

Bundle Charitable Funds Committee 5 July 2023

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 9 October 2023 at 9.30am



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MEETING OF THE CHARITY COMMITTEE

Held in **public on 5 July 2023 from 09:00 to 12:10**

Meeting held virtually via Microsoft Teams

AGENDA

No.	Agenda Item	Purpose	Lead	Format	Time
OPENING ITEMS					
1.	Chair’s welcome, apologies, and confirmation of quorum	Information	Ceri Jackson	Verbal	10 mins
2.	Declarations of Interest	To State Conflicts	Ceri Jackson	Verbal	
3.	Minutes of Last Meeting: - 5 April 2023 3.1 Ratification of Chair’s Action	Approval	Ceri Jackson	Paper	
4.	Action Log & Matters Arising	Review	Ceri Jackson	Paper	
ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION					
5.	Bursary Panel Lived Experience	Discussion	Jo Kelso Laura Wilson	Verbal	20 mins
6.	Interim Governance Arrangements	Approval	Estelle Hitchon	Paper	30 mins
7.	Proposal for the Future Management arrangements for the Welsh Ambulance Services NHS Trust Charity	Endorsement	Estelle Hitchon	Paper	30 mins
COMFORT BREAK – 10 MINUTES					
8.	Charity Funds Finance Update	Approval	Navin Kalia	Paper	10 mins
9.	Charitable Funds Investment Policy Review	Approval	Navin Kalia	Paper	10 mins
10.	Risk Management Report	Assurance	Julie Boalch	Paper	15 mins
11.	Charitable Funds Task & Finish Group Highlight Report	Assurance	Trish Mills	Paper	10 mins
12.	Bids Panel Highlight Report	Assurance	Julie Boalch	Paper	10 mins
13.	Bursary Panel Highlight Report	Assurance	Jo Kelso	Paper	10 mins



14.	Committee Cycle of Business 2023-24	Approval	Trish Mills	Paper	10 mins
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CONSENT ITEMS

The items that follow are for information only. Should a member wish to discuss any of these items they are requested to notify the Chair so that time may be allocated to do so.

15.	Committee Priorities & Cycle of Business Monitoring Report	Information	Trish Mills	Paper	-
16.	Committee Highlight Report 5 April 2023	Information	Ceri Jackson	Paper	-
17.	Confirmed Minutes of Bids Panel held on 23 March 2023	Information	Julie Boalch	Paper	-

CLOSING ITEMS

18.	Reflection: - Summary of Decisions & Actions	Discussion	Ceri Jackson	Verbal	5 mins
19.	Key Messages for Board	Discussion	Ceri Jackson	Verbal	10 mins
20.	Any Other Business	Discussion	Ceri Jackson	Verbal	
21.	Date & Time of Next Meeting: - 9 October 2023	Information	Ceri Jackson	Verbal	

Lead Presenters

Name	Position
Ceri Jackson	Non-Executive Director and Chair of Committee
Jo Kelso	Head of Workforce Education and Development
Trish Mills	Board Secretary
Navin Kalia	Deputy Director of Finance and Corporate Resources
Estelle Hitchon	Director of Partnerships and Engagement
Julie Boalch	Head of Risk/Deputy Board Secretary

UNCONFIRMED 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

DRAFT

**ACTION LOG - CHARITY COMMITTEE
WELSH AMBULANCE SERVICES NHS TRUST**

Minute Ref	Date	Agenda Item	Action Note	Responsible	Due Date	Progress/Comment	Status
08/23b	30 January 2023	Bids Panel Highlight (flu vaccine incentive)	A transfer action for People & Culture to discuss the flu vaccine incentive in more detail and the rationale to incentivise staff to have the vaccine as part of their patient facing role. With recommendation to be communicated to CFC.	Trish Mills	5 July 2023	<p><u>Update for April 2023 meeting:</u> This action is on the PCC action log and will be on the agenda for their May meeting. Return date for CFC is 5 July meeting.</p> <p><u>Update for July meeting:</u> - A verbal update will be provided at the meeting</p>	Open
Qu 09/02/23	9 February 2023	Action from Quest Committee	Charitable Funds Committee to consider what financial support can be provided for the Wish going forward.	Jessica Price	5 July 2023	<u>Update for July meeting</u> - work is ongoing to explore a QR code to allow donations for the WISH service to be made via the Charity's bank accounts with a card issued for spending	Complete
14/23	5 April 2023	Lived Experience Mind over Mountains (MOM)	Look into possibility of MOM providing more accessible walks.	Liz Rogers	5 July 2023	<u>Update for July meeting</u> - Following conversations with the Workforce Team, it was agreed that future applications for MOM would include options for more accessible walks or alternative accessible activities-action complete.	Complete
15/23	5 April 2023	Charity Costings	Director of P&E to source Hywel Dda and Velindre resourcing costs.	Estelle Hitchon	5 July 2023	<u>Update for July meeting</u> - feedback awaited from Hywel Dda/Velindre	Open

Open
Complete
Closed
Not Due



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AGENDA ITEM No	6
OPEN or CLOSED	OPEN
No of ANNEXES ATTACHED	1

Welsh Ambulance Services NHS Trust Charity: Interim Governance Arrangements

MEETING	Charity Committee
DATE	05 July 2023
EXECUTIVE	Director of Partnerships and Engagement
AUTHOR	Director of Partnerships and Engagement
CONTACT	estelle.hitchon2@wales.nhs.uk

EXECUTIVE SUMMARY

1. The Board of Trustees is due to make a decision on substantive leadership for the Charity at its meeting at the end of July (that proposal will also be considered at Charity Committee at this meeting).
2. While the Welsh Ambulance Services NHS Trust Charity continues to develop and grow, and awareness of opportunities for grant applications from potential donors expands, it has become clear that interim governance arrangements in relation to grant applications are required.
3. This is to ensure that there is proper oversight of grant applications and that they have been subject to appropriate governance procedures prior to application for funds.
4. Once leadership structures are established for the Charity, and individuals are in post, it is anticipated that governance routes will be further revised.
5. The proposals below are, therefore, interim, pending further strengthening of the Charity's leadership and governance arrangements.

KEY ISSUES/IMPLICATIONS

6. There are a number of bodies which are in a position to award grant funding to the Welsh Ambulance Services NHS Trust Charity, including NHS Charities Together
7. Some of the sums available are sizeable, and well in excess of the Bids Panel current threshold of £50k for approval
8. In any event, the Bids Panel has limited experience in reviewing and authorising significant bids for grant funding

9. While the Board of Trustees is due to consider future leadership of the Charity and its strategic direction at its July 2023 meeting, it is likely to take the remainder of 2023/24 to make leadership appointments and for successful candidates to acquaint themselves with the Charity and the Welsh Ambulance Service more broadly
10. On that basis, and given recent experience of needing to instigate a process for the approval of bids with a pressing deadline, it is proposed that EMT and Charity Committee approve any bid being made to an external funder for grants or other monies.

REPORT APPROVAL ROUTE

Charity Committee, 05 July 23

(previously discussed at Executive Management Team 21/06/23)

REPORT APPENDICES

SBAR: Proposed Interim Governance Arrangements: Welsh Ambulance Services NHS Trust Charity

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)	X	Financial Implications	X
Environmental/Sustainability	X	Legal Implications	X
Estate	X	Patient Safety/Safeguarding	X
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement	X	Socio Economic Duty	X
Health and Safety	X	TU Partner Consultation	X

Annex 1: Proposed Interim Governance Arrangements: Welsh Ambulance Services NHS Trust Charity

Situation

11. The Board of Trustees is due to make a decision on substantive leadership for the Charity at its meeting at the end of July (that proposal will also be considered at Charity Committee at this meeting).
12. While the Welsh Ambulance Services NHS Trust Charity continues to develop and grow, and awareness of opportunities for grant applications from potential donors expands, it has become clear that interim governance arrangements are required.
13. This is to ensure that there is proper oversight of grant applications and that they have been subject to appropriate governance procedures prior to application for funds.
14. Once leadership structures are established for the Charity, and individuals are in post, it is anticipated that governance routes will be further revised.
15. The proposals below are, therefore, interim, pending further strengthening of the Charity's leadership and governance arrangements.

Background

16. The Welsh Ambulance Services NHS Trust Charity is currently in the process of re-setting its strategic direction and ambition.
17. As part of this, a separate proposal has been developed which outlines the likely leadership and staffing capacity required as the Charity evolves and develops. This is due for consideration by both Charity Committee and the Board of Trustees at their July 2023 meetings.
18. However, it has recently come to light that, in the absence of discrete leadership arrangements currently, there is a need to ensure proper governance and oversight of grant applications which may be made to external funders, including NHS Charities Together (NHSCT).

Assessment

19. There are a number of external sources of funding available to support the activities of the WAST Charity (and, by extension, the wider Trust).

20. This includes, but is not limited to, NHS Charities Together (NHSCT).
21. Some of the funding available from NHSCT is ring-fenced to the Charity, although bids still have to be made for it to be drawn down.
22. Funding can also be available on a competitive bidding basis from a range of potential funders, including trusts and foundations. This is, at present, a relatively untapped potential source of support for the Charity.
23. Any bids for funding secured through these routes need to be properly assessed prior to submission to ensure they are appropriate, well drafted, meet any criteria for funding and do not leave the Charity (or WAST) exposed in the future, for example with unfunded revenue consequences.
24. Similarly, if funds are secured, it is important that monitoring/outcome reports are provided in line with funder requirements and via the appropriate Charity governance mechanisms.
25. It has recently come to light that there are potential weaknesses in these arrangements which need to be rectified pending the development of a more robust Charity infrastructure.
26. While Bids Panel has an upper approval threshold of £50k, it is felt that, currently, it would be more appropriate 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.
27. This ensures that the Executive Management Team is sighted on bids being made for sometimes significant funds, can ensure those bids are appropriate and in line both with the objects and ambition of the Charity, and are appropriate in terms of their intended use.
28. This mechanism also allows for a safeguard in terms of ensuring no bid exposes either the Charity or the Trust to unintended consequences, either financial or reputational.
29. Subject to EMT support, any bids will need to be reviewed by Charity Committee for final sign off prior to submission.
30. Those bidding for funds will need to ensure that they submit bids for review in good time to meet submission deadlines.
31. It is anticipated that this process will remain in place on an interim basis until such time that the Charity leadership and infrastructure is sufficiently robust to

warrant amendment, at which point the process will be subject to review and updating as appropriate.

Recommendation

32. That Charity Committee supports the proposed interim governance process for grant submissions as outlined above until further notice.
33. That Charity Committee supports the issuing of an internal communication to alert WAST colleagues to the revised process.



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AGENDA ITEM No	7
OPEN or CLOSED	Open
No of ANNEXES ATTACHED	2

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

MEETING	Charity Committee
DATE	05 July 2023
EXECUTIVE	Jason Killens, Chief Executive (Presented by Estelle Hitchon, Director of Partnerships and Engagement)
AUTHOR	Jason Killens, Chief Executive
CONTACT	Jason.Killens@wales.nhs.uk

EXECUTIVE SUMMARY

1. This report is presented to the Charity Committee for consideration prior to its submission to the Board of Charity Trustees on 27 July 2023. The purpose of the paper, and of its submission to Charity Committee, 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.

RECOMMENDATION

2. That the Charity Committee:
 - a) **Supports** the proposed ambition that, over time, the Charity becomes a Strategic Enabler in supporting the Trust's overall ambition;
 - b) **Supports** 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) **Endorses** the indicative Head of Charity role objectives;
 - d) **Supports** 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

3. 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
An SBAR is attached at annex and the Strategic Review of the Charity conducted by Tarnside Consulting is at annex 2.

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

4. 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

5. 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.
6. 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.
7. 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

8. 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.
9. 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

10. 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.
11. 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.
12. 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.
13. 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.
14. 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.
15. 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.
16. A 'Fundraising Officer' post at an indicative band 6 (subject to job evaluation) would be required to focus on delivering increased charitable donations.
17. 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.
18. 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.

19. 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.

20. 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

21. That the Charity Committee:

- Approves** the proposed “Strategic Enabler” direction of travel for the Welsh Ambulance Services NHS Trust Charity
- Agrees** 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.
- Endorses** the indicative Head of Charity objectives.
- Agrees** 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.

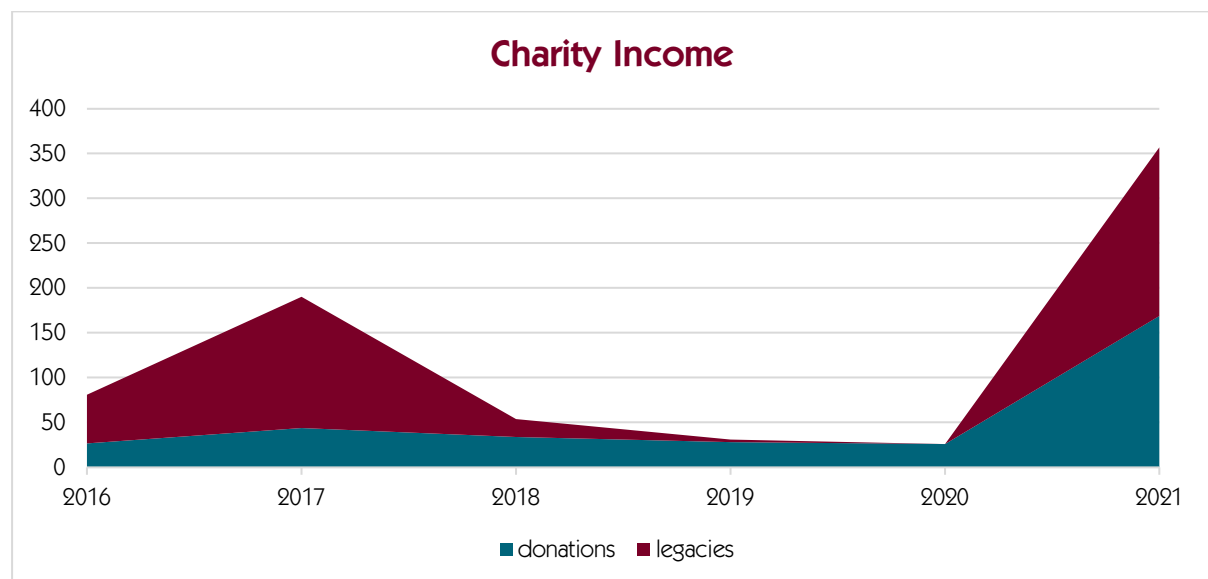
Tarnside were asked to carry out a strategic review of the charity in July 2022. The interviews and analysis were carried out in November and December 2022.

“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.

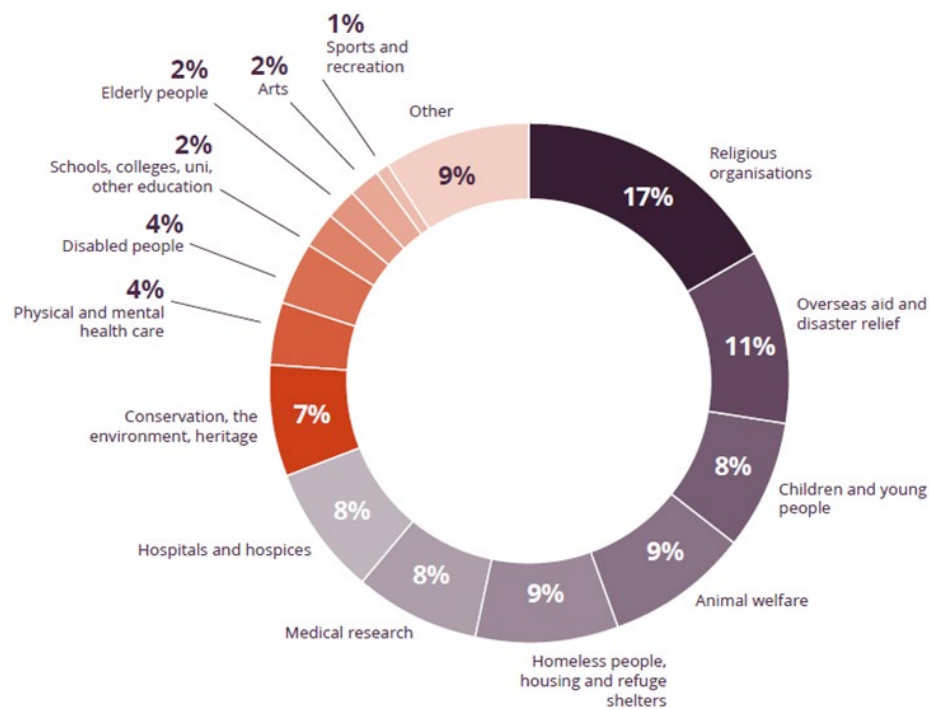
Estimates by the CAF UK Giving 2022 report suggest that 8% of all charitable giving goes towards hospitals and hospices, with a further 8% to medical research.

1 UK Civil Society Almanac 2021

2 CAF UK Giving 2022, Charities Aid Foundation

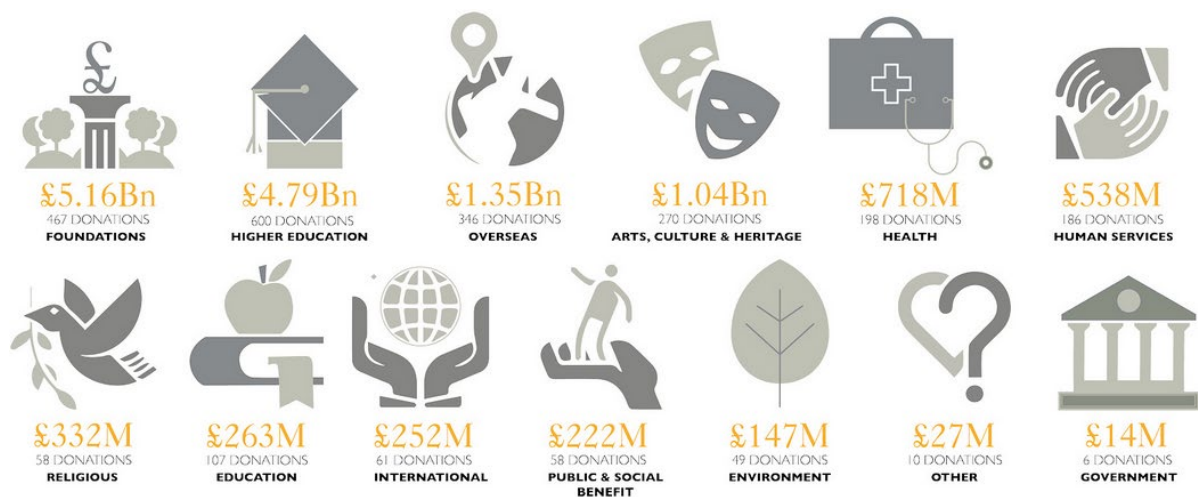
3 Foundation Giving Trends 2021, Cathy Pharoah, Catherine Walker and Emma Hutchins, Association of Charitable Foundations

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.

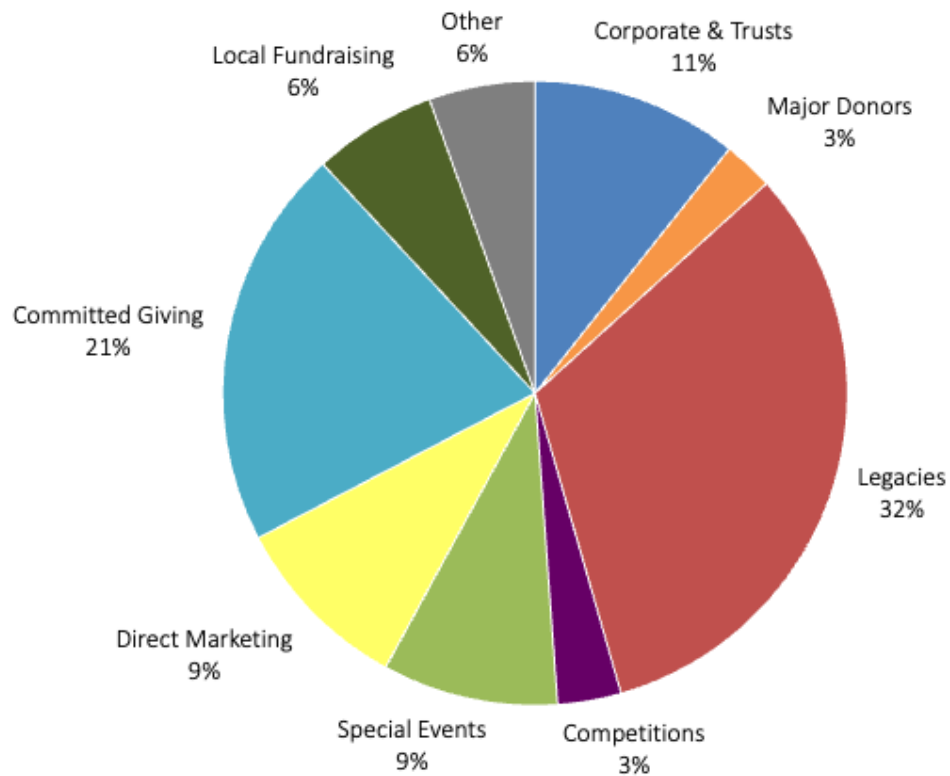
“We used to have a strong income form the public before the air ambulance was established. It then dwindled massively”

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)

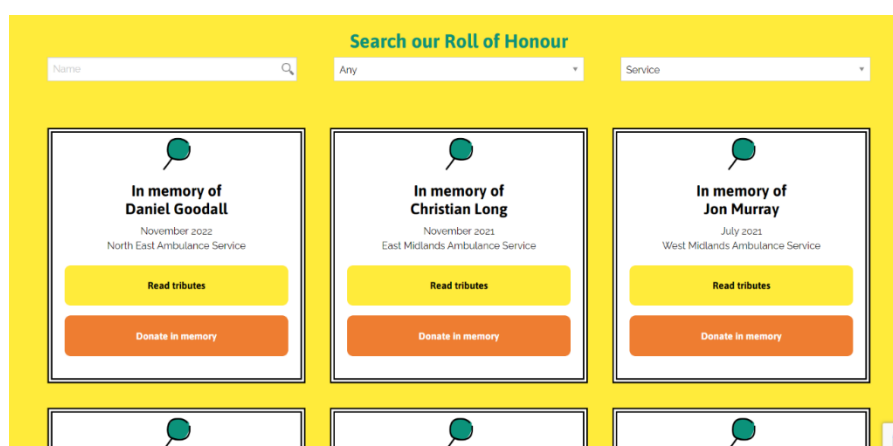
16 Smee & Ford Legacy Trends Report 2022

5.1.7 In Memoriam

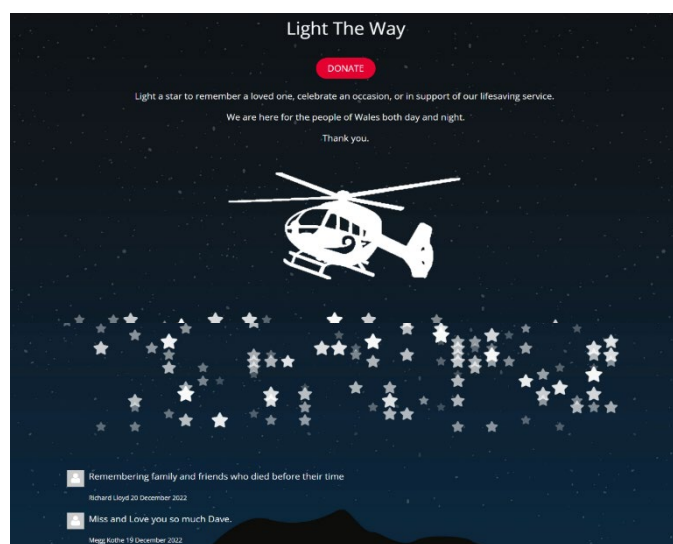
UK contributions unknown

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:

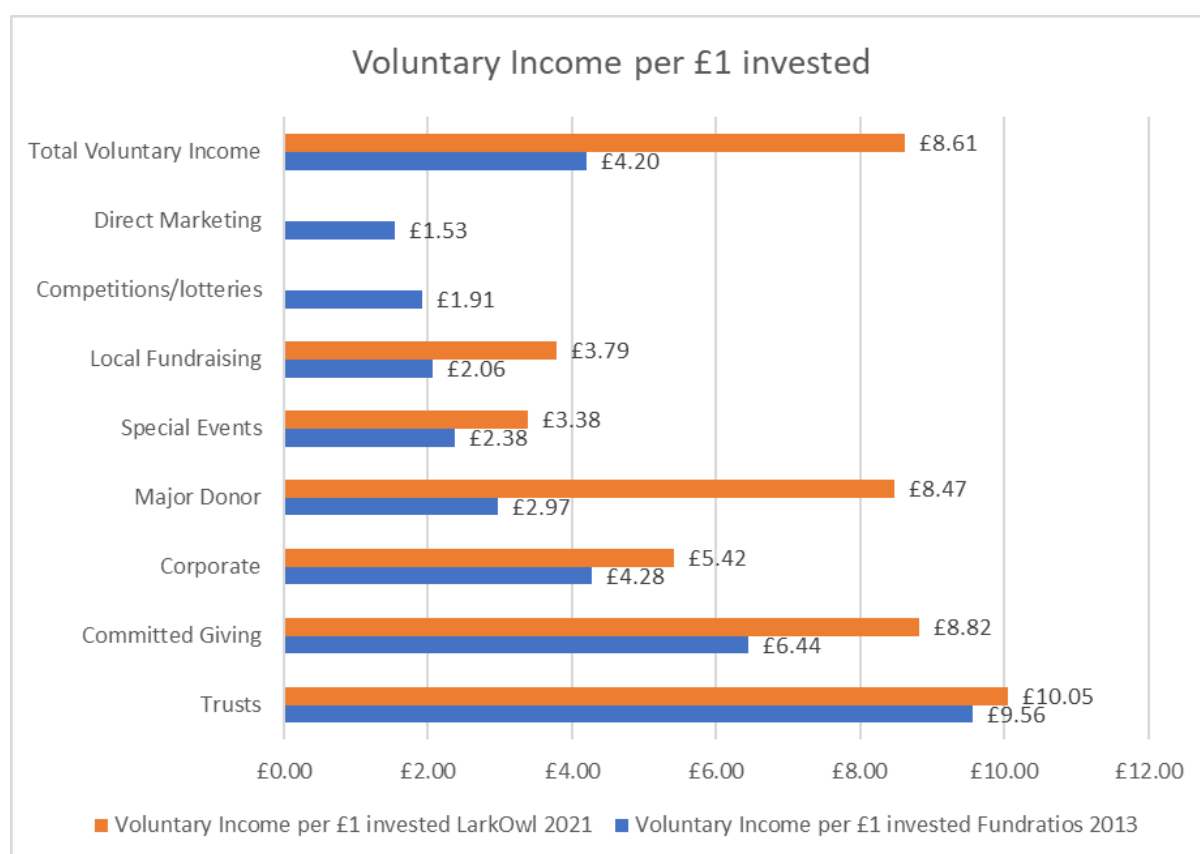
- Unpredictable
- Volatile
- Largely restricted

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

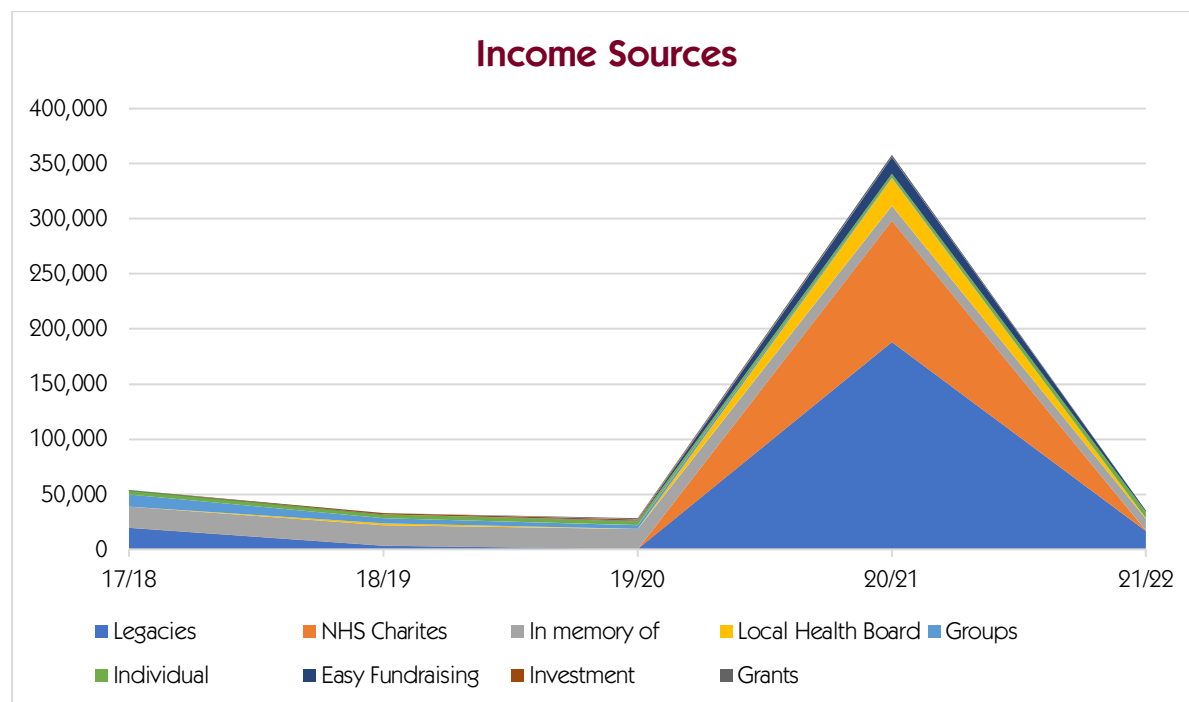
At present, this is an area of significant challenge for WAST. Many interviewees voiced a similar concern that "the charity is not well known", that it "flies under the radar" and "people don't know what we do". This lack of brand profile extends internally to ambulance service staff as well: staff "don't 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
<p>Clothworkers Foundation</p> <p>https://www.clothworkersfoundation.org.uk/</p>	£7,360,000	<p>Make small and large grants towards charities in England and Wales benefitting one of their priority areas:</p> <ul style="list-style-type: none"> 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 <p>Fund capital projects only (defined as buildings; fittings, fixtures, and equipment; vehicles)</p>	<p>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.</p>	<p>Cardiff YMCA, £25,000; Grange Pavilion Community Centre, Cardiff, £100,000.</p>
<p>Waterloo Foundation</p> <p>http://www.waterloofoundation.org.uk/</p>	£6,000,000	<p>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.</p>	<p>Caroline Oakes; David Stevens; Heather Stevens</p>	<p>Grants are not itemised in the accounts.</p>
<p>29th May 1961 Charitable Trust</p>	£4,300,000	<p>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.</p>	<p>Paul Varney; Andrew Jones; Elizabeth Rantzen; Geoffrey Cox; Charles Martin.</p>	<p>Street Doctors, £15,000</p>

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.



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AGENDA ITEM No	8
OPEN or CLOSED	OPEN
No of ANNEXES ATTACHED	0

Charity Funds Finance Update

MEETING	Charity Committee
DATE	05 July 2023
EXECUTIVE	Chris Turley, Executive Director of Finance & Corporate Resources
AUTHOR	Navin Kalia, Deputy Director of Finance & Corporate Resources Bernadette Mitchell, Finance Assistant – Charitable Funds
CONTACT	Chris Turley, 01633 626201, Chris.Turley2@wales.nhs.uk

EXECUTIVE SUMMARY

1. To present to the Charity Committee an update on the following:
 - Details of fund balances held at 31st May 2023
 - COIF Charity Investment Fund
 - NHS Charities Together (NHSCT) grants

KEY ISSUES/IMPLICATIONS

2. To present to the Charity Committee an update on the following
3. **Detail of Fund balances** of £402k held as at 31st May 2023.
4. **Update on COIF Charity Investment Fund** and decision at the moment not to sell any units of the fund as an impending donation will bring the Charity below the internal policy target that our long-term investments will not exceed 50% of total cash funds held. Current percentage is 53%.
5. **Update on the NHSCT grants available to the WAST Charity:**
6. **Development Grant - £35k**
Only £8k of the grant has been utilised within the first six months of the project start date. The grant monies were to be spent on **Operations, Communications, Marketing and Branding, and Fundraising** of the Charity. None of which can be progressed until the Charity decide on the new vision, long term strategy, mission & purpose of the Charity and appoint a Head of Charity and Fundraiser.

7. As part of the terms and conditions of the grant, the Charity is to report to their respective NHSCT allocated Grants Officer at the mid-way point of the project, on current progress.
8. Risk funding is recalled if the charity cannot spend these funds within the given timeframe and on items as set out in the original application or within any extension or adaptation permitted by NHSCT.
Failure to spend funds could potentially reduce the Charity's opportunity of receiving grant funding from NHSCT in the future.
Discussion/Decision required on next steps. WAST is approaching NHSCT to request a 12-month extension whilst a Charity strategy to manage this grant is worked through.
9. **Ambulance Grant - £315k** – Application approved.
The application for this grant was submitted in early February 2023 and has now been approved by NHSCT. Initial funding has also been secured from Commissioners as part of the conditions of the grant. Further funding on top of the initial commitment will need to be secured from Commissioners.
10. **Stage 3 Covid Recovery Grant - £88k** – One application window left.
At the time of writing this report, a grant application covering WAST Sports Provision, Mind Over Mountains and Volunteer Development Programme was being drafted and approved via a Charis Action, to meet the NHSCT submission deadline of 30th June 2023.
11. Key for all grants, Charity ensures all structures and governance are in place to allow all funding to be spent within the approved timescales.
12. The Director of Partnerships and Engagements paper on Charity Governance provides some medium-term solutions to the issues raised in this paper on the potential risk of not meeting the milestones of the awarded grants, due to the lack of a Charity Strategy being finalised, Head of Charity and Fundraising Manager not being in post.

REPORT APPROVAL ROUTE

Charity Committee – 05 July 2023

REPORT APPENDICES

N/A

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)		Financial Implications	X
Environmental/Sustainability		Legal Implications	X
Estate		Patient Safety/Safeguarding	
Ethical Matters		Risks (Inc. Reputational)	X
Health Improvement		Socio Economic Duty	
Health and Safety		TU Partner Consultation	

WELSH AMBULANCE SERVICES NHS TRUST
CHARITY COMMITTEE
FINANCE UPDATE

INTRODUCTION

13. This report provides the Committee with an update on fund balances held, along with an update on the COIF Charity Invest Fund Accumulation Units held by the charity, including a valuation as at 31st May 2023.
14. An update on the NHS Charities Together (NHSCT) grant availability and progress / key dates is also included below.

BACKGROUND/ASSESSMENT

Update on Fund Balances as at 31st May 2023

15. The table below provides a breakdown of funds held as at 31st May 2023:

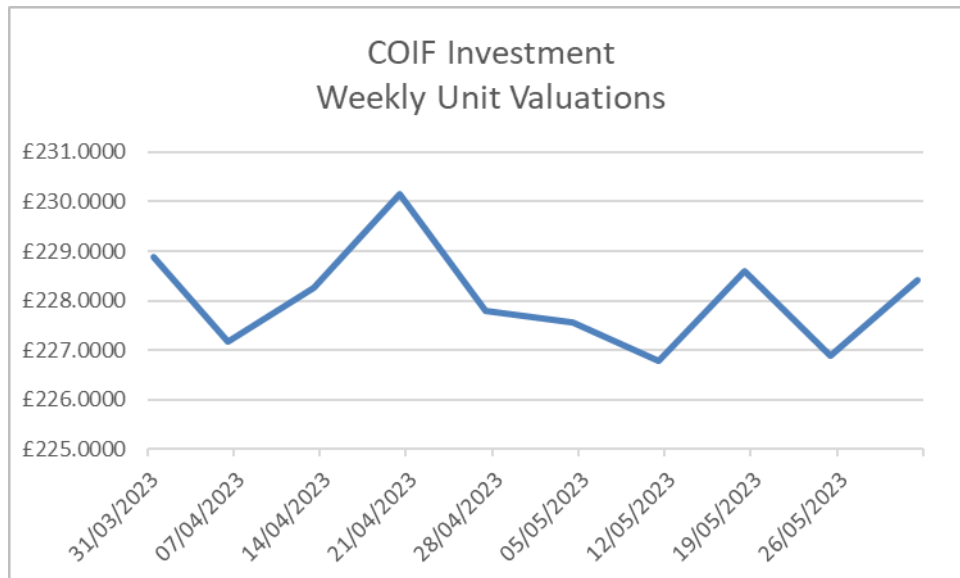
FUND	Opening Balances 01.04.23 £000's	Income / Gains £000's	Expenditure / Losses £000's	Transfer's between funds	Balances as at 31.05.23 £000's	(Losses) /Gains Pre- approved expenditure	Revised Balance	Avg Balance	Portion of central costs	Actual Balance available
North Region	73	1			74		74	74	(1)	73
Central West	27		(0)		27		27	27	(0)	27
South East	16				16		16	16	(0)	16
National Fund	61	1			62		62	62	(1)	61
North First Responders	9				9		9	9	(0)	9
Central West First Responders	1				1		1	1	(0)	1
WISH	0	0			0		0	0	(0)	0
Barmouth Ambulance Equipment	54				54		54			54
**NHSCT Development Grant	0	0	0		0	0	0			0
Heart Attack Victims	13				13		13			13
Holyhead Patient Benefit	0	5			5		5			5
Bursary	17				17		17			17
Revaluation Reserve	128				128	(1)	127			127
*Central Services (I&E 2023/24)			2		(2)		(2)			
	398	7	2	0	403	(1)	402	187	(2)	402

**Income and expenditure to be apportioned between unrestricted funds at end of financial year*

***Please note there is £22k in deferred income for this grant to be spent in accordance with the grant application by 16th December 2023*

Update on COIF Investment Fund as at 31st May 2023

16. Since the beginning of the new financial year, the markets have continued to be unpredictable and somewhat volatile, dipping and rising on a regular basis as shown in the graph below. We currently hold 1,090.14 units at a market value of £249k.



17. The Charity has an internal policy that our long-term investments will not exceed 50% of total cash funds held. As at the 31st May 2023 the Charity have exceeded their long-term investment gearing of 50%, and have a holding of 53%. The Charity are due to receive a large, restricted legacy of approx. £150k, which will result in this gearing mix to fall below the 50% maximum holding. Therefore, no action was taken to sell any of our units held.
18. As noted in recent Charity Committee meetings, we have further enhanced our scrutiny of these longer-term investments, which includes monitoring the market value on a weekly basis and the frequency with which the fund is updated.

Update on NHS Charities Together (NHSCT) grants

19. The Charity has received grants from NHSCT in the past. Details of the current live grant funding progress, that the Charity has been awarded from NHSCT is detailed below:

Development Grant - £35k

20. The Development grant is for the Charity to improve on the areas identified during the self-assessment process, previously discussed with the committee. Funding has been received for this project which had a start date of 16th December 2022 and an end date of 16th December 2023.
21. Of the £35k grant funding received, £5k is ring-fenced for 2-year membership fees up to December 2023. The remaining £30k is to be spent on areas within the Charity that need most improvement. Following undertaking of the self-assessment toolkit it was decided that the Charity would benefit from funding in the following areas; ***Operations, Communications, Marketing and Branding, and Fundraising.***
22. Due to the delay in implementing the Charity Strategy and appointing a Head of Charity to manage and administer the grants already awarded, on a day-to-day basis as well as the lack of a dedicated fund raiser; only £8k of the £30k (£35k less the £5k ringfenced for membership) has been utilised within the first six months of the project start date (50% of the consultancy costs were charged to the grant, the remaining 50% of the consultancy costs could not be accommodated due to the cost being incurred prior to the £35k fund approval).
23. The remaining £22k is for developing a website, brand & logo, promotional merchandise, and joining the award winning Outrun An Ambulance fundraising campaign.
24. None of which can be progressed until the Charity decide on the new vision, long term strategy, mission & purpose of the Charity.
25. As part of the terms and conditions of the grant, the Charity is to report. to their NHSCT allocated Grants Officer at the mid-way point of the project, current progress etc.

Risk of not spending grant to date

26. Delays in spending the funds allocated to the Development Grant will result in the charity not being able to meet the KPI's set out in the application and prevent the Charity from reporting successfully on its outcomes to NHSCT as per its obligation to do so with NHSCT.
27. Ultimately, if the charity cannot spend these funds within the given timeframe and on items as set out in the original application or within any extension or adaptation permitted by NHSCT, then the funds will have to be given back. This could potentially reduce the Charity's opportunity of receiving grant funding from NHSCT in the future.

Decision/Discussion required from Committee.

28. Whether to continue spending the remaining £22k per the original application or submit an adaptation form for a different use of the £22k and how long the required extension to spend would be before the mid-way point report meeting with the NHSCT grant officer.
29. WAST is approaching NHSCT with an adaptation form requesting a 12-month extension of the Development Grant to allow the Charity more time to work through its strategy in managing the grant funds appropriately.

Ambulance Grant - £315k

30. The Ambulance grant is to fund a project that would result in measurable improvements in health outcomes for communities or services adversely affected by Covid-19. These outcomes may include reducing hospital admissions by facilitating the right care in the right place, shoring up community resilience and increasing capacity of the current community response, and providing direct and immediate support to the network of community and first responders.
31. The application for this grant was submitted in early February 2023 and has now been approved by NHSCT. The application approved was to part fund "The Community Welfare Response Model" project, which was to be run by the WAST volunteer team.
32. The grant was approved by NHSCT on the condition that funding would also be provided by Commissioners in support of the overall project. EASC has initially provided c.£250k of funding directly to St Johns Ambulance which will allow WAST Charities to provide a positive update to NHSCT on the current progress of the grant and draw down the funding for the project. Further funding on top of the £250k from Commissioners, is as yet to be secured.
33. NHSCT have one other grant that the Charity was eligible to apply for. Details of which are shown below:

Stage 3 Recovery Grant - £88k

34. The closing date for this grant was 30th June 2023. The grant application was submitted to NHSCT following the approval of a Chairs Action prior to the Charity meeting taking place on 5th July.
35. The purpose of the grant is to support the long-term health and recovery of NHS staff, patients, community, and volunteers impacted by Covid-19. Discussions had been ongoing with the Organisational Development (wellbeing) and Volunteering teams over the last six months to help shape the initial draft application, within which the following projects were included

following approval at EMT (at the time of the writing of this paper):

- WAST Sports Provision
- Mind Over Mountains
- Volunteer Programme

36. Once the Stage 3 Recovery Grant is approved by NHSCT, again it will be key to ensure all funding is spent within the approved timescales.

Conclusion

37. The NHSCT grants have sharply brought into focus the governance issues the Charity is experiencing and the Director of Partnerships and Engagements paper on Charity Governance presented to the Charity Committee will aim to address how the governance challenges will be navigated in the medium as well as the long term.

RECOMMENDED:

38. That the Committee:

- **Notes** the contents of this finance update.
- **Agrees** the way forward on the individual grants issues, especially the **Development Grant of £35k**, and at least in the medium term, via the Director of Partnerships and Engagements paper on Charity Governance, the manner in which to progress milestones for all current and future grants to manage out the risk of losing grant funding now and in the future whilst awaiting for the Charity strategy to launch.



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AGENDA ITEM No	9
OPEN or CLOSED	OPEN
No of ANNEXES ATTACHED	1

Charitable Funds Investment Policy Review

MEETING	Policy Group
DATE	20 th June 2023
EXECUTIVE	Chris Turley (Executive Director of Finance & Corporate Resources)
AUTHORS	Jillian Gill (Head of Financial Accounting)
CONTACT	Chris.Turley2@wales.nhs.uk

EXECUTIVE SUMMARY

1. This paper presents to the Charity Task and Finish Group a review of the Charitable Funds Investment policy.
2. The group is asked to review, comment, note and receive the points made below and adjustments made to the policy document, and to recommend for approval.

KEY ISSUES/IMPLICATIONS

3. Key highlights from the report for the group to note are:
 - Policy number 089 was initially approved on 13th February 2020.
 - The review date for this policy was February 2023
 - Following review only minor amendments regarding role of policy lead together with an update to the link to the Trust's Scheme of Reservation and Delegation and an update of pagination were required.

REPORT APPROVAL ROUTE

- Policy Group Meeting 20th June 2023 – Review of policy 3-year update and recommend for approval.
- Charity Committee Meeting 5th July 2023 – for approval and adoption of updated policy

REPORT APPENDICES	
<i>Appendices 1 – Version 1.8 of Charitable Funds Investment policy</i>	

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)	NA	Financial Implications	YES
Environmental/Sustainability	NA	Legal Implications	YES
Estate	NA	Patient Safety/Safeguarding	NA
Ethical Matters	NA	Risks (Inc. Reputational)	YES
Health Improvement	NA	Socio Economic Duty	NA
Health and Safety	NA	TU Partner Consultation	NA

WELSH AMBULANCE SERVICES NHS TRUST

Charitable Funds Investment Policy Review

INTRODUCTION

4. This report provides the group with a summary of the findings relating to the review of the Charitable Funds Investment Policy.

BACKGROUND

5. The key points to note are as follows:-
 - A policy review was due in February 2023.
 - Due to staffing pressures this was delayed until April 2023.
 - A full review of the policy document was undertaken in April 2023, the findings are as follows:-
 - The job title of the policy lead required updating on the front cover of the policy to 'Head of Financial Accounting'.
 - The link to the Trust's Scheme of Reservation and Delegation on page 8 of the policy required updating.
 - An update to the overall pagination of the policy was required.
6. The above points have been updated and are recorded within version 1.8 of the policy.

RECOMMENDED that the Group:

Accept and note the points raised above.

Appendix 1 – Version 1.8 of Charitable Funds Investment policy.



Charitable Funds Investment Policy

Policy Number:	089	Version No:	1.8	Supersedes:	Existing policy dated 2020
Date of Approval:	5 th July 2023	Review Date:	Three years from date of approval	Impact Assessments Completed:	Yes
Classification of Document:	Corporate	Type of Document:	Policy	Approved by:	Charitable Funds Committee
Brief Summary of Document:	The purpose of this policy is to formalise the responsibilities of Welsh Ambulance Services NHS Trust Charitable Funds Trustees in respect of the management of charitable fund assets.				
Scope:	<p>This policy applies to all Welsh Ambulance Services NHS Trust employees, its Executive and Non-Executive Directors and particularly Charitable Fund Committee Members.</p> <p>The term 'employees' includes all those who have a contract of employment or honorary contract with the Trust.</p>				
To be read in conjunction with:	Trust's Scheme of reservation and delegation				
Owning Committee	Charitable Funds Committee				
Policy Lead: Trade Union Lead:	Jillian Gill Damon Turner	Job Title:	Head of Financial Accounting Trade Union Partner		
Executive Director:	Chris Turley	Job Title:	Executive Director of Finance and Corporate Resources		

Version Control Sheet

Version	Date	Author	Summary of Changes
1.0	October 2019	Jillian Gill	Update and reformat of existing policy
1.1	October 2019	Jillian Gill	Update of minor areas (mainly presentational)
1.2	November 2019	Julie Boalch	Minor template amendments
1.3	December 2019	Jillian Gill	Update following Policy Group Meeting 26/11/19
1.4	December 2019	Julie Boalch	Insert footer and amendments to approval route details
1.5	December 2019	Jillian Gill	Added Records Management Standard Paragraph and name of Impact Assessor
1.6	January 2020	Jillian Gill	Minor amendment to paragraph 9 clarifying where the records relating to this area will be stored.
1.7	February 2020	Julie Boalch	Update to Chris Turley title on front cover
1.8	April 2023	Jillian Gill	3 year Review of policy Update to Jillian Gill title on front cover Update to link on page 8 Update page numbers on page 5
Keywords			

Impact Assessment Reviews

Area	Date of Review	Name of Reviewer
Counter Fraud	23/10/19	Carl Window
Information Governance		
Records Management	16/12/2019	Judith Birkett

EqlA / Welsh Language	22/10/19	Melfyn Hughes
Estates		
Environment		

Task and Finish Group Members

Name	Job Title
Jillian Gill	Financial Accountant
Damon Turner	Trade Union Member
Julie Boalch	Corporate Governance Manager

Policy Approval Route

Meeting Title	Meeting Date	Purpose/Outcome
Policy Group Meeting	26 th November 2019	To approve draft content and recommend changes
Policy Group Meeting	21 st January 2020	Recommend for approval
Trade Union Partners Team Meeting	17 th January 2020	For WASPT Agenda
WASPT	27 th January 2020	Recommend for approval
EMT	29 th January 2020	Recommend for approval
Charitable Funds Committee	13 th February 2020	Approval and adoption
Policy Group	20 th June 2023	Review of policy 3 year update and recommend for approval
Charitable Funds Committee	5 th July 2023	Approval and adoption of updated policy

Disclaimer

If the review date of this document has passed please ensure that the version you are using is the most up to date either by contacting the document author or the [Corporate Governance Manager](#)

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1. INTRODUCTION

As a prerequisite for complying with standards of the Charity Commission, this document sets out the Trust's policy to be followed in relation to the investment of the Charitable Fund.

2. POLICY STATEMENT

It is the commitment of WAST to ensure that there is an approach to the management of the Charitable Fund, which is communicated to and available for all staff.

This policy has been prepared following the request by Welsh Ambulance Services NHS Trust Charitable Funds Committee to ensure that the charitable fund assets are being managed appropriately and transparently and that compliance with all legal regulations, guidance and best practices established by governmental and regulatory bodies are being adhered to.

3. SCOPE

The Charitable Fund is governed by Trust Deed. The Charitable Funds Committee is responsible for administering and managing the Charitable Fund.

'Welsh Ambulance Services NHS Trust - Board of Directors' acts as a sole corporate Trustee to the 'Welsh Ambulance Services NHS Trust Charity'. The executive and non-executive members of 'Welsh Ambulance Services NHS Trust – Board of Directors' are appointed through the normal recruitment, training and induction processes for those positions.

The Trustee, through the Charitable Funds Committee, is responsible for controlling expenditure and also for investment policy and decisions. In all decision making, consideration is given to the Charity Commission's general guidance on public benefit.

The Director of Finance and ICT is responsible on behalf of the Trustees for all management aspects of the investment of Charitable Funds.

4. AIM

This policy governs the investment strategy of the Charitable Fund, and lays down the proper procedure for the investment of the funds.

The purpose of this policy is to formalise the responsibilities of the Trustees in respect of the management of Welsh Ambulance Services NHS Trust Charitable Funds assets.

5. OBJECTIVES

The aims will be achieved by translating the responsibilities into an investment strategy which complies with the Trustees Act 2000 and incorporates best established practice.

6. CHARITABLE FUNDS INVESTMENT POLICY

6.1. Investment policy and aims

To invest surplus monies held at minimal risk with a view to maximising capital growth and income levels at minimum cost.

Surplus monies refer to cash available and not required in the shorter term. Therefore the investment policy will need to take account of the Charity's current reserves and budget strategy and plans in order to identify the funds available for investment and the options available.

6.2. Investment portfolio structure

The structure shown at **Appendix 1** is recommended for the Trust's Charitable Funds Investment Portfolio. This structure will allow the Charity to achieve its overall and investment objectives including: -

- i) Maximising capital growth and income
- ii) Low management charges, costs and expenses
- iii) Ease of treasury and cash administration
- iv) Short, medium and longer-term investment considerations
- v) Minimising investment risks

7. EQUALITY

The Welsh Ambulance Service NHS Trust is committed to implementing all policies in a way which promotes the fair and equal treatment of all employees and eliminates discrimination on the grounds of race, disability, gender, gender reassignment, age, sexual orientation, religion and belief, language and human rights.

The equality impact assessment screening tool has been used. The assessment outcome was low impact so there was no need to proceed to a full Impact Assessment.

8. COUNTER FRAUD, BRIBERY AND CORRUPTION CONCERNS

The Welsh Ambulance Services NHS Trust is committed to taking all necessary steps to counter fraud, bribery and corruption within the Trust. In conjunction with this policy, staff should report any suspected incidents of fraud and corruption to the Trust Local Counter Fraud Specialist, who will be happy to discuss any issues or concerns. Alternatively staff may contact the confidential NHS Fraud and Corruption Reporting line 0800 028 40 60; or on-line reporting facility <https://cfa.nhs.uk/reportfraud>. Fraud investigations may lead to prosecution and civil recovery procedures, alongside internal disciplinary action.

9. RECORDS MANAGEMENT

The Welsh Ambulance Services NHS Trust (WAST) recognises the importance of sound records management arrangements for both clinical and corporate records. The Trust's records are its corporate memory, providing evidence of actions and decisions and representing a vital asset to support daily functions and operations. Records support policy formation and managerial decision-making, protecting the interests of the Trust and the rights of patients, staff and members of the public.

The electronic and paper records relating to this area will be retained by the Financial Accounts Team.

10. TRAINING AND IMPLEMENTATION

No formal training is needed for the implementation of this policy.

11. AUDIT AND MONITORING

The Director of Finance and ICT will review the Charity's current investments and make changes in accordance with the above policy.

In accordance with usual practice this area will be subject to scrutiny by Internal Audit in line with their agreed programme of work.

12. RESPONSIBILITIES

In accordance with the Trust's Scheme of Reservation and Delegation (page 4 of link below)

<https://ambulance.nhs.wales/about-us/publications/>

the Director of Finance and ICT is responsible for ensuring that funds held on trust are managed appropriately. The above investment policy and portfolio structure identifies formal guidelines under which investments can be made. However, the policy and structure does allow some flexibility in terms of ease of administration in managing the level and type of investments.

13. REVIEW

This policy will be reviewed every three years or sooner should the Policy Lead or legal requirements deem it to be relevant or required.

14. DOCUMENT CONTROL

This document will be held by the Finance department. Copies of the document will be made available on the Charitable Funds section of their intranet page.

15. APPENDIX 1 – INVESTMENT PORTFOLIO STRUCTURE

Investment portfolio structure

Term	Account type	Limited to (providers)	Fund suitability	Holding parameters (of total *fund assets)	
				Minimum	Maximum
Short - Medium	Current	**Trust's commercial bankers	Short-term cash requirements	20% for all of these accounts	80% for all of these accounts
	Deposit / Money Market	Office of HM Paymaster	Medium-term government backed very low risk		
		***Charities Official Investment Fund (COIF) - Charities Deposit Fund	Short-term where a high level of capital security and a competitive rate of interest is required		
Long	Fixed Income	***Charities Official Investment Fund (COIF) - Charities Fixed Interest Fund	Long-term where an income from investing in UK bonds is required	0% for both accounts	50% for both accounts
Long	Fixed Income	***Charities Official Investment Fund (COIF) - Charities Investment Fund	Long-term where a good level of distributions and long-term protection from inflation is required		
		<i>* Value of Fund assets based on market value</i>			
		<i>**Trust's commercial bankers are currently Barclays Bank Plc</i>			
		<i>***Managed by CCLA Fund Managers Limited</i>			



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AGENDA ITEM No	10
OPEN or CLOSED	Open
No of ANNEXES ATTACHED	0

RISK MANAGEMENT REPORT

MEETING	Charity Committee
DATE	5 July 2023
EXECUTIVE	Trish Mills, Board Secretary
AUTHOR	Julie Boalch, Head of Risk, Deputy Board Secretary
CONTACT	Julie.Boalch@wales.nhs.uk

EXECUTIVE SUMMARY

1. The purpose of the report is to provide assurance to Members that risks aligned to the Charity Committee are being identified, assessed, reported, and managed. This includes several current risks which have been identified during the reporting period.
2. Additionally, the report provides an update on the development of a charity risk register.

RECOMMENDATION:

3. Members are asked to consider and discuss the contents of the report and:
 - (a) Note the development of a new suite of charity risks.
 - (b) Note the development of a charity risk register.
 - (c) Note the inclusion of the Charity Governance Risk on the register.
 - (d) Note the inclusion of the Late Filing of Charity Annual Return Risk on the register.

KEY ISSUES/IMPLICATIONS

The key issues and implications are set out in the Executive Summary above.

REPORT APPROVAL ROUTE

Discussed and agreed with Director of Partnerships and Engagement and Deputy Director of Finance.

REPORT ANNEXES

N/A

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)	NA	Financial Implications	NA
Environmental/Sustainability	NA	Legal Implications	NA
Estate	NA	Patient Safety/Safeguarding	NA
Ethical Matters	NA	Risks (Inc. Reputational)	NA
Health Improvement	NA	Socio Economic Duty	NA
Health and Safety	NA	TU Partner Consultation	NA

RISK MANAGEMENT REPORT CHARITY COMMITTEE

SITUATION

1. The purpose of the report is to provide assurance to Members that risks aligned to the Charity Committee are being identified, assessed, reported, and managed.
2. This includes several current risks which have been identified during the reporting period.
3. Additionally, the report provides an update on the development of a charity risk register.

BACKGROUND

4. The Charity Committee and Trustees should regularly review and assess the risks faced by the Charity in all areas of its work and plan for the management of those risks as part of effective governance and assurance.
5. Risk is an everyday part of charitable activity and managing it effectively is essential if the Charity is to achieve its key objectives and safeguard the funds and assets.
6. Reporting risk and the steps taken to manage risk supports and demonstrates the Charity's accountability to its stakeholders including beneficiaries, donors, funders, employees, and the general public.
7. To date, the Trust has not developed a Charity Risk Register and this paper seeks to set out a plan to achieve this as well as those risks that the Trust should consider for development.

ASSESSMENT

Development of Charity Risks

8. Guidance has been sought from the Charity Commission for England and Wales on Charities and Risk Management in relation to the types of risks that the Trust should consider for development.
9. A number of potential risks were presented for discussion at the Charitable Funds Task and Finish Group at the June 2023 meeting, and it was acknowledged that there is a wide range of risks that could be established going forward; however, several of these were identified as a priority for development. This work will be

progressed by the Trust's new Head of Charity and Risk Officer once in post. These include:

- a. Resource and capacity to manage the Charity.
 - b. Trustees – skills, roles and responsibilities and training.
 - c. Compliance with legal and regulatory framework.
 - d. Grants – administration, meeting conditions and evidence
 - e. Governance and management of funds
 - f. Community First Responder fundraising
10. There are a number of risk categories and themes to consider including governance, operational, financial, external and compliance with the law and regulation.

Charity Risk Register and Management

11. The Risk Team are committed to developing a Charity Risk Register which will be closely aligned to the Charity Strategy.
12. Risks contained within the newly developed Risk Register will be allocated to appropriate Directors to drive the reviews and actions to mitigate the risks. In addition to directorate reviews there will be formal risk review discussions with the Assistant Directors Leadership Team (ADLT) and the Executive Management Team (EMT) in relation to risk escalation, changes in ratings, and any new risks for inclusion on the Risk Register.

New Charity Governance Risk

13. It has come to light that several grants were available for the Trust to apply for; however, in the absence of a Head of Charity at this time, coupled with the grants being above the Charity Bids Panel £50k threshold, it is acknowledged that there is a lack of appropriate governance in place to support the application for charity grants which presents a risk to the Trust's Charity.
14. In the interim, one bid for a Stage 3 Covid Recovery Grant for £88k was presented to the Executive Management Team for review and a Chair's Action arranged in order to meet the deadline for submission of the application which was before this meeting of the Charity Committee on the 5th July 2023.
15. Proposals in respect of interim governance arrangements for future similar bids are presented to Charity Committee at this meeting in a separate paper, to ensure there is sufficient governance wrapped around the Charity pending a decision on the future strategic direction and leadership of the Charity at a meeting of its Board of Trustees scheduled for July 2023.

16. In the meantime, a risk has been articulated using the *If, Then, Resulting In* approach. This risk will be fully developed ahead of the next Charity Committee meeting in October 2023.
17. **NEW Charity Governance Risk** (score TBC) – *Lack of internal processes and governance structures in place to support the application for grants and the subsequent administration of funds.*
- IF** there fails to be sufficient governance in place in respect of charity grants including monitoring, spend and reporting*
- THEN** there is potential for the charity to be incorrectly handling grant funding applications*
- RESULTING IN** damage to the Charity reputation and an inability to secure grants in the future.*
18. This risk will be fully developed ahead of the next Committee meeting including score, controls, assurances, and any gaps as well as mitigating actions.

New Late Filing of Charity Accounts Risk

19. It was reported to Committee in January 2023 that Audit Wales were not able to meet the deadline to finalise the 2021/22 audited charity accounts or the prescribed filing date. As a result, the Annual Return was submitted past the deadline prompting a late filing notification being submitted to the Charity Commission.
20. Whilst there is no financial penalty for the Charity or the Trustees if there is a late filing it is noted on the record at the Charity Commission with no ability to annotate it with the reason for the late filing. However, there may be an impact on future grant applications and damage to the charity's reputation.
21. It is the view of the Trust's Charity Consultants, Tarnside Consulting, that as this was an isolated issue and out of the Trust's control, it is clearly not a failure of governance or the Trustees and, therefore, it is unlikely that this would affect the Trust's Charity going forward including any potential grant applications or fundraising opportunities.
22. However, if late filing of the Annual Return was to be repeated, this could be detrimental to the Charity's reputation and future ability to draw down funding from external sources.

23. The risk has since been articulated in an *If, Then, Resulting In* format below and will be fully developed ahead of the next Charity Committee meeting including score, controls, assurances, and any gaps as well as mitigating actions.

24. **NEW Charity Accounts Reputation Risk** (score TBC) *Reputational damage of the Trust's Charity and Trustees due to the late filing of the Annual Return.*

IF *the Trust fails to submit its Annual Return on time and the Charity Accounts receive a qualified opinion from Audit Wales*

THEN *the public register of charities will show that the Trust's Annual Return has been filed late*

RESULTING IN *the Charity being unable to attract funds because of perceived deficiencies in the Charity's reporting mechanisms.*

RECOMMENDED

25. Members are asked to consider and discuss the contents of the report and:
- (a) Note the development of a new suite of charity risks.
 - (b) Note the development of a charity risk register.
 - (c) Note the inclusion of the Charity Governance Risk on the register.
 - (d) Note the inclusion of the Late Filing of Charity Accounts Risk on the register.



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CHARITABLE FUNDS TASK & FINISH GROUP HIGHLIGHT REPORT TO BOARD

Charity Committee Meeting Date	5 July 2023
T&F Group Meeting Dates	5 June 2023
Chair	Trish Mills, Board Secretary

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Committee to areas for their attention)

1. The Committee reviewed its work plan at this meeting and were of the view that it had, as much as is possible at this stage, completed its work. Whilst there were a number of challenges in meeting as regularly as had originally been intended due to winter pressures and industrial action disruptions, the Group has been able to get momentum on most elements within its remit. Having said that, the Committee will see from the Assure section below that many of the next steps require clarity over the purpose of the Charity and an individual(s) to steer the work. **It is therefore recommended that the Group meet a final time to agree it's close out report and provide that final report to the October Committee.**
2. The Group have recommended that the issues and risks regarding **CFR fundraising** are included on the agenda at the October Charity Committee meeting as a stand-alone item.

ADVISE

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

3. The Group were updated on the Board Development session with Tarnside Consulting regarding the **Charity Strategy**.

ASSURE

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

4. The **work programme** was reviewed. The following update is made relevant to the duties of the Group in its terms of reference (in italics):
 - 4.1. *Review options for the ways in which charitable funds are held:* This was discussed in the April meeting and reported thereafter to the Committee. Much of this work depends upon the strategic direction of the Charity and it was felt that the Group had gone as far as it could go on reviewing the options pending this. These discussions highlighted the risk to the Bursary funding being reliant on the revaluation reserve, therefore the Bursary Panel will discuss options for future funding



in their own group, making any observations directly to the Charity Committee.

- 4.2. *Review options to devolve authority to directorate fund managers:* Aligned to the duty above, the options to devolve authority to fund managers depends upon whether funds are held centrally or regionally held, or in specific fund pots. The Bids Panel will however review their current guidance for bids and make recommendations to the Committee for any amendments that provide greater clarity. **It is recommended that this is an action for the Bids Panel directly from the Charity Committee.**
- 4.3. *Consider the fundraising arrangements for Community First Responders:* Due to a number of pressures on the volunteer team over Winter and during industrial action, the Group has not been able to progress this element of its work programme. Issues of CFR fundraising governance remain outstanding, and it is **recommended the October meeting of the Committee reviews this as a stand-alone agenda item.**
- 4.4. *Recommend a suite of policies and procedures for the charity:* The Investment Policy and Reserves Policy are in place however a Fundraising Policy will need to be developed in time. The Investment Policy has been redrafted and will be reviewed by the Policy Group initially on 20 June and will thereafter come to the Committee in October for approval. The Reserves Policy is also under review.
- 4.5. *Develop a charity risk register:* Risks have been discussed by the Group. Specific risks on reputation due to the late filing of the charity accounts and on CFR fundraising are in development with a separate paper coming to the July Committee meeting on these and risks more widely. This is also a Charity Committee priority so will be taken forward as such.
- 4.6. *Develop a charity compliance register:* It was agreed during the 2022/23 effectiveness review of the Committee that this register will be developed following the Board development session and will inform the cycle of business for the Committee and annual report preparation for the Charity. The Board Secretary and the Charity Finance Officer will develop the compliance register, and **it is recommended that this is an action from the Charity Committee for the October meeting.**
- 4.7. *Develop a Board development session on charity governance:* A NHS Wales Board Secretaries session took place on 6 April facilitated by NWSSP Legal and Risk and will inform the charity compliance register and WAST specific development for the Trustees. The recording of the NWSSP session is available for members of the Committee to review.
- 4.8. *Make recommendations to the Committee:* The Committee will note the recommendations above, and, as set out in the Alert section, it is further recommended that a final close out report be prepared from the Group to the Committee.

RISKS

Risks Discussed: See above at 4.5.

New Risks Identified: See above at 4.5.



COMMITTEE AGENDA FOR MEETING

Update on Charity Strategy	Confirmation of risks to be worked through	Work Plan
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COMMITTEE ATTENDANCE

Name	5 June 2023			
Trish Mills				
Liz Rogers				
Julie Boalch				
Jenny Wilson				
Hugh Parry				
Damon Turner				
Jo Kelso				
Marcus Viggers				
Bernadette Mitchell				

	Attended
	Deputy attended
	Apologies received
	No longer member



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BURSARY PANEL REPORT TO CHARITABLE FUNDS COMMITTEE

Charitable Funds Meeting Date	5 July 2023
Bursary Panel Meeting Date	28 April 2023
Chair	Jo Kelso, Head of Workforce Education & Development

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Committee to areas of escalation)

1. Discussion is required with the Charitable Funds Committee regarding **future allocation of funding** for this Scheme. Should this be agreed, a plan will be developed for the next round of applications.

ADVISE

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

2. This was a meeting of the Bursary Panel to review those applications recommended for funding, following assessment by the Bursary Sub-Group.
3. The Panel approved allocation of funding to 6 recommended applications, to a total value of £4,063.
4. A further 4 applications are also able to be supported internally (offering appropriate alternative development opportunities), at no additional cost to the Trust.

ASSURE

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

5. Work is underway to further develop the associated Policy, including EqIA completion.

RISKS

6. Risks Discussed: None
7. New Risks Identified: None

PANEL AGENDA FOR 28 APRIL 2023 MEETING

1. Recommended applications for consideration	2. Bursary Scheme Policy Review
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Name	07.09.22	28.04.23		
Jo Kelso				
Judith Bryce				
Jill Gill	Bernie Mitchell and Jessica Price			
James Gough				
Kerry Robertshaw				
Faz Tahir				
Hugh Parry				
Damon Turner				
Marcus Viggers				
Sarah Davies				
Lauren Glover				

	Attended
	Deputy attended
	Apologies received
	No longer member



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AGENDA ITEM No	14
OPEN or CLOSED	Open
No of ANNEXES	1

COMMITTEE CYCLE OF BUSINESS 2023-24

MEETING	Charity Committee
DATE	05 July 2023
EXECUTIVE	Trish Mills, Board Secretary
AUTHOR	Trish Mills, Board Secretary
CONTACT	Trish.mills@wales.nhs.uk

EXECUTIVE SUMMARY

1. Updating of the cycle of business for this committee is the final step in the 2022/23 effectiveness reviews that were conducted in Q4. Amendments to the Committee's terms of reference agreed in Q4 have been incorporated into this updated cycle of business.
2. The cycle has been developed with direct correlation to the duties in the terms of reference. This will allow members to review the appropriateness of the proposed reports and their frequency.
3. The cycle for the Committee is a maturing document which will grow organically over the next 12 months.

RECOMMENDATION:

4. The Committee is asked to:
 - (a) Review and approve the 2023-24 cycle of business at Annex 1.

KEY ISSUES/IMPLICATIONS

5. There are some areas of the cycle where reporting remains to be developed. These primarily relate to the maturing nature of the charity and the development of the charity strategy. Work will continue with the relevant directors on these areas over the coming months.

REPORT APPROVAL ROUTE
N/A

REPORT APPENDICIES
Annex 1 – Cycle of business 2023/24

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)	NA	Financial Implications	NA
Environmental/Sustainability	NA	Legal Implications	NA
Estate	NA	Patient Safety/Safeguarding	NA
Ethical Matters	NA	Risks (Inc. Reputational)	NA
Health Improvement	NA	Socio Economic Duty	NA
Health and Safety	NA	TU Partner Consultation	NA

CYCLE OF BUSINESS 2023/24

SITUATION

6. The purpose of this paper is to provide the Committee with the updated cycle of business as the final step in the 2023/24 effectiveness review process.

BACKGROUND

7. The Committee carried out its effectiveness review in Quarter 3 2022/23. This included a review of its terms of reference, amendments to which were approved by the Committee in February 2023.
8. The final step in the effectiveness review process is the development a cycle of business for the Committee.

ASSESSMENT

Cycle of Business: -

9. A cycle of business provides order and structure and sets a Committee work plan for the year. This, together with the Board Assurance Framework, should drive agenda setting. It also:
 - 9.1. allows papers to be planned in advance, giving Directors and report writers the opportunity to plan necessary pre-committee forums and align cycles of business;
 - 9.2. schedules compliance related reports according to legislative or regulatory timeframes;
 - 9.3. provides focus for reporting and an opportunity to see where there may be duplication, gaps, and interrelationships;
 - 9.4. generates commitment to review matters that may sometimes be vulnerable to postponement;
 - 9.5. allows for easy tracking of the Committee's adherence to the cycle which is a marker of an effective Committee;
 - 9.6. provides for a collective awareness and agreement of the areas where it applies its focus on an annual basis; and
 - 9.7. removes the ad hoc elements of agenda setting.

10. Whilst it is inevitable that other items will arise from time to time, the cycle allows them to be prioritised - perhaps coming later on the agenda.
11. The cycle of business at Annex 1 has been designed to do all the above. It includes further detail on the pre-committee forums, lead presenters, purpose of reports and any relevant and/or helpful commentary. It also includes each of the duties for the Committee in the terms of reference (in red text) so members can see and demonstrate that the reporting expected for each area will in fact provide appropriate assurance, generate discussion, and allow for the right balance of challenge and support.
12. The cycle for the Committee is a maturing document which will grow organically over the next 12 months. The areas which remain to be developed include:
 - 12.1. Timelines and processes for the development and implementation of the Charity Strategy.
 - 12.2. Resourcing to mature reporting to be determined, including fundraising reporting.
 - 12.3. The compliance assurance reporting is intended to inform the development of the annual report and will be developed in 2023/24.

Work will continue with the relevant directors on these areas over the coming months.

Continued monitoring of the cycle of business: -

13. The cycle of business will be used to build the quarterly Committee agenda. A monitoring report will be provided to each meeting under the Consent Agenda together with the Committee's priorities, and where issues of escalation are required i.e., where cycle needs to be adjusted or reporting is overdue, these will be drawn out in a short paper by the Board Secretary.
14. The monitoring report appears on the agenda for this meeting.

RECOMMENDATION

15. The Committee is asked to review and approve the 2023-24 cycle of business at Annex 1.

PAPER	PRE or POST-C'EE FORUM	FREQUENCY	Q1	Q2	Q3	Q4	LEAD	PURPOSE	COMMENT/COMPLIANCE
CHARITY COMMITTEE - CYCLE OF BUSINESS 2023/24									
TERMS OF REFERENCE NOTED IN RED TEXT									
STRATEGY									
3.1 Oversee and contribute to the development of the Charity's strategies and plans and monitor their implementation									
3.2 Ensure there is clear, consistent strategic direction, strong leadership, and transparent lines of accountability									
3.3 Promote the Charity within the Trust - See Note 4									
Initial strategy review and periodic reviews	EMT/Trustees	TBC					DPE	Endorsement	Committee will oversee initial strategy development and periodic reviews of strategy
Strategy implementation	TBC	TBC					DPE	Endorsement	See Note 1 - reporting to be developed on implementation particularly in 2023/24
IMTP exception reporting	STB	Ad Hoc					DPE	Assurance	If monitored via IMTP, exception reports to Committee where appropriate by Director or by F&P request where required
CHARITABLE FUNDS AND INVESTMENT									
3.4 Ensure the management of the charitable funds is carried out within the terms of its Declaration of Trust and relevant legislation; ensure statutory compliance with the Charity Commission regulations.									
3.5 Ensure systems and processes are in place to receive, account for, deploy and invest charitable funds in accordance with relevant legislation.									
3.9 Receive and endorse annual report and accounts and consider the annual report from the auditors before submission to the Board of Trustees for their approval									
Financial accounts and annual report	EMT/Trustees	Annually					EDOF	Endorsement	For final submission to Charities Commission by 31 January each year.
Auditors report on accounts	EMT/Trustees	Annually					Auditors	Assurance	Independent examination by Audit Wales
Compliance Assurance Report	TBC	Annually					BS	Assurance	Reporting to be developed but used to inform annual report - See Note 5
3.8 Receive periodic income and expenditure statements									
3.13 Review the performance of investments on a regular basis (with the external investments advisors where appointed) to ensure the optimum return from surplus funds									
Finance Update	EMT	Each Meeting					EDOF	Assurance	Includes income and expenditure, and investment performance
3.6 Receive assurance from Bids Panel and Bursary Panel on the use of charitable funds in accordance with their terms of reference to ensure that any such use is in accordance with the aims and purpose of the charitable fund or donation									
Sub-committee highlight (AAA) reports	Relevant Committee	Each Meeting					Relevant Chair	Assurance/Escalation	To include task and finish group in 2023/24
Lived experience Bids or Bursary Panel	Relevant Committee	Each Meeting					Relevant Chair	Assurance	
3.7 Consider and authorise expenditure with a value above £50,000, ensuring that it is accompanied by endorsement from the Director of Finance and Corporate Resources.									
Applications as appropriate from time to time	Bids Panel	Ad Hoc					Relevant Director	Approval	
3.10 Approve the policies for the utilisation and investment of charitable funds, including but not limited to the Reserves Policy and Charitable Funds Investment Policy									
Report from Policy Group	Policy Group	Annually					BS	Assurance	Annual report to illustrate the policies within the remit of the committee are in date and there is full policy coverage assurance
Policies for review and approval	Policy Group/EMT	Ad Hoc					Relevant Director	Approval	To include reserves policy, fundraising policy, investment policy, etc
3.11 Consider and agree an investment strategy for the safe and secure investment of funds not immediately required for use, taking into account any appropriate ethical considerations.									
3.12 Consider the appointment of external investment advisors and operational fund managers									
Investment strategy	EMT/Trustees	Annually					EDOF	Approval	
Investment report	TBC	Each Meeting					EDOF	Assurance	In 2023/24 report encompassed in finance report
FUNDRAISING									
3.14 Approve and regularly review the fundraising strategy for the charity, ensuring its compliance with Charity Commission legislation and guidance, and all other relevant regulatory requirements.									
3.15 Monitor the implementation of the fundraising strategy									
3.16 Ensure systems, processes and communication are in place around fundraising, staff engagement and funding commitments.									
Fundraising report	TBC	TBC					TBC	TBC	See Note 3 - reporting developing in 2024/25
3.17 Corporate Risks are identified and appropriately managed; CRR and BAF risks for their remit are presented and Committee is assured on progress and ratings; Audit Red									
Board Assurance Framework	Trustees	Each meeting					BS	Assurance	Reporting commencing from Q2
Corporate Risk Register - Charitable Funds	Trustees	Each meeting					BS	Assurance	Reporting commencing from Q2
Audit Recommendation Tracker	ADLT	Each meeting					BS	Assurance	
Audits within purview of Committee	Audit Committee	Ad Hoc					Relevant Director	Assurance	
GOVERNANCE									
Committee effectiveness review annual report	Audit/Board	Annually					BS	Approval	
Review of Terms of Reference	Audit/Board	Annually					BS	Approval	
Committee Cycle of Business	N/A	Annually					BS	Approval	
Committee Cycle of Business Monitoring	N/A	Each Meeting					BS	Approval	
Committee Review of Annual Priorities	None	Quarterly					BS	Assurance	
PROMPTS									
External Reports	n/a	As required					TBC	TBC	

EDOF = Executive Director of Finance
DPE = Director of Partnerships and Engagement
BS = Board Secretary

Cycled for each meeting
Ad hoc item - prompt for agenda setting
Reporting developing

Charity strategy implementation	If the strategy is implemented as part of the IMTP then annual reviews of IMTP elements to Charity Committee. If that is not appropriate, monitoring of implementation - particularly for 2023/24 - to be developed
Investment Strategy	As the charity strategy develops and the funds increase, and investment strategy to be developed also, together with appointment of external fund managers. Review this in 23/24. In the interim the finance report serves as an update on the investment
Fundraising	Fundraising strategy may be formed as part of the overall charity strategy. Systems and processes being developed via the Charitable Funds Task and Finish Group. This reporting will mature during the 23/24 year
Promote the charity within the Trust	As the charity and fundraising strategy develops, members will have opportunities to promote the charity and this will also be carried out when reporting to the Trustees.
Compliance assurance report	This is a developing piece of work which should be done alongside the strategy development and to coincide with the charity annual report
General	These cycles are developed with reference to the specific lines of the TOR for this Committee. This methodology seeks to ensure that all responsibilities in the TOR are discharged by the Committee on behalf of the Board.



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AGENDA ITEM No	15
OPEN or CLOSED	Open
No of APPENDIX	1

Committee Priorities and Cycle Monitoring Report

MEETING	Charity Committee
DATE	5 July 2023
EXECUTIVE	Trish Mills, Board Secretary
AUTHOR	Trish Mills, Board Secretary
CONTACT	Trish.mills@wales.nhs.uk

EXECUTIVE SUMMARY

1. This report updates the Committee on progress against the priorities it set for 2023/24 and progress against the agreed cycle of business for the Committee.
2. Progress is steady across all priorities and there is nothing to escalate on the cycle of business progress.

RECOMMENDATION

3. The Committee is asked to note the update.

KEY ISSUES/IMPLICATIONS

No issues to raise.

REPORT APPROVAL ROUTE

Not applicable

REPORT APPENDICES

None

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	N/A	Legal Implications	N/A
Estate	N/A	Patient Safety/Safeguarding	N/A
Ethical Matters	N/A	Risks (Inc. Reputational)	N/A
Health Improvement	N/A	Socio Economic Duty	N/A
Health and Safety	N/A	TU Partner Consultation	N/A

COMMITTEE PRIORITIES & CYCLE OF BUSINESS MONITORING REPORT

SITUATION

4. This report updates the Committee on progress against the priorities it set for 2023/24 and progress against the agreed cycles of business.

BACKGROUND

5. During the course of the effectiveness reviews, it was agreed that it is good practice for Committees to set priorities for the forthcoming year. The Committee's priorities, which are set out below, were agreed by the Trust Board in May 2023 and will be tracked quarterly.
6. The Committee's cycle of business was approved by the Committee in April 2023. The agenda is set with reference to that cycle, together with the forward planner, action log and highest rated principal risks.
7. The monitoring report is at Annex 1. Items in green show they are cycled for a particular meeting. Items in beige indicate they are a prompt at agenda setting as they may be ad hoc items such as business cases or external reports. The blue indicates that the item is either on the agenda as scheduled or is an ad hoc item which was discussed in agenda setting.

ASSESSMENT

8. The Committee priorities, and progress against them is as follows:

Priority	Progress
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	<ul style="list-style-type: none">• The Committee reviewed the Charity Strategy at their April meeting.• A Board Development session was also held in April where the Trustees discussed the options for the strategy.• The July meeting will review proposals for resourcing the charity and make recommendations to the Board of Trustees.
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.	<ul style="list-style-type: none">• The April meeting received an update from the task and finish group on the work plan.• The July meeting received a long list of risks which will need to be worked through Datix.

9. There remain a few areas of reporting that are being developed which include:

- (a) Strategy implementation reporting which is dependent upon resources;
- (b) Compliance assurance reporting which will form part of the annual report preparation for the Committee.

10. The review of the cycle of business and monitoring report was deferred from the April to the July meeting.

RECOMMENDATION

11. The Committee is asked to note the update.

PAPER	PRE or POST-C'EE FORUM	FREQUENCY	Q1	Q2	Q3	Q4	LEAD	PURPOSE	COMMENTS
CHARITY COMMITTEE - CYCLE OF BUSINESS 2023/24									
See full cycle of business for reference to the duties in the terms of reference as they relate to Committee reports below									
MAIN ELEMENTS									
STRATEGY									
Initial strategy review and periodic reviews	EMT/Trustees	TBC					DPE	Endorsement	Resourcing paper for charity at July meeting
Strategy implementation	TBC	TBC					DPE	Endorsement	Reporting being developed
IMTP exception reporting	STB	Ad Hoc					DPE	Assurance	Nothing of escalation for July meeting
CHARITABLE FUNDS AND INVESTMENT									
Financial accounts and annual report	EMT/Trustees	Annually					EDOF	Endorsement	
Auditors report on accounts	EMT/Trustees	Annually					Auditors	Assurance	
Compliance Assurance Report	TBC	Annually					BS	Assurance	
Finance Update	EMT	Each Meeting					EDOF	Assurance	
Sub-committee highlight (AAA) reports	Relevant Committee	Each Meeting					Relevant Chair	Assurance/Escalation	
Lived experience Bursary or Bids Panel	Relevant Committee	Each Meeting					Relevant Chair	Assurance	
Applications as appropriate from time to time	Bids Panel	Ad Hoc					Relevant Director	Approval	None for July meeting
Report from Policy Group	Policy Group	Annually					BS	Assurance	
Policies for review and approval	Policy Group/EMT	Ad HOc					Relevant Director	Approval	Charitable Funds Investment Policy added pre-mtg, post-commission.
Investment strategy	EMT/Trustees	Annually					EDOF	Approval	No escalations outside finance report for July meeting
Investment report	TBC	Each Meeting					EDOF	Assurance	
FUNDRAISING									
Fundraising report	TBC	TBC					TBC	TBC	Reporting being developed
Board Assurance Framework	Trustees	Each meeting					BS	Assurance	No charity related corporate risks at this stage
Corporate Risk Register - Charitable Funds	Trustees	Each meeting					BS	Assurance	No charity related corporate risks at this stage
Audit Recommendation Tracker	ADLT	Each meeting					BS	Assurance	No charity related audit recommendations at this stage
Audits within purview of Committee	Audit Committee	Ad Hoc					Relevant Director	Assurance	No charity related audits for July meeting
GOVERNANCE									
Committee effectiveness review annual report	Audit/Board	Annually					BS	Approval	
Review of Terms of Reference	Audit/Board	Annually					BS	Approval	
Committee Cycle of Business	N/A	Annually					BS	Approval	Deferred Q1 to Q2
Committee Cycle of Business Monitoring	N/A	Each Meeting					BS	Approval	Deferred Q1 to Q2
Committee Review of Annual Priorities	None	Quarterly					BS	Assurance	
PROMPTS									
External Reports	n/a	As required					TBC	TBC	No reports for July meeting

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	Cycled for each meeting
	Ad hoc item - prompt for agenda setting
	Deferred
	Presented as cycled/ad hoc item considered at agenda setting



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CHARITABLE FUNDS COMMITTEE HIGHLIGHT REPORT TO BOARD

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	25 May 2023
Committee Meeting Date	5 April 2023
Chair	Hannah Rowan (delegated Chair for Ceri Jackson)

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. No alerts generated from this meeting.

ADVISE

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

2. The charity commissioned a **strategic review** in the summer of 2022 and Patrick Boggon from Tarnside Consulting attended the meeting to present a series of options which the charity may want to consider including:
 - Option 1 – grass roots: Fundraising as a service function with modest growth in fundraised income;
 - Option 2 – strategic enabler: Fundraising as a strategic enabler with significant growth in fundraised income targeting larger charitable trusts and major giving from individuals;
 - Option 3 – enhanced strategic delivery: WAST as a fundraising organisation with significant growth in all income streams.

All options were explored noting that the Board of Trustees must be involved in the shaping of the strategy and purpose of the charity in line with the long term strategic direction of the Trust. Patrick Boggon will present to the Trustees at a development session on 27th April. The Committee was cautioned that enough 'organisational oxygen' must be given to the charity for it to be successful, with clear leadership and resourcing.

3. The Committee heard from Bron Rebelo and Angela Roberts who took part in **Mind Over Mountains** events funded by the charity. Mind Over Mountains offers professional mental health support, bringing together hill-walking, mindfulness and time with experienced coaches and counselors in an unhurried, unpressured setting. It was noted that more accessible (re ability and geography) events were available and the Committee recognised the positive effect these events had on those who participated and offered its support for more bids to be made around wellbeing, collective endeavour, bonding, and mutual support in an informal setting.
4. Members' **reflections** on the meeting included the following comments:



- Good attendance and quality of discussion;
- Openness and honesty;
- Succinct presentation from Patrick with a good to hear his view of potential for the future, but would have preferred him to be more directive with advice;
- Good to hear of a lived experience however conversation was somewhat operationally focused at times.

ASSURE

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

5. The **Charitable Funds Task and Finish Group** updated the Committee on options to centralize charitable funds, with a recommendation in principle of centralizing charitable funds, with regions being afforded the opportunity, and support, to spend funds accumulated to date. However, the ultimate decision on centralisation is one for the Charitable Funds Committee to make to the Board of Trustees, and centralisation must align to and be guided by the strategic direction of the Charity. When considering this the Committee will need to be aware of the knock on effect to potential losses, but it will provide an opportunity to re-baseline charitable funds, proactively market the Charity and seek donations, and review the ways in which funds are allocated.
6. The **balance of funds** as at 28th February is £370K with 1,090.14 investment units at a market value of £246k. This is £17k less than what they were worth at the beginning of this financial year. However Committee members recognised there were substantial gains in 2020/21 and 2021/22.
7. The **Investment Policy** is due for review and the Committee sought to revisit the investment gearing of 50% in investments when that takes place and to align to the strategic direction of the charity.
8. The **Bids Panel** considered 10 applications since the last meeting and approved a total spend of £1519 which included a retirement buffet, a television, a punch bag and football kit. The bid for interactive therapy dementia tablets was not authorized as there was further work to be done to ascertain if these can be paid from exchequer funds.
9. The **Bursary Panel** has been postponed three times due to current pressures and staff availability.

RISKS

Risks Discussed: The risks relevant to the Committee were not explicitly discussed at this meeting however the task and finish group will review risks at its next meeting.

New Risks Identified: The risks of not resourcing the charity's maturity journey were discussed.

COMMITTEE AGENDA FOR MEETING

Bids Panel Lived Experience	Strategic Review	Finance Update
Charitable Funds Task and Finish Group Update	Bids Panel Highlight Report	Bursary Panel Update

COMMITTEE ATTENDANCE

Name	5 April 2023	5 July 2023	9 October 2023	11 January 2024
Ceri Jackson				
Bethan Evans				
Prof Kevin Davies				



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COMMITTEE ATTENDANCE

Name	5 April 2023	5 July 2023	9 October 2023	11 January 2024
Hannah Rowan	Chair			
Chris Turley				
Lee Brooks				
Estelle Hitchon				
Andy Swinburn				
Liz Rogers				
Trish Mills				
Hugh Parry				
Damon Turner				
Marcus Viggers				
Julie Boalch				
Jo Kelso				

	Attended
	Deputy attended
	Apologies received
	No longer member/not member