

CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 May 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Charitable Funds Committee Annual Report 2020/21
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Simon Hancock, Charitable Funds Committee Chair
SWYDDOG ADRODD: REPORTING OFFICER:	Mandy Rayani, Director of Nursing, Quality & Patient Experience

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The purpose of this paper is to present the Charitable Funds Committee's (CFC) Annual Report for 2020/21 to the Board.

The Annual Report outlines how the CFC has complied with the key responsibilities set through its terms of reference and identifies key areas of work intended to provide further assurance that the Committee's terms of reference are being adequately discharged.

Cefndir / Background

The Hywel Dda University Health Board (HDdUHB) was appointed corporate trustee of the charitable funds by virtue of Statutory Instrument 2009 No. 778 (W.66), with the Board serving as its agent in the administration of the charitable funds held by HDdUHB.

In accordance with HDdUHB's Standing Orders and Scheme of Delegation, the Board has nominated a committee to be known as the Charitable Funds Committee, established as a Committee of HDdUHB, and constituted from 22nd July 2010.

HDdUHB holds charitable funds as sole corporate trustee, and Board Members, whilst not 'trustees' in their own right, are jointly responsible for the management of those charitable funds.

The charitable funds linked to HDdUHB are independent of the 'exchequer' funds of HDdUHB and must be managed separately. The Charity Commission has regulatory responsibility for ensuring the proper management of these funds.

The purpose of the CFC is to 'make and monitor arrangements for the control and management of the HDdUHB's charitable funds, within the budget, priorities and spending criteria determined by the Board and consistent with legislative framework'.

This paper outlines the governance arrangements in place to ensure that the Committee's terms of reference are adequately discharged and that our registered charity, Hywel Dda Health Charities, operates to a high standard with limited exposure to any kind of risk, both financial and non-financial.

Asesiad / Assessment

The CFC Annual Report 2020/21 is intended to outline how the Committee and its Sub-Committee has complied with the duties delegated by the Board through the terms of reference set, and also to identify key actions that have been taken to address issues within the Committee's remit.

The CFC has been established under Board delegation with the CFC reviewing its current terms of reference at its meeting on 30th November 2020.

These terms of reference clearly detail the Committee's purpose to provide assurance to the Board in its role as corporate trustee of the charitable funds held and administered by HDdUHB. The Committee is required to make and monitor arrangements for the control of the Board's charitable funds, within the budget, priorities and spending criteria determined by the Board and consistent with the legislative framework.

1. Key Responsibilities

In discharging its role, the Committee is required to oversee and monitor implementation against the following areas of responsibility:

- Within the budget, priorities and spending criteria determined by the UHB as trustee, and consistent with the requirements of the Charities Act 2011 (or any modification of these acts) to apply the charitable funds in accordance with its respective governing documents.
- Devise, implement and approve appropriate procedures and policies to ensure that fundraising and accounting systems are robust, donations are received and coded as instructed and that all expenditure is reasonable, clinically and ethically appropriate.
- Ensure that the UHB policies and procedures for charitable funds investments are followed.
- In addition, make decisions involving the sound investment of charitable funds in a way that both preserves their value and produces a proper return consistent with prudent investment and ensuring compliance with:
 - Trustee Act 2000
 - The Charities Act 2011
 - Terms of the fund's governing documents.
- Receive at least twice a year reports for ratification from the Director of Finance and investment decisions and action taken through delegated powers upon the advice of the HDdUHB's investment adviser.
- Oversee and monitor the functions performed by the Director of Finance as defined in the UHB's Standing Financial Instructions.
- Monitor the progress of Charitable Appeal Funds where these are in place and considered to be material.
- Monitor and review the UHB's scheme of delegation for Charitable Funds expenditure and to set and reflect in Financial Procedures the approved delegated limits for expenditure from Charitable Funds.
- Oversee the day to day management of the investments of the charitable funds in accordance with the investment strategy set down from time to time by the Trustees, and in accordance with the requirements of the UHB's Standing Financial Instructions.

- The appointment of an Investment Manager (where appropriate) to advise it on investment matters and the delegation of day-to-day management of some or all of the investments to that Investment Manager. The Investment Manager, if appointed, must actively manage the charitable fund on behalf of Trustees. In exercising this power, the Committee must ensure that:
 - The scope of the power delegated is clearly set out in writing and communicated with the person or persons who will exercise it;
 - There are in place adequate internal controls and procedures which will ensure that the power is being exercised properly and prudently;
 - The performance of the person or persons exercising the delegated power is regularly reviewed;
 - Where an investment manager is appointed, that the person is regulated under the Financial Services Act 1986;
 - Acquisitions or disposal of a material nature outside the terms of agreement must always have written authority of the Committee or the Chair of the Committee in conjunction with the Executive Director of Finance.
- Ensure that the banking arrangements for the charitable funds should be kept entirely distinct from the UHB's NHS funds.
- Ensure that arrangements are in place to maintain current account balances at minimum operational levels consistent with meeting expenditure obligations, the balance of funds being invested in interest bearing deposit accounts.
- The amount to be invested or redeemed from the sale of investments shall have regard to the requirements for immediate and future expenditure commitments.
- The operation of an investment pool when this is considered appropriate to the charity in accordance with charity law and the directions and guidance of the Charity Commission. The Committee shall propose the basis to the UHB Board for applying accrued income to individual funds in line with charity law and Charity Commission guidance.
- Obtain appropriate professional advice to support its investment activities.
- Regularly review investments to see if other opportunities or investment services offer a better return.
- Review alternative sources of funding to donations and legacies which could provide the Committee with additional leverage and access to additional funds.
- By giving reasonable notice, require the attendance of any of the officers or employees and auditors of the Board at any meeting.
- The following thresholds are approved in the Charitable Funds Procedure:

"Expenditure less than £10,000 shall only need approval by the nominated fund manager. All expenditure in excess of £10,000 and up to £50,000 will require the approval of the Charitable Funds Sub-Committee. Expenditure in excess of £50,000 will require the approval of the Charitable Funds Committee. Expenditure over £100,000 will require the approval of the Corporate Trustee".
- In addition, further clarification is provided in the associated guidance to budget holders as follows: *"Unusual or novel expenditure requests, and expenditure requests resulting in ongoing charitable fund commitment, or revenue resource commitment, will need prior Charitable Funds Committee approval prior to purchase, regardless of value. If this is deemed to be necessary [by senior finance staff], the authorised signatory will be advised."*
- It also states that the following expenditure types require Committee approval: *"Research & development expenditure", "Pay expenditure", "Training including conferences/seminars etc. requiring attendance of participants outside the UK"*. Therefore, items requiring urgent Chair's

Action will generally be expenditure on equipment greater than £50,000 value, or anything that falls under the criteria above. All expenditure requests made via Chair's Actions will be considered on a case by case basis, as an exception rather than the rule. The presumption will be that other than equipment (in excess of £50,000) and smaller research projects (up to £25,000), items can be deferred to the next meeting.

- The Chair's decision on which items can be approved outside of the Committee will be final and all items approved outside of the full Committee will be reported to the next Committee meeting for ratification.
- The Committee will seek assurance on the management of principal risks within the Board Assurance Framework and Corporate Risk Register allocated to the Committee and provide assurance to the Board that risks are being managed effectively and report any areas of significant concern e.g. where risk tolerance is exceeded, lack of timely action, etc.
- Recommend acceptance of risks that cannot be brought within the UHBs risk appetite/tolerance to the Board through the Committee Update Report.

2. Charitable Funds Sub-Committee

There is currently one Sub-Committee reporting to the CFC; the Charitable Funds Sub-Committee, which was constituted from 1st April 2017.

The Sub-Committee was established following a review of charitable funds governance arrangements at a local level to provide assurance to the CFC that HDdUHB's policies and procedures are followed in relation to the control and management of our named charitable funds. At the CFC meeting held on 15th September 2020, Members agreed to proposed changes to the Sub-Committee relating to levels of approval limits and authorisation and membership and frequency of meetings.

During 2020/21, the Sub-Committee did not meet due to the increased COVID-19 and associated surge capacity placed upon the Operations Directorate and changes to governance arrangements; any expenditure requests required over the £5,000 threshold, and £10,000 from 15th September 2020, were approved using the discretion afforded to the Chair of the Sub-Committee and reported to the CFC on a quarterly basis.

The operational responsibilities of the Sub-Committee are to:

- Provide scrutiny with a view to approving or rejecting all requests for expenditure over £10,000 and under £50,000 against named charitable funds, within the scheme of delegation for authorisation of charitable funds expenditure.
- Consider and recommend for approval all requests for expenditure over £50,000 against named charitable funds, within the scheme of delegation for authorisation of charitable funds expenditure.
- Provide scrutiny and onward assurance to the Charitable Funds Committee on charitable expenditure.
- Provide scrutiny with a view to approving or rejecting to all unusual or novel expenditure requests of any value, and any expenditure requests resulting in ongoing charitable funds commitment, prior to Charitable Funds Committee consideration.
- Consider with a view to approving or rejecting all requests for the establishment of new charitable funds.
- Provide quarterly written updates to the Charitable Funds Committee.

2.1 Sub-Committee Feedback

The Sub-Committee is required to report to the CFC on a quarterly basis to provide assurance that it is exercising its duties in line with its terms of reference. During 2020/21, the CFC received quarterly written reports from the Sub-Committee highlighting the key areas of work scrutinised, key risks, issues, and matters of concern.

This included:

Sub-Committee Update to the September 2020 CFC meeting

- Members received an update on the work of the Sub-Committee for the period March to September 2020. Members noted that since the Sub-Committee meeting held on 5th March 2020, no further meetings had been held due to the unavoidable change to operational priorities as a result of the COVID-19 pandemic. Seven requests were approved using the discretion afforded to the Chair at a combined value of £35,031.15. One request was recommended for Director approval to the value of £61,116.12.

Sub-Committee Update to the November 2020 CFC meeting

- Members received an update on the work of the Sub-Committee for the period September to November 2020. Members noted that no further meetings of the Sub-Committee had been held due to the increased COVID-19 and associated surge capacity step-up arrangements. Six requests were approved using the discretion afforded to the Chair at a combined value of £53,848.35.

Sub-Committee update to the March 2021 CFC meeting

- Members received an update on the work of the Sub-Committee for the period November 2020 to March 2021.

3. Membership of the Charitable Funds Committee

From the terms of reference approved in November 2020, the membership of the Committee was agreed as the following:

- Independent Member (Chair)
- Independent Member (Vice-Chair)
- 4 x Independent Members
- Chief Executive
- Director of Finance
- Director of Nursing, Quality and Patient Experience (Lead Director for Hywel Dda Health Charities).

In attendance:

- Assistant Director of Finance (Finance Systems and Statutory Reporting)
- Senior Finance Business Partner (Accounting & Statutory and Reporting)
- Deputy Director of Operations
- Head of Hywel Dda Health Charities
- Staff Side Representative.

The Committee's membership ensures that HDdUHB's charitable funds are managed by a clearly identifiable body of people (as the corporate trustee) who take responsibility for the management and control of the funds.

A minor change to the expenditure threshold within the terms of reference was also approved by the Committee for onward ratification by the Board. *“Expenditure less than £10,000 shall only need approval by the nominated fund manager. All expenditure in excess of £10,000 and up to £50,000 will require the approval of the Charitable Funds Sub-Committee. Expenditure in excess of £50,000 will require the approval of the Charitable Funds Committee. Expenditure over £100,000 will require the approval of the Corporate Trustee”.*

4. Meetings

Since April 2020, CFC meetings have been held on three occasions and were quorate at each:

- 15th September 2020
- 30th November 2020
- 9th March 2021.

The meeting scheduled for 16th June 2020 was necessarily stood down due to the COVID-19 pandemic, however a Corporate Trustee meeting was undertaken.

5. Reporting to the Board

As the CFC is directly accountable to the Board for its performance, following each meeting it provides an assurance to the Board through a formal written update report, which is received at the subsequent Committee meeting. These reports highlight any significant matters which require the Board’s attention and are also used to request Board ratification of any relevant decisions made by the Committee. The Committee provided update reports to the Board during 2020/21 on the following dates:

- 26th November 2020
- 28th January 2021
- 27th May 2021.

6. Matters Escalated to Board

During 2020/21, no key risks and issues/matters of concern were escalated to the Board for consideration.

7. Committee Terms of Reference and Principal Duties

In discharging its duties, the CFC has undertaken work during 2020/21 against the following areas of responsibility:

7.1 Financial Control

A financial procedure which includes expenditure guidelines is in place to ensure that there are sufficient management controls to provide assurance that:

- Spending is in accordance with objects and priorities agreed by the CFC.
- Criteria for spending charitable monies are fully met.
- Accounting records are maintained.
- Devolved decision making is within specified parameters.

HDdUHB’s Standing Financial Instructions cover the charity in so far as it is possible. Where it is not possible to follow the Standing Financial Instructions, prior authority would need to be sought through the Committee and ratified by the Board.

Charitable Funds are managed through HDdUHB’s Oracle finance system in line with the Health Board’s financial procedures. Internal Audit and Audit Wales conduct annual audits of the financial procedures in place.

Internal staff expertise ensures that all Charity Commission requirements and changes are adhered to and reported to the CFC as they occur.

7.2 Agreed Spending Objectives and Charitable Expenditure

Charity law recognises 'the relief of those who are ill including the support of those who care for the sick' as a charitable purpose. HDdUHB's charitable funds must therefore only be utilised to support activity over and above its NHS responsibilities by providing additional benefits to frontline healthcare.

HDdUHB's internal policies, procedures and systems relating to charitable funds expenditure have been subject to recent refinement. A review of the Charitable Funds Financial Administration and Governance Policy (420) was undertaken during 2020/21 and presented to the CFC for discussion in November 2020 prior to being presented to the Finance Committee for ratification.

Every request for charitable expenditure must be approved by staff with the necessary authorised limits before being passed on to the Finance team for assessment and final authorisation.

Expenditure over £50,000 and expenditure under £50,000 which is unusual or contentious, is presented to the CFC as it arises, and is discussed and agreed before being committed.

7.3 Resources to Maintain Management and Control of Charitable Funds

Staff are employed by the HDdUHB to ensure the effective management and operations of its charitable funds. Salary costs are reclaimed from the charity's resources to support the following duties:

- Maintenance of accounting systems
- Production of annual accounts
- Compilation of management information
- Scrutiny of expenditure proposals to ensure propriety
- Preparation of committee papers
- Fundraising and support to internal and external stakeholders.

The Committee considers these costs on an annual basis when a report is submitted at the final meeting of each financial year to seek approval to cover both pay and non-pay costs associated with the running of the charity.

7.4 Risk Management

The Chief Executive and Director of Finance are accountable for financial control. The Director of Finance is responsible for maintaining an effective system of internal financial control. The minimum control standards laid down by Welsh Government have been in existence throughout the financial year. The minimum control standards apply equally to the management of the charity by officers of the UHB as to the exchequer funds of the UHB. In this way the major risks to which the charity is exposed have been reviewed and systems have been established to mitigate those risks.

Historically, the Committee's risk register has had high-risk scores around a number of risks relating to public confidence and reputational damage. However, recent efforts to rebuild trust

and confidence have significantly helped to reduce the risks to the charity as mitigating actions have had a great impact.

At the CFC meetings held during 2020/21, updates were provided on the one on-going charitable funds related risk (743) of reputational damage should the Health Board be implicated by default, in events outside of the Health Board's control, due to association, or perceived association, with any external charitable organisations. Members received assurance that the risk is being actively managed with the current risk score within the CFC's risk tolerance level of 8.

7.5 Investments and Performance

The charity retains the services of investment advisors to manage its investment portfolios. Policy is set by the charity trustee in its instruction to their advisors. The advisors are instructed to manage the portfolios to produce both income and capital returns, and manage those funds within the value they retain on the accounts. The charity also holds funds in short term investments that are not managed by the investment advisor. The CFC monitors the performance of the Investment Advisor (Sarasin & Partners LLP) through the quarterly Integrated Performance Report presented to the Committee.

7.6 Reserves

The charity has a reserves policy and has defined reserves to be the element of funds that are unrestricted and uncommitted. The charity shall hold reserves of 10% of the value of its fixed asset investments and £500,000, and shall only fall below to cover losses in value of those investments. In order to maintain the reserves as low as possible, it is important that expenditure plans be developed for all funds. Reserves are needed where there may be insufficient balances in individual restricted and designated funds to meet the objectives of those funds. There is also a need for reserves where there may be a requirement to incur expenditure which is exclusively charitable, and cannot be funded from revenue, for which there is not a relevant fund. At the September 2020 meeting, Members noted that the current cash reserves were £2million.

7.7 Internal Audit

Internal audit undertake annual reviews to evaluate the adequacy of procedures and controls, to ensure compliance, and to provide reasonable assurance over:

- Achievement of management objectives for the systems
- Use of resources in accordance with donors requirements
- Compliance with policies and procedures
- Safeguarding assets.

Extract of July 2020 Internal Audit report: *The level of assurance given as to the effectiveness of the system of internal control in place to manage the risks associated with Charitable Funds is Substantial assurance.*

These internal audit reports are presented to both the CFC as well as the Audit and Risk Assurance Committee (ARAC). The Committee reviewed the Charitable Funds Internal Audit Report 2020, noting the positive findings and considerable good practice identified.

7.8 Compilation of Annual Report and Accounts

As part of its delegated role, the CFC reviews, approves and adopts the charity's annual report and accounts on an annual basis. Audit Wales conducts an annual audit of the charity's annual

reports and accounts with the outcome reported to the Committee as well as ARAC. The annual audit provides assurance that all financial procedures are being adhered to. The 2019/20 annual report and accounts were approved by the CFC at the November 2020 meeting following the audit undertaken by Audit Wales.

7.9 Professional Development

The Board, as corporate trustee, has a sound knowledge of the purpose of the charity and the procedures that govern its operations to fulfil its duties.

All Board Members (Executive Directors and Independent Members) are aware of their statutory duties and responsibilities to the charity and have unrestricted access to officers of the charity to enquire about its activities.

The Committee receives regular updates on relevant changes to charity law and any other areas of interest via verbal updates from staff, papers from the Charity Commission or from the national Healthcare Financial Management Association (Charitable Funds Special Interest Group).

An overview of the charity and roles and responsibilities of the corporate trustee is to be developed as part of the formal induction arrangements for new Board members, led by the Corporate Governance team, with a more informal induction undertaken by the Head of Hywel Dda Health Charities for new Committee members, when required.

7.10 Integrated Hywel Dda Health Charities Performance Report

The Committee received an update on the charity's performance and position at the September and November 2020 meetings and were pleased to note the increased growth in income and noted the decrease in expenditure. The substantial work undertaken by the Hywel Dda Charities Team was acknowledged, particularly in light of the exceptional circumstances during 2020.

8. Chair's Actions

Outside of Committee meetings, the Chair has delegated authority to act on behalf of the Committee. Chair's Actions typically focus on the approval of items of expenditure over £50,000, as required by the charitable funds approval thresholds. Requests for 'Chair's Actions' are infrequent, however are always accompanied by detailed papers for audit and reporting purposes, with any activity reported back to the next meeting for ratification. During 2020/21, no items were considered under 'Chair's Action'.

9. Other areas of responsibility

During 2020/21, the CFC also received and considered the following:

- The Self-Assessment of Committee Effectiveness (2019/20) Report, comprising the outcomes from the annual self-assessment exercise. The Committee agreed to pursue the matter of refresher training in relation to the role as corporate trustees, to consider extension of the Committee membership to include community services/primary care, and to amend the format for next year's self-assessment in line with that utilised by the Quality, Safety & Experience Assurance Committee (QSEAC) for 2019/20.
- Proposed amendments to the Scheme of Delegation for HDdUHB's charitable funds relating to levels of approval limits and authorisation, which received the Committee's agreement.
- The CFC Assurance Report submitted to the Audit & Risk Assurance Committee (ARAC)

in June 2020 to provide assurance to ARAC that the CFC's terms of reference, as set by the Board, are being adequately discharged.

- Examples of charitable funds expenditure and the impact of support. The examples presented included:
 - A heart-warming overview of the Ward 10, Witybush General Hospital, fundraising project, recognising the substantial funds raised by the Harding and Neville families, and highlighting the significant amount of work and transformation undertaken.
 - A heartening project update report relating to the Aberaeron Integrated Care Centre, made possible by a significant contribution from the Bessie-Ann Jenkins legacy fund, with assurance provided that the legacy had been spent appropriately.
- A presentation on the charity's investments by Mr Alexander True and Mr Tom Lindsey, Sarasin Investments, and received assurance that the portfolios of the charity had performed well against performance indicators and would continue to be monitored.
- A request for the funding of two part-time Haematology Clinical Nurse Specialist trainee posts for a three-year period which was approved by the Committee.
- A request for the funding of a Faxitron machine for Prince Phillip Hospital's Breast Care Unit; which was approved by the Committee.
- The Hydrotherapy Pool at Pentre Awel, Llanelli, report, setting out the wish of local trustees of a local charity, Llanelli Hydrotherapy Pool, to entrust Hywel Dda Health Charities with funds they held (circa 300k) and further funds held through the J C Williams Trust, to be used as a contribution towards the capital/revenue costs of the pool at Pentre Awel. It was noted that a task & finish group is being established to govern contractual issues with Carmarthenshire County Council, timescales and the releasing of funds.
- Regular updates in relation to the Ceredigion property owned by the Charity. It was agreed that the arrangement be fully reviewed on a triennial basis with the Finance Department requested to prepare a Service Level Agreement, including confirmation of the responsibilities for ongoing maintenance, etc., with a further update to be provided at the March 2021 CFC meeting.
- An update in regard to the Bronglais Chemotherapy Unit fundraising appeal, noting that the appeal had been on hold since its launch in April 2020 until a suitable location for the unit is identified. It was agreed that an update would be provided to the Committee when further plans are in place.
- The Committee approved the transfer of charitable funds for Christmas monies for 2019, and approved a maximum allocation of £15,000 from the general Support for Life Response Fund (T600) to support charitable expenditure for Christmas 2020.
- An update on NHS Charities Together Grant Funding expenditure and approved the sum of £33,316.47 from the donations made to the Apel Hywel Dda NHS COVID-19 Appeal to fund the shortfall identified, and also endorsed a proposed approach to identifying needs and priorities for discussion and consideration by the CFC and Executive Team, including pursuing the extension of psychological wellbeing support to primary care practitioners.
- A report on the Staff Lottery Scheme and, being cognisant of the view of staff partners as articulated by Partnership Leads, agreed a launch date of March 2021.
- The revised Charitable Funds Financial Procedure for consultation prior to it being presented to the Finance Committee for approval.
- The Committee endorsed a decision to support the purchase of winter packs for community based staff over the winter period, totalling £50,000.
- In Sept & Nov 2020 meetings CFC also endorsed approach re. the expenditure of NHS Charities Together stage 2 & 3 funds.

Argymhelliad / Recommendation

The Board is requested to endorse the Charitable Funds Committee Annual Report 2020/21.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): Hyperlink to NHS Wales Health & Care Standards	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Agendas, papers and minutes of CFC meetings 2020/21
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	CFC Chair, Lead Director, Head of Hywel Dda UHB Charities

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	A sound system of internal control, as evidenced in the Committee's Annual Report, will assist with ensuring financial control, and the safeguard of public funds
Ansawdd / Gofal Claf: Quality / Patient Care:	SBAR template in use for all relevant papers and reports.
Gweithlu: Workforce:	SBAR template in use for all relevant papers and reports.
Risg: Risk:	SBAR template in use for all relevant papers and reports.
Cyfreithiol: Legal:	A sound system of internal control, as evidenced in the Committee's Annual Report, ensures that any risks to

	<p>the achievement of the Health Board's objectives are identified, assessed and managed.</p> <p>Compliance with the Health Board's Standing Orders, and the Committee's Terms of Reference, requires the submission of an Annual Report to the Board.</p>
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	SBAR template in use for all relevant papers and reports.