

**PWYLLGOR CRONFA ELUSENNOL
CHARITABLE FUNDS COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 May 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Charitable Funds Committee (CFC) Self-Assessment Outcome Report 2023/24
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Delyth Rainsford, CFC Chair Sharon Daniel, Executive Director of Nursing, Quality and Patient Experience Joanne Wilson, Director of Corporate Governance/Board Secretary
SWYDDOG ADRODD: REPORTING OFFICER:	Charlotte Wilmshurst, Assistant Director of Assurance and Risk

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of this report is to present to the Charitable Funds Committee (CFC) the outcome of the CFC Self-Assessment 2023/24 process.

Cefndir / Background

In line with Section 10.2.1 of Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups. Section 10.2.2 also states that each Committee must also submit an annual report to the Board through the Chair within 6 weeks of the end of the reporting year setting out its activities during the year and including the review of its performance and that of any sub-Committees it has established.

A refreshed approach to the Committee self-assessment process was developed in 2023 which was intended to be proportionate, achievable and add value to the organisation's governance capability. For CFC, this involved:

- Short digital form which requested feedback on the following areas:
 - Governance and administration
 - Committee's inputs
 - Conduct of Committee meetings
 - Interface with other Committees, including the Board
 - Committee's impact
 - Individual role on Committee

The feedback from this form was considered alongside other information, such as:

- Matters escalated to the Board
- IM Reflective sessions

- Auditor/Regulator feedback

The CFC Chair and Lead Executive met to consider the Committee’s effectiveness to date based on responses from the above digital form and feedback from auditors/regulators and other intelligence on how the Committee currently operates, where it has made an impact and what it has shone a light on, and the areas where it could have done better.

Asesiad / Assessment

The CFC Chair and Lead Director met to consider the responses from the digital form completed by Committee members, and other intelligence on how the Committee currently operates, to ascertain where it has made an impact and what it has shone a light on, and the areas where it could have done better.

Look back at Committee’s effectiveness over previous 12 months...

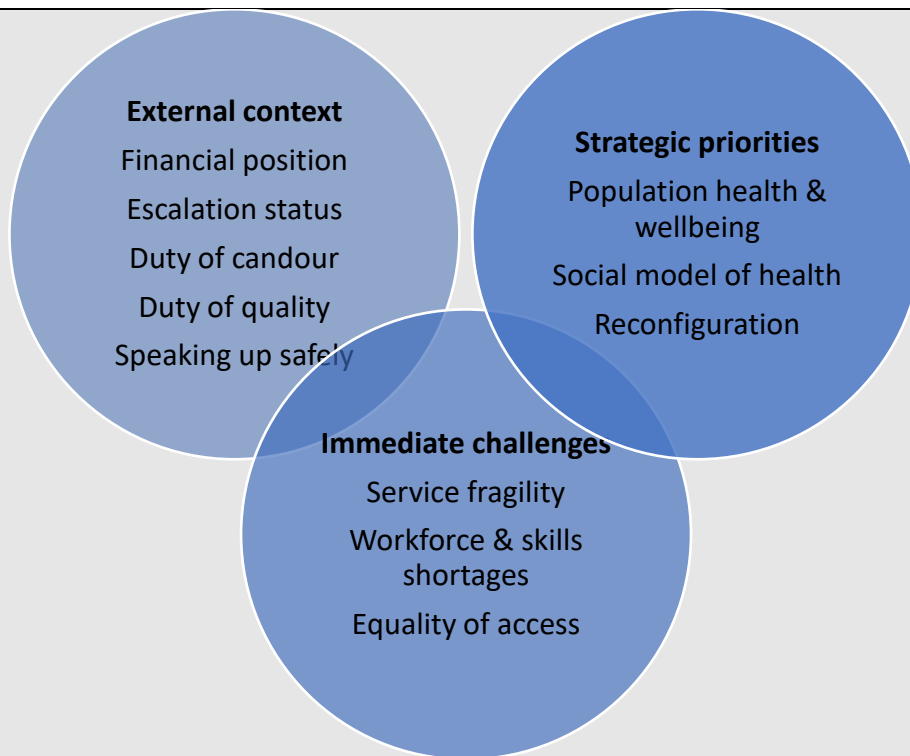
The below analysis was based on responses from the digital form (50% completion rate) and feedback from auditors/regulators and other intelligence on how the Committee currently operates:

- The governance and administration of Committee
- Good support from EDs/Deputies, good clinical representation, clear and concise papers that enable focussed discussion on assurance
- Effective chairing, conducive to open, transparent and productive debate with constructive challenge from IMs, IMs effectively manage boundary between scrutiny and operational involvement
- Clear information provided to Board on activities
- Private Committees used appropriately
- Driven improvements in staff and patient experience:
 - Arts in health
 - staff wellbeing activities and rest rooms furniture
 - cancer support

We are less good at...

Matters raised	Responses
<ul style="list-style-type: none"> • Challenge requests for charitable funds for items that should be funded from core budgets – requests test the boundary between Board Member and Corporate Trustee 	<ul style="list-style-type: none"> • This issue has been raised on several occasions as is a reflection of the Health Board’s challenging financial position that more requests are being presented to the CFC. Whilst these requests should ideally be funded from core funding, the charity is able to fund these requests in line with Charity Commission guidance on public benefit. • The current SBAR report does not always guide applicants to provide the Committee with the information it requires when considering requests for funding, such as how the request for funding satisfies and/or promotes the aims of the charity, the intended impact, added value and patient benefits of

	<p>funding proposals. A business case template for applicants to complete would provide a more prescriptive format for requests for charitable funds.</p>
<ul style="list-style-type: none"> Scheduling of meetings – scheduling of some meetings means reports are presented for shorter reporting periods 	<ul style="list-style-type: none"> Scheduling of meetings need to be focussed on the needs of Committee, as opposed to Committee Services capacity, and to align with end of year accounts.
<ul style="list-style-type: none"> Extend time for presenters at meetings 	<ul style="list-style-type: none"> Improved template for expenditure requests (Business Case format) and guidance for presenters should ensure that time slots at meetings are focussed on time for questions rather than presenters spending the time repeating the content of reports or requests for funding. Set time slots to be given to presenters for funding requests. If presenters are not able to attend the time slot, the funding request will not be considered and will be deferred to the next meeting.
<ul style="list-style-type: none"> Ensure reports include more information outlining the potential impact of funds awarded 	<ul style="list-style-type: none"> This information is required in funding requests to ensure the value and impact of the funding can be measured and evaluated. This would also enable the benefits and outcomes to be evaluated after funding has been awarded and implemented to demonstrate that charitable funds expenditure is meeting the objects of the charity and improving patient experience. Expected benefits and impacts will be included in the new business case template being developed.
<ul style="list-style-type: none"> Ensure requests for funding take into account aging estate and have Estates Department involvement 	<ul style="list-style-type: none"> This will be included in the new Business Case template being developed.
<ul style="list-style-type: none"> Corporate Trustee training – this should be provided as part of induction process for new IMs and EDs, and should include legal implications of being a Trustee 	<ul style="list-style-type: none"> This will be included in the induction process going forward



Actions to be taken forward:

The following actions will be taken forward by the Director of Corporate Governance/Board Secretary:

Action	By whom	By when
Develop a Business Case template, and supporting guidance, to be used for requests for charitable funding, that will include the steps taken in the application process, and key areas including how the request will satisfy and/or promote the charities aims, the intended benefits and expected outcomes of funding and consultation with the Estates and Facilities Team.	Head of Hywel Dda Health Charities	31/05/24
Reschedule May and November 2023 meetings to have more evenly spaced meetings. December's meeting to be aligned with approval of charitable funds accounts.	Committee Services Officer	30/04/24
Include Corporate Trustee training, including legal implications as part of IM induction process	Director of Corporate Governance	30/04/24

Argymhelliad / Recommendation

The Charitable Funds Committee is asked to consider the outputs from the Committee Self-Assessment process, and to agree the actions to be taken to improve its effectiveness.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	12.6 The Director of Corporate Governance/Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation including that of any sub-committees established.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	CFC Terms of Reference CFC Self-Assessment digital form results Committee Chairs meetings
Rhestr Termiau: Glossary of Terms:	Included within report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	CFC Chair CFC Lead Director Director of Corporate Governance/Board Secretary

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No direct impacts.
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct impacts.
Gweithlu: Workforce:	No direct impacts.
Risg: Risk:	No direct impacts.
Cyfreithiol: Legal:	No direct impacts.
Enw Da: Reputational:	No direct impacts.
Gyfrinachedd: Privacy:	No direct impacts.
Cydraddoldeb: Equality:	No direct impacts.

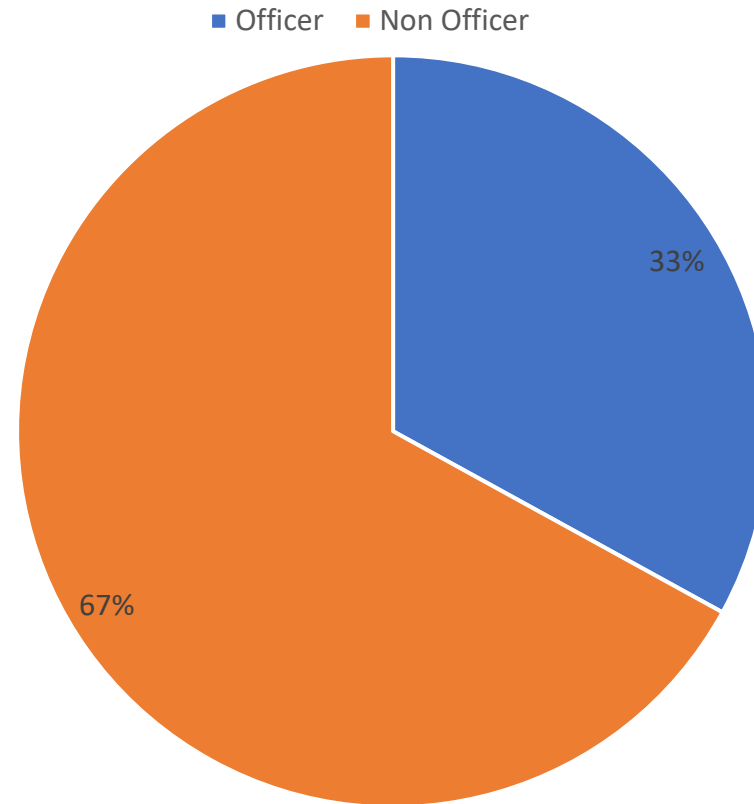
Charitable Funds Committee Effectiveness Outcome



- To review Committee's effectiveness over preceding 12 months taking into account the key themes from
 - Digital survey responses
 - Matters escalated to the Board
 - IM Reflective sessions
 - Changes to risks and outcome measures aligned to the Committee
 - Auditor/Regulator feedback
- Develop an improvement plan and work that it can take forward with other Committees
- Produce an outcome report identifying
 - 4 areas where the Committee has added value
 - Areas that it could have done better
 - Actions to be taken forward by the Committee for next 12 months

Section 1

1. What is your role within the Committee?



Section 2 – About the Committee’s governance and administration

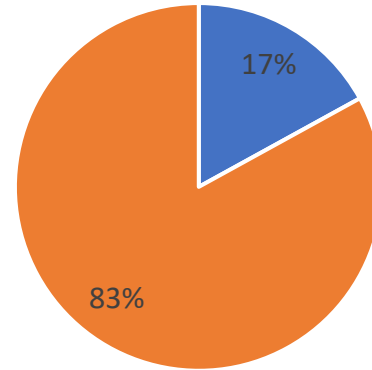


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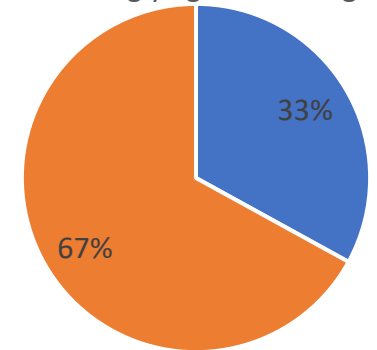
2. The Committee’s cycle of business is comprehensive and well balanced, paying attention to both short term priorities and longer-term needs, and aligned to HDdUHB’s strategic objectives

■ Strongly Agree ■ Agree



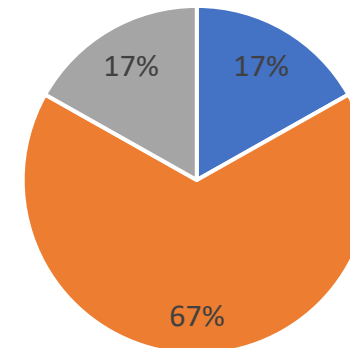
3. The Committee terms of reference clearly, adequately and realistically set out the Committee's role, nature and scope of its responsibilities in accordance with guidance and have been approved by the Committee and the full Board.

■ Strongly agree ■ Agree



4. The Committee meetings are well organised, efficient and effective. They occur often enough and are of appropriate length to allow discussion of planned matters and emerging issues consistent with the Committee’s responsibilities.

■ Strongly agree ■ Agree ■ Disagree



Section 2 - About the Committee's governance and administration (cont)



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5. Please share any further information you think is relevant to the Committee's governance and administration.

“Always well supported and managed through the corporate services/committee services officer.”

“Recent change to scheduling of meetings (from June to May and from December to November) means that for 2 out of 4 of the meetings, reports are presented for shorter reporting periods.”

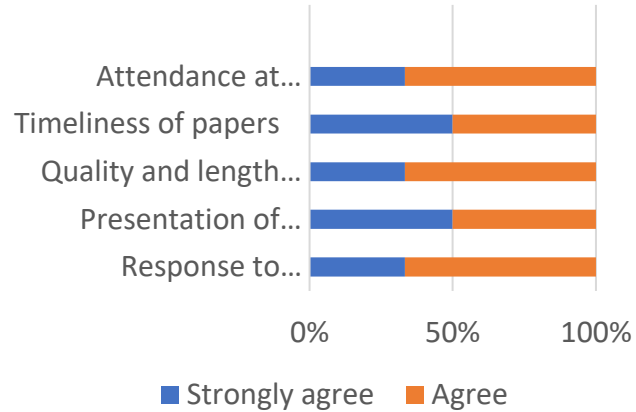
Section 3 – About the Committee’s inputs



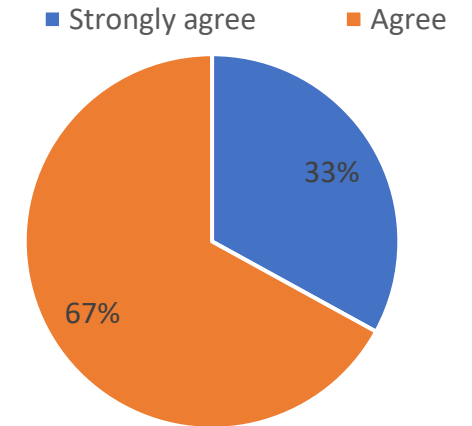
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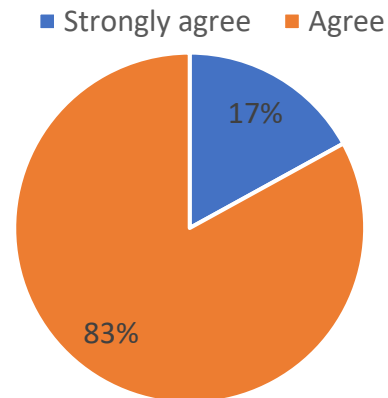
6. The Committee is adequately supported by Executive Directors (and/or deputies/representatives) in terms of the following:



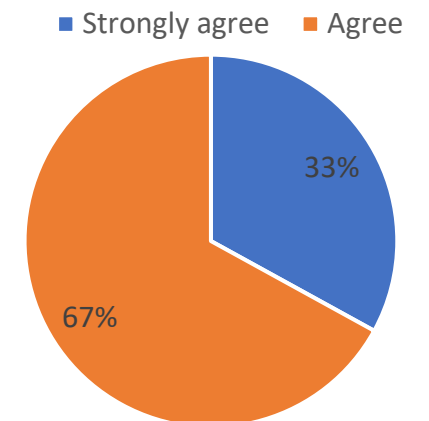
7. Attendance and contribution are suitably representative of the multi-disciplinary clinical workforce.



8. The papers provide the Committee with a clear and succinct understanding of the risks facing the Health Board and how they are being managed/mitigated and improved over time.



9. The papers enable Members to focus in on the most significant matters of assurance, rather than get lost in the operational detail.



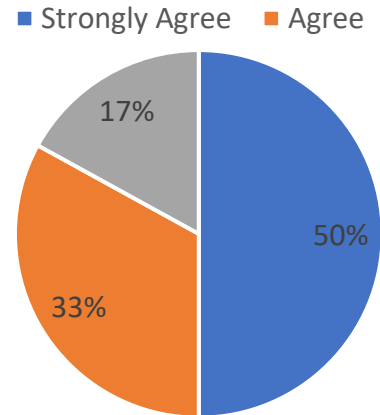
Section 2 – About the Committee’s inputs (cont)



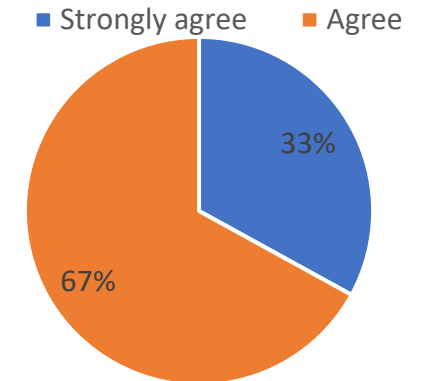
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10. The Committee adequately facilitates and receives evaluation / outcome reports associated with allocations of charitable funds



11. The Committee receives sufficient information to enable adequate oversight of the way charitable funds are managed



Section 3 – About the Committee’s inputs (cont)



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12. Please share any further information you think is relevant to the Committee’s inputs:

“When having people attend to present their portion of the paper we may need to extend the time around that element.”

“It would be helpful to see more in terms of evaluation of impact of funds we award. It is easy to be convinced by the compelling human stories but perhaps harder to pull back and see the impact more strategically. On Q8 about suitability, we are seeing an increasing drift towards requests which arguably should be met within UHB capital provision.”

“The CFC currently receives updates relating to expenditure approved over the value of £50,000. In 2024/25 this will be expanded to also receiving information for all expenditure, summarised from the evaluation surveys issued to all grant recipients.”

Section 4 – About the conduct of Committee meetings

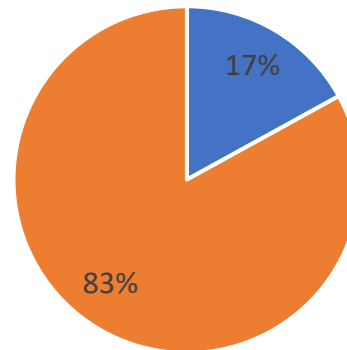


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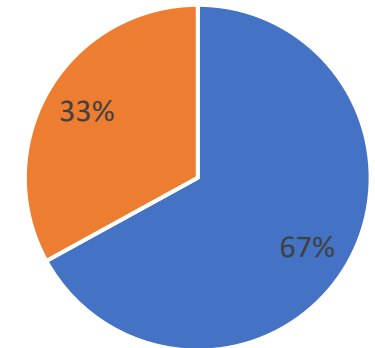
13. The Committee meetings are chaired effectively and with clarity of purpose and outcome.

■ Strongly agree ■ Agree



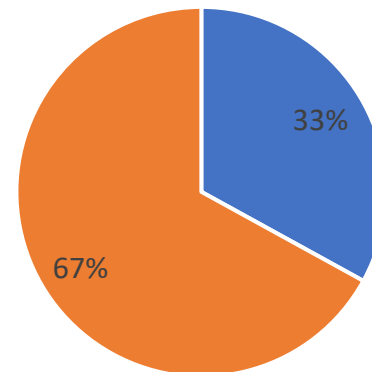
14. The atmosphere at the meetings is conducive to open and productive debate and the behaviour of all Members/attendees is courteous and professional.

■ Strongly agree ■ Agree



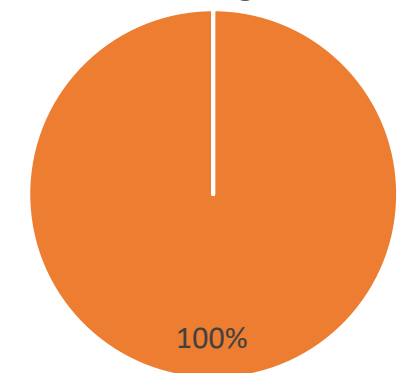
15. Independent Members contribute equally and constructively challenge Executive Directors and presenters, ensuring there is appropriate scrutiny of agenda items.

■ Strongly agree ■ Agree



16. Trustees manage their boundary between scrutiny and operational involvement/detail effectively.

■ Agree



Section 4 – About the conduct of Committee meetings (cont)



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17. Please share any further information you think is relevant to the conduct of Committee meetings.

“The presenters and the members requesting funding are very well informed around their requests.”

“I think the boundary between Board Director and corporate trustee is increasingly being tested, as finances in the UHB become so challenged.”

Section 5 – About the interface with other Committees including the Board

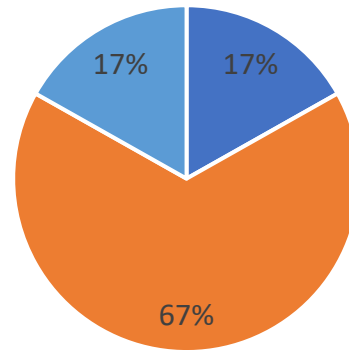


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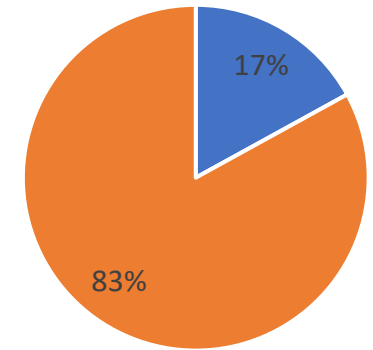
18. The Committee Chair provides clear and concise information to the Board on the activities of the Committee.

■ Strongly agree ■ Agree ■ Can't answer



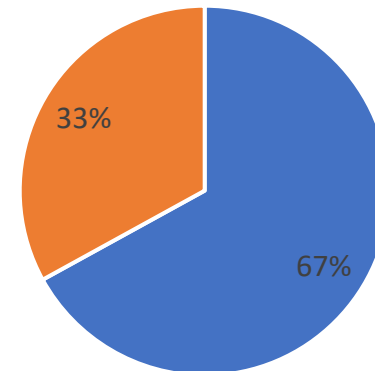
19. The Board provides ample opportunity to consider reports of the Charitable Funds Committee.

■ Strongly agree ■ Agree



20. Private meetings of the Committee have been used appropriately - i.e. only for items that should not be discussed in the public domain (i.e. commercially sensitive, identifiable information).

■ Strongly agree ■ Agree



Section 5 – About the interface with other Committees including the Board (cont)

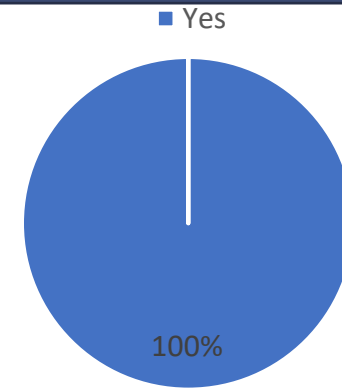


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21. Please share any further information you think is relevant to the interface with other Committee's including Board.

22. Has the Committee driven improvements in staff and patient experience during the year.



“Any future requests for charitable funding or support needs to develop services eg cancer should take into account our aged estates So discussions with the Estate Department should be relevant when planning the target for funding for charitable events.”

Section 5 – About the interface with other Committees including the Board



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23.

If yes, please provide an example(s)

“Arts in Health for staff, Staff well-being activities and facilities, equipment which has made patient experience better such as urology kit.”

“Well being utilising art and the art charter.”

“All applications for spend are assessed against this criteria before grants are awarded.”

“Investments in a wide range of initiatives including cancer support and arts in health as well as the major appeal at BGH chemo.”

“Providing staff rest rooms furniture etc.”

“By funding appropriate expenditure request received from officers.”

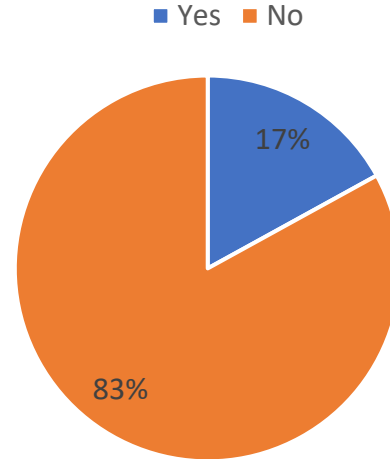
Section 7 – About your role



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24. Do you need any additional training to fulfil your role as a Trustee (or attendee of the Committee)?



26. If yes, please specify:

“Any additional training around being a trustee is always a benefit it would be handy if we had a session to where we stand legally being a trustee within the Health board charitable committee.”

“The role of the Corporate Trustee should be included as part of the induction process of new Executive Directors and Independent Members to understand obligations to the charity.”

Section 8 – Any other comments



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26. What do you think should be the focus of the Committee's attention in the coming year?

“Ensuring the right level of expenditure to support the Charity team v the level of income achievable. Align the charitable funds lines with the revised operational structure (reducing the overall number of separate fund lines) Look at opportunities for wider Board engagement in Charitable activities.”

“Review of benefits of projects supported and publicising more widely Promoting the use of funds more quickly (after adequate scrutiny of proposals)”

“Utilising charitable funds to the benefit of staff and staff environments as we did post Covid”

“Being very focussed on maintaining the boundaries. Working through the BGH situation. Maintaining public confidence and engagement”

“Patient experience enhancements Staff facilities Staff wellbeing”

27. Any other comments

None received.

Matters escalated to the Board



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- Recognition of the frustration with delays to the transfer of the charity's portfolio from Sarasin to CCLA, and a request for a report to the next Committee meeting to present a timeline and lessons learnt from this process(Jan23) – **noted by Board**
- The update on the Hydrotherapy Pool: JC Williams (Elizabeth Williams Endowment) Trust Fund, advising that the Trust accounting process with the US courts is ongoing and that a lack of regular communication from PNC means that it is not possible to confirm a timeframe for the completion and release of funds. A further update will be presented to the Committee following the Elizabeth Williams Endowment Administration Committee meeting being held on 13th January 2023 (Jan 23) - **noted by Board**
- Assurance received from the proposal to develop a framework, which would allow the setting of parameters for the establishment of new funds, alongside a drive to reduce the overall number of funding lines (Jan 23) - **noted by Board**
- Proposals to rationalise the number of charitable funds, whilst acknowledging the above factors and requirements(Mar23) – **noted by Board**
- Recognition of the benefit to Board Members to understand the impact of, and shared learning gleaned from, the expenditure of charitable funds to attend overseas conferences. The opportunity to present to a future Board Seminar meeting will be explored (July 23) - **noted by Board**

Matters escalated to the Board



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- The Committee's decision to not approve the Expenditure Request for an Education and Simulation Training Facility at Glien House report, requesting Committee consideration and approval of £42,883.11 of charitable funding to support the cost of the capital works to refurbish an existing office space on the ground floor at Glien House, until further clarification is received prior to consideration for approval; noting that, should the information be forthcoming prior to the next Committee meeting, consideration would be given to approve the request via Chair's Action (Jul 23) - **noted by Board**
- Recognition of any potential increasing demand on charitable funds, rather than capital, and assurance sought regarding mechanisms in place to ensure that requests are appropriately considered (Jul 23) – **noted by Board**



What went well?

- Rationalising of funds will be challenging to take forward however this is the right thing to do (Mar23)
- Independent legal advice being sought (Mar23)

Not so well?

- Potential inappropriate use of charitable funds for capital funds that should be through core funding (Dec23)
- Concerns around the appropriate use of charitable funds, with more requests being received for items that should be clearly funded from core funding. Some bids are more straightforward however others are more complex and challenge the dual role of Trustees/Independent Members. (Jan24)
- Issue in relation to a breast charity that could negatively impact the Health Board's charity has emerged.
- Services are receiving support from the Head of Charities on the appropriateness of bids for charitable funds, however issues should be picked up by Executive Directors prior to it reaching Committee.



- **Internal Audits** – no specific internal audits related to charitable funds have been undertaken in 2023/24 however in February 2024, Internal Audit have been asked to review charitable fund issue at Bronglais – review not concluded yet.

Key themes – what is being done well



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- Good response rate to digital survey
- The governance and administration of Committee
- Good support from EDs/Deputies, good clinical representation, clear and concise papers that enable focussed discussion on assurance
- Effective chairing, conducive to open, transparent and productive debate with constructive challenge from IMs, IMs effectively manage boundary between scrutiny and operational involvement
- Clear information provided to Board on activities
- Private Committees used appropriately
- Driven improvements in staff and patient experience:
 - Arts in health
 - staff wellbeing activities and rest rooms furniture
 - cancer support

Key themes – what we could do better



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- Challenge requests for charitable funds for items that should be funded from core budgets – requests test the boundary between Board Member and Corporate Trustee
- Scheduling of meetings – scheduling of some meetings means reports are presented for shorter reporting periods
- Extend time for presenters at meetings
- Ensure reports include more information outlining the potential/ realised impact of funds awarded
- Ensure requests for funding take into account aging estate and have Estates Department involvement
- Corporate Trustee training – this should be provided as part of induction process for new IMs and EDs, and should include legal implications of being a Trustee

Suggested areas of focus for next year



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- Focus on maintaining the boundaries between IM and Trustee roles to ensure appropriate use of funds
- Consider rescheduling May and November's meetings to June and December
- Ensuring the right level of expenditure to support the Charity team v the level of income achievable
- Align the charitable funds lines with the revised operational structure / reduce overall separate fund lines
- Look at opportunities for wider Board engagement in charitable activities
- Review of benefits of projects supported and publicising more widely
- Promoting the use of funds more quickly (after adequate scrutiny of proposals)
- Working through the BGH situation
- Estates Dept involvement /consideration of aging estate when requesting funding
- Maintaining public confidence and engagement
- Utilising charitable funds to the benefit of staff and staff environments
- Patient experience enhancements



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SAFE | SUSTAINABLE | ACCESSIBLE | KIND



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