

Bundle Corporate Board of Trustees 27 July 2023

Agenda attachments

Item 0 – Agenda – Corporate Board of Trustees – 27 July 2023

0 OPENING ITEMS

1 Chair's welcome, apologies, and confirmation of quorum

2 Declarations of Interest

Board and EMT Register of Interests

3 Minutes of the Previous Meeting

16 February 2023

These minutes were approved at the Trust Board meeting on the 30 March but should be formally received by the Board of Trustees, for the record.

Item 3 – Minutes–Board of Trustees –16 February 2023

4 Action Log & Matters Arising

There are no open actions.

4.1 ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION

5 Charity Resourcing

Item 5 – Proposal for the Future Management arrangements for the WAST Charity

Item 5 – Annex 1 – Tarnside Consulting Charity Report

5.1 CONSENT ITEMS

6 Charity Committee AAA

– 05 July 2023

Item 6 – Charitable Funds Committee Highlight Report 5 July 2023

7 Charity Committee Minutes

7.1 – 16 February 2023

7.2 – 05 April 2023

Item 7.1 – Confirmed Charity Committee Minutes 16 February 2023

Item 7.2 – Confirmed Charity Committee Minutes 05 April 2023

7.1 CLOSING ITEMS

8 Reflections & Summary of Decisions and Actions

9 Any Other Business

10 Date of the Next Meeting

25 January 2024



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Welsh Ambulance Services
NHS Trust

MEETING OF THE [CORPORATE] BOARD OF TRUSTEES WELSH AMBULANCE SERVICES NHS TRUST CHARITY

Held in Open on Thursday 27 July 2023 from 15:10 to 15:50

Meeting held at Cardiff MRD, Merton House, Croescadarn Close, Pontprennau, Cardiff, CF23 8HF

AGENDA

No.	Agenda Item	Purpose	Lead	Format	Time
OPENING ITEMS					
1.	Chair’s welcome, apologies, and confirmation of quorum	Information	Colin Dennis	Verbal	5 mins
2.	Declarations of Interest	Information	Colin Dennis	Verbal	
3.	Minutes from Previous meeting - 16 February 2023 <i>These minutes were approved at the Trust Board meeting on the 30 March but should be formally received by the Board of Trustees.</i>	Information	Colin Dennis	Paper	
4.	Action Log & Matters Arising <i>There are no open actions.</i>	Discussion	Colin Dennis	Paper	
ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION					
5.	Charity Resourcing	Approval	Estelle Hitchon	Paper	20 mins
6.	Charity Committee AAA - 05/07/2023 AAA	Assurance	Ceri Jackson	Paper	5 Mins
CONSENT ITEMS					
7.	Charity Committee Minutes 7.1 16/02/2023 Minutes 7.2 05/04/2023 Minutes	Information	Ceri Jackson	Paper	
CLOSING ITEMS					
8.	Reflections & Summary of Decisions and Actions	Discussion	Colin Dennis	Verbal	5 mins



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9.	Any Other Business	Discussion	Colin Dennis	Verbal	5 mins
10.	Date and Time of Next Meeting - 25 January 2024	Information	Colin Dennis	Verbal	

Lead Presenters

Name	Position
Colin Dennis	Chair of the Trust Board (Sole Corporate Trustee)
Estelle Hitchon	Director of Engagement and Partnerships
Ceri Jackson	Chair of the Charity Committee

**MINUTES OF THE OPEN SESSION OF THE CORPORATE BOARD OF TRUSTEES
OF THE WELSH AMBULANCE SERVICES TRUST NHS CHARITY
HELD ON 16 FEBRUARY 2023 AT 09:30
VIA MICROSOFT TEAMS**

MEMBERS PRESENT:

Colin Dennis	Chair of Trust Board
Kevin Davies	Vice-Chair of Trust Board
Paul Hollard	Non-Executive Director
Ceri Jackson	Non-Executive Director
Rachel Marsh	Executive Director of Strategy, Planning & Performance
Chris Turley	Executive Director of Finance & Corporate Resources
Liam Williams	Executive Director of Quality & Nursing

IN ATTENDANCE:

Estelle Hitchon	Director of Partnerships & Engagement
Caroline Jones	Corporate Governance Officer
Navin Kalia	Deputy Director of Finance & Corporate Resources
Angela Lewis	Director of Workforce & Organisational Development
Bernadette Mitchell	Finance Assistant
Hugh Parry	Trade Union Partner
Alex Payne	Corporate Governance Manager (Minute-taker)
Jessica Price	Deputy Head of Financial Accounting
Mike Whiteley	Audit Manager, Audit Wales

APOLOGIES:

Lee Brooks	Executive Director of Operations
Bethan Evans	Non-Executive Director
Jason Killens	Chief Executive
Brendan Lloyd	Executive Medical Director
Trish Mills	Board Secretary
Hannah Rowan	Non-Executive Director
Joga Singh	Non-Executive Director
Leanne Smith	Interim Director of Digital Services
Andy Swinburn	Director of Paramedicine
Martin Turner	Non-Executive Director
Damon Turner	Trade Union Partner

01/23 Welcome & Apologies

- 01.1 Apologies were noted. The Chair noted that a minimum quorum of five voting members of the Trust Board were required for Corporate Board of Trustees to achieve quorum, and that there were sufficient members in attendance;
- 01.2 The Chair noted this meeting was held in public, and that there were attendees of the Charitable Funds Committee (CFC) in attendance, due to the Committee having been convened immediately prior.

02/23 Declarations of Interest

- 02.1 There were no declarations of interest above those already recorded in the Register of Interests for the members of the Trust Board for the Welsh Ambulance Services NHS Trust.

03/23 Auditors Report – 2021/22 Annual Accounts

- 03.1 Mike Whiteley, Audit Wales Audit Manager, presented the audit report and opinion for the Welsh Ambulance Service NHS Trust Charity. Mike noted that the audit opinion given for 2021/22 was qualified, as set out in the report and report Appendices;
- 03.2 Audit Wales have been unable to obtain sufficient evidence of the allocation of the Charity's income for 2015/16 in respect of the allocation of restricted and unrestricted income. The value of income over which it has not been possible to obtain assurance is £28,000;
- 03.3 The qualified audit opinion was issued due to a lack of supporting evidence in relation to a sample of transactions from the 2015/16 financial year, as it has not been possible to obtain the necessary assurances in regard to these transactions. The qualification is therefore on technical grounds in relation to transactions made in 2015/16;
- 03.4 Mike clarified that the audit opinion given was for the 2021/22 Annual Report & Accounts, and that the last full external audit completed for the Charity was completed in 2014/15. All testing completed regarding 2021/22 was satisfactory, save for the required evidence against the sample of transactions for 2015/16.

RESOLVED:

- 03.5 That the Auditors Report for 2021/22 Annual Report & Accounts was received.**

04/23 Annual Report & Accounts 2021/22

- 04.1 Chris Turley, Executive Director of Finance & Corporate Resources, confirmed that the final audited version of the charity Annual Report & Accounts for the 2021/22 financial year was presented for approval, to enable submission of the charity's Annual Return and Accounts;

- 04.2 The Chair referenced the work of the CFC and the evolution of the charity over recent years and thanked the Committee for their work. It was noted that the qualified audit opinion has been issued on a technicality, and is relation to a historic issue;
- 04.3 The CFC have endorsed the Annual Report & Accounts for 2021/22 for the Charity and have recommended the document for approval by the Corporate Board of Trustees. The Board noted that the filing of the Annual Return and Accounts for the Charity is late due to unforeseen delays experienced by Audit Wales in their audit of the accounts;
- 04.4 The Charity Commission had been notified of the late filing ahead of the deadline, and no further action has been or will be taken by the Commission. The late filing will be recorded on the public register of charities and this information will be available for up to five financial years;
- 04.5 Ceri Jackson, Chair of the CFC, noted that the Trust and its Charity is legally required to use Audit Wales for external audit services. Given the current resource challenges within Audit Wales, she suggested it could be prudent to explore whether the mandatory obligation to use Audit Wales could be changed to ensure compliance with regulatory timelines;
- 04.6 Mike advised that this requirement is set out within the Charities Act 2011, and that his understanding is that all Welsh NHS charities are required to employ Audit Wales for external audit activity. The Chair suggested that this could be something for the Chair of the CFC to seek to further explore, alongside the Executive;

RESOLVED:

- 04.7 Following discussion, the Corporate Board of Trustees approved the Annual Report for the Welsh Ambulance Service NHS Trust charity for the 2021/22 financial year;**
- 04.8 Following discussion the Corporate Board of Trustees approved the Annual Accounts for the Welsh Ambulance Service NHS Trust charity for the 2021/22 financial year.**

05/23 Charitable Funds Committee AAA Report (30 January 2023)

- 05.1 Ceri Jackson, as Chair of the CFC, presented the highlight report from the meeting of the Committee on the 30 January 2023. She noted the importance of the position with the external audit and the late filing of the Charity's Annual Return being clear to stakeholders;
- 05.2 The Charity must try to mitigate the impact of the late filing, and this should be considered alongside the delivery of the Charity's strategic priorities. The Chair acknowledged this concern and agreed with the importance of clear communication;

RESOLVED:

- 05.3 The Charitable Funds Committee AAA highlight report from its meeting on the 30 January 2023 was received by the Corporate Board of Trustees, and the contents noted.**

06/23 Any Other Business

- 06.1 There was no other business to discuss.

07/23 Date & Time of the Next Meeting

- 07.1 The Chair noted that the Corporate Board of Trustees may wish to meet in due course to discuss the outcome of the recently commissioned strategic review for the charity; the date and time of this meeting is to be confirmed.



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AGENDA ITEM No	5
OPEN or CLOSED	Open
No of ANNEXES ATTACHED	1

PROPOSAL FOR THE FUTURE MANAGEMENT ARRANGEMENTS FOR THE WELSH AMBULANCE SERVICES NHS TRUST CHARITY

MEETING	Board of Trustees
DATE	27 July 2023
EXECUTIVE	Jason Killens, Chief Executive
AUTHOR	Estelle Hitchon, Director of Partnerships and Engagement; Jason Killens, Chief Executive
CONTACT	Jason.Killens@wales.nhs.uk

EXECUTIVE SUMMARY

1. The purpose of the paper is to consider the future management arrangements of the Trust Charity in order to further increase its fundraising capability. In so doing, the aim is that the charity provides additional support to the Trust's employees and volunteers, while also having the potential to deliver additional discretionary services to provide better care for our service users.
2. This proposal was considered by the Charity Committee at its meeting on 5 July and was endorsed.

RECOMMENDATION

3. That the Board of Trustees:
 - a) **Approves** the proposed ambition that, over time, the Charity becomes a Strategic Enabler in supporting the Trust's overall ambition;
 - b) **Approves** the establishment and appointment of a Head of Charity at band 8a and Fundraising Officer at band 6 (subject to job evaluation) on the basis of an initial two-year fixed term contract;
 - c) **Approves** the indicative Head of Charity role objectives;
 - d) **Approves** the intention to fund the new Fundraising Officer post at band 6; (subject to job evaluation) for a maximum of two years.

KEY ISSUES/IMPLICATIONS

4. The report provides a proposal for the employment of two additional people, funded initially for a period of two years to support the future strategic direction and fundraising activities of the Welsh Ambulance Services NHS Trust Charity.

REPORT APPROVAL ROUTE
Charity Committee, 05 July 2023 Board of Charity Trustees 27 July 2023

REPORT APPENDICES
Annex 1: - Strategic Review of the Charity conducted by Tarnside Consulting

REPORT CHECKLIST			
Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)	Yes	Financial Implications	N/A
Environmental/Sustainability	Yes	Legal Implications	N/A
Estate	Yes	Patient Safety/Safeguarding	Yes
Ethical Matters	Yes	Risks (Inc. Reputational)	N/A
Health Improvement	Yes	Socio Economic Duty	Yes
Health and Safety	N/A	TU Partner Consultation	N/A

SITUATION

5. This report provides a proposal for the employment of two additional people to support the future strategic direction and fundraising activities of the Welsh Ambulance Services NHS Trust Charity.

BACKGROUND

6. The future management arrangements for the Welsh Ambulance Services NHS Trust Charity were discussed at a recent Board of Trustees Development Day on 27 April 2023 following receipt of an independent strategic review of the Charity, which was undertaken by Tarnside Consulting, attached at appendix 2.
7. The Trustees subsequently agreed that, in response to the review, a formal proposal would come forward to the Board of Trustees, following consideration by the Charity Committee, about the future management arrangements for the Charity.
8. There is a need to agree these arrangements in order that the Charity is in a position to increase its fundraising capability which, in turn, will provide additional financial support to our people, volunteers and the potential to deliver additional discretionary ambulance and/or clinical services to provide better care for our patients.

ASSESSMENT

9. The Tarnside review found that there was significant potential funding available to the Charity. Potential sources of additional funding were available from charitable trusts, companies with a turnover of over £14 billion and high net worth individuals with wealth in excess of £3.3 billion. In addition, the Trust has 4,000 members of staff, and the three million people who live in Wales could also support the Charity.
10. The Charity is not currently actively promoted and does not have a clear sense of purpose. However, the strategic review found there was potential to transform the approach and actively seek external funding opportunities and engage staff in fund raising initiatives. The review identified the following future options:
 - Fundraising as a Service Function – Steady Income Growth
 - Fundraising as a Strategic Enabler – Significant Income Growth
 - WAST as a Fundraising Organisation - Substantial Growth

11. In the Trustees' development session, the benefits and risks associated with each option were debated and Trustees concluded that the most appropriate course of action when considering the cost of investment required, available capacity and potential income generation was to become a Strategic Enabler, albeit over time, recognising the need to ensure there is an offer and unique selling point to supporters that is distinct from, and thus not in competition with, other ambulance sector charities such as The Ambulance Services Charity (TASC) and the Wales Air Ambulance.
12. The Trust currently supports the Charity by funding of a Charity Finance Officer, as well as providing a range of infrastructure support, including governance, communications, broader finance support etc. This arrangement would continue until the 'proof of concept' over no more than two years demonstrated that the Charity can significantly increase the amount of money raised.
13. It is to be noted that Trustees of the Charity comprise Board members and the Charity Committee and Bids Panel are also supported by WAST staff.
14. In order to make the step change to become a 'Strategic Enabler', the Charity requires additional capacity to put in place the necessary organisational structures and leadership capacity to ensure a robust approach to both charity governance and fundraising.
15. While some work has already been started, it is acknowledged that dedicated resource is now required if the Charity is to meet both its potential and the ambition of its Trustees.
16. Two new posts are, therefore, proposed. The first is a 'Head of Charity' post at an indicative band 8a (subject to job evaluation) that would be responsible for setting the strategic direction and day to day management of the Charity. This post could be funded via a vacancy currently being carried within the Partnerships and Engagement directorate which had been previously identified for this purpose. This would be a further, but time limited to a maximum of two years, subsidy to the Charity from the Trust.
17. A 'Fundraising Officer' post at an indicative band 6 (subject to job evaluation) would be required to focus on delivering increased charitable donations.
18. The costs for these posts to include employers on costs and the proposed 5% pay award for this financial year are £65k per annum for the band 8a post and £45k per annum for the band 6 post.

19. It is proposed that the Head of Charity would have at least the following specific objectives during the initial two-year period of employment, recognising that these would be ambitious:

- Months 0 to 6 – Develop and agree strategic and high-level operational priorities for the next two years, recruit a Fundraising Officer, undertake a review of governance structures and develop a fundraising strategy.
- Months 6 to 12 - Produce a business plan, develop a website, branding, and a communications plan, and begin fundraising.
- Months 13 to 18 – Mobilise sustained increased fundraising opportunities and communications.
- Months 19 to 24 – Undertake a review of strategy, fundraising and return on investment.

20. The Head of Charity would report to the Director of Partnerships and Engagement, recognising the synergy with the existing functions within the portfolio. As outlined above, it is proposed that the funding for the new Head of Charity role is funded from a vacant Band 8a post within the Directorate of Partnerships and Engagement for the two-year fixed term. In addition, the Trust would continue to fund the Charity Finance Officer role over the same period.

21. Subject to a successful funding request to the Charity Committee, it is proposed that the Fundraising Officer be funded from Charitable Funds. A decision on extending the appointment of the Head of Charity and the Fundraising Officer beyond the initial two-year period will be subject to the review on strategy, fundraising and return on investment, but with the intention that, in future, both posts would be funded via the Charity.

RECOMMENDATIONS

22. That the Board of Trustees:

- a. **Approves** the proposed “Strategic Enabler” direction of travel for the Welsh Ambulance Services NHS Trust Charity
- b. **Approves** the establishment and appointment of a Head of Charity at Band 8a and Fundraising Officer at Band 6 (subject to job evaluation) on the basis of an initial two-year fixed term.
- c. **Approves** the indicative Head of Charity objectives.
- d. **Approves** to fund the new Fundraising Officer post at Band 6 (subject to job evaluation) for a maximum of two years in the first instance.



**STRATEGIC REVIEW OF THE
WELSH AMBULANCE SERVICES CHARITY
PREPARED BY TARNSIDE CONSULTING**

January 2023



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1.0 Executive Summary

The Welsh Ambulance Service NHS Trust Charity (the Charity) has potential to grow its fundraising capacity and use these funds to have a positive impact for its staff, its volunteers, and the communities it serves.

There is significant funding available. This report identifies £140 million annual giving from charitable trusts (appendix 1), companies with a turnover of and £14 billion (appendix 2) and high net worth individuals with wealth in excess of £3.3 billion (appendix 3). In addition, there are also 4,000 members of staff, and the 3 million people of Wales who could also support the Charity.



For the charity to fulfil its potential it will need the wholehearted support of the wider organisation. Interviewees suggested that this would require clarity on two factors:

- 1. What role should charitable funds should play compared to state funding?**
- 2. What is the purpose of the charity?**

Those interviewed for this report outlined an exciting array of ambition that the charity could be used to support. This report splits them into three levels of aspiration:

- 1. Grass roots support** – for staff welfare and education and support for volunteers.
- 2. A strategic enabler** – to fund specific projects / pieces of equipment.
- 3. Enhanced Service Delivery** – to fund major new initiatives above and beyond NHS provision.

Each of these levels of aspiration is open to the Charity. The determining factor will be how much The Welsh Ambulance Service NHS Trust (WAST) chooses to make the charity and fundraising part of its plans and culture.

This report offers three fundraising strategies which could be used to serve these aspirations each set over 5 years.

Option 1 - Fundraising as a Service Function – Steady Growth:

Put in place the foundation for fundraising, such as a case for support, and administrative procedures for thanking and monitoring grants. Funding will come from lower-level trust applications, modest individual giving, in memoriam promotion, easy fundraising and some staff fundraising events. A part time fundraising manager would be recruited to drive change and increase visibility of the charity. Trust, Legacy and in memoriam fundraising can be carried using agency support.

Result: c. £ 180,000 income with costs of £40,000. £140,000 net annual contribution

Option 2 - fundraising as a strategic enabler – Significant Growth

As per option 1 plus: Seek to grow the income significantly by securing larger gifts for specific projects closely aligned to the WAST objectives from higher level trust applications, major donations and expanded giving by individuals. Senior management team would need to pay attention to fundraising to ensure projects were well considered and robust. Fundraisers with the skills in the target markets and the ability to maintain the senior management team's attention would need to be recruited, plus agency support as in option 1. NB Larger grants are likely to be restricted to specific projects.

Result: c. £380,000 income with costs of £91,500. £288,500 net annual contribution

Option 3 - WAST as a fundraising organisation - Substantial Growth in all income streams:

Develop major giving as in Option 2, but with an additional focus on community fundraising, events and recruiting individual donors through effective use of a database. Individual and event fundraising has a huge advantage that the money is likely to be unrestricted.

Result: c. £905,000 income with costs of £206,500. £698,500 net annual contribution

Careful consideration also needs to be given to how funds raised are distributed. **Good grant making** builds confidence and engagement, boosts staff morale and attracts more funding. Poor grant making produces the reverse. See section 3.0.

2.0 Background

The charity has “ticked along nicely” in recent years receiving gifts when people want to thank the service for the help they were given. Between 2016 – 2020 average donations were £32,000 a year. These gifts were initiated by the donors. The success of NHS Charities Together appeal during COVID alerted WAST to the potential for the charity to make a greater contribution to the organisation and the positive shift in public opinion towards giving to NHS charities. Contributions from NHS Charities Together and a large legacy of £188,000 saw this rise to £358,000 in 2021.

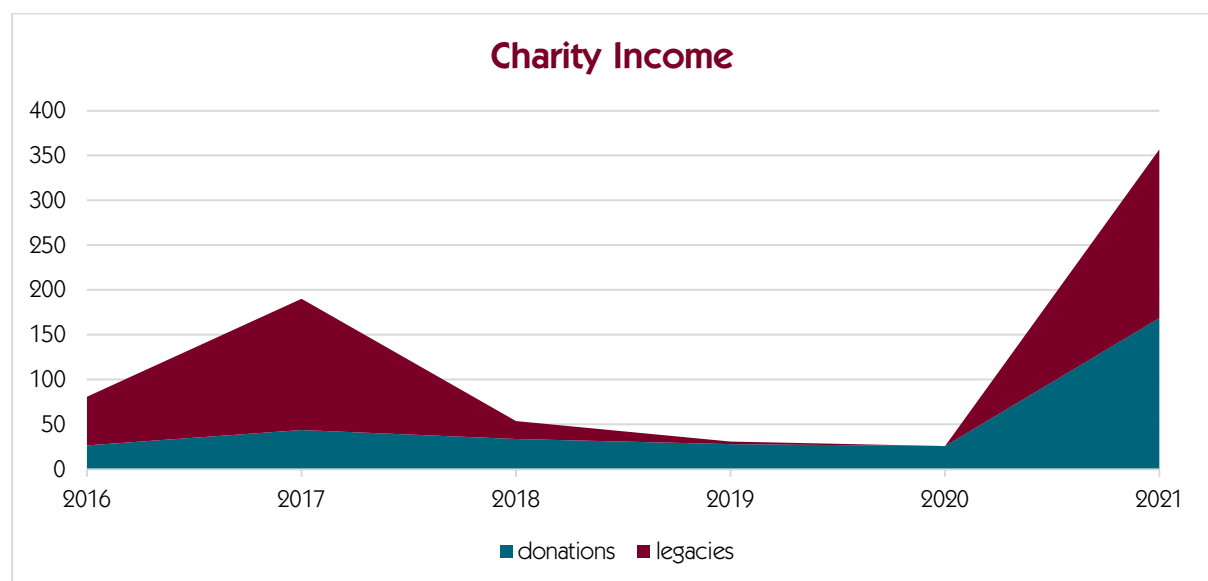
Tarnside were asked to carry out a strategic review of the charity in July 2022. The interviews and analysis were carried out in November and December 2022.

“I want to be ambitious, but it needs to be aligned with the organisation”

“Nothing wrong with a small basic charity”

“We used to simply oversee the accounts and tried to do something nice for staff at Christmas”

“Real extra funding could help us save lives”



Figures taken from published accounts held at the Charity Commission

2.1 THE CONSULTANTS

The work has been undertaken by Patrick Boggon, and Helen Geary.

Patrick Boggon

Patrick has a successful track record in helping charities and other non-profit organisations meet their financial and strategic goals. Many of his projects, including Auckland Castle (£125m), Chetham's School of Music (£37m) and The Calvert Trust have depended upon realising ambitious capital appeals. Patrick has worked with many charities as they build their skills and capacity to develop new streams of funding, including Leeds Cares, Liverpool Heart & Chest Hospital, and The Christie.

Helen Geary

Helen is a certified member of the Institute of Fundraising with 20 years' experience in development, alumni relations and communications. She has been Director of Fundraising at Lichfield Cathedral since 2017. Prior to that she worked on the campaign for the new Royal Birmingham Conservatoire. She has worked in a range of fundraising roles at Birmingham City University, Courtauld Institute of Art, Royal National Theatre, and RNIB. She has worked across all aspects of fundraising, including individual giving, trusts and foundations, corporate, legacies, prospect research, major gifts and capital campaigns. She is also experienced with public funding bodies including Hefce, Arts Council England and the National Lottery Heritage Fund. She is a Trustee of Sinfonia Viva and Classics for All. Helen joined Tarnside as an Associate in 2021.

2.2 ACKNOWLEDGMENTS

Special thanks to Estelle Hitchon, Trish Mills, Ceri Jackson, Berni Mitchell and the wider team who have contributed their time and expertise and kindly answered our many questions with patience and humour.

2.3 WORK UNDERTAKEN

Research into:

- National and regional Charitable trusts funding similar projects (see Appendix 1)
- Local and regional companies with a connection to the area (see Appendix 2)
- High Net worth individuals with a connection to the area (see Appendix 3)
- Benchmarking comparable organisations

Interviews with:

- Andy Beeforth, Chief Executive of the Cumbria Community Foundation
- Julie Boalch, Head of Risk
- Lee Brooks, Director of Operations
- Kevin Davies, Non-Executive Director
- Karl Demian – Chief Executive of The Ambulance Service Charity
- Colin Dennis, Chair of Welsh Ambulance Services NHS Trust
- Bethan Evan, Non-Executive Director
- Estelle Hitchon, Director of Partnerships and Engagement
- Ceri Jackson, Chair of the charity Committee
- Jo Kelso, Chair of Bursary Panel
- Jason Killens, Chief Executive of Welsh Ambulance Services NHS Trust
- Zoe Lartner, Head of Charity South Western Ambulance Service Trust
- Angie Lewis, Director of Work and OD
- Nicola Llewelyn, Head of Charity, Hywel Dda University Health Board
- Carol Mack, Chief Executive Association of charitable Foundations
- Trish Mills, Board Secretary
- Bernadette Mitchell, Finance Assistant
- Francesca de Munnich, Association of Charitable Foundations
- Hugh Parry, Trades Union Representative
- Stuart Reynolds, Director of Grants NHS Charities Together
- Andy Swinburn, Director of Paramedicine
- Chris Turley, Director of Finance
- Damon Turley, Trades Union Representative

3.0 What is the right role for the charity?

Historically the Charity has acted as a vehicle through which donations to WAST can be made by a grateful public. These donations have happened with little or no active input from WAST or the Charity. Indeed, there is anecdotal evidence that donations have been refused or directed elsewhere as members of staff were unaware of the charity or felt unable to accept donations. Arguably the Income of the charity has been so small it has warranted little organisational attention.

The possible models of income outlined in this report whilst significant increases will still only represent a tiny fraction of statutory income. Even at its most ambitious the models outlined will only produce £905,000 after 5 years - 0.3% of WAST's current state funding. Very few of the 250 NHS charities produce more than 1% of the NHS Trust's income from their charities.

Charitable income is however additional allowing the NHS trusts to do more help its staff, volunteers, and the communities they serve. Much of the income is discretionary allowing them to make specific things happen, trial new ideas, build staff welfare. For WAST the charity offers the potential to do good that would otherwise not be possible.

*"If we have an ambition to grow,
we first need to understand what we would use the money to do"*

When an NHS charity works well it is also a tremendous vehicle for staff morale. NHS staff tend to be people who want to do good in the world and will often be engaged in fundraising for causes. At its best NHS charities harness their staff's desires to do good. Provide vehicles for them to raise money and have efficient and transparent grant making processes that go on to make the staff feel good about themselves and motivate them to do more fundraising as they can see the difference they have made.

*"We are so busy in the day to day I wonder if we will really
have the head space to consider what we should really be doing"*

If the Charity is to make the shift from being a passive recipient of funds to being actively seeking donations it must decide:

What is the philosophical role of the charity? Interviewees expressed concern of the role of state funding versus funding from the charity. Whilst it is completely reasonable for the Charity to have this philosophical debate it would be helpful if it was concluded, and a position taken. The alternative is the continuation of circular debates about what should and shouldn't be funded. The current practical implication of this is that the charity is not able to use the funds that it currently has and has been accumulating reserves. Building reserves in a charity is not, in itself, a charitable purpose and charities that do not use their money will eventually attract the attention of the charity commission.

“What are our reserves currently for?”

“The Charity doesn’t stand for anything at the moment”

What is the purpose of the Charity? What issue is it trying to address? Current grant making is eclectic funding things as diverse as garden furniture and PhD studies. If it is to seek donations from the public and engage staff in fundraising the Charity needs to be able to articulate clearly why it is worthy of donations. Indeed, the first task is to convince itself, starting with the trustees (the board of directors) corporately and individually that it is worthy of donations. Encouragingly a wide range of aspiration were expressed during the course of this study; for the sake of simplicity this report splits them into three levels:

1. **Grass roots support** – for staff welfare and education and support for volunteers.
2. **A strategic enabler** – to fund specific projects / pieces of equipment.
3. **Enhanced Service Delivery** – to fund major new initiatives above and beyond NHS provision.

These are progressive levels. The Charity could start its focus on grassroots support and then progress to being more strategic after that. Each level of aspiration needs to clearly and robustly articulated (see section 7.1. and Appendix 4). Building the foundations for the charity will need investment of time and energy. During the course of this study an array of useful resources have been found that can help WAST in this:

- NHS Charities Together offers guidance documents and webinars on their [Member Connect](#) service.
- The Association of Charitable Foundations offers wide ranging guidance and advice. Their [Stronger Foundations](#) and [40 pillars](#) initiative might be of particular interest; their guide to grant making [Funding practices \(acf.org.uk\)](#) would also be helpful.
- Cumbria Community Foundation has been extremely helpful and offered access to their grant making manual from which WAST can develop their own.
- The Wales Funders Forum – an informal gathering of grant makers based in, or funding into, Wales. Might also be helpful www.funderscollaborativehub.org.uk/collaborations/wales-funders-forum

“The charity is not good at demonstrating that it has spent money wisely”

“We have never had to justify to anyone what the money is spent on”

“Staff need to see the benefit”

4.0 The Fundraising Market

4.1 UK MARKET

There is no single set of figures that provides a complete account of charitable giving in the UK.

UK Civil Society Almanac 2021¹ suggests that in 2018/9 163,000 voluntary organisations received c.£27bn from the public. Half of this is given in donations, wills and ongoing support – the remaining half is in earned income (rent, subscriptions, course fees etc). CAF UK Giving Report 2021² (based on survey data) agrees roughly, putting the total donated by individuals in the UK to charities in 2021 at £10.7 billion.

Research³ into grant-making trusts indicates total giving by the top 300 philanthropically-founded trusts totalled £3.48bn in 2019/2020. These organisations hold c.£72bn in assets, a new ‘high point’ in wealth, driving real-terms growth of 7.8% in grant-making in 2019/20 (excluding Wellcome Trust). Of these top 300 foundations, ‘personal’ trusts (established and managed by people or families as opposed to larger organisations) represent over three-fifths (61%) of total grant-making, giving over £2 billion.

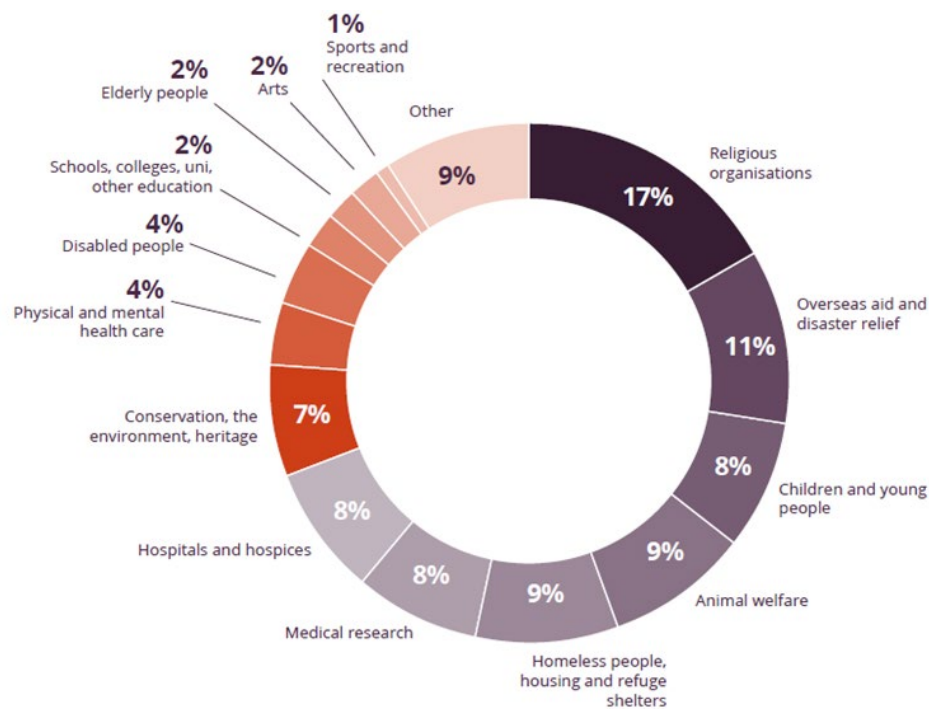
Estimates by the CAF UK Giving 2022 report suggest that 8% of all charitable giving goes towards hospitals and hospices, with a further 8% to medical research.

1 UK Civil Society Almanac 2021

2 CAF UK Giving 2022, Charities Aid Foundation

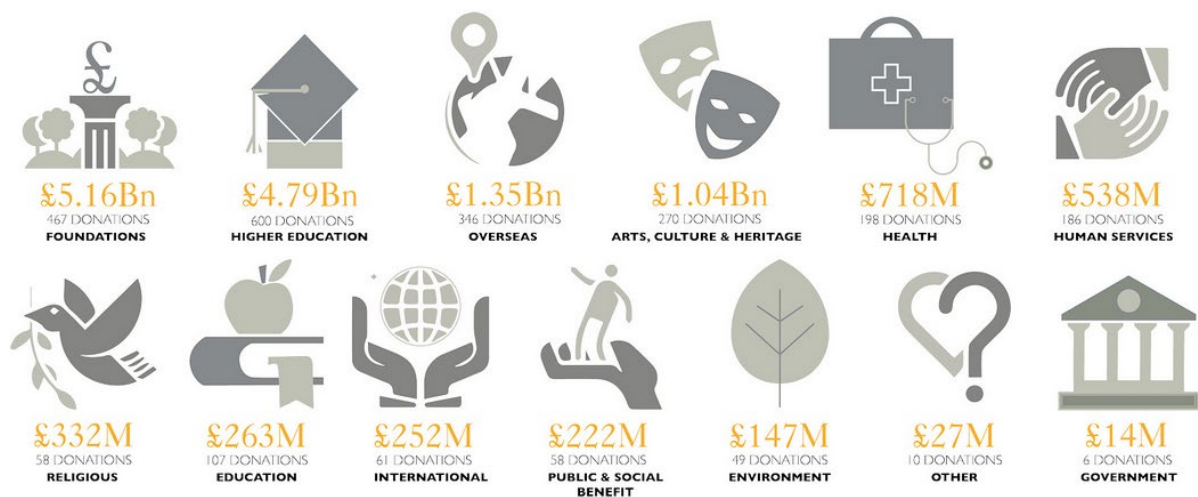
3 Foundation Giving Trends 2021, Cathy Pharoah, Catherine Walker and Emma Hutchins, Association of Charitable Foundations

The total amount received by each sector in 2021 was as follows⁴:



Base: all adults 16+ who have donated/sponsored in the last four weeks (n=3,325).

Health is also popular with Major Donors. Analysis of gifts of over £1m between 2007 and 2017 indicates, of causes other than foundations, 'health' is the fourth most supported destination for £1m+ gifts. Over 10 years, £718m has been given this way (and the £718m excludes, of course, major gifts of less than £1m).



Above: distribution of £1m gifts, Coutts Million Pound Donor Report 2017 (most recent figures)

The super-wealthy in the UK gave over £4bn in 2021, for the first time (a giving ‘boost’ prompted in part by large donations connected to the Covid-19 pandemic with at least £500m directly tracked to urgent pandemic relief).⁵ Since 2016 (and therefore unrelated to Covid) 20% of millionaires based in Britain give more than 1% of their wealth away annually.⁶

Why do people give at this level?

In “Why Rich People Give” (by Theresa Lloyd, Philanthropy UK 2004) the researcher interviewed a wide range of donors. One of the conclusions of the research was that donors reported consistent reasons for giving:

1. Belief in the cause: a personal connection with the issue involved
2. Being a catalyst for change: ‘making a difference’
3. Self-actualisation: sharing expertise, giving purpose to life and leaving a legacy
4. Responsibility: a sense that with privilege comes a duty to help others
5. Relationships: meeting and working with inspirational people

Contrary to many people’s expectations, naming rights, tax breaks and publicity are not key drivers for philanthropy. The updated version of the book⁷ (2013) with a new group of philanthropists found these interests remained constant, though the newer cohort expressed additional interests:

6. Morality: belief philanthropy is the right use of excess money
7. State vs Philanthropy: recognition government can’t or won’t provide in some areas
8. Parenting: a desire to set an example to – and limit inherited wealth of – children
9. Recognition: enjoying the thanks, and encouraging others to give

4.2 PERFORMANCE OF SIMILAR ORGANISATIONS

4.2.1 Ambulance Service Charities in Wales and England

Benchmarking ambulance service charities has not been straight forward. Even though they are all following the same accounting guidelines, there are clearly differences in how they are treating income and costs. For example, only three charities detail any fundraising costs, whereas interviews carried out revealed that several have members of staff and therefore must incur costs. Some add grants from NHS Charities Together to their donations income, some list it separately. It is also unknown whether charities have placed income from the Coronavirus Job Retention Scheme in their donations’ income or not. (Data supporting this analysis is available separately.)

5 The Sunday Times Giving List 2021, published by Sunday Times

6 The Beacon Collaborative (website, June 2022)

7 Richer Lives: Why Rich People Give, Beth Breeze & Theresa Lloyd, 2013

Despite these difficulties, taking the figures from 2021 accounts (the latest available lodged with the Charity Commission) some useful lessons can be learnt:

- WAST donations and legacies income = £357,000
- Average fundraising donations and legacies income for ambulance service charities in UK = £305,000
- WAST performance is better due to legacy income of £188,000. The average legacy income was £47,000. NB Legacy income naturally significantly varies year to year.
- NHS Charities Together grants appear to have made a substantial impact to all ambulance services charities. Where these are listed separately these range from £110,000 to £160,000. The average grant from those where it can be found is £154,000.
- The level of donations for each ambulance service charity can be estimated by removing legacies and NHS charities together grant or the average grant where exact grant not known.
- Donations range from £33,000 to £194,000, the average being £90,000. WAST's donation income is £59,000.

It would appear that only one or two Ambulance Charities are actively fundraising, the majority currently adopting a more passive role of "Thanking and banking". All Ambulance Charities appear to be something of a "greenfield site" of fundraising opportunity. They all have potential to do more.

4.2.2 NHS Trust Charities in Wales

NHS Trust charities in Wales are demonstratively doing more with average income being £1.2 million. It is worth noting that there are big variances in income varying from £392,000 up to £2.5m. Inconsistency in accounting practice is again visible. Fundraising costs vary from £352,000 down to zero. It is encouraging to note that 2 NHS Trust charities also have trading income (mainly lottery) of approximately £300,000. These variances suggest many differences in the level of investment and expertise. Interviews carried out suggest that even when charities are performing well compared to their peers, they still have considerable opportunity to enhance their fundraising practice by better financial analysis and harnessing Customer Relationship Management Databases.

4.2.3 Air Ambulance Charities

The Welsh Air Ambulance has an income of £13 million. Donations and legacies produce £5.7m plus £7 million trading (mainly lottery as is typical of all air ambulances). This is 36 times the income of WAST's charity.

NB While these figures are impressive it must be remembered that Welsh Air Ambulance have invested in fundraising development for many years and are still investing £4.4 million a year, producing an annual profit of £8.6 million. For every £1 spent they receive £3 back.

Whilst it could be argued that the Air Ambulance has taken the market from WAST's charity, it is also true to say that it offers tangible proof that there is a strong philanthropic urge in the people of Wales to support the work of paramedics looking after sick people and that WAST and other ambulance charities in the UK have unfulfilled fundraising potential.

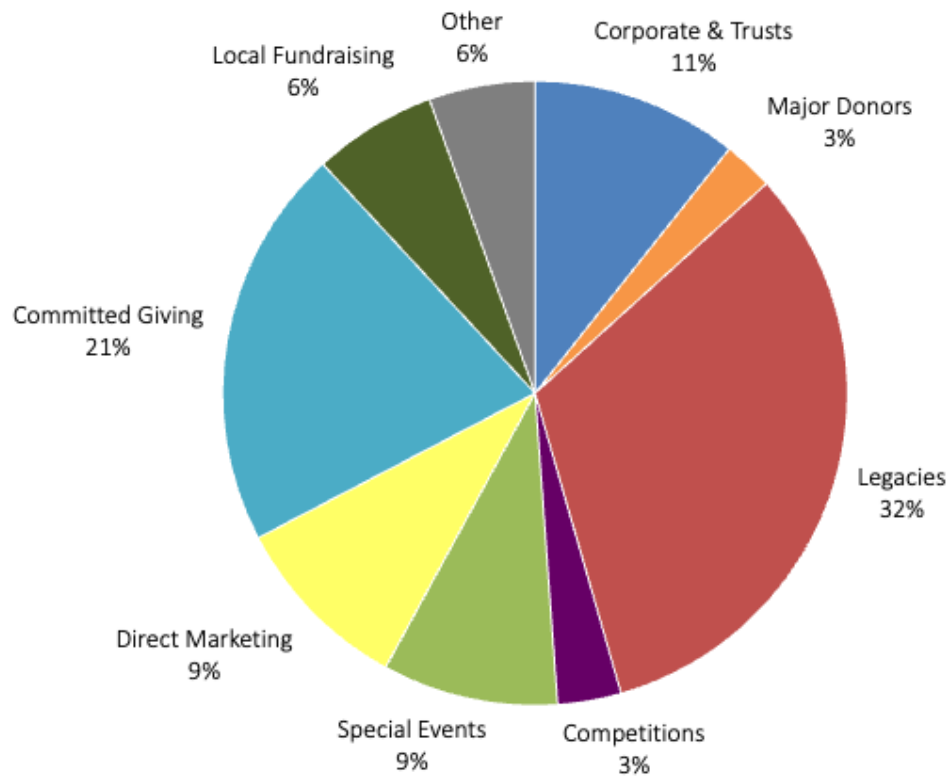
“We used to have a strong income form the public before the air ambulance was established. It then dwindled massively”

4.2.4 The Ambulance Staff Charity TASC

The Ambulance Staff Charity has an income of £925,000 with fundraising costs of £321,000, a profit of £604,000 a year. For every £1 spent £3 is raised. Whilst the charity’s literature strongly promotes events, the last two years’ accounts reveal that 55-75% of income comes from grants. There is every reason to believe that WAST could be successful in applying for grants. As previously noted, Appendix 1 shows that there are £140 million annual grants available for WAST to apply to.

5.0 Fundraising by Sector

Our analysis is based on the segmentation used in The Fundratios Report carried out by the Centre for Interfirm Comparisons and the Institute of Fundraising. Whilst it is the most comprehensive study, the data has not been fully updated since 2013 so exact figures should be treated with caution.



Fundratios report 2013

5.1 GIVING BY THE PUBLIC

Individual giving accounts for over half the income of UK charities; nearly two thirds of UK adults give to charity (57% in 2021⁸). Giving by individuals in 2021 totalled £10.7 billion, only a slight decrease on the record high of £11.3 billion in 2020 driven by the Covid pandemic. However, the percentage of people giving has been declining year on year suggesting that growth in total donations is driven by larger average donation amounts from a decreasing number of people.

Fewer people are giving – 57% in 2021 compared with 62% in 2020 and 66% in 2019 – and regular givers tend to be older, suggesting that charitable giving is not such a habit among younger people. The 2022 CAF UK Giving Report also confirms that the current cost-of-living crisis is likely to have a negative impact on individual giving, with one in eight people surveyed saying they will cut back on their donations to charities.

Individuals can give in a range of ways, including one-off donations, regular committed giving, supporting events, playing charitable lotteries and leaving legacy gifts in wills.

Over the past five years, the proportion of donors giving to hospitals and hospices has been slowly decreasing, from 22% in 2016 to 18% in 2021. Medical research has dropped from 26% to 21% over the same period, and physical and mental health care has gone from 16% to 10%. However, the average donation to the sector has increased over the same period: for hospitals and hospices the average donation has increased from £20 in 2019 to £24 in 2021. The sector is more popular as a cause among older donors: in 2021 a quarter (25%) of those aged 65 and above had given to hospitals and hospices in comparison to just 12% of 25-34 year olds.

Giving by individuals falls largely into the following categories:

5.1.1 Regular or Committed Giving

Accounts for c.20% of UK charitable giving

Over 30% of UK adults now give to charity through regular monthly mechanisms (direct debit or standing order). This figure doubled between 2000 and 2006. Since 1998 over 8 million people have signed up on the street or at the door to give on a monthly basis to charity. However, growth in regular giving has now plateaued, with evidence of saturation in some areas, and a growing caution over paid canvassers.

The pandemic drove a significant increase in donors engaging online: the proportion of people donating online via website or app jumped to 30% in 2020, up from 24% in 2019 but in 2022 has settled back down to 26%. Social media is playing an increasing role in engaging the public as potential donors, with around six in ten who were approached online during 2020 saying that this occurred on social media.

Benchmarked organisations with established fundraising programmes offer clear paths via their website to setting up a regular gift: the option is set out at the same time as making a one-off donation. The Ambulance Staff Charity gives clear messaging about what a regular gift of varying sizes will achieve:

The screenshot shows the homepage of The Ambulance Staff Charity. The header includes the charity's logo, a navigation bar with links like 'Get help', 'Get involved', 'About us', 'News', 'In memoriam', and 'Shop', and buttons for 'Donate' and 'Need help?'. The main content area features a large illustration of hands holding a smartphone displaying a pound symbol (£). Below this, four circular icons represent different donation amounts: £5, £10, £20, and £25. Each icon is accompanied by text explaining what that amount could pay for.

Donation Amount	Impact
£5 a month	could pay for a physical rehabilitation session for someone injured in the line of duty (£60 a year)
£10 a month	could pay for a rehabilitation session for someone injured in the line of duty (£120 a year)
£20 a month	could pay for three counselling sessions for someone struggling with their mental health (£240 a year)
£25 a month	could pay for five specialist counselling sessions for someone suffering from PTSD after a traumatic event (£300 a year)

5.1.2 Direct Marketing (Response to Direct Appeals)

Accounts for c.9% of UK charitable giving

For many years, direct mail was a bedrock of charity giving. Changes in law since 2015 have rapidly changed practices however, with a restriction on charities selling supporter data to other charities (reciprocal lists), and on wealth-screening without consent. Accordingly, expenditure on direct mail has decreased substantially, with data showing spending fell from £190m to £129m annually just between 2018 and 2019⁹.

However, despite these major changes, many charities continue to send direct mail because it works well for them. Many major national charities continue to use this method for core operating costs; an alternative is to use direct appeals related to specific projects.

5.1.3 Community Fundraising

Accounts for c.6% of UK charitable giving

Volunteer-led fundraising activity (for instance, cake sales and coffee mornings) remains an important income source for many charities. Community fundraising can be highly effective – in both raising funds and increasing engagement – but the time required to recruit and manage volunteers can contribute to a rather low return on investment in this area. A 2021 report by LarkOwl showed ROI £3.79 for every £1 spent on community fundraising, in comparison with £8.82 for individual giving¹⁰.

Charities that do this type of fundraising best give their supporters the tools to fundraise effectively, but independently. The charity bears little cost and simply needs to thank the donor wholeheartedly and bank the funding. Many are huge operations, for example MacMillan's 'World's Biggest Coffee Morning' raised over £11m in 2021: this event underwent an ambitious rebrand and 'shake-up' in 2015, in part to see off competition from other similar events.

⁹ Data from Nielsen says spending fell from £190.1m in the year to the end of February 2018 to £128.7m a year later, *Third Sector*, March 2019

¹⁰ UNCHARTERED TERRITORY: Fundraising ROI's 2021, LarkOwl

5.1.4 Raffles and Lotteries

Accounts for c.3% of UK charitable giving

Despite the strong competition of the National Lottery and other national for-profit companies such as the Health Lottery and the Peoples' Postcode Lottery, many charities continue to run successful raffle and society lottery programmes. Indeed, there has been considerable growth in lotteries run by major charities, with significant investment by some household names (e.g. RNIB and Macmillan). 38% of all charity donors purchased a raffle or lottery ticket or some kind in 2019, falling to 29% in 2021.¹¹

Well established in some charitable sectors, notably hospices, this is an under-exploited income stream in many others. WAST could develop its own lottery as part of its individual giving programme. Lottery fundraising is straightforward to sell (there's a strong element of self-interest in giving) and various systems exist for charities to use. These range from an externally provided no-entry-fee system (which retains a percentage of the income – The Ambulance Staff Charity uses Unity), to an in-house system which is run by the charity such as that run by the Welsh Air Ambulance Charity (more costly to set up and operate but which allows the charity to keep all the income).

“We want a staff lottery”

11 CAF UK Giving Report 2022

5.1.5 Major Donors

Accounts for c.3% of UK charitable giving

(this type of giving is often undertaken via a trust or private company as well as individuals themselves)

Gifts from individual major donors (gifts from tens of thousands to millions of pounds) are an increasing source of income for UK charities. This type of giving has traditionally been significant for health causes.

The top 1% of wealth holders give away £2.5 billion annually, while people with £10m or more in assets give 1%-2% of their wealth away every year¹².

As previously mentioned research indicates wealthy people give for these reasons:

- Belief in the cause: confidence they will deliver and pride in the work
- Catalyst for change: improving society, helping people with talent, creating something new
- Self-Actualisation: being valued for expertise, defining a place in history, being appreciated
- Moral dimension: duty, responsibility of fortunate to help those less so
- Relationships: fun, enjoyment and fulfilment of knowing senior staff and beneficiaries.¹³

It should be noted that these interests are all concerned with forming a relationship with the organisation, where donors can take an active interest in work and have a meaningful dialogue with key individuals. Contrary to many people's expectations, recognition, naming rights and publicity are not key drivers.

If WAST wishes to cultivate major donors it must first identify those around the charity with the potential to give at a higher level, and then forge meaningful contact with them. The ask should not be for funding at this stage, but for involvement and advice. People like to be valued for their expertise, and if they have a role in the charity's planning and strategic development, they will feel they have a stake in its plans.

"We need to do more than fund garden furniture"

¹² <https://www.beaconcollaborative.org.uk/>

¹³ Richer Lives, Why rich people give, Beth Breeze & Theresa Lloyd, 2013

5.1.6 Legacies

Accounts for c.32% of UK charitable giving

Legacies are the single largest source of voluntary income for UK charities, and the most cost-effective. Annual income from charitable bequests is predicted to rise by 26% to £4.2 billion for the next five years¹⁴. This income will be generated by a predicted 134,000-137,000 charitable bequests per year. Legacy promotion is simple and low cost, but many non-profits neglect legacy promotion in their fundraising strategies because the benefits of such activities won't be seen for many years. Yet people in fact make their last will, on average, four years before death, meaning there is the ability to influence legacy income in a reasonably short time horizon. The benefits of successful legacy promotion are enormous: an average pecuniary legacy to a single charity is around £3,000 and a residuary legacy over £30,000.

There is also a common belief that it is awkward to discuss legacy giving, and that its being mentioned might offend people. Yet most large charities, and many small ones, promote legacy giving very successfully. Although often an area of their giving which people keep quiet about during their lifetimes, it is still important to be asked: research suggests over a third of people like the idea of leaving something in their will to charity¹⁵ but that just 14% actually do so¹⁶; this figure varies regionally, with 1 in 5 wills being charitable in many areas of the south of the country compared to 1 in 8 to 10 in many areas of Wales. Research by Remember a Charity indicates that three times as many Britons would leave a charitable legacy if their solicitor reminded them to consider the opportunity when drawing up their will.

Benchmarked organisations including The Ambulance Staff Charity and Welsh Air Ambulance Charity offer clear promotion of gifts in wills on their websites. This could be an area of significant potential for WAST for a relatively small initial piece of work in developing a strategy and promotional material.

14 Legacy Market Outlook 2022-2026, Legacy Foresight

15 TNS, Legacy Giving, 2008 (internal study for RAC members)

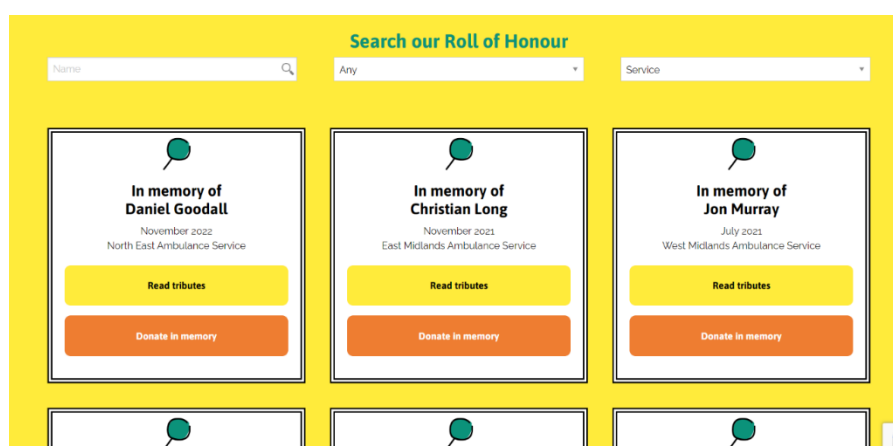
16 Smee & Ford Legacy Trends Report 2022

5.1.7 In Memoriam

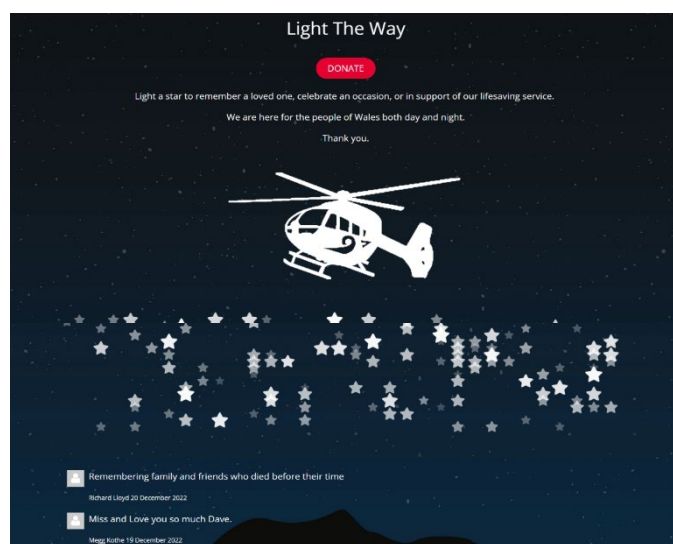
UK contributions unknown

Gifts in memory of a deceased loved one are a small but growing source of income for many general charities. Some research suggests that In-memory motivated giving could make up 2.5% of total UK charity fundraised income, rising to 13.2% for hospices and 5.1% for health charities¹⁷. Gifts in memoriam take a variety of forms, including gifts in lieu of flowers at funerals and the growing trend of tribute funds, particularly for individuals who have died prematurely.

This is already one of the strongest income streams for WAST. There are two potential routes to securing growth in donations in memoriam. Gifts could be given in memory of the donor's loved one, or gifts could be sought in memory of ambulance staff or volunteers who have died in service. TASC offer the latter opportunity through their website:



In memoriam giving can be an opportunity to be creative. The Welsh Air Ambulance 'Light the Way' appeal offers donors the opportunity to light a virtual star on their website, and publish their own message in memory of a loved one.



17 In-Memory Performance Benchmarking, Legacy Futures 2022

5.1.8 Online

Accounts for an unknown proportion of UK giving (possibly as high as 20% but this includes money donated on account of other areas of fundraising)

Online giving is a channel or a transaction method rather than an area of fundraising as such. Most donors to charity still give as a response to asks made in more traditional media, or because they know the charity, but online giving is increasingly important now and has immense future promise. Online giving is growing disproportionately in comparison to other methods. 'Online' now accounts for a plethora of vehicles. Estimates suggest giving through apps, social media and websites accounts for over £2bn in gifts to charity.¹⁸

In 2018 Facebook claims it raised \$300m from charities in the first year of its 'Birthday Fundraisers', now available to charities based in the US and Europe. Registration is straightforward.

Online campaigns such as The Big Give also offer straightforward routes into online fundraising for charities of all sizes. The Big Give Christmas Challenge took place from 29 November to 6 December 2022 and raised over £28m for over 1,000 participating charities. A review of participating charities in 2022 shows that three air ambulance charities took part, raising substantial sums: Wiltshire Air Ambulance (£30,215), The Lincolnshire And Nottinghamshire Air Ambulance Charitable Trust (£48,241) and Wales Air Ambulance (£21,389). This type of campaign can offer a focussed way to engage with new donors. In 2021 (the last year for which analysis is available)¹⁹:

- 75% of charities received more donations and 66% bigger donations vs comparable fundraising
- 86% of charities reported increased confidence in digital fundraising
- 94% of charities reported donations from new supporters
- 90% of charities said that they would recommend the campaign to another charity

¹⁸ Report by Three in 2013.

¹⁹ The Big Give Christmas Challenge 2021

5.1.9 On-Site

There is no single figure for on-site giving in the UK.

However, research indicates the following:

- a. 'on street' donations are still the 'most common' way to give
- b. 73% of 'street collecting' charities report a decrease in donations owing to people carrying less cash (spending on cards now exceeds spending in cash)
- c. charities may be missing out on £80m a year because they are only accepting cash for small donations.

Little data is available in this area, but it is clear many charities are exploring how to ask people, on location, to give – especially where there's scope to employ new 'frictionless' technology.

Figures from Goodbox, which supplies contactless technology to the non-profit sector, showed the number of individual contactless donations increased from 32,000 in May 2019 to 78,000 in May 2021²⁰. While still small in volume, this is clearly an area to be monitored, especially as people's habits have changed regarding carrying cash and comfortableness with contactless transactions after the pandemic.

The nature of WAST's work make the notion of 'on site' a complex one, but physical donation points in street locations have worked well for, for example, homelessness charities.

"I am concerned about changing too quickly"

²⁰ 'The latest trends in contactless donations', Charity Digital September 2021

5.2 GIVING BY ORGANISATIONS

5.2.1 Trusts and Foundations

Accounts for c.11% of UK charitable giving

Trust and foundations provide about £3.5 billion a year in grants to UK charities. Whilst there is ferocious competition for this money as virtually every charity in the country actively seeks trust grants, the clarity on criteria and processes makes for straightforward and effective fundraising. In terms of return on investment, fundraising from trusts and foundations represents one of the highest margins at £10.69 raised for every £1 spent in 2021²¹.

WAST has clear potential to actively pursue a range of grants and develop an effective trust fundraising function. Research has identified grants and donations more than £140 million a year from regional and national funders that are looking to fund organisations carrying out work similar to WAST.

Though trusts are organisations, their decisions are made by people, and the interests of trustees are often key to major gifts. Those charities that are successful with trust fundraising develop excellent, long-term relationships with charity trustees and executives. The largest gifts are not from out-of-the-blue applications, but from years of cultivation.

5.2.2 Corporates

Accounts for c.3% of UK charitable giving

Corporate philanthropy is an important source of funding for charities, but accounts for less than people sometimes expect. It can comprise gifts, donations and sponsorship of events or activities. This area of giving is also extremely competitive. As with all approaches, this type of support is best secured through the personal interest of a key person within the firm, rather than by 'cold' application. In practice, corporate prospects should be treated exactly in the same way as individuals, with a focus on forming relationships with key individuals.

21 UNCHARTERED TERRITORY: Fundraising ROI's 2021, LarkOwl

6.0 Ratio of Income To Cost For Fundraising Areas

The ratio between costs and income varies widely between differing fundraising areas. It is wise to look at this area in terms of cost and income rather than 'return on investment' as a cost/income ratio in a particular year is rarely an accurate return on investment calculation. This is particularly true for the biggest income area, legacies, and the biggest area of expenditure, individual giving.

6.1 VERY HIGH RETURNS

Legacies. As income is generated from past activities, the cost effectiveness of legacy income always appears extremely high. Naturally, there is very little that can be done to increase legacy income within a timescale of under four years.

6.2 HIGHER RETURNS

Trust fundraising, major donor fundraising and corporate fundraising ought to have high returns as gift sizes are large and required expenditure largely staff time. However, income is:

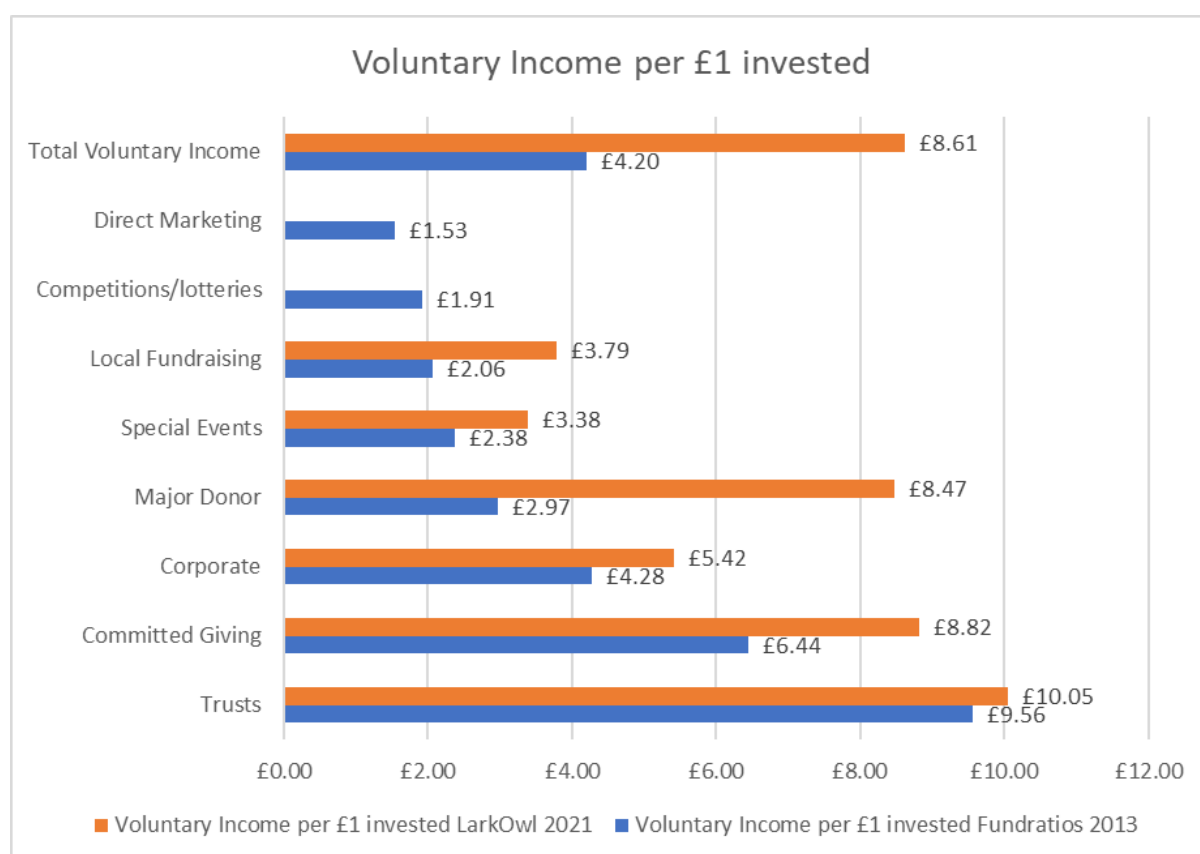
- Unpredictable
- Volatile
- Largely restricted

6.3 LOWER RETURNS

Individual giving, (direct marketing, regular/committed giving) can require substantial investment (particularly if charities need to acquire a donor database to start with). However, income is predictable and largely unrestricted.

Local or community fundraising and fundraising events also tend to have lower ratios of income to costs. However, neither have the compensating virtue of producing predictable income, particularly events.

Reports by Fundratios (2013) and LarkOwl (2021) assessed cost/income ratios by income stream. We have included both here as Fundratios assessed some income streams not included by LarkOwl:



The average return for legacies reported by LarkOwl was £30 per £1 invested, far in excess of any of the figures above.

7.0 Foundations for Effective Fundraising

7.1 VISION AND CASE FOR SUPPORT

Whether considering a revenue fundraising strategy or a capital campaign it is imperative to have a clear vision or 'case for support' for potential funders.

A charity's Vision needs to explain:

- Why the charity makes the world a better place
- Why the appeal represents value for money
- Why this charity is competent to carry out the work.

The Case for Support is the document which tells the 'fundraising story', mixing emotive language about the aspirations of the charity with pragmatic fact about the funding priorities for the organisation (see Appendix 5 Foundations of a Successful Case for Support).

7.2 AUDIENCES

WAST has the potential to reach a range of audiences in its fundraising. The nature of its service means that everyone in Wales (3.25m) will almost certainly either have experienced the ambulance service themselves, or will know someone among friends and family who have done so. Audiences include:

- WAST's staff – 4,000
- People in Wales who have experienced, directly or indirectly, the ambulance service – up to 3.25m
- Wales and UK-wide funders with an interest in healthcare and emergency services

7.3 BRAND PROFILE

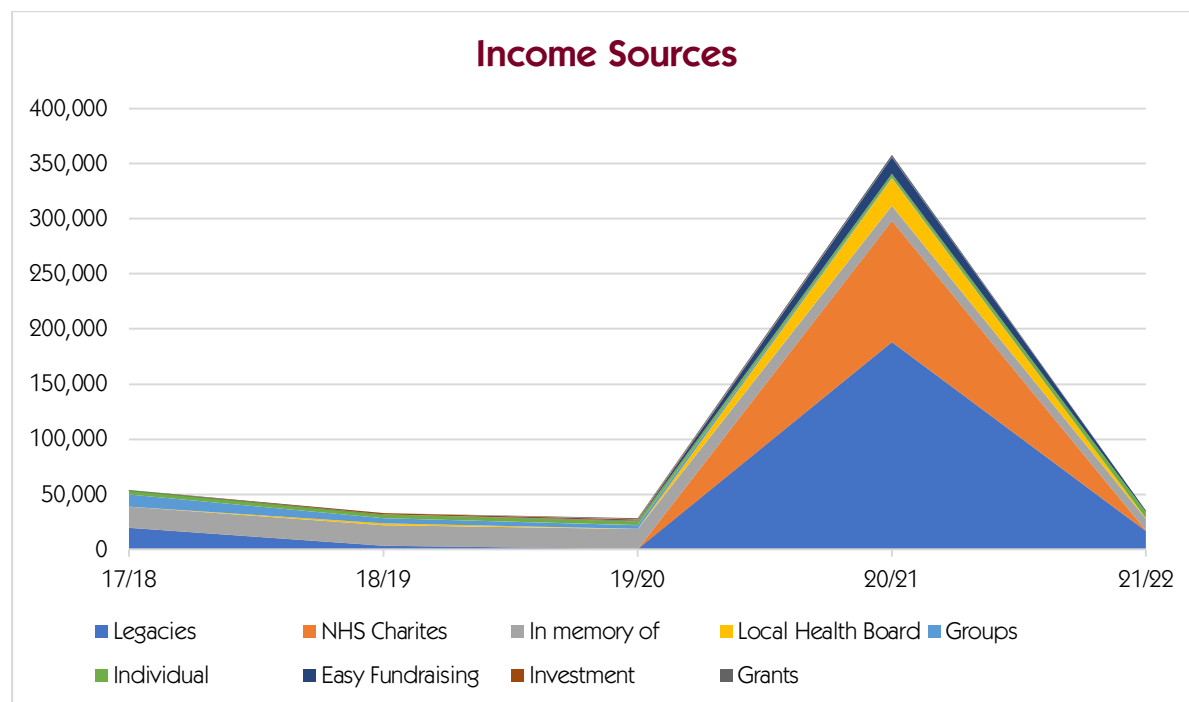
At present, this is an area of significant challenge for WAST. Many interviewees voiced a similar concern that "the charity is not well known", that it "flies under the radar" and "people don't know what we do". This lack of brand profile extends internally to ambulance service staff as well: staff "don't do any fundraising for the charity" but nor do they "know how to put a bid in". It will be vitally important for WAST to focus as much on clarifying and communicating the impact of the grants it makes as on asking people to make donations and contribute.

"If I was a member of the public I might not give – it is all a bit confusing"

8.0 Analysis

8.1 THE CURRENT POSITION

The charity has acted as a vehicle to receive gifts when people want to thank the service for the help they were given. These gifts have historically been initiated by the donors. Income in the last 5 years has come primarily from legacies (45%) and in memoriam gifts (16%). 2021 saw a major boost with COVID contributions from NHS Charities Together (£110,000) and a large legacy of £188,000.



Data supplied by WAST

Average sources of income of Philanthropic income over last 5 years	%
Legacies	45
NHS Charities Together	22
In Memory Of	16
Local Health Board	5
Groups	4
Individuals	4
Easy Fundraising	3
Investments	1
Grants from Trusts and Foundations	1
Total	100

OBSERVATIONS

- In Memoriam gifts are by far the most consistent income stream.
- Legacies while inconsistent are the largest contributor.
- NHS Charities together have been a huge boon to the charity. It is unknown if they will continue to provide significant income or not.
- Group Income was significant in 2017 /2018 (£11,000) but has declined since.
- All other income streams have potential to grow but are currently modest.

The desk research in the appendices shows:

- 25 trusts and foundations with relevant interests, giving a cumulative total of £140m per annum – (Appendix 1)
- 18 high net worth individuals with wealth in excess of £3.3 billion – (Appendix 2)
- 13 companies with a turnover in excess of £14 billion – (Appendix 3)

In addition, there are also 4,000 members of staff, and the 3 million people of Wales who could also support the Charity.

The funding identified in this report represents the major prospects found in the time allocated for research in this study. As plans for the Charity solidify, investment in further research is likely to reveal more funders.

8.2 REVIEW OF STRATEGIC OPTIONS

It is evident that the Charity could fundraise in many markets and use different techniques. The challenge is how to realise the Charity's fundraising potential as effectively as possible: maximising returns, minimising risk, and setting out a strategy that can work in achievable steps.

"We have really good staff and great volunteers, but they need to be harnessed"

As set out in section 3.0 as the Charity embarks on a step change in its fundraising it must ask the following questions:

- What are its aspirations for the charity?
- What level of ambition would be right?
- And, critically, to what extent is WAST prepared to make that an organisational priority in terms of senior support, management attention and resourcing? In the course of this study, it has been clear that the senior management team have demanding roles and are busy people. Realistic expectations are essential.

*"I wanted to raise money for WAST but when I tried
there wasn't the mechanism in place to do it"*

This report offers three options to consider. Each option is set out over five years:

Option 1

Fundraising as a service function – moderate growth in fundraised income.

Put in place the foundation for fundraising, such as, improved charity recognition, a case for support, and administrative procedures for thanking and monitoring grants. Target a small number of applications to trusts, grow easy fundraising (Amazon Smile etc), legacies and in memoriam. Fundraising carried out by a part time fundraising manager with agency support with trusts, legacies, and in memoriam.

Result: c. £180,000 income with costs of £40,000. **£140,000 net annual contribution.**

Option 2

Fundraising as a strategic enabler – significant growth in fundraised income targeting larger charitable trusts and major giving from individuals.

Develop fundraising as in option 1 plus seek to grow the income significantly by securing larger gifts for specific projects closely aligned to WAST's objectives. Target markets would be charitable trusts, and major donors. Senior management team would need to pay attention to fundraising to ensure projects were well considered and robust. Fundraisers with the skills in the target markets and the ability to maintain the senior management team's attention would need to be recruited. Grants are likely to be restricted to specific projects.

Result: c. £380,000 income with costs of £91,500. **£288,500 net annual contribution.**

Option 3

WAST as a fundraising organisation - Significant growth in all income streams:

Develop major giving as in Option 2, but with an additional focus on community fundraising, a staff lottery, events and recruiting regular individual donors through effective use of a database. The event and individual fundraising have a huge advantage that the money is likely to be unrestricted.

Result: c. £905,000 income with costs of £206,500. **£698,500 net annual contribution.**

8.3 THE THINKING BEHIND THE ESTIMATES

For each option, we have produced a financial projection. With limited historic data we have needed to make a series of assumptions about the likely performance of the new areas based on the type of results that are currently being achieved by similar charities. All these assumptions will need to be tested robustly in the course of implementing the chosen strategy.

Option 1: Modest growth: fundraising as a service function

Anticipated outcome (after 5 years):

- £180,000 income with costs of £40,000. £140,000 net annual contribution

Assumptions:

- Clarity of purpose and mission for the charity is set by the Charity Committee
- Clear fundraising goals and suitable projects are identified
- Work is done to improve visibility of the charity within WAST
- Basic trusts applications programme developed by an agency
- Easy fundraising is developed by adopting Pennies from Heaven, promote pay pal giving, amazon smile etc
- NHS Charities Together provide a stable grant of £25k
- Basic legacy and in memoriam promotion developed by an agency
- Fundraising Manager part time (£45k @ 0.6) to drive and coordinate development
- NB legacy assumptions deliberately conservative

Income	1	2	3	4	5
Trusts	20	30	40	45	50
Individual giving	3	6	9	12	15
In mem	15	17.5	20	22.5	25
paypal/give as you live/pennies from heaven	3	6	9	12	15
Community / Events	0	2	5	7.5	10
Legacy	15	20	25	30	30
NHS Charities together	25	25	25	25	25
Corporate	0	0	0	5	5
TOTAL	82	108.5	136	163	180

Costs	1	2	3	4	5
Staff	30	30	30	30	30
Trusts	5	5	5	5	5
In mem	5	2.5	2.5	2.5	2.5
Legacy	5	2.5	2.5	2.5	2.5
TOTAL COSTS	45	40	40	40	40

NET	37	68.5	96	123	140
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Option 2: Significant growth: fundraising as a strategic enabler

Anticipated outcome (after 5 years)

- £380,000 income a year with costs of £91,500. £288,500 net annual contribution

Assumptions

- Trust fundraising grows based on more inspiring projects
- Larger gifts from individuals
- Fundraising team established as follows:
 - Fundraising manager (or an external agency partner), trusts companies & major gifts – part time (£45k part time 0.8 moving to full time)
 - Fundraising assistant – part time (£30k part time 0.8)
- Clear fundraising goals and suitable projects identified for fundraising from trusts, major donors and companies
- Active legacy and in memoriam promotion initiated
- Other assumptions as in Option 1.

Income	1	2	3	4	5
Trusts	25	50	75	100	125
Individual giving	5	10	20	30	40
major donors	5	10	20	30	40
Paypal/give as you live/pennies from heaven	5	15	25	35	45
In mem	15	20	25	30	35
Community / Events	5	10	15	20	25
Corporate	0	0	5	10	10
NHS Charities together	25	25	25	25	25
Legacy	15	20	25	30	35
TOTAL	100	160	235	310	380

Costs	1	2	3	4	5
Staff	36	60	60	69	69
Trusts	5	5	10	10	10
In mem	5	2.5	2.5	2.5	2.5
Legacy	5	2.5	2.5	2.5	2.5
Individual giving	0	0	0	0	0
Major donors				5	5
Corporate	0	0	0	0	0
Community / Events	0	2.5	2.5	2.5	2.5
TOTAL COSTS	51	72.5	77.5	91.5	91.5

NET	49	87.5	157.5	218.5	288.5
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Option 3: Maximum growth: a fundraising organisation

Anticipated outcome (after 5 years)

- C £905,000 income a year with costs of £206,500. £698,500 net annual contribution

Assumptions

- Significant growth in all areas
- Major compelling initiatives to attract HNWI and major trusts
- Wider individual support
- A staff lottery
- Fundraising team established as follows:
 - Fundraising manager, trusts, companies & major gifts (£65k)
 - Community / Events Fundraising manager, (£45k part time 0.8)
 - Fundraising officer individuals (£35k part time 0.8)
 - Fundraising assistant (£25k) part time
- Clear strategic backing and support for fundraising across the organisation
- Clear fundraising goals and suitable projects identified for fundraising from trusts & companies
- Investment in community programme and events engaging staff
- Other assumptions as in Option 1 and 2

Income	1	2	3	4	5
Trusts	25	50	100	150	200
Community / Events	15	30	75	150	200
Individual giving	10	30	60	100	150
major donors	10	30	50	100	150
In mem	15	30	45	60	75
Legacy	15	20	25	30	35
paypal/give as you live/pennies from heaven	3	8	15	25	35
Corporate	0	5	10	20	30
NHS Charities together	25	25	25	25	25
TOTAL	119	230	408	664	905

Costs	1	2	3	4	5
Staff	40	65	101	129	129
Community / Events	5	15	20	25	30
Trusts	5	5	10	15	20
major giving			5	10	15
Individual giving	0	0	5	5	5
In mem	5	2.5	2.5	2.5	2.5
Legacy	5	2.5	2.5	2.5	2.5
Corporate	0	0	0	2.5	2.5
TOTAL COSTS	60	90	146	191.5	206.5

NET	59	140	262	472.5	698.5
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9.0 Next Steps

9.1 GENERAL

1. Reach consensus about the role and purpose of the charity. These can be developed overtime and adapt to circumstances but need to be explicit.
2. Choose which of the following options WAST wish to develop further:
 - a. Modest growth – fundraising as a service function
 - b. Significant growth – fundraising as a strategic enabler
 - c. Maximum growth – a fundraising organisation
3. For the selected option, develop an implementation plan, covering:
 - a. Timetable
 - b. Budgets
 - c. Key milestones
 - d. Team structure and job descriptions
 - e. Risk analysis and mitigation
4. Recruit to the main roles that need fulfilling depending on the options.
5. Develop an ask that is compelling and draft a case for support which is authentic to WAST. Why would the Charity need to be invented if it didn't exist?
6. Assign clear leadership responsibility for the Charity.
7. Set aside regular time with Senior Management Team and Trustees (Directors) to guide and drive progress.
8. Engage key stakeholders so that they have a meaningful role in the future of the fundraising and are invested in it.
9. Review communications and branding options.

10. Enhance management accounts to segment fundraising income and cost so that the contribution of each income stream can be understood in the future.
11. Develop a list of prioritised projects which could be used as a basis for future fundraising.
12. Develop thanking procedures to ensure a timely response from the charity to all donations, with an emphasis on creating a 'journey of involvement' for the donor.

9.2 TRUSTS AND CORPORATES

Option 1

- Consult with delivery teams to cost and describe the benefits of some projects that would be suitable for regional and national trust funding.
- Pursue trusts and foundations to support these projects, regionally and nationally.

Options 2 and 3

- Develop a clear Case for Support with a range of projects that could form the focus for charitable trust fundraising: including some more ambitious and pioneering schemes.
- Ensure there are suitable projects for donors at different levels with clear budgets and effective reporting back to donors.
- Seek to identify a potential capital appeal project. A capital appeal would make an excellent springboard for developing future revenue fundraising from larger donors.
- Ensure all approaches to charitable trusts and corporates are on a personal basis, aiming to develop relationships with key individuals, and creating opportunities to see WAST's charitable work in action.
- Engage with local businesses to understand their own objectives in corporate social responsibility.

9.3 MAJOR DONORS

Options 2 and 3

- Develop ambitious and compelling projects with which WAST could approach major donors: projects which promise major benefits or a step-change in what the organisation can achieve.
- Work with the executives, trustees, and the wider team to understand which influential people WAST has in its orbits.
- Engage with these individuals to develop their engagement with the plans, and work to expand the charity's networks regionally to connect with potential major donors.

9.4 IN MEMORIAM AND LEGACY PROGRAMME

Options 1, 2 and 3

- Develop a clear Legacy ask and test market it with those closest to the organisation.
- Set up appropriate procedures to acknowledge legacies, thank the families and maintain contact through events.
- Ensure donor communications feature prominent examples of people's legacies: what a difference they have made, and what a joy it has brought to their families.
- For Options 2 and 3 assign legacy giving to one member of the team so there is clear ownership of this area, and someone who can be the point of focus and talk to people and their families.
- Develop a suite of In Memoriam materials, available through the charity and online: a central proposition; envelopes for funerals; instructions for undertakers and anything else to make it easy and appealing for bereaved families to follow this route.

9.5 GIVING BY THE COMMUNITY

Option 3

Increase visibility of fundraising

- Identify whether there are locations relevant to WAST with potential for capturing the attention of passers-by and/or installing a contactless giving point.
- Improve the Web and social media presence for fundraising, with clear messages and plentiful information on how to give, help and support. This should include overt fundraising messages (i.e. 'please help us' not 'how to donate').

9.6 REGULAR GIVING

Option 3

- Promote regular giving on site and online, highlighting the benefits to the charity and to the donor.
- Investigate a payroll giving promotion to staff and to local companies
- Develop a plan for recruitment of regular individual donors. This could include paid canvassers undertaking on-street fundraising in a range of towns and cities, or advertisements in the media.

9.7 DIRECT MARKETING

Option 3

- Consider the use of direct mail to recruit regular donors.

9.8 ONLINE

Option 2

- Create a website presence for WAST, which contains clear information on why WAST needs funding and easy guidance on how visitors can help in different ways.
- Make it easy for supporters to fundraise for the charity, with links to events, and support packs for local fundraisers.
- Set the charity up for Facebook Birthday Fundraisers: this is not an onerous process but gives supporters a very easy way to fundraise.
- Consider a project which could engage donors in The Big Give Christmas Challenge; this represents a useful opportunity to engage with local businesses and/or individuals as 'match funders' which can be a compelling proposition, as well as mobilising public support.
- Include on the website one or more ambitious and substantial projects such as would appeal to major donors or corporate supporters. It's unlikely these individuals in a position to give at a high level will happen upon a project and decide to support it – but if they have a conversation with a member of staff and choose to do some further research, they should find compelling information on this project, and get a clear sense of a professional charity with high ambitions.
- The website should also act as a portal to existing donors allowing them to read clear reports on impact and outcomes.

Option 3

- The website should promote all forms of individual giving, as part of a multi-channel approach that incorporates social media, direct emails etc.
- The Charity should bear in mind the increasing use of online systems by donors and invest time and resource each year ensuring systems are up to date and reflect usage.

10.0 Risks and Sensitivities

There are a number of factors which could influence the likely success of the fundraising options outlined below:

1. Recruitment of appropriately skilled fundraiser

The current recruitment marketplace in the sector is challenging. Anecdotal evidence from comparably-sized organisations known to Tarnside which have recruited during 2022 suggest that there are fewer candidates applying than expected, and expectations around salary and flexible working are high. Sufficient time and resource will need to be committed to finding a suitable candidate as this will be the most important factor in delivering on income generation.

2. Leadership of the Charity

Responsibility for the charity currently sits with three executive directors and is an add on to their main jobs. The Charity therefore inevitably not a priority or focus. There is therefore a risk that an issue could arise having slipped between the three of them.

“Nobody is dedicated to the charity – it always an add on”

3. Not enough organisational attention

People give when they are asked; they give again when they are thanked properly and feel that their gift has been valued and has made a difference. Sufficient staff time needs to be allocated to ensure this is happening as a matter of routine.

This report outlines three different strategic options for fundraising, ranging from some fundraising work being picked up by existing staff through to investment in specialist professionals. Whichever option WAST chooses, it will be essential that the staff engaged in fundraising have the support and attention of senior leadership, as well as colleagues in Finance and project/service delivery. A fundraiser's role is to act as go-between, understanding the vision of their specialist colleagues and articulating it to funders, and – in the other direction – listening to feedback from donors and potential donors, seeking out potential funding relationships and understanding what funders are looking to achieve through their giving. Fundraisers cannot operate in a vacuum, and the most successful fundraising organisations recognise this in the way they are structured and the way they operate, embedding a culture of fundraising across the organisation.

“The charity shouldn't distract executives from the main purpose of the organisation”

“Grant giving all knee jerk and short term”

4. Chair and Chief Executive give half-hearted backing

Buy-in from the Chair and Chief Executive is as essential as that from senior management. They can widen the network of contacts for the organisation and often make the best ambassadors when speaking to potential funders and donors. Leaders of funding organisations like to talk to their peers in the organisation they are thinking of funding. The Chair and the Chief Executive's philosophical and practical backing provides the leadership and sets the culture for the organisation. Half-hearted support and acquiescence can all too easily lead to fundraising being isolated and a self-fulfilling prophecy of poor performance.

5. Lack of Visibility and Lack of Credibility

The Charity is reported as being not known or understood by people within WAST or the public. This will be a challenge when competing with others for funds who have a proven competence in this area. It will be essential to build in robust impact assessment to help secure future funds.

"We have been in a reactive space"

"People don't know what we do"

"No impact report – no clarity of the difference made"

6. High Level of Reserves

The charity currently holds a high and growing level of reserves. As such it is difficult to demonstrate to potential funders that the Charity needs more money if it cannot use the money it already has.

"Money is languishing in a pot"

7. Brand Confusion with Community First Responders

There is potential for brand confusion with Community First Responders as they fundraise wearing the same uniforms and using the same branding.

"Overseeing First Responders volunteers accounts is difficult"

11.0 Possible Future Support from Tarnside

If WAST chooses to pursue fundraising, Tarnside can continue to support the Charity in a number of ways. These can be tailored to the Charity's needs and budgets. The following areas may be useful:

1. Development of an “ask” document. A new case for support should reflect the vision and mission reflect and WAST's aspirations and beliefs. It should be compelling both internally within the organisation and externally to potential funders. A new case for support will underpin charitable trust applications and legacy campaigns.
2. Hands on delivery of trusts applications to boost income in year one and then help recruit and train inhouse capability thereafter. Prioritise the research in appendix 1 and develop a planned programme of applications.
3. Produce a legacy leaflet and webpage explaining the value of leaving a legacy and how to do it. Importantly it is also invaluable if staff and volunteers are trained in legacy promotion and feel comfortable and confident doing so.
4. Produce an In Memoriam leaflet and webpage and train and support staff and volunteers as they promote it.
5. Deliver a Fundraising Step Change Workshop to help WAST understand what needs to put in place practically and culturally to succeed in fundraising. WAST key stakeholders will share:
 - a. a realistic grasp of the challenge.
 - b. understand WAST's place in the market.
 - c. the importance of a structured approach.
 - d. agreement on the key fundraising propositions.
 - e. ownership of the next steps.
6. Develop a major donor plan and support WAST leadership to deliver it.
7. Act as a critical friend to the leadership of WAST as it develops fundraising.

Appendix 1

Potential Trusts And Foundation Funders

Background:

Welsh Ambulance Service Charity is seeking to raise funds to contribute to the long-term security and development of Welsh Ambulance Service Charity. The research has identified 27 trusts and foundations with relevant interests, giving a cumulative total of £140m per annum. Wealthy individuals who do their giving through their trust eg Steve Morgan appear on this list rather than the individuals list.

Sources: Charity Commission, FundsOnline, organisational websites and annual reports.

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
Garfield Weston Foundation https://garfieldweston.org/	£79,000,000	Supports charities that work with a variety of causes and groups including health, care homes and hospices, welfare, community. Grants can be revenue or capital, and reflect a charity's size and the nature of the work or project being undertaken.	Jana Khayat Kate Hobhouse Eliza Mitchell George Weston Sophia Mason Alannah Weston Melissa Murdoch Guy Weston Geordie Dalglish	In 2020/2021 it awarded a total of £4.5m to charities in Wales. UK-wide, it made grants totalling £19.3m for Welfare and £8.3m to Health. Example grants: Age Connects Cardiff and Vale, £20,000; Prince & Princess of Wales Hospice, £20,000 for new ambulances; St John Ambulance, £67,000 multi-year grant; The Ambulance Staff Charity, £20,000; Aberconwy Mind, £15,000.

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
<p>Moondance Foundation</p> <p>https://moondancefoundation.org.uk/</p>	£15,840,000	<p>The Moondance Foundation offers grants to organisations and causes that provide transformational changes in communities in Wales. Their stated aims are to prevent or relieve poverty, support the welfare and well-being of women, children, the elderly and the vulnerable in our society, improve health outcomes, raise educational standards and preserve our environment for future generations.</p>	<p>Louisa Scadden; Diane Briere de L'Isle Engelhardt; Damien Englehardt; Adrian Engelhardt; Tara Briere de L'Isle Engelhardt; Henry Engelhardt; Shanna Briere de L'Isle Engelhardt.</p>	<p>North Wales Recovery Communities, £21,840; Nightingale House Hospice, £28,749; Velindre University NHS Trust, £549, 950; Central Brecons Mountain Rescue Team, £22,410; St John Ambulance Cymru, £42,308.</p>
<p>Steve Morgan Foundation</p> <p>https://stevemorganfoundation.org.uk/</p>	£9,600,000	<p>Funds UK wide but particular interest in North Wales area, as well as Cheshire and Merseyside. Priority areas are: children and families, the elderly, those with disabilities, the socially isolated.</p> <p>Regional grants – multi-year revenue grants for core funding, salaries and ongoing running costs</p> <p>Major grants – grants of over £100,000 including awards for capital costs.</p> <p>There are no specific deadlines for applications and our trustees hold regular meetings throughout the year.</p>	<p>Brian Clark; Rhiannon Walker; Stephen Morgan; Vincent Fairclough; Sally Morgan; Ashley Lewis; Jonathan Masters.</p>	<p>Kim Inspire (£145,000); Cheshire Autism Practical Support (£103,500); Homebaked Bakery (£80,000); Healthbox CIC (£60,000); Maggie's Centre (£50,000).</p>

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
Clothworkers Foundation https://www.clothworkersfoundation.org.uk/	£7,360,000	Make small and large grants towards charities in England and Wales benefitting one of their priority areas: Alcohol and substance misuse Disadvantaged minority communities Disadvantaged young people Domestic and sexual abuse Homelessness Older people People with disabilities Prisoners and ex-offenders Visual impairment Fund capital projects only (defined as buildings; fittings, fixtures, and equipment; vehicles)	Michael Jarvis; Hanf Virji; Thomas Stoddart-Scott; Andrew Blessley; Alexander Nelson; Dr Lucy Rawson; Denis Clough; Susanna O'Leary; Philip Portal; Charles Hutchins; Emma Clark; Neel Patani.	Cardiff YMCA, £25,000; Grange Pavilion Community Centre, Cardiff, £100,000.
Waterloo Foundation http://www.waterloofoundation.org.uk/	£6,000,000	Established by David and Heather Stevens, co-founders of Admiral Insurance. Four core programme areas of: world development; the environment; child development; Wales. Projects in Wales must involve unpaid carers, education and/or enterprise and employment.	Caroline Oakes; David Stevens; Heather Stevens	Grants are not itemised in the accounts.
29th May 1961 Charitable Trust	£4,300,000	Funds UK wide with some preference for West Midlands. Areas of focus are: Arts and museums; conservation and protection; employment, education and training; homelessness and housing; leisure, recreation and youth; medical; offenders; social welfare.	Paul Varney; Andrew Jones; Elizabeth Rantzen; Geoffrey Cox; Charles Martin.	Street Doctors, £15,000

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
<p>Morrison's Foundation</p> <p>http://www.morrisonfoundation.com/</p>	£3,040,000	<p>The Morrison's Foundation was established in 2014 and is fully funded by Wm Morrison Supermarkets plc. It supports registered charities that are making a difference in local communities across England, Scotland and Wales by awarding grants for charitable projects. Grants are often for capital costs/equipment/vehicles.</p> <p>Applications can be made for grants of up to £25,000 to fully-fund projects that will help to improve people's lives. The foundation supports a wide range of causes including health care, social inclusion, mental health, arts and culture, education, armed forces, the environment, people with disabilities.</p>	Kate Bratt-Farrar; Guy Mason; Jonathan Burke; David Scott; Andrew Clappen; Sarah Wilkinson; Zulfiqar Karim; Charles Jones.	<p>Lincolnshire Emergency Blood Bikes Service, £14,700; North West Air Ambulance, £19,900; The Fire Fighters Charity, £9,500; Solent Rescue, £20,000.</p>
<p>The Community Foundation in Wales</p> <p>https://communityfoundationwales.org.uk/</p>	£2,880,000	<p>This is one of the 46 UK community foundations, which distribute funding for a wide range of purposes: "Working with our generous supporters and partners, we find and fund local projects that help strengthen communities across Wales."</p> <p>Established in 1999, Community Foundation Wales now awards grants of over £2.6 million each year to charities and community groups.</p>	Geraint Jewson; Tanwen Grover; Sarah Jennings; Nigel Annett; Samsunear Ali; Alun Evans; Lt Col Andrew Tuggey; Annabel Lloyd; Kathryn Morris; Gwyn Owen; Emma Metcalfe; Sarah Corser.	<p>As with all community foundations, there are a number of donor advised funds managed on behalf of individuals, families and charitable trusts.</p>

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
Coalfields Regeneration Trust https://www.coalfields-regen.org.uk/wales_support/funding-wales/	£2,490,000	Provide grants (from £500 – £7,000 revenue or capital) to community organisations to support projects in Welsh coalfield communities that create jobs, increase skills, improve health & well-being, broaden childcare provision or develop community facilities.	Dawn Davies; Peter McNestry; Wayne Thomas; Sylvia Wileman; Nicolas Wilson; Michael Clapham; Robert Young; Nicky Stubbs; Trudie McGuinness; Linda Rutter; Judith Kirton-Darling; Keith Cunliffe.	UK-wide sample grants: Aylesham Neighbourhood Project (£210,000); Haswell and District Mencap Society – The Community Anchor (£98,000); Derbyside Rural Community Council – Wheels to Work (£89,000); The Cornforth Partnership – The Reach project (£75,000); City of Durham Air Cadets – Achieving Duke of Edinburgh's Awards (£3,800).
Postcode Community Trust https://www.postcodecommunitytrust.org.uk/	£1,990,000	Grants ranging from £500 to £20,000 are available to organisations with an annual income of less than £1 million (although preference is given to organisations with an income of under £500,000) in Wales. Grant themes have included: Improving mental wellbeing; Enabling community participation in the arts; Preventing or reducing the impact of poverty; Supporting marginalised groups and promoting equality; Improving biodiversity and green spaces; Enabling participation in physical activity; Responding to the climate emergency and promoting sustainability; Increasing community access to outdoor space. 2023 funding programmes will be posted in January 2023.	Rob Flett; David Sharrod; Gareth Hill.	Butterfly Conservation (£20,000); CleanupUK (£16,700); Darnhill Festival Association (£14,900); Grand Union Arts CIO (£12,300); Crossroads Community Hub (£8,400); Ruperra Conservation Trust (£5,500); Brandon in Bloom (£2,000); The Penstone Village Glade Community Association (£730).

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
<p>Making a Difference Locally Ltd</p> <p>https://www.nisalocally.co.uk/community/</p>	£1,058,000	<p>Making a Difference Locally Ltd is the corporate charity of Nisa Retail Ltd, the groceries retailer. The charity was established to allow the group's retail members to make donations to local charities and causes, such as local football teams, hospices and charities. Retailers and partners of Nisa raise funds through the sale of specific products in their stores, and then choose a local beneficiary for the funds. The charity's overall mission is to invest in building stronger local communities. Funding areas span health and wellbeing, education, employment, good food and nutrition, shelter and security.</p> <p>Applicants must be within 10 miles of a NISA store (WAST registered address is eligible).</p>	Stephen Leach; Scott Etherington; John McNeill; Kathryn Marsden; Andrew Barber; Christopher Taylor; David Stokes.	Yorkshire Air Ambulance, £2,500. Most grants are under £10,000 and not itemised in the accounts.
<p>Clive Richards Foundation (formerly the Clive and Sylvia Richards Charity)</p> <p>https://www.cliverichardsfoundation.com/</p>	£1,000,000	Gives within 100 miles of Hereford (so most of Wales is included) to a range of causes where their grant can 'make a difference'. Donates between £500k and £1.5m a year, with around 35% going to medical causes. They like to "be a catalyst to unlock other funding sources for good causes and ensure sustainability and transformational change". The trustees prefer to focus on smaller charities or projects that probably would not happen if not for the charity's help.	Peter Henry; Sylvia Richards; Peter Dines; Peregrine Banbury; David Iddon; Gareth Davies; Liz Deutsch.	Grants under £50,000 are not itemised in the Annual Accounts.
<p>Simon Gibson Charitable Trust</p> <p>https://www.sgctrust.org.uk/</p>	£783,000	Grants are typically £3,000-£5,000 for charities working in the following areas: Suffolk, Norfolk and Cambridgeshire; Hertfordshire; Glamorganshire, Gwent, Powys and Camarthanshire. Will fund both core and project costs. General purposes considered, with some preference for organisations that favour the young or the elderly, or those with conservational, educational or religious purposes.	George Gibson; Deborah Connor; John Homfray.	Royal Welsh Agricultural Society Glamorgan Fund (£2,000); Wales Millennium Centre (£15,000); Livery Company of Wales Charitable Trust (£10,000); Parkinson's UK (£5,000); Royal Agricultural Society (£3,000).

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
<p>Evan Cornish Foundation</p> <p>http://www.evancornishfoundation.org.uk</p>	£682,200	<p>The Evan Cornish Foundation was created by the widow and four daughters of businessman Evan Cornish, with the aim of achieving equality and justice for all by supporting the most marginalised and promoting human rights. It has 8 priority areas, one of which is homelessness as follows: engage and support the vulnerable who are homeless or at risk of becoming homeless; provide crisis support; improve people's quality of life, relieving hardship and distress. Projects should benefit people living in North England and meet the aims of the foundation.</p>	Rachel Cornish; Barbara Ward; Sally Cornish.	<p>Cathedral Archer Project (£10,000); Shelter (£10,000); Room To Heal (£5,000).</p>
The Lennox Hannay Charitable Trust	£575,500	<p>The trust makes grants to a wide variety of UK-registered charities, including health, Emergency services and armed forces. Grants range from under £2k (small) to £25k (medium) with some larger grants.</p>	Caroline Wilmot-Sitwell; Tara Douglas-Home; Joanne King; RF Trustee Co. Ltd.	<p>"The promotion of the efficiency of the armed forces of the Crown, or of the efficiency of the police, fire and rescue services or ambulance services" received grants of £1,000 in 2021 and £2,000 in 2020.</p>

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
Ashley Family Foundation	£563,500	<p>Family Foundation of Laura Ashley, clothes retailer. Focus is on supporting five main themes:</p> <ul style="list-style-type: none"> • Wales – Half of all funding goes to projects in Wales • Rural communities • Arts • Community • Small Charities 	Laura Ashley; Prof. Oriana Baddeley; Emma Shuckburgh; Jeremy McIlroy; Alexis Korner; Julian Ashley; Anita George.	Cygnor Powys CAB (£23,900); Wales Covid Resilience Fund (£20,000).
<p>CSIS Charity Fund</p> <p>https://www.csischarityfund.org/apply-orgs.htm</p>	£531,000	<p>Primary focus is on supporting the main civil and public service charities with annual grants. We can however consider requests to support any project where we can see there will be a direct impact on serving, former or retired civil and public servants in need, hardship and distress.</p>	REBECCA GOOCH; Christopher Smith; Mary Bernadette Jeffrey; Colin Charles Birch; Michael Duggan; Deborah Terry; Ian Albert; Sun-Hee Park ; Gaby Glasener-Cipollone; Angelos Pamos; RAY FLANIGAN; SALLY BUNDOCK; CHARLES RICHARD COCHRANE	The Ambulance Services Charity, £20,000; Fire Fighters Charity, £10,000; Association of Air Ambulance Trusts, £10,000.

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
<p>Millennium Stadium Trust</p> <p>https://www.millenniumstadiumtrust.org.uk/</p>	£454,600	Grants in Wales of up to £7,500 for in four categories: the arts, community, the environment and sports. Project grants only.	Ian Davies; Russell Goodway; Gerallt Hughes; John Lloyd-Jones; Andrew Walker; John Rawlins; Cllr Peter Bradbury; David Hammond; Jonathan Day; David Young; Hywel Roberts; Momena Ali.	Not itemised in accounts. In 2019/20, grants totalling £155,700 went to Community projects.
The Ashley Tabor-King Foundation	£400,000	Focusses on first responders who suffer from post-traumatic stress disorder or physical harm associated with their employment. First responders may include paramedic staff, medical staff, call centre handlers, mountain rescue, RNLI lifeboat rescuers; police officers, fire fighters and the bereaved families of first responders who have died in service. The foundation will also support activities which develop young people's skills and enable them to participate in society as mature and responsible individuals.	Ashley Tabor; Stephen Miron; The Lord Allen of Kensington; Emma Bradley.	The Police Arboretum Memorial Trust (£300,000) Duchess of Cambridge (£100,000).

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
Green Hall Foundation http://www.greenhallfoundation.org	£393,700	The objective of the Green Hall Foundation is to sustainably improve lives: among the sick, the elderly, the disabled and the disadvantaged particularly in the UK. Overseas projects are also supported provided that the applicant charity is registered in the UK. Preference is given to appeals where the Foundation can meet a significant proportion of the funding required and to appeals where permanent equipment or building is required as opposed to funding salaries or the charity running costs. Typical size of grant is in the region of £1,000 to £10,000. 10% of grants in 2020/2021 went to homelessness, totalling £31,908.	Margaret Hall; Sue Collinson; Nigel Hall; Peter Morgan; Charlotte Footer.	Grants to medical and social care totalled £67,000 in 2020/2021, including: Addenbrookes Charitable Trust, £2,000; British Red Cross, £3,000; Yorkshire Air Ambulance, £4,000.
Scott (Eredine) Charitable Trust	£371,500	Makes grants in England and Wales, with an interest in armed forces/emergency service charities among others. Stated priorities are: a. Physical or mental handicaps through accidents of birth, injury, wounds, illness old age etc. b. Adventurous challenge for the young c. Wildlife conservancy	Keith Bruce-Smith; Amanda Scott; Col. Nick Wills; Lucy Gibson.	Previous beneficiaries have included: Alzheimers Research UK (£40,000); Mental Health Research UK (£20,000); Combined Services Disabled Ski Team (£10,000); Army Benevolent Fund (£6,000); The Gurkha Welfare Trust (£5,000); RNLI (£3,500); Send a Cow (£3,000); IT Schools Africa (£2,800); Woodworks Project (£1,000).

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
MBNA General Foundation	£336,000	Gives within 30 miles of MBNA Chester campus (WAST Head Office is 29 miles by road). General charitable purposes, with particular emphasis on young people and the elderly. Applicants should be able to show an associate connection or a historic relationship/connection with the company.	Mr Stables; Ian Doherty; Sean Humphreys; Ellyn Corfield; Mark Elliot.	Hope House Hospice (£22,920).
Hobson Charity https://hobsoncharity.org.uk/	£313,000	<p>The Hobson Charity was founded in 1985 and was established to achieve the following objectives:</p> <p>The relief of poverty, suffering and distress of those in need in the United Kingdom, including the provision of facilities for recreation and leisure in the interests of their social welfare</p> <p>The advancement of education amongst the inhabitants of the United Kingdom</p> <p>The furtherance of other charitable purposes beneficial to such communities of the United Kingdom as the charity may think fit</p> <p>To make grants to such associations, trusts, societies or corporations established for charitable purposes</p>	Lady Patricia Marina Hobson OBE (Chair) Deborah Hobson Jennifer Richardson Elizabeth Kelsall Emma Richardson	Essex & Herts Air Ambulance Trust, £5,950; Luton And Dunstable Hospital Charitable Fund, £5,000.

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
<p>Oakdale Trust</p> <p>www.oakdaletrust.org.uk</p>	£300,000	<p>The Oakdale Trust is a small family run foundation focussing on Wales. Grants range from £250 up to £2000 with an average of approximately £1000.</p> <ul style="list-style-type: none"> • Areas of interest includes the following: • Welsh based social and community projects • Medical: Support groups operating in Wales; • UK based medical research projects • Environment conservation projects based in Wales • Some support is given to the Arts where there is a Welsh connection • UK based charities working in the developing world. • Penal Reform 	Rupert Cadbury, Bruce Cadbury, Olivia Tatton-Brown, Rebecca Cadbury.	Mind Monmouthshire, £750; Montgomeryshire Family Crisis Centre, £500; North Wales Recovery Communities, £1,000; The Virtual Doctors, £1,000.
<p>Hodge Foundation (formerly known as Jane Hodge Foundation)</p> <p>https://www.hodgefoundation.org.uk/</p>	£273,600	<p>Established in 1962 by Sir Julian Hodge, a Welsh entrepreneur and banker who set up three banks during his lifetime, as well as having a wider involvement in the business community in Wales. Originally established as The Jane Hodge Foundation in 1962, the Foundation has since derived its income from the businesses controlled or managed by the Hodge Family. Gives in four main areas: welfare, education, medical and religion.</p>	Ian Davies; Jonathan Hodge; Karen Hodge; Helen Molyneux.	Cardiff Business School; Cardiff University; St Fagans National Museum of History; Swansea University; The Aloud Charity; The Prince's Trust Cymru; Welsh National Opera.

Name (and website where relevant)	Annual Spending	Interest	Trustees	Relevant Grants
The Adlard Family Charitable Foundation	£111,300	The foundation was registered with the Charity Commission in November 2015. Its trustees include Charlie Adlard, a comic book artist known for his work in a number of publications, including the books The Walking Dead and Savage. According to the foundation's Charity Commission record, it supports general charitable purposes, as well as the environment, conservation and heritage. The foundation achieves its objects by making grants to charitable organisations, predominantly in England and Wales. Grants range in value from £1,000 to £30,000.	Ludlow Trust Company Ltd.; Charles Adlard; Elsa Adlard.	The Wales Air Ambulance Service, £1,000
Blakemore Foundation http://www.afblakemore.com/blakemore-foundation/blakemore-foundation	£87,900	General charitable purpose including: sport and recreation; health; medical research; housing and homelessness; emergency services and armed forces; environment.	Peter Blakemore; Ita McAuley.	Grants are up to £200 through a very simple application process.


Appendix 2



Potential Corporate Funders



Brief



Large and/or well performing companies in Wales, with additional focus on those located near WAST Head Office; those with a philanthropic track record. The following 13 companies have total turnover of over £14 billion.




Sources: Companies House, press and media reports, organisational websites and annual reports.




Company	Turnover	Location	Profile	Charitable Activities
Admiral 	£3,600m	Cardiff	Leading FTSE100 Financial Services company with businesses in the UK, Europe and America. Set up in 1993 as a car insurance specialist, but since then has expanded into other countries and other services such as price comparison, home and travel insurance, Insurtech, personal loans, car finance and legal services.	The Group states: "We sponsor lots of organisations and events where our offices are based and through our Community Chest scheme we support local charities, sports teams and organisations which colleagues and their families are involved in." The company has a number of direct sponsorships, including Welsh Rugby Union, Chapter Arts Centre, Pride Cymru and Disability Sport Wales. The Community Chest scheme enables staff and their families who are involved with local charities, clubs and organisations to apply for funding.

Company	Turnover	Location	Profile	Charitable Activities
Moneysupermarket 	£345m	Ewloe	Moneysupermarket.com Group PLC is an established member of the FTSE 250 index. The Group operates leading UK price comparison sites for Insurance, Money, Home Services and other products.	<p>Group states: "Being an active contributor to our chosen charities and the communities in which we operate is a core part of our ethos. We are proud to have supported diverse causes with our fundraising and volunteering initiatives. In addition to a full programme of fundraising activities, we encourage all our employees to help those in need using paid volunteering time."</p> <p>They are in a four year partnership with The Princes Trust 2019-2022 and have donated tens of thousands of pounds so far. They also offer direct support for example their Bytes catering team in Ewloe prepared 26,470 meals for the local community between January and October 2021, collected by volunteers for Nanny Biscuit and distributed across Wales. They also donate to their own MSE Charity, which gives grants of up to £7.5k to UK not-for-profit grassroots groups that provide education, information and support to help people learn how to manage their money better: 2021 saw over £100k of donations.</p>
Redrow 	£2,140m	Deeside	The UK's leading builder of premium new homes for sale.	<p>In 2022, they made £281m investment into community infrastructure and affordable housing, for example Redrow contributed £1.2 million towards the construction of the Raymond Fenton Community Centre, South Cerney, which is a hub for village interaction providing community space including a café, meeting room Wi-Fi and a hall. They made charitable donations totalling £200k in 2022.</p>

Company	Turnover	Location	Profile	Charitable Activities
Iceland Foods Ltd 	£3,555m	Deeside	<p>British food retailer with over 900 stores throughout the UK, a further 40 owned or franchised stores across Europe, and a global export business. Founded in 1970 by Sir Malcolm Walker, who is still Executive Chairman. For a few years 2001-2005 it operated as The Big Food Group not under the Walker family, but it has now been returned to family ownership.</p>	<p>Iceland has raised more than £30 million for good causes since 2005. Major donations by the Iceland Foods Charitable Foundation have included £17 million to dementia research charities including UCL Dementia Research, Alzheimer's Research UK and the Alzheimer's Society; £3 million to Alder Hey Children's Hospital, £1 million to Prostate Cancer UK, £1.5 million to Help For Heroes, £1 million to The Royal British Legion, and £1 million towards the construction of the UK's new Defence & National Rehabilitation Centre.</p> <p>Malcolm's personal commitment to fundraising has included his participation in the Iceland Everest Expedition of 2011, in which he and his son Richard reached the North Col of Everest at 23,000ft, the record-breaking Descent of the Shard abseil in September 2012 and In the Footsteps of Legends: The Iceland Antarctic Expedition, an unsupported trek to the Geographic South Pole in November/December 2012 from which Malcolm had to be airlifted for emergency medical treatment.</p>
Huws Gray 	£494m	Anglesey	<p>The UK's largest independent builders' merchant. Founded in 1990 from a single branch in Gaerwen, Anglesey, Huws Gray has rapidly expanded over the past 30 years, and now operates from branches across North Wales, the North-West, Yorkshire, the West Midlands and East Anglia, employing over 1,800 colleagues across the Group.</p>	<p>In 2017 announced a charity partnership with the UK Sepsis Trust. This was following the sudden loss of company director, Elfed Hughes who died May 2016 after a short battle against the condition. No evidence found of another charity partnership since that time.</p>

Company	Turnover	Location	Profile	Charitable Activities
Nice Pak 	£194m	Flint	Nice-Pak describes itself as the world's most innovative wet wipe manufacturer. Founded in the USA in 1957. Now produce around 500 million packs of wet wipes every year in Europe alone, and employ over 800 people across our three facilities in Wigan, Flint and Germany.	<p>Website states: Our donations, fundraising, sponsorships, and volunteerism make a difference in the local communities near our offices and plants:</p> <ul style="list-style-type: none"> • Hospices • Food banks • Outreach organizations • Youth sports teams • Schools and colleges <p>Give millions of dollars worth of products to charity, each year, along with tens of thousands in cash donations to 20+ local community charities.</p>
Principality Building Society 	£141m	Cardiff	Founded in 1860, it is now the 6th largest UK building society with the majority of its branches in Wales.	<p>2022-2024, partnering with two Welsh children's hospices - Ty Hafan (registered charity number 1047912) and Hope House ; Ty Gobaith (registered charity number 1003859).</p> <p>In 2016 introduced a charity partnership approach, which brings different charities together over a three year period, along with matching every £1 fundraised by staff with another £1 (up to a maximum of £150,000 per year).</p> <p>Since 2014, they have raised over £1,000,000 for the charities they have partnered with. Seems to be a focus on health-related charities serving the whole of Wales, which could be relevant for WAST.</p> <ul style="list-style-type: none"> • MS Society, £86k, 2014 • Mind Cymru, >£90k, 2015 • Cancer Research Wales, Llamau and the School of Hard Knocks (SOHK), £504k, 2016-2018 • Teenage Cancer Trust Cymru and Alzheimer's Society Cymru, >£300k, 2019-2021

Company	Turnover	Location	Profile	Charitable Activities
Watkins Jones plc 	£430m	Bangor	Watkin Jones is the leading developer, builder and third-party manager of new homes for rent across the UK and Ireland. Market leader in student housing. Founded in Wales in 1791, it retains an office in Bangor as well as offices in London and Chester.	The Watkin Jones Community Fund supports projects that make a real difference to the communities in which we work. The Fund aims to support a wide range of projects with a particular emphasis on enhancing the physical environment and improving quality of life for local people. Applications are welcomed from community-based groups and not-for-profit organisations. During FY19, the fund made donations to a wide range of charities, sports clubs and other community groups.
Renishaw 	£671m	Vale of Glamorgan	Renishaw is a global, high precision metrology and healthcare technology group. They are a world leader in the field of additive manufacturing (also referred to as metal 3D printing), designing and producing industrial machines which 'print' parts from metal powder for sectors from transport to agriculture, electronics to healthcare. They have more than 77 offices in 36 countries, with over 5,000 employees worldwide. Their head office is now Gloucestershire but they retain a site at Miskin, Vale of Glamorgan. Founded in Chepstow by John Deer in 1974.	The Renishaw Charities Committee is made up of employee representatives who meet bimonthly to distribute funds made available by the company to support charitable and voluntary organisations local to Renishaw's key UK locations. The RCC is especially interested in projects relating to: Children and young people; People with disabilities; Health and fitness; Lifelong learning; Community and social development; Sports and leisure. Beneficiary organisations must be located within and principally benefiting people who live within a 30 mile radius of Renishaw's key operating sites in the UK, including Vale of Glamorgan (Miskin).
Anwyl Construction 	£196m	Ewloe, Flintshire	The Anwyl family established Anwyl Group in 1930 in Rhyl as a joinery and woodworking contractor and it now operates as three divisions: Anwyl Homes, Anwyl Partnerships and Anwyl Land. The company specialises in building large residential projects like care homes and housing developments. It is still family owned.	Support charities, community groups and educational settings in close proximity to development sites. The Anwyl Group also give directly to charity, for example in 2020 they marked their 90th anniversary by pledging to give £90 to charity for every home sold that year: the scheme generated donations like £20,000 to Ty Gobaith & Hope House Children's Hospices. They also donated £53,710 to food banks across North Wales and North West England in 2021.

Company	Turnover	Location	Profile	Charitable Activities
Radnor Hills 	£41m	Knighton	Established by William Watkins in 1990, the mineral water and soft drink company is now a household name.	The company supports charities both locally and nationally. They are currently supporting St Michael's Hospice, Prostate Cymru, Pink Ribbon Foundation and Anti-Bullying Alliance. Charities are able to contact the company directly regarding charitable support.
Convatec 	£2,380m	Deeside (Corporate Headquarters is in Reading, Berkshire, but manufacturing all in Deeside).	Convatec is a global medical products and technologies company focused on solutions for the management of chronic conditions, with leading market positions in advanced wound care, ostomy care, continence & critical care, and infusion care. Our products provide a range of clinical and economic benefits including infection prevention, protection of at-risk skin, improved patient outcomes and reduced total cost of care.	<p>Website states: With inspiration from the field of impact investing, our approach to communities focuses on three areas where we believe we are best positioned to move the needle:</p> <ul style="list-style-type: none"> • Access to healthcare and tackling health inequities • Education • Disaster relief <p>Partnerships that may involve product and monetary donations in the above areas, as well as employee volunteering.</p> <p>Applications for support can be made directly through the company website.</p>
Read Construction 	£27m	Wrexham	Family-owned construction company for commercial and public sector organisations. Award winning, innovative Principal Contractor delivering projects across North & Mid Wales and the North West & North Midlands since 1985.	The company raises money each year for nominated charities, eg Mind, and facilitates regular staff volunteering days to support local communities.

Appendix 3

High Net Worth Individuals

Background

WAST is seeking information on high net worth individuals and people of influence who may become interested supporting them, either financially themselves or through advocating financial support. The following 18 people have combined estimated total wealth of £3.3 billion.

The research has focussed on high net worth individuals and people of influence with a geographical connection to Wales, evidence of philanthropy and where possible evidence of interaction with health care or emergency health services. Those individuals that give through a charitable trust have been included in Appendix 1.

The research does not include intrusive information e.g. personal wealth unless where public information.

Sources: Charity Commission, Companies House, print and online journalism, company and organisational websites, annual reports.

Name	Sector	Estimated wealth	Biography/Connection to cause
Helen Molyneux	Law	£30m	Born in Caerphilly, studied at Cardiff University and grew her business in Wales. Set up NewLaw in 2004, a solicitors firm specialising in personal injury claims. Sold her 37.5% stake in 2014 for between £24.5m and £35m. Stepped down from NewLaw completely in 2018. Currently on the board of Hodge Bank, a trustee of the Hodge Foundation and leads Monumental Welsh Women, a not for profit organisation aiming to have statues made which recognise the contribution of women to the history and life of Wales.
Joanthan Hodge	Banking	£330m	Son of Sir Julian Hodge, founder of Hodge Bank. Represented the family's interest on the Bank's board until 2019, but remains Chairman of the parent company Carlyle Trust. Hodge Bank had operating income of £26m in 2021. A percentage of Hodge Bank's profits go towards the Hodge Foundation, which supports causes including Hourglass, the only UK charity committed to preventing abuse against older people, and City Hospice.
Tony Brown OBE	Manufacturing	£75m	Chairman of Bisley, and son of Bisley founder Freddy Brown. He joined the business in 1960 and took ownership in 1970 after his father retired, successfully steering Bisley through the recessions of the seventies and eighties. He's taken a step back from the day-to-day running of the company and has recently gifted 51% of the company to an Employee Ownership Trust for company employees. Has invested several million pounds over the years in rugby in Newport.

Name	Sector	Estimated wealth	Biography/Connection to cause
Hayley Parsons OBE	Financial services	£45m	Hayley Parsons is the founder and former CEO of financial services comparison site Go Compare. Hayley launched Go Compare from her kitchen table, and worked tirelessly to make her vision her reality before selling the company for £190m just eight years later. She has since become a non-executive director at Cardiff Blues. Wealth in 2020 estimated at £45m.
Terry Edgell, Dilwyn Howells and Nigel Williams	Timber	£24m	Timber company Premier Forest Products was founded in 1993 by partners Terry Edgell, Nigel Williams and Dilwyn Howells. The company initially operated from Terry's house in Cwmbran, before moving to a number of new sites and settling in Alexandra Dock, Newport.
Anders Hedlund and family	Stationery and property	£192m	Moved from Sweden to Wales in 1979 to establish gift wrap company Scandinavian Design. After rapid growth, it rebranded as International Greetings in 1989. As the Group grew, companies including Belgrave Graphics, Hy-Sil Massachusetts and Britesparks joined, before International Greetings Plc floated on the London Stock Exchange in 1995. It is now known as The Design Group, and Anders Hedlund is still on the board. He has a particular interest in dyslexia and is a trustee of the Tomorrow's Generation trust, set up to support education for people with dyslexia.
Glyn Watkin Jones and family	Property and construction	£238m	Construction and development firm Watkin Jones was founded in 1791. Glyn Watkin Jones was Chairman of Watkin Property Ventures since its incorporation; he joined Watkin Jones & Son Ltd in 1961, stepping down as Chairman when the company floated on AIM in 2016. The family have sold over £120m worth of shares in the company in the last 10 years, and now retain a small stake.
Henry Engelhardt CBE and Diane Briere de l'Isle Engelhardt OBE	Insurance	£860m	Henry Englehardt launched Admiral Group in 1993, after being part of the founding team of Churchill Insurance. In 1999, he led a management buy-out of Admiral which has since become a constituent of the FTSE 100 Index. He and his wife Riane Briere de l'Isle run the Moondance Foundation (see Trust research) and are very active philanthropically in Wales. They live in Cardiff.
John Deer	Engineering	£823m	John Deer founded the Renishaw precision engineering business in 1973 from his home in Chepstow. Swansea-born Deer, 82, went into business with his fellow Rolls-Royce work-mate Sir David McMurtry. He was managing director of Renishaw from 1974 to 1989 and remains on the Board as Non-Executive Deputy Chairman.
Gweirydd ("Dai") Walters and family	Construction and mining	£264m	Dai Walters owns plant hire, civil engineering and property businesses through G Walters (Holdings) operation in Aberdare. He founded Walters in 1982 and remains Chairman. His son, Richard Walters, runs the Caerphilly-based Celtic Energy coalmining company. On 2 November 2022, Dai Walters was involved in a helicopter crash in near Llanellidan, and Welsh Ambulance attended the scene along with North Wales Police and North Wales Fire and Rescue as part of a joint emergency response; he was taken to hospital, but reports at the time suggested injuries were not life threatening.
David and Heather Stevens	Insurance	£236m	Heather and David Stevens were part of the small team which launched the insurance group Admiral in 1993 in Cardiff. Since its launch Admiral has grown to become one of the largest private sector employers in Wales. Both were appointed CBE in 2010 for services to insurance and to charity. Heather is also a trustee of Oceana and a former trustee of the National Botanic Garden of Wales. In 2004 Admiral Group plc was floated on the London Stock Exchange. They founded the Waterloo Foundation in 2007, which makes grants predominantly to global environment and world development, part of grant giving is ring-fenced for projects which benefit Wales communities.

Name	Sector	Estimated wealth	Biography/Connection to cause
Dr Drew Nelson OBE	Technology	£25m	Co-founder of IQE, an advanced semiconductor wafer products for the global semiconductor industry based in Newport, where he remains President and Non Executive Director. Dr Nelson has held several Non-Executive Directorship roles, and served on several Government and Industry bodies. He received an OBE in 2001 for services to the electronics industry. He is currently a member of the High Level Group appointed by the EC to oversee the implementation of Key Enabling Technologies (KETs) throughout Europe. Awarded an Institute of Physics Gold Medal in 2020 and donated his prize award of £1,000 to a local charity supporting people from underprivileged backgrounds to go through university.
Raj Kumar Aggarwal OBE	Pharmaceuticals	£26m	Public health expert, businessman and the first ever Honorary Consul for India with jurisdiction for Wales. Mr Aggarwal studied at Cardiff University before eventually buying his own small pharmacy in City Road and growing a chain. The public health expert is also India's Honorary Consul in Wales and last year became the first Indian-born recipient of the position of Honorary Lieutenant Commander in the Royal Navy. Aggarwal has been chairman (since 2007) and a trustee (since 2002) of the Kidney Wales Foundation. In June 2011 he was appointed as a Trustee of the Wales Millennium Centre. He was a fundraising committee member of the George Thomas Hospice.
Mario and Gill Kreft	Care Homes	£28m	<p>Founders of Pendine Park care homes, which they set up in 1985. Mario Kreft was vice chair of the National Care Homes Association until 1993 when he left to co-found Care Forum Wales. Previously a member of the Care Council for Wales and the Central Council for Education and Training in Social Work (CCETSW), Mario is currently the Welsh representative on the board of Social Care Institute for Excellence (SCIE). He promotes issues relating to the social care workforce and is chair of the Wales Care Awards. In 2012 Mario was awarded an MBE for his contribution to social care in Wales and the Welsh Government honoured him with a Recognising Achievement Award for his innovative work in health and social care. In 2011 he was named Caring Times UK Care Personality of the Year, the first Welshman to receive the award.</p> <p>Mario Kreft was born in South Africa, the son of a circus lion tames, and was brought up by grandparents in Denbighshire. Mario and Gill Kreft are keen supporters of the arts; in 2019 Mario signed up to be Welsh National Opera's (WNO) first Community Champion.</p>
John Burns	Pet food	£30m	John Burns developed his pet food company while working as a vet in 1993. In 2006 John Burns stated: "I have decided that the Company should be a force for good. I want Burns to not only be known for natural pet food, but also for establishing and maintaining a legacy of good causes in the community." He established the John Burns Foundation which aims to make a difference to the lives of people and companion animals across the UK (not a grant-making foundation).
Tim Batstone	Leisure	£42m	HB Leisure was founded in 1932; Tim Batstone is the grandson of the company's founder. He took over his grandfather's company HB Leisure in 1987 and has since led the expansion of the group from its original base of two seaside arcades into a leading international company in the theme park and attraction space. The company is still headquartered in North Wales. Tim works with various trade bodies including serving as President of BACTA, Chairman of BALPPA and in government relations with IAAPA. He climbed Kilimanjaro in aid of Rays of Sunshine, a charity that grants wishes to seriously ill young people, and put in £18,000 from the company as a match donation and raised £43,000 in total.

Name	Sector	Estimated wealth	Biography/Connection to cause
Graham Anwyl and family	Construction	£77m	Worth £77m, they established Anwyl Group in 1930 in Rhyl as a joinery and woodworking contractor and it now operates as three divisions: Anwyl Homes, Anwyl Land and Anwyl Construction. The company specialises in building large residential projects like care homes and housing developments. (See Companies for charitable involvement.)
William Watkins	Soft drinks	£41m	William Watkins made his £41m fortune as the managing director of Radnor Hills, the mineral water and fruit juice company. The company started in 1990 after a young William returned to his family farm from university and decided to diversify the business by bottling water on the family land - originally for the airline industry. The business has grown over 30 years to be a household name, offering range of soft drinks. (See Companies for charitable involvement.)

Appendix 5

Foundations of a successful Case for Support

1. Definition

The Case for Support is a brief and compelling document which distils all the relevant information about the project into an inspiring vision. It should always be aimed at its most important recipients – potential major donors.

2. The prospective donor's view

As trusts, corporate donors, wealthier individuals and government departments receive increasing requests for support, they are becoming more discriminating. Any cause seeking funds must be able to answer the following questions satisfactorily:

- What are its specific aims?
- How does it plan to achieve them?
- Does it use its existing resources effectively and efficiently?
- How is it different from other apparently similar causes or organisations?
- Why does it merit support in preference to other competitors for funds?

Donors' reasons for supporting particular causes may be summarised as follows:

- Shared values with the cause
- Conscience
- Loyalty
- Thanks
- Desire for recognition
- For benefit (particularly corporations)

For success it is essential to understand which reasons apply to each prospective supporter.

3. Objectives

- a. To clarify and make explicit your own thoughts on where you are going.
- b. To show to potential financial supporters to help raise money. To do this, the plan must:
 - Demonstrate to donors that their personal objectives are likely to be achieved.
 - Instil confidence in your abilities to manage the resources to achieve those goals.
- c. Demonstrate that there is an international, national or local need for the service you provide.
- d. To use internally as a control mechanism, to help you keep on your planned course, or to alert you to things that are not going according to your strategy so that action can be taken.

The key points must be presented in a dynamic and exciting way, to attract attention.

4. Supporting information

All background information must be accurate, well researched and in a form suitable for presentation to potential major donors. It should include:

- a. History and track record of the institution, in brief, with an indication of how relevant past performance is to future progress.
- b. Key personnel: what are their qualities and achievements?
- c. Service you provide, this includes:
 - the mission statement
 - why you are unique or distinct from competitors
 - who are the competitors
 - where you are going, i.e. your general aims
 - how you wish to change to reach those aims.
- d. The market you are aiming at, its size and future growth:
 - which sector you are aiming at
 - how your competitors are likely to respond.
- e. Your specific objectives, short term and long term.
- f. Operational details: questions such as:
 - what facilities do you have?
 - what else do you need?

- what changes will be necessary?
- g. Financial analysis:
- your audited accounts / financial projections
 - your projections for the next five years, including what capital and revenue resources you will need and when
 - the assumptions behind your forecasts
 - what are the principal risks that could affect your forecasts.



CHARITY COMMITTEE HIGHLIGHT REPORT TO BOARD OF TRUSTEES

This report provides the Board with key escalation and discussion points at the last Committee meeting. A full list of items discussed appears at the end of the report to enable members to raise any questions to the Chair which have not been drawn out in the report.

Trust Board Meeting Date	27 July 2023
Committee Meeting Date	5 July 2023
Chair	Ceri Jackson

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. The Board of Trustees has before it at today's meeting a **proposal for the future management arrangements of the Trust Charity** to enable it to further increase its impact and fundraising capability. This includes the establishment and appointment of a Head of Charity and a Fundraising Officer initially on two year fixed term contracts. The intention is that this model will provide additional leadership and fundraising support to the Trust's employees and volunteers, while also having the potential to deliver additional discretionary services to provide better care for our service users. Management of workload will be aided by a focus on work to be completed in the first few months. The Committee reviewed the proposal and endorsed for approval by the Board of Trustees.

ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

2. The Committee ratified a Chair's Action which took place on 28 June following approval by the Executive Management Team. The Chair's Action was required as a decision was needed prior to the end of June to take advantage of a **Stage 3 Covid Recovery Grant from NHS Charities Together in the amount of £88K**. This grant application will fund the following projects aimed at improving the mental wellbeing of our employees and volunteers and the recovery of our volunteers following the pandemic:
 - Launch of volunteer development programme
 - WAST sports provision
 - Mind over mountains
3. In order to strengthen governance arrangements pending the recruitment of substantive leadership to the Charity, the Committee at its meeting on 5 July approved **interim governance arrangements with respect to grant applications** in particular. Whilst the Bids Panel has an upper approval



threshold of £50k, it was felt that it would be more appropriate at the current time for the Executive Management Team (EMT) to initially review any draft bids for submission to funders, followed by review and sign off by Charity Committee. Once leadership structures are established for the Charity, and individuals are in post, it is anticipated that governance routes will be further revised. The Committee were assured that the issues had been identified and addressed in a transparent manner.

4. The Committee approved the seeking of an extension for the **NHS Charities Together** (NHSCT) Development Grant of £35k to enable the Trust to utilise the funds by the end of the calendar year. A grant in the amount of £315K has been secured from NHSCT, with a further £250k direct from Commissioners to St John Ambulance Cymru, however there remains a potential gap in funding for the provision of the Connected Care Cymru initiative which does present some risks. Members expressed concern on the potential issues this raises if additional funding cannot be raised to meet the conditions of the grant. The Committee will have oversight of the monitoring returns to NHSCT for all grants in future meetings and were assured that issues of governance are being addressed with the confirmation of the Director of Partnerships and Engagement as executive lead for the charity, interim governance arrangements agreed, and risks being captured.
5. The Committee heard of the **Lived experience** of Laura Wilson, Learning and Development Manager. Laura is a paramedic who accessed the bursary to support her Masters in leadership, management and research which will enhance her role in the learning and education team. Laura is passionate about education and is the only Welsh paramedic on the University of East Anglia course. Members were pleased to see that the bursary is able to fund courses other than traditional clinical modules and that this demonstrated equity in the distribution of bursaries. Laura shared some helpful suggestions to improve the process and experience for other applicants.
6. The Committee approved the revised **Charitable Funds Investment Policy** with only minor amendments being made.
7. The Committee's **cycle of business** for 2023/24 was approved.
8. Members' reflections on the meeting included the following comments:
 - Sense of momentum on the future direction of the charity
 - Good quality and succinct reports
 - Good discussion and debate; easy and comfortable to contribute
 - Feels like we are covering the right content
 - Diverse input; conversation reflects where we are on our journey as a charity and demonstrates the opportunities ahead of us
 - Feeling of optimism and enthusiasm

ASSURE

(Detail here any areas of assurance the Committee has received)

9. A **charity risk register** has now been developed and the Committee reviewed the articulation of two risks which will now be scored, and mitigations applied for full review in October. These are (a) lack of internal processes and governance structures in place to support the application for grants and



subsequent administration of funds; and (b) reputational damage of the Trust's charity and Trustees due to late filing of the Annual Return. A number of other risks have been identified as set out in the risk section below.

10. The **Charitable Funds Task and Finish Group** provided a report on the work it has undertaken relevant to its remit and it was agreed that a final meeting of the group would take place on 12 July and a close out report circulated to the Committee and presented in October. The group has reviewed options for centralizing funds and devolving authority for spend; fundraising arrangements for CFRs; policy and compliance requirements for the Charity; and charity risks.
11. The **balance of funds** as at 31st May is £402K with 1,090.14 investment units at a market value of £249k which is only marginally increased from February. Whilst currently our long term investments exceed our total cash funds held by 3%, a large legacy is due to be received which will counter that therefore it is not intended to sell any units held. Future reporting will seek to separate charity progress/performance from the finance report, particularly with respect to grants.
12. The **Bids Panel** considered nine applications since the last meeting and approved a total spend of £6,016 which included the refurbishment of two rooms into Zen rooms at Vantage Point House (VPH), a TV, air fryer, a memorial bench for the late Huw Philips and a sound bath experience (related to wellbeing) in VPH. Feedback is being sought on the staff experience from these purchases as part of the lived experience for a future Committee meeting.
13. The **Bursary Panel** approved six applications including totaling of £4,063, including a call handler who is benefiting from a programme to support their long term future at the Trust. Further discussion is to take place at the next Committee meeting on the future allocation of funding for bursaries, as these are currently funded from the revaluation reserve.
14. The Committee is making good progress against its two **priorities for 2023/24**:
 - To oversee implementation of the recommendations from the charity's strategic review, and to ensure that the Charitable Funds Task & Finish group remit and work plan is adjusted accordingly; and
 - To continue discussions (through the Charitable Funds Task & Finish Group) regarding risks affecting the charity, and to ensure that the agreed risks are included on the WAST organisational Risk Register.

RISKS

Risks Discussed: The Committee were assured on the approach for the identification and mitigation of risks as set out earlier in this AAA. Potential further risks identified include the following which will be developed over the coming months:

- Resource and capacity to manage the Charity.
- Trustees – skills, roles and responsibilities and training.
- Compliance with legal and regulatory framework.
- Grants – administration, meeting conditions and evidence
- Governance and management of funds



- Volunteer fundraising

New Risks Identified: Other than those above no new risks were identified in the meeting.

COMMITTEE AGENDA FOR MEETING

Ratification of Chair's Action	Bursary Panel Lied Experience	Interim Governance Arrangements
Proposal for future management arrangements for WAST Charity	Charity Funds Finance Update	Charitable Funds Investment Policy Review
Risk Management Report	Charitable Funds Task and Finish Group	Bids Panel Highlight Report
Bursary Panel Highlight Report	Committee cycle of business	Committee priorities and cycle of business monitoring report
Committee Highlight Report	Minutes of Bids Panel	

COMMITTEE ATTENDANCE

Name	5 April 2023	5 July 2023	9 October 2023	11 January 2024
Ceri Jackson				
Bethan Evans				
Prof Kevin Davies				
Hannah Rowan	Chair			
Chris Turley		Navin Kalia		
Lee Brooks				
Estelle Hitchon				
Andy Swinburn		Jen Lloyd		
Liz Rogers				
Trish Mills				
Hugh Parry				
Damon Turner				
Marcus Viggers				
Julie Boalch				
Jo Kelso				

	Attended
	Deputy attended
	Apologies received
	No longer member/not member

CONFIRMED MINUTES OF THE MEETING OF THE CHARITABLE FUNDS COMMITTEE HELD ON 16 FEBRUARY 2023 VIA TEAMS

MEMBERS:

Ceri Jackson	Committee Chair & Non-Executive Director
Kevin Davies	Non-Executive Director

IN ATTENDANCE:

Colin Dennis	Chair of Trust Board
Estelle Hitchon	Director of Partnerships and Engagement
Paul Hollard	Non-Executive Director
Caroline Jones	Corporate Governance Officer
Navin Kalia	Assistant Director of Finance and Corporate Resources
Angela Lewis	Director of Workforce and OD
Rachel Marsh	Executive Director of Strategy and Planning
Bernadette Mitchell	Finance Assistance – Charitable Funds
Hugh Parry	Trade Union Partner
Alex Payne	Corporate Governance Manager
Jessica Price	Deputy Head of Financial Accounting
Chris Turley	Executive Director of Finance and Corporate Resources
Mike Whiteley	Audit Manager, Audit Wales
Liam Williams	Executive Director of Quality and Nursing

APOLOGIES:

Julie Boalch	Head of Risk/Deputy Board Secretary
Lee Brooks	Executive Director of Operations
Bethan Evans	Non-Executive Director
Jo Kelso	Head of Workforce Education and Development
Trish Mills	Board Secretary
Hannah Rowan	Non-Executive Director
Andy Swinburn	Director of Paramedicine
Damon Turner	Trade Union Partner
Marcus Viggers	Trade Union Partner

11/23 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting, including those members of the Board who had been invited to take part in the discussions ahead of the Board of Trustees meeting, to approve the accounts. She also welcomed the Audit Manager Mike Whiteley.

12/23 DECLARATIONS OF INTEREST

There were no additional declarations to those previously recorded on the register.

13/23 AUDITORS REPORT ON ANNUAL ACCOUNTS

The Audit Manager began by expressing his thanks to the Finance Team for their support during the audit.

He went on to confirm that the audit work was now complete and that Appendix 2 of the report set out the basis of the qualified opinion.

The last full audit was carried out in 2014/15 and therefore balances needed to be worked forward from that point to gain the required assurance to determine whether the split between restricted and non restricted funds had been correctly allocated. Audit Wales had been unable to obtain sufficient evidence on a sample of transactions for 2015/16, although it was confirmed there were no issues relating to any other year of testing.

The auditors have a responsibility to report when there is a qualified opinion which sets out the basis for this, which in this case is a small amount of income for 2015/16 which the auditors were unable to gain assurance on. The auditors were not able to say it was incorrect, but likewise could not confirm it was correct.

The Audit Manager confirmed he had some time on 17 February with the Auditor General to sign the accounts prior to Trust being able to submit these to the Charity Commission.

It was recognised that the recommendations were partially accepted by management.

Members expressed again that lessons must be learned from the process and timeliness of this audit, to ensure the Trust did not find itself in a similar position in future.

RESOLVED: That the qualified opinion of the audit was accepted for the reasons set out above and within the report .

14/23 CHARITABLE FUNDS ANNUAL REPORT AND ACCOUNTS 2021/22

The Executive Director of Finance and Corporate Resources confirmed there had been much discussion in recent weeks relating to the accounts which were predominantly a cash-based set of accounts, and formally noted the delay of filing the accounts with the Charity Commission.

The Executive Director of Finance and Corporate Resources spoke about the key highlights in year which were referred to within the report, noting specifically that whilst a full audit of the accounts was not a requirement in line with the relevant charity legislation, the Committee had requested a full external audit at

an early stage in furtherance of good governance.

Whilst the Committee had been sighted on the draft accounts previously, there had been some slight changes following the audit which had been agreed and were detailed in the audit opinion.

The Executive Director of Finance and Corporate Resources stated that the annual report this year had been enhanced to be better aligned to the Trust's Annual Report in terms of presentation and style, including a foreword from Kevin Davies as previous Chair of the Committee.

Reference was made to the filing of the Annual Return and accounts 17 days late, which was disappointing. The Charity Commission had been informed of the late filing and the Trust had received an acknowledgement that there would be no further action from the Charity Commission.

Members also noted that the Trust was not the only Welsh NHS Charity unable to file their Annual Return and accounts on time, for similar reasons. The position has been clearly articulated in the 'Introduction' within the Annual Report.

Those present recognised the maturation of the charity over the past five years and agreed to focus on its positive ambitions going forward.

The Trade Union partner confirmed that he had full assurance from the Executive that the Annual Report and accounts had been prepared appropriately and thanked the Executive Director of Finance and Corporate Resources and the wider team.

RESOLVED: That

- 1) the Annual Report and Accounts 2021/22 be endorsed and recommended to the Corporate Board of Trustees for approval.**

16/23 SUMMARY OF DECISIONS/ACTIONS

1) The Annual Report and Accounts 2021/22 be endorsed and recommended to the Corporate Board of Trustees for approval; and

2) That the qualified opinion of the audit was accepted for the reasons set out above and within the report.

17/23 ANY OTHER BUSINESS

There were no items for discussion.

18/23 DATE OF NEXT MEETING –5 April 2023

CONFIRMED MINUTES OF THE MEETING OF THE CHARITABLE FUNDS COMMITTEE HELD ON 5 APRIL 2023 VIA TEAMS

MEMBERS:

Hannah Rowan	Non-Executive Director
Ceri Jackson	Non-Executive Director
Bethan Evans	Non-Executive Director (In attendance until 16/23)

IN ATTENDANCE:

Patrick Boggon	Tarnside Consultant (Left after item 15/23)
Lee Brooks	Executive Director of Operations
Jill Gill	Head of Financial Accounting
Estelle Hitchon	Director of Partnerships and Engagement
Caroline Jones	Corporate Governance Officer
Jo Kelso	Head of Workforce Education and Development
Trish Mills	Board Secretary
Bernadette Mitchell	Finance Assistance – Charitable Funds
Hugh Parry	Trade Union Partner (1)
Madrun Parry-Jones	Finance Academy Student
Alex Payne	Corporate Governance Manager
Angela Roberts	People Services Assistant (In attendance until part way through 15/23)
Liz Rogers	Assistant Director of Workforce and OD
Andy Swinburn	Director of Paramedicine
Chris Turley	Executive Director of Finance and Corporate Resources
Damon Turner	Trade Union Partner (2)

APOLOGIES:

Julie Boalch	Head of Risk/Deputy Board Secretary
Kevin Davies	Non-Executive Director
Angela Lewis	Director of Workforce and OD
Marcus Viggers	Trade Union Partner

10/23 WELCOME AND APOLOGIES

Hannah Rowan, Non-Executive Director welcomed everyone to the meeting and advised that she would be Chairing the meeting today in place of Ceri Jackson, Chair of the Committee. The Chair welcomed Madrun Parry-Jones, Finance Academy Student to the meeting as an observer.

11/23 DECLARATIONS OF INTEREST

There were no additional declarations to those already recorded on the Trust register.

RESOLVED: That no new declarations were received.

12/23 MINUTES OF PREVIOUS MEETINGS

The Minutes of the meetings held on 30 January and 16 February 2023 were approved as a correct record.

RESOLVED: That the minutes were approved as a correct record.

13/23 ACTION LOG and MATTERS ARISING

The action log was considered, reviewed, and updated. It was noted that items 48/22 and 08/23a were closed.

RESOLVED: That action log was reviewed and updated with two actions as set out above being closed.

14/23 BIDS PANEL LIVED EXPERIENCE – MIND OVER MOUNTAINS

The Trade Union Partner (1) introduced a video for members to view which related to staff who had taken part on the Mind Over Mountains walks funded by the Charity to bring staff together and share experiences.

The benefit of the walks was evident to the Committee members who were proud to have supported such events.

The People Services Assistant, who had participated in more than one of these events shared her experience and recognised that that the walks had differing levels of difficulty, which needed to be set out before people signed up. She went on to praise the guides for the positive effect they had on the group and how the group formed connections which continued into the workplace.

The People Services Assistant confirmed the mindfulness and mental health aspect of the walks were of such benefit and recommended that staff take part to realise these benefits.

A query relating to accessibility for all staff was raised for those who enjoyed walking nonetheless were unable to walk up mountains. Relevant colleagues agrees to engage with Mind Over Mountains to ask for alternative inclusive opportunities, and feed this back to the Committee as appropriate.

A member of staff shared her experience and benefits of taking part in some of the walks.

RESOLVED: That

- 1) the benefits of such walks were recognised; and**
- 2) more accessible walks be looked into with the Charity.**

15/23 STRATEGIC REVIEW OF THE WELSH AMBULANCE SERVICES NHS TRUST CHARITY

The Consultant who had conducted the review to shape the future of the Charity attended the meeting and his report was well received with members noting that the ambition would need to be developed and agreed.

The Consultant shared a few slides with members which set out some areas of potential funding for the charity, however clarity was needed on what the Trustees wanted from the charity.

The levels of aspiration differed amongst those members he had met with as part of the review and was segmented into three levels, all of which were possible if underpinned by good governance:

- 1) grassroots support
- 2) strategic enabler
- 3) wholesale service change

The Consultant confirmed that someone to lead the charity together with organisational attention would be key to success.

Members agreed that resourcing would be key to the charity's future potential and a lengthy discussion was had around resourcing recognising the opportunity and potential impact of the Charity, however the purpose was yet to be determined and that funds currently held should be looked at being utilised in the near future.

It was recognised that the Trustees would be discussing the review at its Board Development session in April, noting there was no consensus required today.

There was some nervousness around going too big too quickly, however everyone agreed that whatever route was adopted, that it needed to be done well, together with a level of investment that would be needed to progress any option.

RESOLVED: That the report was received and that the outcome of the Board Development session be fed back to Committee members.

16/23 FINANCE UPDATE

The Finance update report was presented as read with Members invited to raise any questions or observations.

It was noted that the new website would include an online donation point once the logo and name of the Charity were agreed, however in the meantime it was suggested that a notice on the web to inform people that the branding was being refreshed, and if people wished to donate, they could still use the online donation point.

RESOLVED: That the report was noted.

17/23 CHARITABLE FUNDS TASK & FINISH HIGHLIGHT REPORT

The Board Secretary confirmed the Task & Finish group had held meaningful discussions around the centralising of funds and how it could be made equitable. All options would affect the Charity's investment fund (COIF) which would impact the Bursary Scheme and consideration would need to be given as to how this could be funded in the future.

Regions needed to be supported to spend their balances with guidance on what it could be utilised for, within a specific time period.

A close out report was expected from the Task & Finish Group in the summer, covering all aspects of its work programme.

RESOLVED: The Highlight report received from the meeting of 2 March 2023 considered the benefits and losses as part of the centralising of funds noting that the Committee would make recommendations to the Board of Trustees, guided by the strategic direction of the Charity.

18/23 BIDS PANEL HIGHLIGHT REPORT

The Committee received the highlight report from the meeting of the Bids Panel held on 23 March 2023. Whilst it was noted that the Charitable Fund should not be utilised for items for core business needs, it was recognised that funding had been cut this year and there were no additional funds to meet the request for items such as the dementia tablets.

Members agreed that if there was potential for the Charity to fund an item it felt should be funded, for the benefit of staff or patients, it should be considered through its usual route.

RESOLVED: That items that could be funded via the Charity, should be considered through its usual process.

19/23 BURSARY PANEL UPDATE

The Head of Workforce Education & Development informed members that the timing of the Bursary Panel meeting had not aligned as hoped, to update members. The next meeting was due to take place on 6 April, and noted there were 17 applications to support development for consideration.

RESOLVED: That the position was noted.

20/23 BIDS PANEL MINUTES

The minutes of the meetings of the Bids Panel held on 3 November 2022, 3 January 2023 and 13 January 2023 were received with no comments or issues.

21/23 ANY OTHER BUSINESSSS

There were no items of business raised.

22/23 DATE OF NEXT MEETING –5 July 2023