charter as beneficiaries of the charity and not as tenants. WMC includes water rates but DOES NOT include council tax and utilities.

The banding of WMC from 1<sup>st</sup> March 2021 is applied as follows:

Band 1	- Combined annual income less than £20,000	= 64% discount
Band 2	- Combined annual income of £20,000 to £22,500	= 60% discount
Band 3	- Combined annual income of £22,500 to £25,000	= 50% discount
Band 4	- Combined annual income of £25,000 to £27,500	= 40% discount
Band 5	- Combined annual income of £27,500 to £30,000	= 30% discount
Band 6	- Combined annual income of £30,000 to £32,500	= 20% discount
Band 7	- Combined annual income of £32,500 to £35,000	= 10% discount
Band 8	- Combined annual income over £35,000	= 0% discount

WMC is based upon Equivalent Fair Rent Valuations that are made from time to time by the Government Valuation Office Agency (VOA). The means tested discount is taken from the valuation figure to produce the Weekly Maintenance Contribution that you pay. Residents agree to be means-tested biennially.

Residents are required to have a bank or building society account and make arrangements for WMC to be paid by Standing Order to Sir John Hawkins Hospital. WMC becomes due on the 1<sup>st</sup> day of each calendar month.

If you do not have a bank account but would normally be in receipt of housing benefit, upon being appointed, you must instruct Medway Council to pay such benefit directly to Sir John Hawkins Hospital.

All beneficiaries will be expected to complete a confidential financial survey on an annual basis to ensure that the level of charitable discount properly reflects their circumstances.

All applicants will be asked to provide physical evidence to support their financial circumstances detailed within their application. Suitable evidence should include:

- Forms P60 to the most recent 5 April for earnings and occupational pension figures
- Most recent pay slips for earnings or occupational pensions
- The latest letter of state pension rate from the DWP
- Copies of letters from Councils or the like in support of rates of benefits and allowances being paid
- Details of any savings and end of tax year interest figures
- Proof of income by virtue of relevant bank statements, ideally covering the most recent three month period

#### **ADDITIONAL INFORMATION:**

**Evidence qualifying of Service:**

Additionally applicants should provide documents in support their claim to being qualified to become beneficiaries of the charity. Suitable evidence should include:

- Record of service
- Discharge certificate
- Pay book
- Civil Service establishment letters etc (HM Dockyards and Naval Bases)

Applicants should be able to demonstrate that they have been honourably discharged from active service or from government service.

**Veterans Agency:**

Information about lost or misplaced records of service can be gained from the Veterans Agency, the first point of contact for all former servicemen/women and their families. The Agency's comprehensive web site can be found at:

<https://www.gov.uk/government/organisations/veterans-uk>

Veterans Agency e-mail: [veterans-uk@mod.uk](mailto:veterans-uk@mod.uk)

Veterans Agency Telephone: 0808 191 4218

**Pets:**

Pets are not permitted.

**Sub Letting:**

An appointment to the Hospital is personal to the individual(s) and sub letting is not permitted.

**Residents' Handbook:**

All beneficiaries of the charity, upon appointment, are issued with a comprehensive residents handbook which sets out the rules and requirements applicable to living within the hospital.

**Dates to avoid when called for interview:**

Should there be any particular dates upon which you wish to avoid being called forward for interview please make them known directly to our Clerk Administrator.

**Completed applications should be returned to:**

**Mrs Susan Fairlamb**

**Clerk Administrator to the Board of Governors**

**Sir John Hawkins Hospital, Knight, In Chatham**

**High Street**

**Chatham**

**Kent**

**ME4 4EW**

e-mail: [hawkinshospital@yahoo.co.uk](mailto:hawkinshospital@yahoo.co.uk)

mobile: 07771 530951

**THE HOSPITAL OF SIR JOHN HAWKINS, KNIGHT, IN CHATHAM.  
(Registered Charity 213213)**



Governors' Mailbox  
Hospital of Sir John Hawkins  
High Street  
Chatham, Kent  
ME4\$EW

e-mail: [hawkinshospital@yahoo.co.uk](mailto:hawkinshospital@yahoo.co.uk)  
[www.hawkinshospital.org.uk](http://www.hawkinshospital.org.uk)

**Datexxxxxx**

Dear

The Hospital of Sir John Hawkins consists of Grade II listed Almshouses that surround a courtyard off Chatham High Street. A Royal Charter granted by Queen Elizabeth I founded it in 1594 and is administered by a Board of Governors.

One of the qualifications for residency is that applicant served in the armed services, the merchant service or in a Royal Dockyard. An Admissions Committee considers all applications.

Mr/Mrs. \_\_\_\_\_ has applied for residency and has given you as a reference. I would be grateful if you could supply a character reference to support this application. Any information you would be willing to share about his disposition, interests, and his relationships with his neighbours and/or family would help us. I have enclosed a stamped addressed envelope in anticipation and would be grateful if you gave this your earliest attention.

Yours sincerely

Clerk/Administrator



**Specimen Letter of Appointment**  
**Residents' Handbook Appendix 3: Governors' Handbook 19d**  
**THE HOSPITAL OF SIR JOHN HAWKINS, KNIGHT, IN CHATHAM**  
(Registered Charity No. 213213)



Governors' Mailbox  
Sir John Hawkins Hospital  
High Street  
Chatham  
Kent  
ME4 4EW

[email: hawkinshospital@yahoo.co.uk](mailto:hawkinshospital@yahoo.co.uk)  
[www.hawkinshospital.org.uk](http://www.hawkinshospital.org.uk)

DATE

**LETTER OF APPOINTMENT AS A RESIDENT IN THE ALMSHOUSES**

The Board of Governors of The Hospital of Sir John Hawkins, Knight, in Chatham have considered your application for accommodation and have decided to appoint you as a beneficiary of the Charity (under Clause 36 of the Charity Commission Scheme dated 4<sup>th</sup> December 1996) with effect from Monday XX Month 20XX.

Please read this letter carefully, and if you accept the Terms set out, please countersign both copies and return one to me, along with the Resident's Details Form including the details of your current GP. Dr Gilbert will not contact him/her without your permission.

You have been allocated accommodation in:

Flat X  
Hospital of Sir John Hawkins  
High Street  
Chatham  
Kent  
ME4 4EW

A Weekly Maintenance Contribution of **£XXX.00 per month** is payable by monthly Bankers Standing Order from 1<sup>st</sup> XXXX at the beginning of the month towards the upkeep of the Flat, and this figure may be increased annually upon one month's notice. The Valuation Office Agency provides guidance concerning the maximum level of Weekly Maintenance Contribution, which will qualify for the payment of Housing Benefit and residents agree to be means tested biennially. A proportion for water charges and any service and support costs is included in this figure.

Please now arrange with your bank to set up the Standing Order as follows:

- **Account Name: Governors of Sir John Hawkins Hospital**
- **Account Number : 55104657**
- **60-17-36 (NatWest Rochester)**
- **Reference : Your Name Flat X**

It is a condition of occupancy that the full amount of Weekly Maintenance Contribution is paid whether or not Residents use the services or support elements. Residents accept responsibility for paying their own Council Tax, Gas, Electricity, Telephone/Broadband, and TV Licence unless you are eligible for a Concessionary Licence on grounds of age or disability.

The following regulations for the Residents are to ensure the smooth running of the Hospital:

1. The Governors undertake to carry out all repairs, including internal and external decoration. Residents are not allowed to make any structural alterations to the Hospital, nor to alter the plumbing or electrical installation without prior consent of the Governors.
2. The Residents should permit reasonable access for inspection of their almshouse and for repairs and decoration to be carried out.
3. The use of paraffin oil and portable gas heaters is strictly prohibited. Please consult the Deputy Governor before you use additional heaters.
4. Residents should not vacate their almshouse for more than a total of twenty eight days in any one year without prior consent of the Governors and should inform the Deputy Governor if they will be away for more than one week at a time.
5. The name and address of your next of kin should be supplied to the Governors together with information as to whether a Will has been made and, if so where it is deposited.
6. Residents are asked to occupy their almshouse quietly and with thought for other Residents. This includes not accumulating rubbish in the Courtyard.
7. Neither the Resident(s) nor any relation or guest of his/hers/theirs will be a tenant of the charity or have any legal interest in his/her/their almshouse.
8. The Governors may take such steps as they think proper in the administration of the Hospital and for the Residents' welfare, and any such alteration to the rules will be notified in writing to each Resident.
9. Residents may expect to continue in occupation for as long as they need the accommodation and can look after themselves. If health deteriorates they must be willing to accept advice and guidance from time to time, either from their own doctor or a medical consultant appointed by the Governors. The Governors will consult with the next of kin, Social Services, etc. to make the most suitable arrangements.
10. Pets are not permitted.

**11. Visitors are not permitted to stay overnight at the Hospital without the previous consent of the Governors through the Deputy Governor.**

**13. The Governors reserve the right to ask a Resident to vacate their almshouse and move, either temporarily or permanently to another within the Hospital.**

**14. The Resident's attention is drawn to the Complaints Procedure set out in the Residents' Handbook.**

**15. The Governors retain the power to set aside a Resident's appointment for good cause, e.g. in the case of serious misconduct or if there is a breach of the regulations, or if he/she is no longer a qualified beneficiary or is a risk to other Residents, as outlined in the Charity Commission Scheme dated 4<sup>th</sup> December 1996. Failure to make timely payment of the Weekly Maintenance Contributions (WMC) will be regarded as a breach of the charity's regulations.**

**16. Should a Resident wish to leave his/her Flat to live elsewhere, not less than one calendar month's notice in writing must be given to the Board of Governors. Weekly Maintenance Contributions remain payable until the date when the Flat is vacated.**

**17. Should the Governors resolve to Set Aside an Appointment as described in Clause 15, not less than one calendar month's notice in writing to set aside the appointment will be given by the Board of Governors to the Resident(s).**

**18. If a Resident is below retirement age, the appointment will be reviewed annually.**

**19. Should the Resident's circumstances substantially improve, he/she may be asked to move to other accommodation.**

**20. Neither the Hospital nor its garden may be used as a place of business, either from where to conduct business or to store items connected with running a business.**

**21. The Undercroft in the East Wing has a laundry which is intended only to be a back-up should Residents' own machine break down. No possessions should be stored in the Undercroft, because of the risks of fire and rodent infestation.**

**22. It is a condition of occupancy that a new Resident should sign a copy of the Letter of Appointment signifying to abide by the above rules.**

**You will receive a copy of the Residents' Handbook on arrival which explains in more detail how to get the most out of living in the Almshouses.**

**Yours sincerely**

Clerk/Administrator

Chairman

I accept the Appointment as a beneficiary Resident at The Hospital of Sir John Hawkins, Knight, in Chatham from *Month 20XX*, on the terms as set out in the Letter of Appointment of (Date).

Resident's Name \_\_\_\_\_

Date \_\_\_\_\_

**Bank Account Details** (The account from which your WMC will be paid)

Account Name:

Bank & Address:

Account Number:

Sort Code:

**THE HOSPITAL OF SIR JOHN HAWKINS, KNIGHT, IN CHATHAM**  
(Registered Charity No. 213213)

**MONITORING THE ENTITLEMENT OF RESIDENTS BELOW STATE RETIREMENT AGE**

Dear

It is the duty of the Trustees of the Hospital to monitor Residents' continuing entitlement to benefit from the Charity, which requires that those who live here be Needy or Disabled.

Your medical or financial situation might have changed since you were admitted to the Hospital.

Please complete this Form, as far as it relates to your personal circumstances or joint circumstances with your spouse, and return it to Mrs Pamela Lowton, Chair of the Governors' Finance & General Purposes Committee, in the stamped envelope provided BY (*DATE*)

Thank you.

Deputy Governor

**1. Do you receive Disability Living Allowance / Personal Independence Payments?**

**Yes / No**

**If Yes, please state at what rate (Lower / Middle / Higher) you are paid for the**

Care Component \_\_\_\_\_

Mobility Component \_\_\_\_\_

**Please provide a photocopy of your most recent letter about your entitlement to this Benefit from DWP, *and then move straight to the Declaration section of this Form.***

**2. Do you receive Income Support at an enhanced rate because of a chronic medical condition?**

**Yes / No**

**If Yes, please provide a photocopy of your most recent letter about your entitlement to this Benefit from DWP, *and then move straight to the Declaration section of this Form.***

**3. Employment:**

Are you retired? **Yes/No** (If **No**, please state current employment/self-employment)

**4 Confidential Financial Information:**

<b>Capital:</b> Amount of cash savings	£.....
Other savings (e.g. Bonds, Investments)	£.....
<b>Income:</b> Social Security Benefits (DWP)	£.....per week
Housing Benefit	£.....per week
Council Tax Benefit	£.....per week
Occupational Pension(s)	£.....per week
Rental income	£.....per week
Other investment income	£.....per week
Wages/salary/self employed income	£.....per week
<b>Total Weekly Income</b>	<b>£.....per week</b>

**5. Additional Information:**

Please give brief here details of any amounts you are **OBLIGED** to pay weekly / monthly for items such as Council Tax, divorce settlements, Child Support Agency orders (but not your child's university fees), or a family contribution to the residential / domiciliary care of your parent(s). If you **REQUIRE** a car for your work, you may also list any monthly repayments for the car, but not your tax, insurance, maintenance or fuel.

**DECLARATION (to be completed by all Residents)**

I / We declare all the foregoing statements are true.

Signature (s) .....

Date .....