

Bundle Charitable Funds Committee 17 March 2022

- 1 09:30 - CF22/1 Welcome and Introductions
Hayley Powell
- 2 09:33 - CF22/2 Apologies & Declarations of Interest
- 3 09:35 - CF22/3 Guest Speaker: Ian Lush, CEO Imperial Health Charity
- 4 09:50 - CF22/4 Investment Manager's Update
Paul Matthias - Brewin Dolphin
22 03 17 Brewin Dolphin Market Commentary - SECURE.docx
22 03 17 Presentation with vals.pdf
- 5 10:15 - CF22/5 Minutes of the previous meeting: 16th September 2021
CF22/5.1 Accuracy
CF22/5.2 Matters arising and summary action plan
CF22.5.1 CFC Minutes Draft V0.3 September 21_KLT.docx
CF22.5.2 Action Log_Meeting 16.09.21_Final V2.docx
- 6 CF22/6 Items for Decision
- 6.1 10:25 - CF22/7 Staff Lottery Update Report
Kirsty Thomson
CF22.07_Staff Lottery Update Report.docx
- 6.2 10:35 - CF22/8 Awyr Las Strategy Development Plan
Kirsty Thomson & Peter Panteli, UCS Consultants
CF22.08_1_Coversheet_Awyr Las Strategy Development Plan_2022.docx
CF22.08_Appendix 1_Awyr Las Charity Strategy Report February 2022.pdf
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CF22.08_Appendix 4_Brewin Dolphin_Strategy Paper.docx
- 6.3 10:55 - CF22/9 Awyr Las 2022/23 Budget
Kirsty Thomson
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CF22.09_Appendix 1_2022.23 Annual Charity Budget Options.docx
CF22.09_Appendix 2_5 Year budget comparison.docx
- 6.4 11:05 - CF22/10 Updated Reserves Policy
Tim Woodhead & Kirsty Thomson
CF22.10_Updated Reserves Policy.docx
- 7 CF22/11 Items for Discussion
- 7.1 11:10 - CF22/12 Charity Risk Register Matrix
Kirsty Thomson
CF22.12_1_Coversheet_Charity Risk Register Plan.docx
CF22.12_Appendix 1_Charity Risk Register Outline_V2.docx
- 8 CF22/13 Items for Assurance
- 8.1 11:25 - CF22/14 Committee Work Plan for 2022/23
Kirsty Thomson
CF22.14_Committee Workplan 2022.23.docx
- 9 CF22/15 Items for Information
- 9.2 11:28 - CF22/16 Charitable Funds Finance Report Q3 2021/22
Tim Woodhead
CF22.16_Finance Report Q3.docx
- 9.3 11:33 - CF22/17 Charity Support Team Update Report Q3 2021/22
Kirsty Thomson

- 9.4 11:38 - CF22/18 Third Sector Groups Update Report
Nia Williams
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- 9.5 11:43 - CF22/19 Summary of Expenditure Approvals
Tim Woodhead
CF22.19 Summary of Expenditure Applications Awarded.docx
- 10 11:48 - CF22/20 Review Actions
Hayley Powell
- 11 11:53 - CF22/21 Issues of significance to report to the Health Board
- 12 11:57 - CF22/22 Review of risks highlighted within the meeting
- 13 12:02 - CF22/23 Review of Meeting Effectiveness
- 14 12:07 - CF22/24 Date of Next Meetings:
Date of next Trustee meeting: 19th January, 2023, time TBC
Date of next CFC meeting: 1st July 2022, 9:30 – 12:00

Brewin Dolphin Market Commentary – 17 March 2022

Stock markets have begun 2022 in a particularly volatile manner, with the portfolio affected accordingly. As the risks of the 'Omicron' variant of COVID-19 subsided, inflation and geopolitical risks have instead risen to the top of investors' concerns.

Unprecedented levels of support through lower interest rates and quantitative easing, along with supply chain disruption, higher commodity prices and wage growth pressures have led inflation to the highest levels seen in decades.

Having previously described the pickup in inflation as "transitory", central banks found themselves "playing catch-up" and rapidly pivoted to stressing inflation risks. This caused markets to adjust for a faster trajectory of interest rate rises, which has now unwound somewhat as concerns over geopolitical events have taken over and investors seek "safe havens".

Russia's invasion of Ukraine has generated significant uncertainty. Financial markets are often dispassionate about human costs and instead look to the economic implications, which history shows tend to be short-lived. Sanctions have been optimised to minimise the impact on the West.

Russia is a key supplier of oil, gas and wheat, causing prices of these commodities to rise sharply. Sanctions on their supply can't be ruled out, which would sustain inflation further.

Despite all these concerns, we still expect positive economic growth from the world's major economies. There is still room for growth post-COVID reopening. If they continue to expand as we expect, corporate profits should keep moving higher. Sentiment is currently very negative and valuations are much lower than at the end of 2021, which bodes well for the sustainability of a rally.

Markets are currently highly volatile but we believe the long-term risk/reward equation still favours equities, which have scope to recover. We retain an overweight position here, with a corresponding underweight to fixed interest and alternatives.



BREWIN
DOLPHIN



Awyr Las Blue Sky

Elusen GIG Gogledd Cymru
The North Wales NHS Charity

Paul Mathias – Assistant Director

17 March 2022

Our understanding of your requirements

- **Strategic aim:** To enhance Awyr Las' ability to improve the health and wellbeing of people across North Wales and deliver excellent care.
- **Funds available for investment:** £10.24m at 30 November 2021. [Note: proposal to withdraw £3m]
- **Investment objectives:** To preserve and grow the portfolio against inflation.
- **Attitude to risk:** Moderate, with the ability to tolerate short-term volatility.
- **Time horizon:** Long-term (greater than 10 years).
- **Income requirement:** There is no specific requirement, anticipating a balance of growth and income. [Note: proposal is to withdraw income generated – c. £100k per annum]
- **Reserves policy:** The Charity has a target level of reserves of £3.06m (based on a three-year average of one year's administration costs, 25% of the value of the investments held and 25% of the grant funded activity expenditure). [Note: this is potentially being revised to be forward-looking.]
- **Ethical policy:** Negative screening is to be applied to exclude companies manufacturing and distributing alcoholic products, tobacco products and any products which may be considered in conflict with the Health Board's activities [now interpreted to mean armaments, civilian firearms, adult entertainment and gambling]. Investment in companies which have a poor record in human rights and child exploitation or which derive their profits from countries with poor human rights records should not be permitted.

Investment philosophy & cycle

- The 'Omicron' variant presented a material risk to the health of our population and therefore the economy. Thankfully this was not realised, demonstrating our resilience and enabling a relaxation of restrictions. Inflation and geopolitical risks have instead risen to the top of concerns.
- Governments and central banks provided unprecedented levels of support in order to ease economic conditions in 2020 and 2021. This, along with supply chain disruption, higher commodity prices and wage growth pressures led inflation to the highest levels in decades.
- Having previously described the pick up in inflation as “transitory”, central banks found themselves “playing catch-up” and rapidly pivoted to stressing inflation risks. This caused markets to adjust for a faster trajectory of interest rate rises, which has now unwound somewhat.
- Russia’s invasion of Ukraine has generated significant uncertainty. Financial markets are often dispassionate about human costs and instead look to the economic implications, which history shows tend to be short-lived. Sanctions have been optimised to minimise the impact on the West.
- Russia is a key supplier of oil, gas and wheat, causing prices of these commodities to rise sharply. Sanctions on their supply can’t be ruled out, which would sustain inflation.
- Despite all these concerns, we still expect positive economic growth from the world’s major economies. There is still room for growth post-COVID reopening. If they continue to expand as we expect, corporate profits should keep moving higher. Sentiment is currently very negative and valuations are much lower, which bodes well for the sustainability of a rally.
- Markets are currently highly volatile but we believe the long-term risk/reward equation still favours equities, which have scope to recover. We retain an overweight position here, with a corresponding underweight to fixed interest and alternatives.

Economic scenarios of the Ukraine crisis

Scenario	Impact on inflation	Impact on growth	Impact on policy	Impact on markets
Sanctions ex-energy. Oil and gas keep flowing.	UK to see peak inflation in Q2 (US in Q1) and then moderate.	Modest impact on developed market growth versus baseline.	Another 4-5 rate hikes in the UK in 2022. 5-6 rate hikes in the US.	Markets to stabilise. Equities outperform bonds.
Sanctions ex-energy. Modest oil and gas supply disruption.	UK/US to see elevated inflation for longer but eventually moderate by end of year.	Growth to be negatively impacted, but not derailed.	Central banks would tighten less as long as long term inflation expectations remain stable	Markets negatively hit initially but to gradually recover. Bonds outperform equities in the short term.
Maximal sanctions and flow of oil and gas cut off to Europe.	Spike in energy costs means a few % added to CPI and prolonged elevated inflation.	High risk of stagflation in the UK. Less so in the US. Higher risk of recession in the Eurozone.	Central banks would prioritize growth as long as long term inflation expectations remain stable	Markets' fears heightened and start to price in recession risks. Safe havens rally and risk assets suffer.

Source: Brewin Dolphin

Information contained in this document is believed to be reliable and accurate, but without further investigation cannot be warranted as to accuracy or completeness.

Investment philosophy & cycle

Our investment philosophy is based on the investment cycle, which looks at the interaction of growth and inflation as a proxy for economic capacity and hence provides a guide to the attractiveness of individual asset classes.

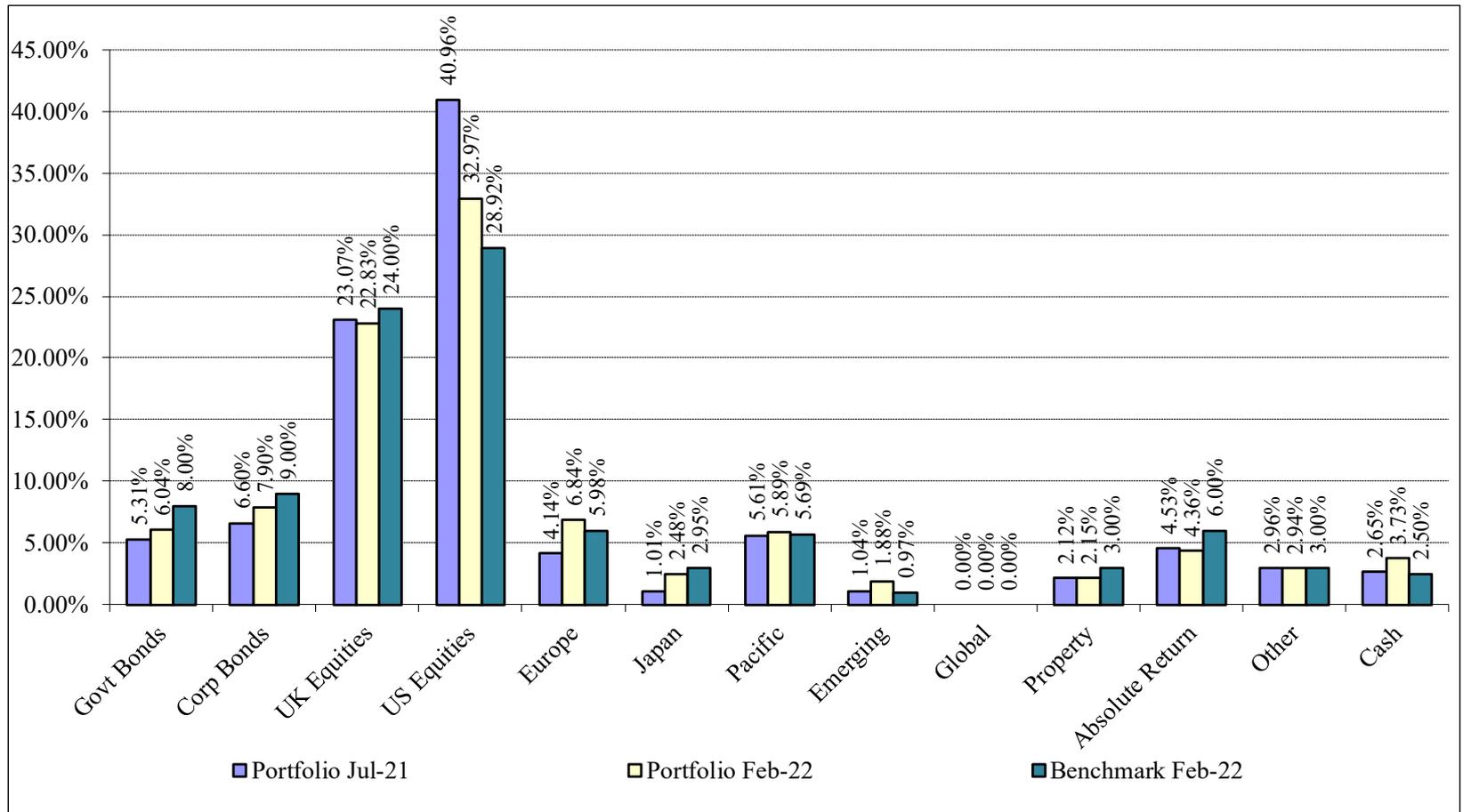
Asset Class	Very Underweight	Underweight	Neutral	Overweight	Very Overweight
Bonds		■			
Government Bonds		●			
Corporate Bonds		●			
Equities				■	
UK*				●	
Overseas:				●	
North America*				●	
Europe ex UK				●	
Japan			●		
Asia ex Japan				●	
Emerging Markets				●	
Alternatives		■			
Property		●			
Other Alternatives		●			
Cash			■		

*Please note the portfolio is currently 'overweight' in North America and 'underweight' in the UK, reflecting a rebalancing of the portfolio that was transferred to us. This can be seen further in the chart on p.6.

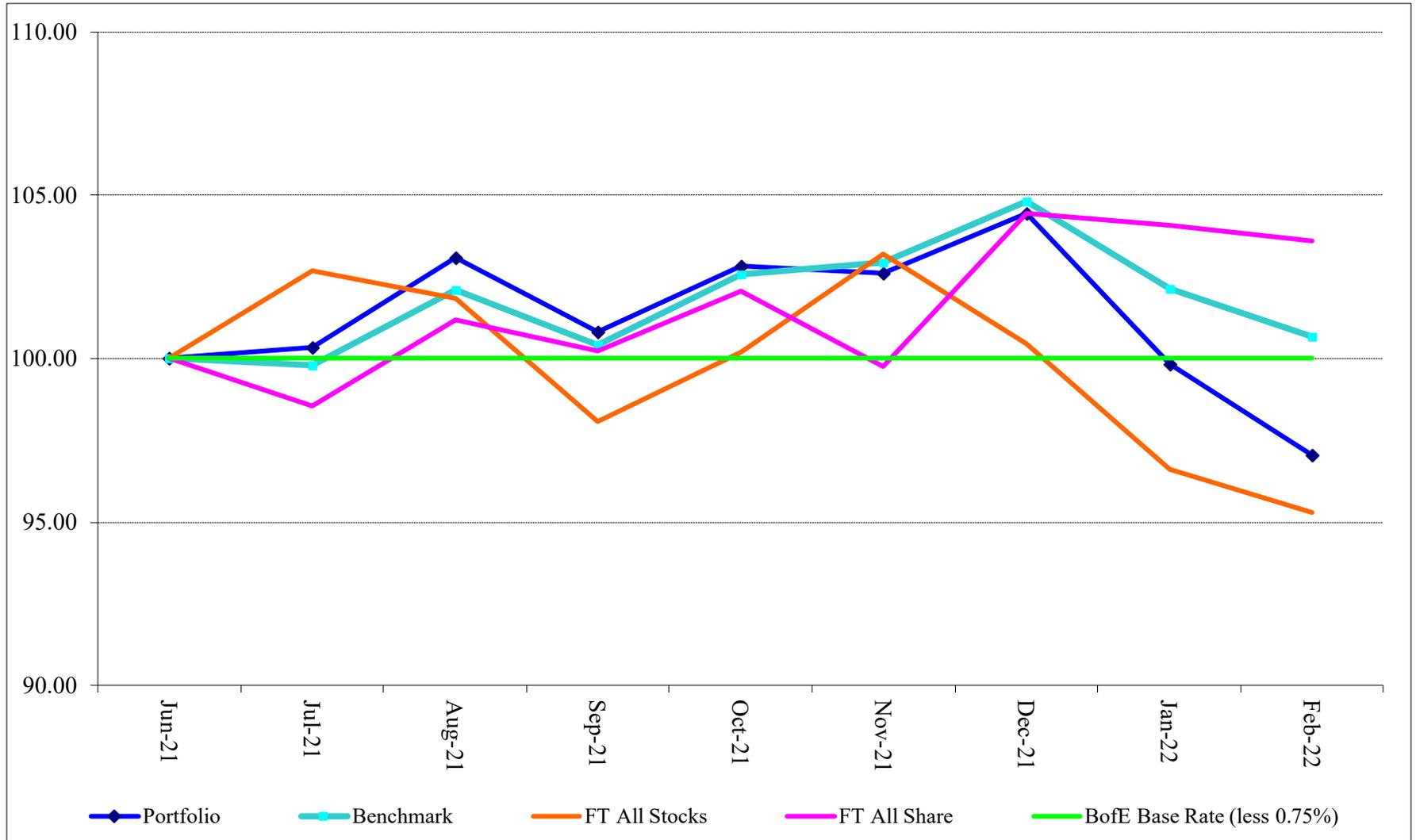
Portfolio overview

Brewin Dolphin Investment Portfolio Summary								
28 February 2022								
		Book Cost	Market Value	% Holding	Benchmark	Yield	Gross Income	
Fixed Interest	Govt Bonds	£ 654,837.66	£ 629,596.04	6.14%	8.00%	1.01%	£ 6,337.72	
	Corp Bonds	£ 847,688.94	£ 806,878.78	7.87%	9.00%	2.10%	£ 16,963.57	
	Accrued Interest	£ -	£ -	0.00%	0.00%	0.00%	£ -	
	Total Fixed Interest	£ 1,502,526.60	£ 1,436,474.82	14.02%	17.00%	1.62%	£ 23,301.29	
UK Equities	UK	£ 2,239,175.03	£ 2,290,306.13	22.35%	24.00%	2.75%	£ 63,088.13	
Overseas Equities	US	£ 2,409,479.74	£ 3,384,045.58	33.03%	28.92%	0.83%	£ 28,216.73	
	Europe	£ 679,843.07	£ 697,043.24	6.80%	5.98%	0.00%	£ -	
	Japan	£ 290,645.45	£ 258,538.00	2.52%	2.95%	1.24%	£ 3,214.51	
	Pacific	£ 634,392.41	£ 610,230.70	5.96%	5.69%	0.95%	£ 5,776.69	
	Emerging	£ 211,223.39	£ 180,922.14	1.77%	0.97%	0.90%	£ 1,623.78	
	Global	£ -	£ -	0.00%	0.00%	0.00%	£ -	
	Total Overseas	£ 4,225,584.06	£ 5,130,779.66	50.07%	44.50%	0.76%	£ 38,831.71	
Alternatives	Property	£ 205,723.20	£ 223,101.38	2.18%	3.00%	2.09%	£ 4,670.48	
	Absolute Return	£ 469,229.85	£ 454,841.91	4.44%	6.00%	2.27%	£ 10,342.40	
	Other	£ 307,632.62	£ 303,888.38	2.97%	3.00%	4.69%	£ 14,243.31	
	Total Alternatives	£ 982,585.67	£ 981,831.67	9.58%	12.00%	2.98%	£ 29,256.19	
Cash	Total Investments	£ 8,949,871.36	£ 9,839,392.28	96.03%		1.57%	£ 154,477.32	
	Deposit Ledger	£ 404,080.36	£ 404,080.36	3.94%	2.50%	0.00%	£ -	
	Income Ledger	£ 3,114.09	£ 3,114.09	0.03%		0.00%	£ -	
	Total Fund	£ 9,357,065.81	£ 10,246,586.73	100.00%				
	Ex Accrued Interest	£ 9,353,951.72	£ 10,243,472.64	100.00%	100.00%	1.51%	£ 154,477.32	
				Inception				
	Monthly	Quarterly	Six Monthly	05/07/2021				
Portfolio	-2.76%	-5.41%	-5.85%	-2.94%				
Benchmark	-1.45%	-2.23%	-1.42%	0.66%				
FT All Share	-0.47%	3.84%	2.37%	3.60%				
FT All Stocks	-1.37%	-7.68%	-6.46%	-4.72%				
BofE Base Rate (less 0.75%)	0.00%	0.00%	0.00%	0.00%				
Bank of England Base Rate	0.50%							
FTSE 100 Value	7458.25							

Fund structure through the year



Fund performance



Trading & Activity

All but one of the stocks held at Rothschild were either transferred in-specie or sold, with the proceeds transferred to Brewin by 5th July. The last fund completed the process on 19th August.

In the period since, we have been gradually restructuring the portfolio, generally maintaining a suitable asset allocation in line with the agreed Risk Level 6 mandate:

- **August** - trimmed Ashtead, Linde, Deere & Co, Berkshire Hathaway, American Express, S&P Global, Moody's and Ryanair. Also disposed of Cable One, Liberty Broadband, and Fox Corporation. Reallocated part of the proceeds to the US to retain an overweight position, by introducing Baillie Gifford American and Vanguard S&P500 ETF.
- Increased regional diversification within the equity allocation, by introducing Hiscox in the UK, Comgest European Growth Fund and adding to Fidelity Emerging Markets Fund.
- Disposed of Lyxor US TIPS ETF and introduced our preferred holding, the iShares US TIPS ETF. With the remaining proceeds, we introduced Insight Government All Maturities Fund, Vanguard US Government Bond Index Fund and topped up positions in Jupiter Strategic Bond Fund and Robeco Global Credits Fund.
- **September** - trimmed Linde, Deere & Co, Comcast, Wells Fargo, American Express, Mastercard, S&P Global and Moody's. We introduced Alphabet, InterContinental Exchange and Microsoft and added to Baillie Gifford Japanese Fund and First Sentier Asia Pacific Leaders.
- **November** - further trimmed some of the larger holdings described above, reinvesting in Thermo Fisher, and adding to Jupiter UK Mid Cap Fund and Baillie Gifford Japanese Fund to retain our overall allocation to equities but again, increase the regional diversification.

CLIENT REPORT



BREWIN
DOLPHIN

BETSI CADWALADR UHB CHARITY PORTFOLIO

For the period from 01/04/2021 to 28/02/2022

Generated on 02/03/2022

PORTFOLIO INFORMATION

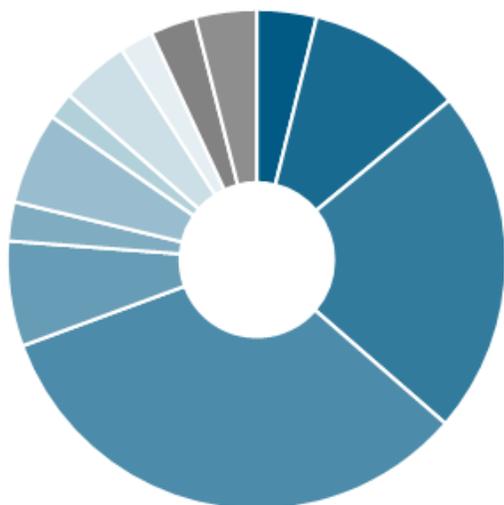
Portfolio Number	BETSI0001
Management Type	Discretionary
Risk Profile	Risk Level 6
Investment Objective	Income and Capital Growth
PRC6 Code	651651

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Asset Allocation

Asset Allocation



Asset Allocation	Market Value at 28/02/2022	% of Holdings
UK Bonds	396,375.32	3.87
Overseas Bonds	1,040,099.50	10.15
UK Equities	2,290,306.13	22.35
North American Equities	3,384,045.58	33.03
European Equities	697,043.24	6.80
Japanese Equities	258,538.00	2.52
Asia Pacific Equities	610,230.70	5.96
Emerging Market Equities	180,922.14	1.77
Absolute Return	454,841.91	4.44
Property	223,101.38	2.18
Other Investments	303,888.38	2.97
Cash	407,194.45	3.97
TOTAL	10,246,586.73	100.00



Client report for BETSI CADWALADR UHB CHARITY PORTFOLIO
 For the period from 01/04/2021 to 28/02/2022
 All values and returns reported in British Pounds
 Valuations as at today use the previous trading day's closing prices.
 For backdated valuations prices are at the period end date.

Holdings Summary

Quantity	Security Name	SubPortfolio ID	Price	Accrued Interest	Book Cost	Market Value	Est. Gross Income	Est. Gross Yield %	Ptf %
UK Bonds									
Government Bonds									
147,435	INSIGHT INV FDS UK GVT ALL MAT BD P2 GBP IN	BETSI0001	1.024 GBP		163,122.99	150,973.44	1,397.98	0.93	1.47
Bond Funds									
218,135	ROYAL LONDON AM ETHICAL BOND Z GBP DIS	BETSI0001	1.125 GBP		258,723.38	245,401.88	7,450.62	3.04	2.39
Sub Total UK Bonds					421,846.37	396,375.32	8,848.60	2.23	3.87
Overseas Bonds									
Government Bonds									
2,067	VANGUARD INV SER US GOVT BOND IDX GBP DIS	BETSI0001	100.5494 GBP		218,692.73	207,835.61	2,191.28	1.05	2.03
Index Linked Bonds									
48,905	ISHARES II PLC USD TIPS UCITS ETF GBP DIS	BETSI0001	5.537 GBP		273,021.94	270,786.99	2,748.46	1.01	2.64
Bond Funds									
240,020	JUPITER UT MNGRS STRATEGIC BOND X GBP DIS	BETSI0001	0.9627 GBP		241,111.16	231,067.25	9,512.95	4.12	2.26
2,985	ROBEKO CAP GTH FDS ROBECOSAM GBL SDG CREDITS IH	BETSI0001	110.69 GBP		347,854.40	330,409.65	0.00	0.00	3.22
Sub Total Overseas Bonds					1,080,680.23	1,040,099.50	14,452.69	1.39	10.15



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UK Equities									
Chemicals									
1,970	CRODA INTL ORD GBP0.10609756	BETSI0001	74.84 GBP		135,300.60	147,434.80	1,871.50	1.27	1.44
Support Services									
3,270	ASHTREAD GROUP ORD GBP0.10	BETSI0001	48.76 GBP		69,831.70	159,445.20	1,448.61	0.91	1.56
1,380	FERGUSON PLC ORD GBP0.10	BETSI0001	114.15 GBP		133,172.00	157,527.00	2,432.53	1.54	1.54
Household Goods and Home Construction									
62,040	TAYLOR WIMPEY ORD GBP0.01	BETSI0001	1.5025 GBP		105,375.94	93,215.10	5,136.91	5.51	0.91
Personal Goods									
2,530	UNILEVER PLC ORD GBP0.031111	BETSI0001	37.465 GBP		108,273.61	94,786.45	3,694.56	3.90	0.93
Pharmaceuticals & Biotechnology									
9,830	GLAXOSMITHKLINE ORD GBP0.25	BETSI0001	15.454 GBP		133,217.16	151,912.82	7,864.00	5.18	1.48
Media									
5,860	RELX PLC GBP0.1444	BETSI0001	22.81 GBP		111,057.82	133,666.60	2,918.28	2.18	1.30
Travel & Leisure									
6,835	COMPASS GROUP ORD GBP0.1105	BETSI0001	16.94 GBP		108,771.95	115,784.90	956.90	0.83	1.13



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UK Equities									
Banks									
47,045	BARCLAYS PLC ORD GBP0.25	BETSI0001	1.8288 GBP		82,831.79	86,035.90	2,822.70	3.28	0.84
232,360	LLOYDS BANKING GP ORD GBP0.1	BETSI0001	0.48435 GBP		137,084.88	112,543.57	4,647.20	4.13	1.10
Non-Life Insurance									
5,945	HISCOX ORD GBP0.065 (DI)	BETSI0001	9.218 GBP		55,561.97	54,801.01	495.22	0.90	0.53
Life Insurance									
50,810	LEGAL & GENERAL GP ORD GBP0.025	BETSI0001	2.772 GBP		139,351.42	140,845.32	9,054.34	6.43	1.37
7,280	ST JAMES'S PLACE ORD GBP0.15	BETSI0001	14.035 GBP		104,452.08	102,174.80	3,782.69	3.70	1.00
General Financial									
4,215	ADMIRAL GROUP ORD GBP0.001	BETSI0001	29.77 GBP		68,200.76	125,480.55	12,349.95	9.84	1.22
Open Ended Collectives									
48,210	ES RIVER AND MERCA UK EQUITY SMALLER COMPANIES	BETSI0001	3.512833 GBP		176,880.81	169,353.68	2,162.65	1.28	1.65
303,875	JUPITER FUND MNGRS UK MID CAP U2 GBP INC	BETSI0001	1.4654 GBP		569,810.54	445,298.43	1,450.09	0.33	4.35
Sub Total UK Equities					2,239,175.03	2,290,306.13	63,088.13	2.75	22.35



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North American Equities									
Chemicals									
900	LINDE PLC COM EUR0.001	BETSI0001	293.145 USD		78,849.56	196,631.64	2,844.05	1.45	1.92
Industrial Engineering									
835	DEERE & CO COM USD1	BETSI0001	359.95 USD		50,142.03	224,004.66	2,613.75	1.17	2.19
Health Care Equipment & Services									
350	THERMO FISHER SCIE COM USD1	BETSI0001	543.715 USD		166,199.93	141,829.89	313.02	0.22	1.38
Mobile Telecommunications									
5,275	COMCAST CORP COM USD0.01 CL A	BETSI0001	46.75 USD		149,384.75	183,794.48	4,245.95	2.31	1.79
Banks									
6,195	WELLS FARGO & CO COM USD1.666	BETSI0001	53.335 USD		183,901.96	246,253.27	4,617.10	1.87	2.40
Life Insurance									
1,295	BERKSHIRE HATHAWAY COM USD0.0033 CLASS'B'	BETSI0001	321.21 USD		79,023.75	310,018.22	0.00	0.00	3.03
General Financial									
1,485	AMER EXPRESS CO COM USD0.20	BETSI0001	194.42 USD		72,240.38	215,176.97	1,903.63	0.88	2.10
1,860	INTERCONT EXCHANGE COM USD0.01	BETSI0001	128.115 USD		162,884.23	177,599.33	2,107.10	1.19	1.73
750	MASTERCARD INCORPO COM USD0.0001 CLASS A	BETSI0001	360.73 USD		122,587.52	201,637.79	1,095.58	0.54	1.97



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North American Equities									
Software & Computer Services									
78	ALPHABET INC CAP STK USD0.001 CL A	BETSI0001	2,700.72 USD		160,588.14	157,001.05	0.00	0.00	1.53
65	BOOKING HLDGS INC COM USD0.008	BETSI0001	2,171.495 USD		86,387.85	105,196.33	0.00	0.00	1.03
745	MICROSOFT CORP COM USD0.00000625	BETSI0001	299.08 USD		160,899.87	166,062.68	1,377.01	0.83	1.62
565	S&P GLOBAL INC COM USD1	BETSI0001	375.775 USD		77,018.08	158,235.80	1,296.96	0.82	1.54
Miscellaneous Equities									
347	CHARTER COMMUN INC COM USD0.001 CLASS A	BETSI0001	601.505 USD		82,684.55	155,559.71	0.00	0.00	1.52
660	MOODYS CORP COM USD0.01	BETSI0001	321.65 USD		72,472.00	158,218.00	1,377.31	0.87	1.54
Open Ended Collectives									
16,310	BAILLIE GIFFORD AMERICAN W1 DIS	BETSI0001	12.45 GBP		320,165.30	203,059.50	0.00	0.00	1.98
6,185	VANGUARD FUNDS PLC S&P 500 UCITS ETF USD DIS	BETSI0001	62.0479 GBP		384,049.84	383,766.26	4,425.27	1.15	3.75
Sub Total North American Equities					2,409,479.74	3,384,045.58	28,216.73	0.83	33.03



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Holdings Summary

Quantity	Security Name	SubPortfolio ID	Price	Accrued Interest	Book Cost	Market Value	Est. Gross Income	Est. Gross Yield %	Ptf %
European Equities									
Travel & Leisure									
14,810	RYANAIR HOLDINGS ORD EUR0.006	BETSI0001	15.53 EUR		112,335.87	192,540.54	0.00	0.00	1.88
Open Ended Collectives									
46,670	COMGEST GROWTH PLC GROWTH EUROPE EX UK Y GBP D	BETSI0001	10.81 GBP		567,507.20	504,502.70	0.00	0.00	4.92
Sub Total European Equities					679,843.07	697,043.24	0.00	0.00	6.80
Japanese Equities									
Open Ended Collectives									
15,650	BAILLIE GIFFORD JAPANESE W1 DIS	BETSI0001	16.52 GBP		290,645.45	258,538.00	3,214.51	1.24	2.52
Sub Total Japanese Equities					290,645.45	258,538.00	3,214.51	1.24	2.52
Asia Pacific Equities									
Open Ended Collectives									
110,560	FIRST SENTIER INVR STEWART INVRS APAC LDRS SUS	BETSI0001	2.9947 GBP		341,672.85	331,094.03	786.63	0.24	3.23
112,933.07	INVESCO FUND MNGR ASIAN UK D DIS	BETSI0001	2.4717 GBP		292,719.56	279,136.67	4,990.06	1.79	2.72
Sub Total Asia Pacific Equities					634,392.41	610,230.70	5,776.69	0.95	5.96



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Holdings Summary

Quantity	Security Name	SubPortfolio ID	Price	Accrued Interest	Book Cost	Market Value	Est. Gross Income	Est. Gross Yield %	Ptf %
Emerging Market Equities									
Open Ended Collectives									
145,670	FIL INV SVCS UK EMG MKTS R GBP ACC	BETSI0001	1.242 GBP		211,223.39	180,922.14	1,623.78	0.90	1.77
Sub Total Emerging Market Equities					211,223.39	180,922.14	1,623.78	0.90	1.77
Absolute Return									
Bond Funds									
469,490	BNY MELLON FD MNGR SUSTAINABLE GBL DYN BD NWT	BETSI0001	0.9688 GBP		469,229.85	454,841.91	10,342.40	2.27	4.44
Sub Total Absolute Return					469,229.85	454,841.91	10,342.40	2.27	4.44
Property									
Closed Ended Collectives									
114,720	BLACKROCK FM LTD ISHARES GBL PROP SECS EQTY	BETSI0001	1.944747 GBP		205,723.20	223,101.38	4,670.48	2.09	2.18
Sub Total Property					205,723.20	223,101.38	4,670.48	2.09	2.18
Other Investments									
Absolute Return (non AIC sector) Inv Trust									
91,070	HICL INFRASTRUCTU. ORD GBP0.0001	BETSI0001	1.74 GBP		154,951.49	158,461.80	7,513.27	4.74	1.55
90,215	INT PUBLIC PARTNER ORD GBP0.0001	BETSI0001	1.612 GBP		152,681.13	145,426.58	6,730.04	4.63	1.42
Sub Total Other Investments					307,632.62	303,888.38	14,243.31	4.69	2.97



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Holdings Summary

Quantity	Security Name	SubPortfolio ID	Price	Accrued Interest	Book Cost	Market Value	Est. Gross Income	Est. Gross Yield %	Ptf %
Cash									
Cash									
0 GBP	Dealing	BETSI0001		0.00	0.00	0.00			0.00
404,080.36 GBP	Deposit	BETSI0001		0.00	404,080.36	404,080.36			3.94
3,114.09 GBP	Income	BETSI0001		0.00	3,114.09	3,114.09			0.03
Sub Total Cash				0.00	407,194.45	407,194.45			3.97
TOTAL IN GBP				0.00	9,357,065.81	10,246,586.73	154,477.32	1.51	100.00



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BETSI0001

Date	Transaction	Quantity	Security Name	Price	Net Amount
BETSI0001					
22/11/2021	PURCHASE	4,155.00	BAILLIE GIFFORD JAPANESE W1 DIS	18.83 GBP	-78,238.65
19/11/2021	SALE	80.00	MASTERCARD INCORPO COM USD0.0001 CLASS A	346.00 USD	20,545.85
19/11/2021	SALE	130.00	MOODYS CORP COM USD0.01	397.20 USD	38,337.16
19/11/2021	SALE	270.00	BERKSHIRE HATHAWAY COM USD0.0033...	280.86 USD	56,327.79
19/11/2021	SALE	225.00	DEERE & CO COM USD1	353.73 USD	59,110.30
19/11/2021	SALE	205.00	AMER EXPRESS CO COM USD0.20	173.73 USD	26,428.82
19/11/2021	SALE	90.00	S&P GLOBAL INC COM USD1	467.41 USD	31,232.02
19/11/2021	SALE	295.00	LINDE PLC COM EUR0.001	331.82 USD	72,670.78
19/11/2021	PURCHASE	350.00	THERMO FISHER SCIE COM USD1	638.17 USD	-166,199.93
19/11/2021	PURCHASE	27,450.00	JUPITER FUND MNGRS UK MID CAP U2 GBP INC	1.82 GBP	-49,942.53
01/11/2021	EQUALISATION	0.00	ROYAL LONDON AM ETHICAL BOND Z GBP DIS	0.00 GBP	867.52
01/11/2021	EQUALISATION	0.00	JUPITER UT MNGRS STRATEGIC BOND X GBP...	0.00 GBP	258.11
01/10/2021	EQUALISATION	0.00	ES RIVER AND MERCA UK EQUITY SMALLER...	0.00 GBP	1,023.24
01/10/2021	EQUALISATION	0.00	BNY MELLON FD MNGR SUSTAINABLE GBL DYN...	0.00 GBP	532.53
28/09/2021	PURCHASE	5,715.00	BAILLIE GIFFORD JAPANESE W1 DIS	18.80 GBP	-107,442.00
27/09/2021	SALE	1,974.00	COMCAST CORP COM USD0.01 CL A	56.00 USD	80,463.21
27/09/2021	SALE	118.00	MASTERCARD INCORPO COM USD0.0001 CLASS A	357.05 USD	30,668.39



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BETSI0001

Date	Transaction	Quantity	Security Name	Price	Net Amount
27/09/2021	SALE	404.00	MOODYS CORP COM USD0.01	371.45 USD	109,422.43
27/09/2021	SALE	2,350.00	WELLS FARGO & CO COM USD1.666	48.45 USD	82,890.85
27/09/2021	SALE	133.00	DEERE & CO COM USD1	348.78 USD	33,767.38
27/09/2021	SALE	1,013.00	AMER EXPRESS CO COM USD0.20	177.24 USD	130,918.92
27/09/2021	SALE	371.00	S&P GLOBAL INC COM USD1	451.41 USD	122,116.31
27/09/2021	SALE	241.00	LINDE PLC COM EUR0.001	310.49 USD	54,464.98
27/09/2021	PURCHASE	745.00	MICROSOFT CORP COM USD0.00000625	295.95 USD	-160,899.87
27/09/2021	PURCHASE	78.00	ALPHABET INC CAP STK USD0.001 CL A	2,819.37 USD	-160,588.14
27/09/2021	PURCHASE	1,860.00	INTERCONT EXCHANGE COM USD0.01	119.92 USD	-162,884.23
27/09/2021	PURCHASE	16,355.00	FIRST SENTIER INVR STEWART INVRS APAC...	3.29 GBP	-53,858.65
01/09/2021	EQUALISATION	0.00	BLACKROCK FM LTD ISHARES GBL PROP SECS...	0.00 GBP	1,180.94
01/09/2021	EQUALISATION	0.00	INSIGHT INV FDS UK GVT ALL MAT BD P2...	0.00 GBP	146.53
31/08/2021	PURCHASE	147,435.00	INSIGHT INV FDS UK GVT ALL MAT BD P2...	1.11 GBP	-163,269.52
31/08/2021	PURCHASE	2,067.00	VANGUARD INV SER US GOVT BOND IDX GBP...	105.80 GBP	-218,692.73
31/08/2021	FUND CLASS CONVERSION	59,225.00	INVESCO FD MNGRS INVESCO ASIAN UK Z GBP...	0.00 GBP	292,719.56
31/08/2021	FUND CLASS CONVERSION	112,933.07	INVESCO FUND MNGR ASIAN UK D DIS	0.00 GBP	-292,719.56
27/08/2021	PURCHASE	16,310.00	BAILLIE GIFFORD AMERICAN W1 DIS	19.63 GBP	-320,165.30
27/08/2021	PURCHASE	72,800.00	FIL INV SVCS UK EMG MKTS R GBP ACC	1.42 GBP	-103,594.40



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Date	Transaction	Quantity	Security Name	Price	Net Amount
27/08/2021	PURCHASE	84,850.00	JUPITER UT MNGRS STRATEGIC BOND X GBP...	1.02 GBP	-86,521.55
27/08/2021	PURCHASE	740.00	ROBECO CAP GTH FDS ROBECOSAM GBL SDG...	118.64 GBP	-87,793.60
27/08/2021	PURCHASE	46,670.00	COMGEST GROWTH PLC GROWTH EUROPE EX UK...	12.16 GBP	-567,507.20
26/08/2021	SALE	295.00	MOODYS CORP COM USD0.01	375.57 USD	80,617.76
26/08/2021	SALE	602.00	BERKSHIRE HATHAWAY COM USD0.0033...	288.16 USD	126,279.36
26/08/2021	SALE	14,810.00	RYANAIR HOLDINGS ORD EUR0.006	16.10 EUR	204,267.16
26/08/2021	SALE	980.00	ASHTREAD GROUP ORD GBP0.10	55.94 GBP	54,820.20
26/08/2021	SALE	139.00	CABLE ONE INC COM USD0.01	2,030.02 USD	205,414.81
26/08/2021	SALE	816.00	DEERE & CO COM USD1	375.80 USD	223,227.85
26/08/2021	SALE	1,469.00	AMER EXPRESS CO COM USD0.20	165.80 USD	177,304.32
26/08/2021	SALE	605.00	LIBERTY BROADBAND COM USD0.01 CLASS C	186.69 USD	82,216.40
26/08/2021	SALE	4,785.00	MULTI UNITS LUXEMB LYXOR CR US TIPS DR...	116.38 GBP	556,878.30
26/08/2021	SALE	223.00	S&P GLOBAL INC COM USD1	437.10 USD	70,925.18
26/08/2021	SALE	204.00	LINDE PLC COM EUR0.001	313.54 USD	46,537.48
26/08/2021	SALE	10,302.00	FOX CORP COM USD0.01 CL A	36.99 USD	277,286.42
26/08/2021	PURCHASE	5,945.00	HISCOX ORD GBP0.065 (DI)	9.35 GBP	-55,561.97
26/08/2021	PURCHASE	6,185.00	VANGUARD FUNDS PLC S&P 500 UCITS ETF...	62.09 GBP	-384,049.84
26/08/2021	PURCHASE	48,905.00	ISHARES II PLC USD TIPS UCITS ETF GBP...	5.58 GBP	-273,021.94



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Date	Transaction	Quantity	Security Name	Price	Net Amount
02/08/2021	EQUALISATION	0.00	FIRST SENTIER INVR STEWART INVRS APAC...	0.00 GBP	38.60
01/08/2021	EQUALISATION	0.00	ROYAL LONDON AM ETHICAL BOND Z GBP DIS	0.00 GBP	862.29
01/08/2021	EQUALISATION	0.00	JUPITER UT MNGRS STRATEGIC BOND X GBP...	0.00 GBP	756.76
31/07/2021	EQUALISATION	0.00	JUPITER FUND MNGRS UK MID CAP U2 GBP INC	0.00 GBP	1,319.10
05/07/2021	PURCHASE	223,255.00	BNY MELLON FD MNGR SUSTAINABLE GBL DYN...	1.00 GBP	-223,589.88
01/07/2021	PURCHASE	59,225.00	INVESCO FD MNGRS INVESCO ASIAN UK Z GBP...	4.94 GBP	-292,719.56
01/07/2021	EQUALISATION	0.00	BNY MELLON FD MNGR SUSTAINABLE GBL DYN...	0.00 GBP	702.71
25/06/2021	PURCHASE	5,780.00	BAILLIE GIFFORD JAPANESE W1 DIS	18.16 GBP	-104,964.80
25/06/2021	PURCHASE	72,870.00	FIL INV SVCS UK EMG MKTS R GBP ACC	1.48 GBP	-107,628.99
23/06/2021	SALE	314,501.00	LLOYDS BANKING GP ORD GBP0.1	0.47 GBP	148,380.57
23/06/2021	SALE	3,065.00	ASHTHEAD GROUP ORD GBP0.10	51.86 GBP	158,949.90
23/06/2021	SALE	6,159.00	ADMIRAL GROUP ORD GBP0.001	32.42 GBP	199,673.78
23/06/2021	PURCHASE	24,560.00	BARCLAYS PLC ORD GBP0.25	1.73 GBP	-42,524.18
23/06/2021	PURCHASE	26,815.00	LEGAL & GENERAL GP ORD GBP0.025	2.68 GBP	-71,972.46
23/06/2021	PURCHASE	3,360.00	ST JAMES'S PLACE ORD GBP0.15	15.02 GBP	-50,453.08
23/06/2021	PURCHASE	22,085.00	JUPITER FUND MNGRS UK MID CAP U2 GBP INC	1.88 GBP	-41,541.89
23/06/2021	PURCHASE	94,205.00	FIRST SENTIER INVR STEWART INVRS APAC...	3.06 GBP	-287,852.80
11/06/2021	PURCHASE	1,285.00	UNILEVER PLC ORD GBP0.031111	42.68 GBP	-54,849.66



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Date	Transaction	Quantity	Security Name	Price	Net Amount
11/06/2021	PURCHASE	3,010.00	RELX PLC GBP0.1444	19.02 GBP	-57,248.82
11/06/2021	PURCHASE	3,360.00	COMPASS GROUP ORD GBP0.1105	16.15 GBP	-54,248.20
11/06/2021	PURCHASE	690.00	FERGUSON PLC ORD GBP0.10	95.60 GBP	-65,965.00
08/06/2021	PURCHASE	218,135.00	ROYAL LONDON AM ETHICAL BOND Z GBP DIS	1.19 GBP	-260,453.19
26/05/2021	PURCHASE	155,170.00	JUPITER UT MNGRS STRATEGIC BOND X GBP...	1.00 GBP	-155,604.48
25/05/2021	PURCHASE	2,245.00	ROBECO CAP GTH FDS ROBECOSAM GBL SDG...	115.84 GBP	-260,060.80
24/05/2021	PURCHASE	1,245.00	UNILEVER PLC ORD GBP0.031111	42.91 GBP	-53,423.95
24/05/2021	PURCHASE	2,850.00	RELX PLC GBP0.1444	18.88 GBP	-53,809.00
24/05/2021	PURCHASE	22,485.00	BARCLAYS PLC ORD GBP0.25	1.79 GBP	-40,307.61
24/05/2021	PURCHASE	23,995.00	LEGAL & GENERAL GP ORD GBP0.025	2.81 GBP	-67,378.96
24/05/2021	PURCHASE	3,475.00	COMPASS GROUP ORD GBP0.1105	15.69 GBP	-54,523.75
24/05/2021	PURCHASE	9,830.00	GLAXOSMITHKLINE ORD GBP0.25	13.55 GBP	-133,217.16
24/05/2021	PURCHASE	62,040.00	TAYLOR WIMPEY ORD GBP0.01	1.70 GBP	-105,375.94
24/05/2021	PURCHASE	29,850.00	INT PUBLIC PARTNER ORD GBP0.0001	1.70 GBP	-50,799.10
24/05/2021	PURCHASE	3,920.00	ST JAMES'S PLACE ORD GBP0.15	13.78 GBP	-53,999.00
24/05/2021	PURCHASE	58,305.00	BLACKROCK FM LTD ISHARES GBL PROP SECS...	1.81 GBP	-105,357.14
24/05/2021	PURCHASE	31,060.00	HICL INFRASTRUCTU. ORD GBP0.0001	1.69 GBP	-52,616.64
24/05/2021	PURCHASE	1,970.00	CRODA INTL ORD GBP0.10609756	68.68 GBP	-135,300.60



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24/05/2021	PURCHASE	690.00	FERGUSON PLC ORD GBP0.10	97.40 GBP	-67,207.00
24/05/2021	PURCHASE	246,235.00	BNY MELLON FD MNGR SUSTAINABLE GBL DYN...	1.00 GBP	-246,875.21
20/04/2021	PURCHASE	60,365.00	INT PUBLIC PARTNER ORD GBP0.0001	1.69 GBP	-101,882.03
20/04/2021	PURCHASE	56,415.00	BLACKROCK FM LTD ISHARES GBL PROP SECS...	1.80 GBP	-101,547.00
20/04/2021	PURCHASE	60,010.00	HICL INFRASTRUCTU. ORD GBP0.0001	1.71 GBP	-102,334.85
19/04/2021	TRANSFER FROM ROTHSCHILD & CO	546,861.00	LLOYDS BANKING GP ORD GBP0.1	0.00 GBP	-322,630.29
19/04/2021	TRANSFER FROM ROTHSCHILD & CO	29,620.00	RYANAIR HOLDINGS ORD EUR0.006	0.00 EUR	-224,671.73
19/04/2021	TRANSFER FROM ROTHSCHILD & CO	7,315.00	ASHTHEAD GROUP ORD GBP0.10	0.00 GBP	-156,213.74
19/04/2021	TRANSFER FROM ROTHSCHILD & CO	10,374.00	ADMIRAL GROUP ORD GBP0.001	0.00 GBP	-167,856.39
19/04/2021	TRANSFER FROM ROTHSCHILD & CO	4,785.00	MULTI UNITS LUXEMB LYXOR CR US TIPS DR...	0.00 GBP	-519,096.42
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	7,249.00	COMCAST CORP COM USD0.01 CL A	0.00 USD	-205,287.21
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	948.00	MASTERCARD INCORPO COM USD0.0001 CLASS A	0.00 USD	-154,950.62
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	1,489.00	MOODYS CORP COM USD0.01	0.00 USD	-163,501.23
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	8,545.00	WELLS FARGO & CO COM USD1.666	0.00 USD	-253,662.99
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	2,167.00	BERKSHIRE HATHAWAY COM USD0.0033...	0.00 USD	-132,235.10
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	347.00	CHARTER COMMUN INC COM USD0.001 CLASS A	0.00 USD	-82,684.55
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	139.00	CABLE ONE INC COM USD0.01	0.00 USD	-73,656.83
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	2,009.00	DEERE & CO COM USD1	0.00 USD	-120,641.13



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Date	Transaction	Quantity	Security Name	Price	Net Amount
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	4,172.00	AMER EXPRESS CO COM USD0.20	0.00 USD	-202,954.13
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	605.00	LIBERTY BROADBAND COM USD0.01 CLASS C	0.00 USD	-38,807.17
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	65.00	BOOKING HLDGS INC COM USD0.008	0.00 USD	-86,387.85
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	1,249.00	S&P GLOBAL INC COM USD1	0.00 USD	-170,257.67
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	1,640.00	LINDE PLC COM EUR0.001	0.00 USD	-143,681.42
16/04/2021	TRANSFER FROM ROTHSCHILD & CO	10,302.00	FOX CORP COM USD0.01 CL A	0.00 USD	-280,613.45
15/04/2021	PURCHASE	109,840.00	JUPITER FUND MNGRS UK MID CAP U2 GBP INC	1.91 GBP	-209,574.72
15/04/2021	PURCHASE	21,510.00	ES RIVER AND MERCA UK EQUITY SMALLER...	3.70 GBP	-79,688.10
09/04/2021	PURCHASE	144,500.00	JUPITER FUND MNGRS UK MID CAP U2 GBP INC	1.87 GBP	-270,070.50
09/04/2021	PURCHASE	26,700.00	ES RIVER AND MERCA UK EQUITY SMALLER...	3.68 GBP	-98,215.95



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Important Information

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Signatory of:



CHARITABLE FUNDS COMMITTEE

Draft Minutes of the meeting held on Thursday 16th September 2021 Via Teams

Present:

Ms Jackie Hughes	Independent Member (Chair)
Ms Cheryl Carlisle	Independent Member
Mrs Sue Hill	Executive Director of Finance
Ms Linda Tomos	Independent Member
Dr Nick Lyons	Executive Medical Director
Mr Mark Polin	Chairman
John Baker	Interim Senior Accountant - Charitable Funds & Financial Reporting

In Attendance:

Ms Julie Starling	Bhf Arrhythmia Advanced Clinical Nurse Specialist
Ms Emma Louise Jones	Fundraising Support Manager
Miss Hayley Powell	PA to Executive Director of Finance
Ms Kirsty Thomson	Head of Fundraising
Ms Michelle Phoenix	Audit Wales
Mr Paul Matthias	Investment Manager Brewin Dolphin
Mr David Myrddin Evans	Investment Manager Brewin Dolphin

Agenda Item	Action
<p>CF21/39 Apologies for Absence and Declarations of Interest</p> <p><i>CF2139.1</i> Apologies were received from Mr Clive Caseley - Director of Partnerships/Communications and Engagement</p> <p><i>CF2139.2</i> The following Declarations of Interest were received:</p> <ul style="list-style-type: none"> A family member of the Chair is employed by the Royal Voluntary Service (RVS) and they are referenced in terms of the third sector group report. The Head of Fundraising is Deputy Chair of NHS Charities Together. 	
<p>CF21/40 Welcome & Introductions</p> <p><i>CF2140.1</i> All those present were welcomed to the meeting.</p>	
<p>CF21/41 Investment Managers Portfolio Report & Presentation – Brewin Dolphin</p> <p><i>CFC2141.1</i> Brewin Dolphin noted the committee had a paper in terms of the portfolio on the 30th June 2021 which included the transfer of assets from Rothschild which was concluded on the 19th August 2021.</p>	

<p><i>CFC2141.2</i> Market value on completion was £10.8 Million. The committee were asked if the ethical policy proposal has been approved in terms of wording as per previous discussions. The Chair confirmed that the policy was taken to the board and approved.</p> <p><i>CFC2141.3</i> A review of the future mandates was discussed. By accepting the proposal as it stands the committee confirm they are happy the measures to be taken.</p> <p><i>CFC2141.4</i> Risk and return measures showed over the last 15 years a return of 7.7% per annum which is a long term return that has been delivered.</p> <p><i>CFC2141.5</i> The recovery in November 2020 was the best month in stock market history. The portfolio was £8 million this time last year and today stands at £10.5 million which is a positive positioning in terms of recovery.</p> <p><i>CFC2141.6</i> The future of the portfolio was discussed. The government Covid-19 policy was also discussed and the position across the world on how the vaccine has been administered. The UK have vaccinated all of their at risk groups and providing boosters compared to the USA who have administered a lot of vaccines to non at risk groups which could provide variable returns.</p> <p><i>CFC2141.7</i> Changes in inflation costs were raised. It was noted from the portfolio that purposefully, the bonds are sitting in a favourable underweight positioning and the Equity exposure is sitting in an overweight positioning. Brewin Dolphin will continue to monitor this positioning.</p> <p><i>CFC2141.8</i> The breakdown of the portfolio benchmark was shared. The trading from transfers from Rothschild has been matched by Brewin Dolphin which confirms the Health board are fully invested throughout.</p> <p><i>CFC2141.9</i> The majority of stock transfers of funds took place in the 2nd Quarter of the year and completed by the 5th July 2021. Valuation has been provided as of the 31st August 2021.</p> <p><i>CFC2141.10</i> Independent Member LT noted a high exposure of 39% to stocks in the USA. Brewin Dolphin confirmed that the target weighting is 29.5% and the portfolio level is around 35%. Rebalancing away from the USA to Europe and Japan and emerging markets will take place. Currency hedging does not take place.</p> <p><i>CFC2141.11</i> Head of Fundraising noted that we use the working name of Awyr Las and these needed to be reflected in the wording of the portfolio going forward. Committee agreed the frequency of Brewin Dolphin attending the CFC meetings: Brewin Dolphin will attend twice this financial year, and once a year from 2022/23. ACTION: Head of Fundraising to liaise with Brewin Dolphin on: inclusion of the Awyr Las branding on reports and CFC meeting attendance.</p>	<p>KT</p>
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<p>CFC2141.12 The Chair asked about the future risk of losses due to the state of the economy at present due to Brexit. Brewin Dolphin confirmed that the Health Board's portfolio is a strong international one and is balanced.</p>	
<p>CF21/42 Minutes of the Previous Meeting Held on 11 June 2021</p> <p>CF21/42.1 Accuracy CF21/42.2 The following queries were made from the previous minutes:</p> <p>CFC21/21.8 <i>"The Charity Accountant advised that the Supporting Carers Officer is progressing and confirmed that it is for the time-period as stated and at a fixed cost"</i> ACTION: Head of Fundraising to find out progression of this position</p> <p>CFC21/27.4 <i>"From there, Heads of Terms would be agreed between the organisations and a full contractual agreement put in place"</i> The chair queried the wording "Heads of Terms" meaning. Head of Fundraising confirmed that this is documentation that is shared between two organisations on pre contractual terms to be agreed. ACTION: Sue Hill to simplify wording in minutes taken on the 11 June 2021</p> <p>CF21/20.2 Matters arising and Summary Action Plan CF21/21.7 <i>Musical Intervention Therapy Evaluation and outcomes</i> action items previously assigned to R Hughes will now be assigned to J Baker and K Thomson.</p> <p>CF21/23.1 <i>Monitoring and evaluation of grants scheme</i> – Looking at taking the grant application service digital / online and access for everyone to apply who may not be able to apply online. QR codes will be included.</p> <p>CF21/25.2 <i>Keep the Beats Proposal</i> – Agenda Item action closed.</p> <p>CF21/27.6 – <i>Governance of the Maggie Centres</i> - Action closed on log but narrative to be added to say that the committee did agree the process and course of action going forwards. Neil Rogers, Acute Care Director, YGC is leading on this and meeting with Maggies today. A working group will be established with governance in place. Executive Director of Finance confirmed that the governance for this will report to the capital meeting. ACTION: Head of Fundraising to ensure Maggie's working group reports in to the capital meeting. Standing CFC Agenda item to update on the progress of this.</p> <p>CF20/38 (closed) RCN Steward Billy Nichols Trade Union Partner needs to be noted as the secretary of the Trade Union rather than a RCN contact. ACTION: Head of Fundraising to change contact description on Action Log.</p>	<p>KT</p> <p>SH</p> <p>KT</p> <p>KT</p>
<p>CF21/43 Charitable Funds Finance Report Q1 2021/212 <i>Mr John Baker</i> CF2143.1 The Charity Accountant took the committee through the finance report, highlighting some key points from the paper and explaining that the donations received were down by £360,000 in comparison to the previous year. Grants funded are down</p>	

<p>by £430,000 due to there being less commitments than last year. This year was £98,000 in the first quarter and last year was over £365,000.</p> <p>CF2143.2 Gains on investments is less than last year.</p> <p>CF2143.3 Cash held is down by £172,000 comparing the end of June position to April 2021 position.</p> <p>CF2143.4 Executive Director of Finance queried if all NHS charities are seeing the same downturn and how we will manage this for the benefits of patients and staff. ACTION Draw up plan to crystallise some of these gains and release some of these funds back into the charity for end year spend.</p> <p>CF2143.5 Independent Member LT noted that inflation is rising any large amounts of cash are leading to a loss so how we use this money does need to be explored.</p> <p>CF2143.6 Head of Fundraising commented other charities are feeling the same in terms of decreased donations being made. Suggestions for looking into diversifying income streams are being explored. The work carried out on thanking supporters, especially by Elena Thomas, the Charity Administrator, needs to be noted.</p> <p>CF2143.7 Independent Member LT commented that the RNLI have been successful with donations this summer due to the public on “staycation” and being supported by them. To widen the scope of donations this could be explored in terms of the NHS.</p> <p>CF2143.8 Head of Fundraising added that we could build on this from a charity perspective looking at how our services were affected by the staycations.</p> <p>CF2143.9 The Chair noted that the reserves policy needed to be looked into and revise after looking at other NHS charity reserve policies. ACTION Head of Fundraising to work with the Charity account and look at the investment strategy and tie the reserves policy into this.</p> <p>CF2143.10 The committee approved the report and the actions being taken</p>	<p>KT / JB</p> <p>KT / JB</p>
<p>CF21/44 Charitable Funds Fundraising Update Report Q2 2021/22 <i>Ms K Thomson</i></p> <p>CF2144.1 The Head of Fundraising referred to the donation trends which was discussed at the Wales NHS charities group which was attended by the Fundraising Support Manager.</p> <p>CF2144.2 Head of Fundraising noted the significance of the charity’s visibility in hospitals. Last year’s Christmas celebrations saw lights on Bangor Pier which was well supported. Aware lots of the partner charities have similar things across Wales. This year’s proposals will still include the lights on Bangor pier but to make this a North Wales showcase. The Head of Fundraising explained that the public and staff will be</p>	

able to dedicate a light and receive a card with a personal message. Some messages would then be projected on the different hospitals across North Wales.

CF2144.3 Identification of key members involved in 'Light Up Christmas' will begin to take place next week. Funding for this is being looked into to support the digital element of the showcase.

CF2144.4 Independent Member LT made an observation that she supported the campaign and the use of iconic locations. Consideration needed to be given if we moved into a difficult period of pressure maybe due to Covid19, the appropriateness of the showcase of messages and entertainment would need to be thought through especially due to the nature of poorly patients in hospital at this time.

CF2144.5 Head of Fundraising agreed that plans would need be thought through and the entertainment and explained that the activity associated with this Christmas event can be scaled up or down. The reason for choosing the hospitals was to engage the staff and public. Support would be led by the hospitals, Infection Prevention, Estates and the hospital management teams if this was to progress.

CF2144.6 The Executive Medical Director expressed his support for this campaign.

CF2144.7 Independent Member CC commented that comms would also need to be considered as there could be issues related to loved ones and we need to present this in the best possible way.

CF2144.8 Head of Fundraising added that lessons were learnt from last year's events and liaison with fund advisors in mental health services and palliative care took place and will do so this year as well as patient experiences. Agreement that all aspects in relation to comms would be considered.

CF2144.9 The Chair added that despite there being a cost of £10 for the light and message staff should still have the opportunity to express their feelings over the past 24 months.

CF2144.10 Grant stage 2 and stage 3 feedback on staff wellbeing raised on how we would raise equity. Meeting taking place with the staff wellbeing group.

CF2144.11 Appeal prioritisation – Mobile MRI meetings taking place. External Agencies been brought in to help. Members of the Charitable funds committee and Executive may be asked to speak to the external agencies.

CF2144.12 CRM Update was given by the Fundraising Support Manager. Assurance documentation is in progress with informatics, which will then form part of the tender. Timescale for the Implementation of the CRM will be Q2 in 2022 was noted.

CF2144.13 Independent Member CC queried page 4 item 4 on the report "New Wales NHS Charities Group and mutual group established" if this was bringing all the charities under one umbrella and not a fundraising body. Head of fundraising

confirmed that this was a sharing of information for finance, Fundraising and partnerships. No plans to fundraise together.

CF2144.14 Executive Director of Finance queried bottom of page 2 of the report notes an average downturn in donations being made to charities. Clarity was required on if this was specific to NHS charities or to charities across all sectors. Head of Fundraising confirmed that this was across all charity sectors.

CF2144.15 Independent Member LT queried if the decrease in donations being received will affect the CRM strategy outcome in term of target donations. The Fundraising Support Manager added that they were confident that this would not affect the outcome of the CRM.

CF21/45 Third Sector Groups Update Report

Ms K Thomson

CF2145.1 The Head of Fundraising informed the committee that this report provides information on Third Sector Services that provide catering and retail on BCU premises.

CF2145.2 Since Covid all catering and retail facilities have closed on BCU sites. Executive approval has been granted for a trial from May for MVS in Wrexham to reopen and was successful. Risk assessments are pending to support the full reopening via the hospital management teams.

CF2145.3 League of Friends in YGC and MVS in Wrexham have gone through a redundancy process following services being reduce to the pandemic.

CF2145.4 RVS in YG services are funded from YG including a café and shop. There was not a tenancy agreement between BCULHB and the organisation. Therefore, discussions have taken place between estates and the RVS prior to Covid. Space that was occupied by the RVS is being used as changing room facilities for staff and will be in future.

CF2145.5 RVS and BCULHB have worked together to establish an external outdoor catering facility at the front of the hospital. The next stage would be to open a modular catering facility following on with a catering facility within the hospital using a different location.

CF2145.6 A working group has been established to look at the utilisation of space asking for views and expectations from the public, patients, third sectors and staff.

CF2145.7 Head of fundraising noted that separate to the report that was submitted Colwyn Bay League of Friends have disbanded and will have a fund established with Awyr Las.

CF2145.8 Independent Member CC asked if we are losing any third sector parties due to the pandemic. Head of Fundraising confirmed no third sector parties have been lost. Head of Fundraising also confirmed that third sector parties will be supported with risk

<p>assessments. As part of the services agreements all staff are DBS checked and assurance was given. The BCU volunteering strategy due to be published in March 2022 has not been published as of yet and Head of Fundraising is working with workforce on this.</p> <p>CF2145.9 The Executive Director of Finance queried that all of the agreements are going to be finalised by the end of December 2021. Head of Fundraising confirmed this was achievable.</p> <p>CF2145.10 The Chair noted that due to the reconfiguration the committee asked the RVS to thank their volunteers for the contributions over the years to patients and hospital staff. Moreover staff from RVS should be told of future recruitment in the hospital sites.</p> <p>ACTION: Head of fundraising to ask the RVS CEO to send a letter on behalf of BCUHB thanking volunteers and staff for their service.</p>	KT
<p>CF21/46 Keep The Beats Fund Report <i>Ms K Thomson</i></p> <p>CF2146.1 Two papers were submitted to the committee. The first paper was to provide assurance on the governance of the activity that the fund supports. The second paper is the funding request for allocation of funding for 40 defibrillators in seaside locations. The guardians for these will include the RNLI, Pad's Officer and council members.</p> <p>CF2146.2 Head of Fundraising noted that from the questions submitted it was made clear that the Pad's officer is not a BCULHB employee. This is being funded by Awyr Las .Save a Life Cymru (SALC) now have provisions in place to pay for this role going forward. Head of Fundraising has asked for clarification on this from SALC on the exit strategy.</p> <p>CF2146.3 The Committee agreed that they were assured by the report received.</p>	
<p>CF21/47 Staff Lottery Update Report <i>Ms K Thomson</i></p> <p>CF21/47.1 Head of Fundraising confirmed that previous questions asked in relation to tax following another health board deciding to step down the idea of a staff lottery. This has been passed on to BCUHB's Tax Advisors, EY, to provide guidance.</p> <p>CF21/47.2 Independent Member CC queried if the reason the other Health Board not go with the idea of staff lottery was due to gambling issues. Head of Fundraising added that this was not the reason. Mitigation has been put into place so that staff are restricted to 2 plays per week.</p> <p>CF21/47.3 Executive Director for Finance asked if the aspect of affordability for staff has been sent to the Local Partnership Forum for sign off. Head of Fundraising commented that this has not gone to the LPF.</p> <p>ACTION: Send query of affordability for staff to the LPF for sign off.</p>	KT / SH

<p>CF21/474 Committee agreed that this would be approved if the report is signed off by the LPF.</p>	
<p>CF21/48 Summary of Expenditure Approvals John Baker CF21/48.1 The committee agreed that the report was read in advance and noted.</p>	
<p>CF21/50 ITEMS FOR DISCUSSION Fund Advisor Verbal Presentation and Q&A: Keep the Beats Ms Julie Starling CF2150.1 Julie Starling attended this month’s meeting to discuss the Keep the Beats programme that was established 12 months to support patients who have an out of hospital cardiac arrest.</p> <p>CF2150.2 Since 2018 Julie has Coordinated “Shoctober” on behalf of the Welsh Ambulance service in North Wales offering free CPR training to all primary schools within our catchment area.</p> <p>CF2150.3 WG have supported CPR to be added to the Welsh curriculum from 2022. Thanks to the North Wales project, every secondary school within BCUHB catchment area has access to a defibrillator.</p> <p>CF2150.4 Assessment of community Defibrillators found that there was no local contact for communities requiring information or CPR training in North Wales. CPAD sites were not being registered with the ambulance service. CPADs are being put in place without future planning for the payment of the aforementioned consumables (batteries and pads) to keep them operational. Communities were left stranded should their AED detect a malfunction. No data collection from AED following a cardiac arrest. Incompatible pads are being left with CAPD. CAPD are being left dirty post use. CAPD are being left with low battery. Failed PAD sites resulting in the defibrillator not being operational when it is needed in a cardiac arrest emergency</p> <p>CF2150.5 North Wales PADS officer has made sure that all the problems that were being faced were rectified. Tomos Hughes, Community Public Access Defibrillator Support Officer (initially funded by SADS UK, current funding by Cardiology Awyr Las funds and future funding by Welsh Government).</p> <p>CF2150.6 In order to raise the profile of the keeps the beats campaign rebranding took place through the support of Awyr Las Charity where a website was created including twitter and Facebook with helpful video, documentation and advice is given.</p> <p>CF2150.7 High risk areas have been identified and lifesaving equipment installed with Awyr Las support. Keep the Beats has placed a defibrillator on the top of Snowdon that was used within the first 9 days of it being installed. Grant recently received to support placement of 5 CPADs around Llyn Brenig and Llyn Alwyn.</p>	

<p>Funding, pending approval from Charitable Funds Committee, to place 40 CPADs along the North Wales coast.</p> <p>CF2150.8 Future for the North Wales Project and Keep The Beats looks bright with the creation of a mobile app to allow anyone with CPR training to be alerted of a cardiac arrest near them to attend and help. Charity song been developed and released next month.</p> <p>CF2150.8 The Health Minister has approved for £500,000 for Save a Life Cymru defibrillators throughout Wales.</p> <p>CF2150.9 The Chair and committee praised Julie for her efforts and commitment to this project, which is benefiting so many people.</p> <p>ACTION: Head of Fundraising to invite Julie Starling to attend the Charitable Funds Committee again in 2022.</p>	KT
<p>CF21/51 ITEMS FOR DECISION</p>	
<p>CF21/52 Fundraising Appeals Focus 2021/22</p> <p>CF2152.1 Independent Member CC noted she was assured by the report submitted.</p> <p>CF2152.2 The Chair noted that she also felt assured after reading the submitted document following concerns over entering a “trading relationship” as opposed to not supporting the project.</p> <p>CF2152.3 The Committee approved the Fundraising Appeals Focus 2021/22 Report</p>	
<p>CF21/33 ITEMS OF GOVERNANCE</p>	
<p>CF21/34 Charity Risk Register and Risk Focus <i>Ms K Thomson</i></p> <p>CF21/34.1 Head of Fundraising confirmed that timelines have been added to the report to adhere to the risk ratings.</p> <p>CF21/34.2 Head of Fundraising added that the crucial work around their strategy in relation to the red risk rating is addressed and can be reduced to a lower risk rating.</p> <p>CF21/34.3 Independent Member LT noted that we had a risk around Non-compliance with fundraising regulations which is red and what level of confidence we had around this. Head of Fundraising confirmed that we are not in danger of non-compliance and she would look into how this comes across.</p> <p>CF21/34.4 The Chair noted that in terms of presentation we needed to be consistent with other committees of the Health Board.</p>	

<p>CF21/34.5 The Head of Fundraising and the Interim Charity Accountant agreed to review the Risk Register content and format and present it to the Charitable Funds Committee.</p> <p>ACTION: Head of Fundraising and Interim Charity Accountant to review the Risk Register content and format and present it to the Charitable Funds Committee.</p>	<p>KT</p>
<p>CF21/55 Verbal Update on the Audit Wales Plan, draft Annual Accounts & Reports Michelle Phoenix CF21/55.Audit will be undertaken December / January 2022.</p> <p>CF21/56 Head of Fundraising noted that they have been comparing costs with other Heath Board NHS charities in relation to Audits. Executive Director of Finance, Head of Fundraising and the Chair have had discussions out of the meeting previously.</p> <p>CF21/57 Independent Member LT noted that Audit Wales have the increased costs over the years. The Executive Director of Finance confirmed that she has had discussion with Michelle Phoenix over the timing of the Audit and addressing issues of Audit Wales having additional clientele. The length of audits was extended due to the amount of audit trainees that Audit wales employ.</p> <p>CF21/58 The interim Senior Accountant queried when the Health Board was due to go to tender which might benefit having a discussion with Audit Wales.</p>	
<p>CF21/57 ITEMS FOR INFORMATION</p>	
<p>CF21/58 Issues of Significance to Report to the Health Board</p> <p>CF21/58.1 The Chair requested that the Agenda be re-ordered to improve the flow of the meetings.</p> <p>ACTION: Head of Fundraising to adapt the Agenda Template.</p>	
<p>CF21/59 Any Other Business CF21/59.1 No other business discussed</p>	
<p>CF21/38 Date and time of next meeting: 16 December 2021, 9.30am-12.00pm</p>	

BCUHB CHARITABLE FUNDS COMMITTEE**Summary Action Plan – arising from meetings held in public**

Officer	Minute Reference and Action Agreed	Original Timescale	Latest Update Position	Revised Timescale
Actions from 16.09.21 meeting				
K Thomson / J Baker	CF21/34.5 The Head of Fundraising and the Interim Charity Accountant agreed to review the Risk Register content and format and present it to the Charitable Funds Committee.	December 2021	A Risk Register discussion paper is included in the March 2022 Charitable Funds Committee Papers for discussion. A final version will be submitted to the CFC in June 2022 for final approval.	March 2022
K Thomson / J Baker	CF2143.4 Draw up a plan to crystallise gains on investment and release some of these funds back into the charity for end year spend linking with the reserves.	December 2021	The plan for the use of the gains was included in a draft Awyr Las strategy document shared with CFC members for comment in November 2021. A detailed plan will be submitted to the CFC for approval in September 2022.	September 2022
K Thomson	CF2143.9 Review our Reserves policies and other NHS Reserve policies and consider as part of the broader strategy work	December 2021	The Reserves Strategy is included in the Awyr Las Charity Strategy 2021-25 for CFC approval at the December 2021 CFC meeting	March 2022
K Thomson	CF21/47.3 Send query of staff lottery affordability to the LPF for sign off. Produce joint report with staff side and colleagues	January 2021	The Head of Fundraising (HoF) shared a summary paper with and presented to the Local Partnership Forum in January. Members confirmed support and the HoF confirmed that gambling awareness messages would be included on Staff Lottery promotional materials.	Closed
K Thomson				Closed

	CF21/58.1 ACTION: Head of Fundraising to adapt the CFC Meeting Agenda Template.	October 2021	Agenda order updated	
K Thomson	CFC2141.11 Working name of “Awyr Las” needs to be reflected / changed in the wording of the portfolio from Brewin Dolphin	October 2021	Logos sent	Closed
K Thomson / J Baker	CFC2141.11 Frequency of attendance for Brewin Dolphin at future CFC Meetings	October 2021	Twice a year for the 1st year then once a year Thereafter	Closed
K Thomson	CF2121.8 – taken from minutes on 11th June Confirmation on the Supporting Carers Officer position required	October 2021	Information included in the Charity Support Team Update and the Lead for the Patient Safety and Experience Carers Service and the Carers Support Officer have been invited to present at the March 2022 CFC meeting.	Closed
S Hill	CF2127.4 – taken from minutes on 11th June Term used in minutes “Head of Terms” to be placed in simple terms for our public readers.	September 2021	June minutes updated	Closed
K Thomson	CF2127.6 - Standing AGENDA item to be actioned: Update for each meeting on progress on the Maggie Centres in the 3 rd Sector Report	December 2021	Included in the Charity Support Team Update	Closed
K Thomson	CF2150.9 Invite J Starling back to a future CFC meetings for progress on the “Keep the Beats Programme”	October 2021	Julie Starling has been invited to return to update on progress. A plan for Fund Advisor presentations and attendance at the CFC is	Closed

			included in the December 2021 Charity Support Team Update.	
K Thomson	CF2145.10 Head of Fundraising to ask the RVS CEO to send a letter on behalf of BCUHB thanking volunteers and staff for their service.	September 2021	The Head of Fundraising made this request to the Retail Area Manager North West for Royal Voluntary Service. The Retail Area Manager North West confirmed letters had been sent thanking those RVS staff that have been made redundant.	Closed
Actions from 21.06.21 meeting				
K Thomson	CF2121.7 Musical intervention therapy evaluation and outcomes to be presented at a future Charitable Funds Committee.	Sept 2021	Musical intervention story to be shared on Awyr Las website and social media Q1 2022/23.	June 2022
K Thomson	CF2123.1 Head of Fundraising to present an update to the next Charitable Funds Committee regarding information, monitoring and evaluation of grants.	Sept 2021	A detailed outline of the plans to overhaul grants management will be included in the Strategy documentation presented for approval at the September 2022 Charitable Funds Committee.	September 2022
K Thomson	CF2123.7 Arts in Health and Wellbeing Funding Application wording to be reviewed and to be presented to a future Charitable Funds Committee meeting.	Sept 2021	Arts in Health and Wellbeing Funding Application to be presented at the December 2021 CFC meeting. The Arts in Health and Wellbeing Team does not have the capacity to move forward with placing Nathan Wyburn art installations across multiple BCUHB sites in 2021/22. <u>The Arts in Health and Wellbeing Co-ordinator has been invited to submit an application in 2022/21 to support this work, if additional funding is required.</u>	Closed
K Thomson	CF2125.2 It was agreed for the Keep the Beats proposal to be returned to the			Closed

	September Charitable Funds Committee for review and further discussion with regard to ownership, responsibility, reputational assessment and public liability.		<p>Keep the Beats Paper included in the September 2021 Fundraising Update: BCU Awyr Las Support Team - Charitable Funds Committee - 16.09.2021 - All Documents (sharepoint.com).</p> <p><u>The Keep the Beats proposal has been approved by the Charitable Funds Committee and will be included as a Standing Item on the Charity Support Team Update.</u></p>	
K Thomson	CF2127.6 Discussions regarding the governance of the Maggie's Centres to take place off line for clarity.	Sept 2021	<p>The Head of Fundraising presented a paper to the BCUHB Executive Team on 14/07/21. Neil Rogers, Acute Care Director for Ysbyty Glan Clwyd, will take on the role of Senior Responsible Officer for the Maggie's project. On 24/08 it was confirmed that Neil Rogers, Acute Care Director for Ysbyty Glan Clwyd, will take on the role of Senior Responsible Officer for the Maggie's project. <u>The governance of this project will be overseen by the BCUHB Capital Approval Committee. The project will be included as a Standing Item in the Third Sector Report.</u></p>	Closed
R Hughes / K Thomson	CF2134.3 The Charity Accountant and the Head of Fundraising will liaise with the Counter Fraud team to see how e-Learning for Fund Advisor training can be taken forward.	Sept 2021	<p>The Data and Digital Manager has liaised with Counter Fraud and others, and an Awyr Las e-learning module will be developed for roll out in 2022. <u>This project is included in the Digital and Data Manager's KPIs for 2021/22.</u></p>	Closed
R Hughes	CF2121.9 Charity Accountant to write to Rothschild to extend the thanks of the committee for its stewardship of the charity's monies.	Sept 2021	<u>Completed</u>	Closed
R Hughes	CF2122.2 Brewin Dolphin to attend	Sept 2021		

	September Charitable Funds Committee (CFC) to talk through the restructuring of the portfolio and present an initial report.		Brewin Dolphin have been invited and are due to <u>attend the September CFC meeting.</u>	Closed
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Actions from 09.03.21 meeting				
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K Thomson	CF2106.7 It was agreed for the Keep the Beats proposal to be returned to the next Charitable Funds Committee for review and further discussion.	June 2021	Keep the Beats Update given at the June 2021 Charitable Funds Committee Papers: BCU Awyr Las Support Team - Charitable Funds Committee - 11.06.2021 - All Documents (sharepoint.com) . <u>New standing item in the quarterly Charity Support Team Update Paper. The Keep the Beats Proposal was approved.</u>	Closed
K Thomson	CF2106.10 CRM options appraisal to be presented at the June 2021 Charitable Funds Committee meeting.	June 2021	Included in the June 2021 Charitable Funds Committee Papers and approved in principle by the CFC members: BCU Awyr Las Support Team - Charitable Funds Committee - 11.06.2021 - All Documents (sharepoint.com) . <u>A CRM Update is now a Standing Item on the Charity Support Team Update</u>	Closed
K Thomson	CF2106.12 Shooting Star and Maggie Centre business case scoping document to be reviewed with regard to wording and abbreviations/acronyms to be written in full.	June 2021	<u>Scoping Document updated. Shooting Star Project placed on hold by BCUHB. Maggies Centre proposal presented to BCUHB Executive Team.</u>	Closed
K Thomson	CF2107.4 Discussions to take place outside of meeting with Executive Director of Workforce and Organisational Development with regard to how the Volunteer Scoping Exercise and Impact	June 2021	The Head of Fundraising (HoF) is meeting monthly with the BCUHB Public Volunteer & Robins Team to develop the BCUHB Volunteering Strategy. The HoF has created a working group to draw up a BCUHB Use of Space protocol for	Closed

	Assessment links in with the Volunteering portfolio.		<p>working with Third Sector Catering and Retail providers by December 2021.</p> <p><u>The HoF has co-authored a scoping paper for the Executive Team to review.</u></p>	
R Hughes	CF2112.2 Breakdown of Audit Wales' audit to be presented to the June committee, including breakdown of days and full costs.	June 2021	<p>Presented in the June Charitable Funds Committee Papers: BCU Awyr Las Support Team - Charitable Funds Committee - 11.06.2021 - All Documents (sharepoint.com).</p>	Closed
R Hughes	CF2113.3 Charity risks to be moved from Datix onto an Excel spreadsheet and returned to the next committee to have further discussions around specific risks.	June 2021	<p>Presented in the June Charitable Funds Committee Papers: BCU Awyr Las Support Team - Charitable Funds Committee - 11.06.2021 - All Documents (sharepoint.com).</p> <p><u>Risk Assessment to be included as a Standing Item on the Charity Support Team Update</u></p>	Closed

Actions from 08.12.20 meeting

K Thomson	CF20/36.2 The committee discussed and agreed a number of amendments for the Head of Fundraising to make on the document, and to work with the Charity Accountant on wording to say 'we'd like to commit this to'.	March 2021	<p>The Head of Fundraising updated the Awyr Las Strategy background and public facing documents which were submitted to the CFC in December 2021, incorporating these changes. Work required to bring proposal back in terms of finance and benefits for the charity. Phraseology to be reviewed, "support, provide and deliver" and volunteering. This was agreed to be continued outside of the meeting. Update to be provided at June meeting.</p> <p>2021/22 Strategic Action Plan provided in the June 2021 Charitable Funds Committee (CFC)</p>	Closed
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			<p>Papers and approved by the CFC members: BCU Awyr Las Support Team - Charitable Funds Committee - 11.06.2021 - All Documents (sharepoint.com)</p>	
K Thomson	<p>CF20/38 The Executive Director of Finance and Head of Fundraising agreed to contact Trade Union Representative, Mr Billy (William) Nichols to arrange a meeting with a number of key people in attendance.</p>	March 2021	<p>Decision on the timing for the launch of the BCUHB Staff Lottery to be confirmed. An update will be given in the CFC meeting.</p> <p>The Executive Director of Finance agreed to liaise with the Executive Director of Workforce and Organisational Development regarding concerns raised by Trade Union colleagues and Workforce.</p> <p>Update provided in the June 2021 meeting: Lottery plans on hold awaiting a review undertaken by Hywel Dda Finance Team. <u>Updated business case to be presented to the LPF for approval n Q3/Q4.</u></p>	Closed

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March, 2022					
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>					
Teitl yr Adroddiad Report Title:	Staff Lottery Update Report					
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement					
Awdur yr Adroddiad Report Author:	Kirsty Thomson, BCUHB Head of Fundraising					
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>					
Argymhelliad / Recommendation:						
<i>The Committee is asked to approve the decision to postpone the BCUHB Staff Lottery launch until an up to date in-depth analysis on the benefits, risks and capacity required to ensure its success has been completed.</i>						
Appendices: N/A						
Please tick as appropriate						
Ar gyfer penderfyniad /cymradwyaeth For Decision/ Approval	✓	Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance		Er gwybodaeth For Information
Atodiadau / Appendices						
N/A						
Sefyllfa / Situation:						
<i>An updated Staff Lottery Business Case was approved by the Charitable Funds Committee on 25th June, 2020 and shared with the Local Partnership Forum in January 2022. The Local Partnership Forum members supported the principles of the proposed Staff Lottery, and it was agreed that messages signposting gambling support would be included on all staff lottery materials.</i>						
<i>The revised Staff Lottery Plan will be scrutinised as part of the period of 'Research, Review and Reset' from March – September 2022 outlined in Appendix 2 of the Awyr Las 6 Month Strategy Development Plan (Agenda item CF21.87). A detailed Staff Lottery Report, including Operational Plans and Procedures will be presented to the Charitable Funds Committee in September 2022 for approval.</i>						
<i>The Charitable Funds Committee is asked to support the decision to carry out more detailed analysis before dedicated staff time is allocated to oversee this project, and approve the decision to postpone the BCUHB Staff Lottery launch until this analysis is complete.</i>						
Cefndir / Background:						
<i>There have been two significant developments to note since the Staff Lottery plans were last reviewed by the Charitable Funds Committee:</i>						
<i>Potential Tax Implications:</i>						

In July 2020 a Tax Accountant in another Health Board in Wales raised concerns about the launch of a Staff Lottery because of potential tax implications on staff members that take part in the lottery scheme. The Awyr Las Support Team subsequently postponed the recruitment of a designated Staff Lottery Manager until a full review had taken place.

In September 2021 BCUHB's interim Charity Accountant and BCUHB's Financial Accountant who specialises in Tax met with BCUHB's Tax Advisors, EY, to explain BCUHB's position. EY confirmed that there will be no potential tax implications on staff members who decide to take part in the Staff Lottery. The points made by the representatives from EY are listed in the background session below.

The Staff Lottery has been updated in October 2021 to reflect the proposed charity team staffing structure which underpins the Awyr Las Strategy 2022-25, but aside from the launch timetable the KPIs and financial targets for the lottery programme have not changed.

EY confirmed in their meeting with BCUHB on 24th September that:

- 1. There is a sufficient gap between BCUHB and the Charity to ensure that there are no tax implications, whether they be employment tax, corporation tax or VAT.*
- 2. As the Charity would operate the lottery (even if outsourced), then any potential issues around staff on or close to minimum wage also disappear. This could have been a potential issue if BCUHB run the lottery and donated profits to the Charity.*
- 3. If a prize for Christmas, for example £25k, is offered there is no issue with this. EY confirmed that typically charities see this as maximum, not for any tax issue but due to the limits set by the lottery regulations.*
- 4. If a car or other such prize is donated to be used as a prize again there are no tax issues. I confirmed that such gift/donation would be accounted for appropriately whether as a donation or gift in kind depending on how this is established.*

The Charitable Funds Committee are asked to note the advice from EY.

Staff Lottery Plan content:

The Head of Fundraising has been advised to include the following in the final Staff Lottery Plan for the Charitable Funds Committee to approve:

- 1. Fully costed and transparent financial projections for five years with supporting evidence and a sensitivity analysis, with possible variances on key figures such as projected income to identify the risks and indicate how they will be managed.*
- 2. The dedicated Risk register for the lottery*
- 3. Details of the charity's insurance cover*
- 4. The launch and operational communications plans*
- 5. Detailed implementation plan covering all aspects of the lottery's start up and initial operations*
- 6. Full details of other lotteries examined*
- 7. Detailed assessment of equal opportunities, addressing issues around vulnerable people and gambling dependencies*
- 8. Analysis of necessary software and its selection, costs, implementation, hardware necessary, interfaces with Board systems and associated risks*
- 9. Legal opinion on issues regarding the governance of the lottery*
- 10. Full Staff Lottery Operating Procedures*

The Charitable Funds Committee are asked to note the additional information that will be included in the final Staff Lottery Plan.

Strategy Implications

The Staff Lottery scheme plays an important role in the successful implementation of the Awyr Las Strategy.

Options considered

Operating options have been considered, with the preferred option to manage it in-house by the Awyr Las Support Team.

Financial Implications

The implications will be included in the final budget plan and the Awyr Las Strategy budget plans.

Risk Analysis

A specific Risk Assessment for the Staff Lottery will be included in the final Staff Lottery plan. All of Awyr Las' perceived main risks are included in the Charity's Risk Register.

Legal and Compliance

All KPIs included in the final Staff Lottery plan will be monitored and reported on quarterly at the Charitable Funds Committee meetings. All activity carried out by the Awyr Las Support Team, volunteers and partners must comply with BCUHB policy and procedure, Gambling Commission, Fundraising Regulator and Charity Commission guidance and associated regulation.

Impact Assessment

An updated EQIA screening and a Socio-Economic Impact Assessment will be carried out as part of the final Staff Lottery plan.

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022				
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>				
Teitl yr Adroddiad Report Title:	Awyr Las Strategy Development Plan 2022				
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement				
Awdur yr Adroddiad Report Author:	Kirsty Thomson, BCUHB Head of Fundraising				
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>				
Argymhelliad / Recommendation:					
<i>The Committee is asked to:</i>					
<ol style="list-style-type: none"> 1. <i>Note Appendix 1, UCS Consultants Ltd Awyr Las Charity Strategy Report</i> 2. <i>Approve Appendix 2, a 6 month Awyr Las Strategy Development Plan</i> 3. <i>Approve option b), the recommended resourcing allocation for 2022/23 included in Appendix 3</i> 4. <i>Decide whether to defer a decision to crystallise investments to September 2022, when the final strategy will be submitted to the Charitable Funds Committee for approval, or for a longer period of time. See Appendix 4, Strategy note from Brewin Dolphin which should be read in conjunction with the Investment Management Portfolio Report, CF 22/16.</i> 					
Appendices: Appendix 1,					
Please tick as appropriate					
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval	✓	Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance	Er gwybodaeth For Information
Atodiadau / Appendices					
Appendix 1: Awyr Las Charity Strategy Report, UCS Consultants Ltd Appendix 2: 6 month Awyr Las Strategy Development Plan Appendix 3: Resource Options to deliver recommendations made by UCS Appendix 4: Strategy note from Brewin Dolphin					
Sefyllfa / Situation:					
<p><i>Following a process which included both internal and external review, a draft three year Awyr Las strategy was produced in November 2021, authored by the Head of Fundraising. This draft strategy has subsequently been independently reviewed by UCS Consultants, providing a report with commentary on the strategy proposal (see Appendix 1). The consultancy advises the Charitable Funds Committee (CFC) that it should approve the overall strategy and resource allocation in principle and agree to implementation in phases and approval of funding in phases. The Charitable Funds Committee are asked to note the report.</i></p> <p><i>Based on the recommendations included within the report, the Head of Fundraising has drawn up a six month Strategy Development Plan for 2022/23(see Appendix 2). This Strategy Development Plan will see a six month period of research and analysis, with a final Strategy proposal being presented to the</i></p>					

Charitable Funds Committee for approval in September 2022. The Charitable Funds Committee are asked to approve the Strategy Development Plan.

The independent report recommends that Awyr Las takes a mixed approach to resourcing its strategy development work in the first instance, using external and existing human resource to carry out further research and analysis. Three options for resourcing the strategy development and making necessary operational improvements are included in Appendix 3, Resource Options to deliver recommendations made by UCS. The three options are:

- a) *Minimal changes. Permanently change the Head of Fundraising role to a full time position from a 0.6 FTE post and increase the non-pay budget to carry out more fundraising related research and analysis to inform a robust 10-year outline strategy, 5-year strategic plan and 3-year plan.*
- b) *Increase non-pay budget and enhance resource in six months' time to improve short-term and long-term engagement and analysis. This option includes the provision of dedicated, professional personnel to manage and embed Grants programmes and Data systems as well as provision to carry out more fundraising related research and analysis to inform a robust 10-year outline strategy, 5-year strategic plan and 3-year plan.*
- c) *Expand without undertaking in-depth analysis. This option includes the provision of a Charity Director and additional fundraising personnel as well as Grants and Data professionals.*

The Charitable Funds Committee are asked to approve the second option, to enhance resource to improve short-term and long-term engagement and analysis.

Cefndir / Background:

The UCS Consultants' independent report findings show:

- *The overall direction of the draft strategy proposal is sound and is in the mainstream of NHS Charity developments. The proposal suggested that Awyr Las needs to move from being an Enabling Charity to a Dynamic Charity, moving from a charity that enables fundraising, with support staff who mainly focus on actively promoting fundraising to community and external groups and deliver some limited direct fundraising, to providing direct fundraising development, clear donor pathways and long term strategic focus.*
- *The risks associated with the draft strategy are common in the transition from an Enabling to a Dynamic Charity. The key risks associated with the draft strategy proposal include:*
 - a. *The risk of crystallising reserves, particularly at a time of market volatility*
 - b. *Inadequate benchmarking and analytical evidence of potential income to justify investment on this scale*
 - c. *Limited buy-in to the concept from key stakeholders which will undermine potential*
 - d. *Lack of immediate capacity and preparedness by the Charity Support Team*
- *The key risks associated with not going ahead with the development include: a. Charity atrophy resulting in reduced funds to meet community needs b. The splintering of the charitable offer to many competing and conflicting charity vehicles*
- *Before proceeding fully with the strategic plans, risks need to be addressed so the Charitable Funds Committee can be confident that the chances of success are maximised*

The report recommends the Charitable Funds Committee:

- *Approve the broad strategy and the direction of travel*
- *Agree, in principle only, the full budget as requested, subject to Brewin Dolphin's advice, and subject to no additional posts being filled until a six-month review of evidence has taken place and the CFC formally approves the budget*
- *Approve a six-month development budget to include external input to create a compelling evidence base for full implementation and prepare to develop the fundraising offer*

- *If full crystallisation of reserves is confirmed, consider re-allocating the £3 million as follows – 80% to support grants and meet community needs and 20% to fund the additional staff costs for three years.*

The report recommends the Charity Support Team should:

- *Confirm the spend on new Communications and Grants and Data staff, identified by the consultancy as urgent and priority staff developments in the short term*
- *Prioritise the identification and purchase of a new relational database plus training and other measures to maximise effective usage*
- *Implement and bed-in updated operational methodology, information management and the full suite of analysis actions recommended*
- *Further develop the suite of “Getting Fit to Fundraise” actions recommended*
- *Identify full additional staff team*
- *Finalise a detailed fundraising plan*
- *After 6 months, return to the CFC for final budget and strategy approval*
- *Begin to recruit additional staff*
- *Launch into Dynamic Fundraising Model*

It is important to note that the Charity Support Team composition has changed since the draft Charity Strategy was presented to the Charitable Funds Committee in December:

- The strategy included a Digital and Data Manager rather than a Grants and Data Manager. The Digital and Data Manager role became vacant in February. The Digital and Data Manager role included communications as well as grants and data responsibilities. Following feedback from colleagues, stakeholders and other NHS Charities, a Grants and Data Manager role, based on the Digital and Data Manager role but with digital communications responsibilities removed, was submitted for Job Evaluation in December. The outcome of this has not been confirmed.
- In January the Communications Officer was successfully recruited to. This role holder was meant to be in addition to the Digital and Data Manager role, a role which included digital communications. The role holder is a former Welsh Journalist of the Year and brings strong copy writing expertise.
- An additional candidate for the Communications Officer role performed exceptionally well. This role holder has experience of managing digital communications and working on fundraising and marketing campaigns in an NHS Charity setting. This candidate will be joining the team to oversee digital communications and support with fundraising and marketing campaigns.
- A 0.8 FTE Band 3 post was vacated in January, and it has been agreed that this post should not be re-advertised until a full strategy has been approved.
- Following a 3-month period without a dedicated Charity Accountant in place, the Charity Accountant role was filled in February. Grants oversight, which was previously in the Charity Accountant’s role, is no longer within the Charity Accountant’s responsibilities.

The Charitable Funds Committee are asked to approve option b), increasing non-pay budget and enhancing resource in six months’ time to improve short-term and long-term engagement and analysis. This approval would be granted on the understanding that:

1. The CFC members have regular updates on the development of the strategy from the Head of Fundraising as well as a formal update on developments at the June Charitable Funds Committee.
2. The CFC will have the opportunity to comment on drafts of the final strategy and will be presented with a full strategy, including budget, at the Charitable Funds Committee.

Strategy Implications

This charity strategy will be underpinned by NHS Wales’ National Integrated Medium Term Plan, BCUHB’s Living Healthier, Staying Well plan and the findings of BCUHB’s Stronger Together programme.

Options considered

The resource options are included in Appendix 2, 2022/23 Staff Structure options.

The financial options are included in CF22/09 2022/23 Budget paper.

Financial Implications

The implications are included in the CF22/09 2022/23 Budget paper.

Risk Analysis

The Risks and Mitigations for these risks are included above. All of Awyr Las' perceived main risks are included in the Charity's Risk Register.

Legal and Compliance

All activity carried out by the Awyr Las Support Team, volunteers and partners must comply with BCUHB policy and procedure, Fundraising Regulator and Charity Commission guidance and associated regulation.

All outputs and outcomes included within this report will be monitored and will be reported on a quarterly basis at the Charitable Funds Committee meetings.

Impact Assessment

EQIA screening and a Socio-Economic Impact Assessment will be carried out on the final Awyr Las Strategy.

Awyr Las Charity Strategy Report

A Report for

**The Director of Partnerships, Engagement and Communication
for consideration by the Charitable Funds Committee of BCUHB**

Prepared by Peter Panteli

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Awyr Las Charity Strategy Report

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1 Executive Summary

The Betsi Cadwaladr University Health Board is considering the future strategy of its NHS charity arm, Awyr Las (Blue Sky). The Director of Partnerships, Engagement and Communication has asked UCS Consultants Ltd to review the proposed Charity strategy, by the end of February 2022, in time for the next Charitable Funds Committee meeting.

The Awyr Las Strategy 2022-25 proposal, authored by Awyr Las' Head of Fundraising, has already been presented to the Charitable Funds Committee (CFC) and is under review. UCS Consultants has not been involved in any way with Awyr Las before this piece of work and has had no part in developing the existing 2022-25 Strategy proposal. The role of this report is to offer a fresh perspective and commentary on the strategy proposal.

1. The overall direction of the strategy is sound and is in the mainstream of NHS Charity developments. Normally UCS Consultants would recommend acceptance of a strategy such as this with all resultant resource implications.
2. All fundraising is risky, but the key risks associated with this development include:
 - a. The risk of crystallising reserves, particularly at a time of market volatility due to the situation in Ukraine and other factors (Brewin Dolphin will offer specialist advice on this)
 - b. Inadequate benchmarking and analytical evidence of potential income to justify investment on this scale
 - c. Limited buy-in to the concept from CHC and other key stakeholders which will undermine potential
 - d. Lack of immediate capacity and preparedness by the Charity Support Team
3. The key risks associated with not going ahead with the development include:
 - a. Charity atrophy resulting in reduced funds to meet community needs
 - b. The splintering of the charitable offer to many competing and conflicting charity vehicles
4. The only risk that is exceptional is linked to Brewin Dolphin's advice. The rest are standard risks common in the transition from an Enabling Charity to a Dynamic Charity. However, before proceeding fully they need to be addressed so that the CFC can be confident that if they proceed the chances of success are maximised.
5. The consultancy advises the CFC that it should approve the overall strategy and resource allocation in principle and, subject to any delay recommended by Brewin Dolphin, agree to implementation in phases and approval of funding in phases.

Phase 1 – 1-6 months

- Approve the broad strategy and the direction of travel
- Agree, in principle only, the full budget as requested, subject to Brewin Dolphin's advice, and subject to no additional posts being filled until a six-month review of evidence has taken place and the CFC formally approves the budget
- Approve a six-month development budget to include external input to create a compelling evidence base for full implementation and prepare to develop the fundraising offer (budget proposal to be prepared by the Head of Fundraising in due course)
- Confirm the spend on new Communications and Data/Grants staff (identified by the consultancy as urgent and priority staff developments in the short term)
- If full crystallisation of reserves is confirmed, consider re-allocating the £3 million as follows – 80% to support grants and meet community needs and 20% to fund the additional staff costs for three years. The current methodology of paying most Support Team costs through unrestricted income should continue for the existing cost base.
- Consider extending the three-year programme to four to include at least six months of development time in the first half of 2022/23 (full budget modifications to be prepared by the Head of Fundraising in due course)

Phase 2 – 3-12 months (some overlap with Phase 1)

- Prioritise the identification and purchase of a new relational database which is deemed urgent by the consultancy plus training and other measures to maximise effective usage (budget and business case to be updated by the new Data/Grants worker)
- Implement and bed-in updated operational methodology, information management and the full suite of analysis actions recommended.
- Further develop the suite of “Getting Fit to Fundraise” actions recommended
- Identify full additional staff team
- Finalise a detailed fundraising plan
- After 6 months, return to the CFC for final budget and strategy approval
- Begin to recruit additional staff
- Launch into Dynamic Fundraising Model

Phase 3 - three more years

- Full implementation to include a growing and comprehensive fundraising and charity management toolkit.

The consultancy has several other observations and a commentary on the existing strategy document below is followed by additional recommendations and analysis.

2 Introduction

The Betsi Cadwaladr University Health Board is considering the future strategy of its NHS charity arm, Awyr Las (Blue Sky). The Director of Partnerships, Engagement and Communication has asked UCS Consultants Ltd to review the existing Charity strategy, by the end of February 2022, in time for the next Charitable Funds Committee meeting.

A full review of fundraising is a substantial body of work, but it was understood that much of this had already been done internally and with external consultants.

Therefore, the consultancy recommended a short stand-alone piece of work to review the fundraising strategy and scope the potential based largely on existing documents and plans, supported by a limited number of interviews.

The Consultant who undertook the work was Peter Panteli who worked for five days, mostly remotely. This is designed as a short analysis of the proposed charity strategy and associated costs, risks and outcomes.

The scoping work-plan included:

1. Internal stake holder meetings, remotely in the main (up to 8 meetings including the Head of Fundraising, Chair of the Charitable Funds Committee, Director of Finance, and others nominated by the Director of Partnerships, Engagement and Communications)
2. Desk Audit of charity strategy to include full disclosure by the Board of charity strategy documents, any external reports, internal documents and relevant Board and Charity papers
3. Desk Audit of current and past fundraising methodology, outputs, outcomes and cost ratios
4. Review of Case/s for Support and planned fundraising product
5. Desk Review of leadership (including, Board members, community, business, and media leaders), fundraising knowledge within the team and brief commentary on the impact of structure and governance on potential
6. Opinion on the robustness and viability of the planned charity strategy
7. Recommendations on implementation, phasing and resourcing of the Charity support team
8. Risk Analysis and final recommendation for action

The focus of the Scoping Report is to give a robust steer to the Board about the deliverability of the proposed Charity strategy and the risks associated with it.

It was quickly clear that the quality of the information relating to some items within 3, 4 and 5 was patchy, at best.

- Financial information is robust but without the full fundraising overlays expected and the ability to evaluate fundraising effectiveness was significantly limited.
- Donor information, segmentation etc was not available in any useful form.
- Legacy information was limited and without motivational/relational analysis.
- The expected information relating to case statements and future “product” was equally patchy, and the external consultant used to support this reported making little progress to date.
- The benchmarking in the strategy document was of limited value and did not have local overlays covering key areas.

Although these factors have not stopped the consultancy offering the Board a clear steer on the way forward, it has meant that the value of specific analysis has been very limited. Therefore, the delivery structure has changed to reflect the reality of the information available.

3 Guidance on the Strategy Proposal

The Betsi Cadwaladr University Health Board is considering the future strategy of its NHS charity arm, Awyr Las (Blue Sky). The Director of Partnerships, Engagement and Communication has asked UCS Consultants Ltd to review the proposed Charity strategy, by the end of February 2022, in time for the next Charitable Funds Committee meeting.

The Awyr Las Strategy 2022-25 proposal, authored by Awyr Las' Head of Fundraising, has already been presented to the Charitable Funds Committee (CFC) and is under review. UCS Consultants has not been involved in any way with Awyr Las before this piece of work and has had no part in developing the existing 2022-25 Strategy proposal. The role of this report is to offer a fresh perspective and commentary on the strategy proposal.

1. The overall direction of the strategy is sound and is in the mainstream of NHS Charity developments. Normally UCS Consultants would recommend acceptance of a strategy such as this with all resultant resource implications.
2. All fundraising is risky, but the key risks associated with this development include:
 - a. The risk of crystallising reserves, particularly at a time of market volatility due to the situation in Ukraine and other factors (Brewin Dolphin will offer specialist advice on this)
 - b. Inadequate benchmarking and analytical evidence of potential income to justify investment on this scale
 - c. Limited buy-in to the concept from CHC and other key stakeholders which will undermine potential
 - d. Lack of immediate capacity and preparedness by the Charity Support Team
3. The key risks associated with not going ahead with the development include:
 - a. Charity atrophy resulting in reduced funds to meet community needs
 - b. The splintering of the charitable offer to many competing and conflicting charity vehicles
4. The only risk that is exceptional is linked to Brewin Dolphin's advice. The rest are standard risks common in the transition from an Enabling Charity to a Dynamic Charity. However, before proceeding fully they need to be addressed so that the CFC can be confident that if they proceed the chances of success are maximised.
5. The consultancy advises the CFC that it should approve the overall strategy and resource allocation in principle and, subject to any delay recommended by Brewin Dolphin, agree to implementation in phases and approval of funding in phases.

Phase 1 – 1- 6 months

- Approve the broad strategy and the direction of travel
- Agree, in principle only, the full budget as requested, subject to Brewin Dolphin's advice, and subject to no additional posts being filled until a six-month review of evidence has taken place and the CFC formally approves the budget
- Approve a six-month development budget to include external input to create a compelling evidence base for full implementation and prepare to develop the fundraising offer (budget proposal to be prepared by the Head of Fundraising in due course)
- Confirm the spend on new Communications and Data/Grants staff (identified by the consultancy as urgent and priority staff developments in the short term)
- If full crystallisation of reserves is confirmed, consider re-allocating the £3 million as follows – 80% to support grants and meet community needs and 20% to fund the additional staff costs for three years. The current methodology of paying most Support Team costs through unrestricted income should continue for the existing cost base.
- Consider extending the three-year programme to four to include at least six months of development time in the first half of 2022/23 (full budget modifications to be prepared by the Head of Fundraising in due course)

Phase 2 – 3-12 months (some overlap with Phase 1)

- Prioritise the identification and purchase of a new relational database which is deemed urgent by the consultancy plus training and other measures to maximise effective usage (budget and business case to be updated by the new Data/Grants worker)
- Implement and bed-in updated operational methodology, information management and the full suite of analysis actions recommended.
- Further develop the suite of “Getting Fit to Fundraise” actions recommended
- Identify full additional staff team
- Finalise a detailed fundraising plan
- After 6 months, return to the CFC for final budget and strategy approval
- Begin to recruit additional staff
- Launch into Dynamic Fundraising Model

Phase 3 - three more years

- Full implementation to include a growing and comprehensive fundraising and charity management toolkit.

If Brewin Dolphin do suggest a six month pause before considering crystallisation of assets, this sits perfectly well with these recommendations as it gives time for enabling actions to take place.

The consultancy has several other observations and a commentary on the existing strategy document below is followed by additional recommendations and analysis.

4 Commentary

There are many linked elements of the strategy, but the following are amongst the key points:

Key Areas	Commentary
<ul style="list-style-type: none"> • Narrative and clarity 	<ul style="list-style-type: none"> • The narrative is not as clear as it could be and doesn't fully explain why the proposal has been made and why it is important to invest in the charity in this way now. • The development driver is claimed to be moving from a fundraising charity towards a grants led (needs led) operation but the proposal focuses on growing the support team without adequate linkage, evidence and justification. • The proposal is also about <ul style="list-style-type: none"> ○ moving from a fundraising enabling charity to a dynamic fundraising charity. ○ Increasing joined up fundraising ○ Focusing on engagement, supporter recruitment, and the donor journey • The Strategy has very solid proposals for enhancing grant giving systems but, again, does not fully explain the structural imperatives implicit in the recommendations.
<ul style="list-style-type: none"> • Vision & Mission 	<ul style="list-style-type: none"> • These are anodyne and miss an opportunity to create a powerful suite of objectives that will increase fundraising potential.
<ul style="list-style-type: none"> • Strategic Objectives 	<ul style="list-style-type: none"> • The strategic objectives are financial targets annually rising from £2,300,000 to £4,025,000 over three years. • They are helpful planning tools enabling target setting and, by implication, action setting. • However, the lack of clear case statement work, committed product, staff in post and inadequate analysis of fundraising potential results in targets that are no more than educated guesses. • Fundraisers regularly make educated guesses as all fundraising is intrinsically risky. Not a penny is guaranteed until it arrives. • However, we can improve the chances of getting the estimates right by having more robust and joined up analysis of potential.
<ul style="list-style-type: none"> • Evaluation of 2016-21 Strategy 	<ul style="list-style-type: none"> • The strategy focuses overwhelmingly on lack of staff as the reason for failing to fully meet targets in this period. • The reasons are likely to be much more complex and, in Awyr Las' case, include: <ul style="list-style-type: none"> ○ Staff numbers ○ Unfilled posts ○ Lack of clear focus of some work ○ Planning too late for developments ○ Lack of integration of actions ○ Poor information base and database ○ Lack of full engagement with the CFC and other key stakeholders ○ Mission Drift

	<ul style="list-style-type: none"> ○ Pandemic impact ○ Inadequate staff training • Key issues include: <ul style="list-style-type: none"> ○ Dissonance within the management matrix with no clear joint vision, consistent direction and full engagement between CFC and the charity support team ○ Over-ambition and lack of awareness of the real positioning of the charity and the core need to improve what is already taking place. ○ Before striving for excellence, we need to achieve “good”!
<ul style="list-style-type: none"> • UK Fundraising Overview and benchmarking 	<ul style="list-style-type: none"> • This section is essential to give the CFC confidence that what is proposed is deliverable. • Sadly, it fails to do so adequately. • This should not be interpreted as saying that the targets are not achievable; it’s about not pulling together sufficient evidence to be safe in making a major decision. • The generic information on fundraising practice is all correct but helps us assess the potential locally in only a very limited way. • The more “targeted” benchmarks are also inadequate. The choice of benchmarking without reference to demographics, context, socio-economic factors etc results in a case that isn’t compelling. • Benchmarking should be like for like, which is very challenging for such a large, diverse geographical catchment with few similar sized organisations. • It should also reflect differences in starting points. There is no useful way to interrogate the information and come to any helpful conclusion. • Generally, you relate the more general information to your segmented and targeted supporter base, but that information is not available in any useful form for Awyr Las. • Substantial additional benchmarking is recommended before long term expenditure is agreed.
<ul style="list-style-type: none"> • Ratios 	<ul style="list-style-type: none"> • The Rol information is a little more helpful although again, more context would increase the value. • However, there is no linkage to the Life Time Value (LTV) measure which is equally crucial. • Rol keeps NHS charities solvent, but LTV enables them to be successful. • There is also no linkage to Community Engagement Measures (CEM) which is the third of the key measures for fundraising.
<ul style="list-style-type: none"> • Awyr Las Staff Changes proposed 	<ul style="list-style-type: none"> • The consultancy believes that substantial development work is required before the full staff team is recruited. • However, there are some early developments that would be helpful. • The lifeblood of a charity such as this is information, communications and engagement. • The current database is not fit for purpose and is also not used

	<p>effectively either as a fundraising or grant giving tool.</p> <ul style="list-style-type: none"> • So, a crucial and early development needs to be both the acquisition of a modern, flexible donor and grants database PLUS skills and training to integrate its usage at every level of the charity. • A significant upgrade of the communications function is also essential with clearly identified audiences and segmented access and engagement plans. For example, Millenials are increasingly important for charity fundraising but accessing them requires a broad range of tools including a sophisticated digital offer, which is currently lacking at Awyr Las. The appointment of a new Communications officer and Data officer will begin to address this.
<ul style="list-style-type: none"> • Financial Targets 	<ul style="list-style-type: none"> • These are aspirational and not fully evidenced. This does not necessarily mean that they are wrong. • Normally, you would move to a detailed development of product and case statements plus a detailed fundraising implementation plan before you identify financial targets. This has not been done, so these figures are not safe. • The timescale for development seems very short and does not realistically reflect the following: <ul style="list-style-type: none"> ○ Sensible timescales for safely developing fundraising initiatives, recruiting good quality professional staff and testing models of work ○ The process heavy and governance heavy operational methodology of the NHS which slows down initiatives ○ The “getting fit to fundraise” imperatives outlined within this report. • Legacies are a budget figure and will fluctuate each year. • There is very significant growth in income forecast from the following sources– <ul style="list-style-type: none"> ○ Trusts and Foundations ○ Major Appeals ○ Regular giving ○ Charity Partnership <p>and much of the extra expenditure on staff relates to developing these areas.</p> • Income from Trusts and Foundations is planned to grow to nearly £600,000 a year by 2024/5. This is largely unevidenced and is very challenging. A focus on Trusts by a temporary staff member involved spending one day a week on trusts in 2017-18 and the charity reports an income of just £55,445 from this work, albeit without strong product and from a standing start. • The Major Appeals target grows to £425,000 by 2024/5 and this may be achievable if there is strong product, but it will take at least 18 months of development work (by an employed staff member) to be confident that this is feasible. • Regular Giving and staff lottery is planned to grow to an income of £481,000 by 2024/5. This is challenging but achievable in most areas. • Charity Partnerships targets are to raise to £805,000 by 2024/5.

	<p>This is not new money to the community, but a re- badging of money raised each year by partner groups such as Leagues of Friends. It is perfectly reasonable to include these funds as income if the partner bodies are content to feed their funds through Awyr Las in this way. Currently Awyr Las commits significant staff resources to supporting and enabling these groups with little direct income to offset their costs or impact their RoI performance. However, as a Needs Led Charity, Awyr Las should be focusing on raising new money and not just collecting other people's money.</p>
<ul style="list-style-type: none"> Budget 	<ul style="list-style-type: none"> The budget seems defensible although clearly the consultancy is not recommending full budget approval at this stage. As the development programme progresses the budget will be adapted to recognise initiatives agreed by the CFC.
<ul style="list-style-type: none"> Grant Management 	<ul style="list-style-type: none"> This is not an area of great expertise for UCS Consultants, but we know what good looks like. This is a sensible and fully defensible programme. The objective to create a Needs-Led charity (which also means a Grants-Led) Charity is very sensible. The big challenge for Awyr Las is getting access to the service development process at the right stage. Currently, the charity doesn't feed in at early development stage which means it can miss opportunities. Fundraising product is at the centre of its work. It needs a steady stream of (ideally) high quality fundraising vehicles to create campaign spikes every few years with attractive populist needs.
<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> The consultancy believes that there is a great deal of work required around improving communications. The Awyr Las brand seems to have failed to achieve any gains for the charity and has contributed to confusion and, perhaps, some distrust amongst some partners. One of the most trusted brands in the country is the NHS and one of the most trusted fundraising brands is also the NHS. So, to remove the NHS from the title and remove "charity" and a "geographic locator" seems unwise. Relying on a tag line isn't good enough. You don't need brand consultants to tell you that "North Wales NHS Charity" is a more effective brand than Awyr Las. We recommend an internal brand review.
<ul style="list-style-type: none"> Fundraising Plans 	<ul style="list-style-type: none"> A full fundraising plan with clear linkages, a more realistic timescale and full analysis is essential. The plan in the strategy proposal is simply a preliminary sketch of potential and not sufficient to base financial and development decisions.
<ul style="list-style-type: none"> Funding Awyr Las' Growth 	<ul style="list-style-type: none"> The strategy presents a perfectly reasonable proposal to crystallise assets totalling £3 million to fund the development of the strategy until 2024/5. Brewin Dolphin seem to be largely supportive of the proposal and it meets, perhaps, a potential criticism from trusts and major

	<p>donors that reserves are high.</p> <ul style="list-style-type: none">• Brewin Dolphin are about to update their proposal and it may be that they suggest that crystallising reserves should be (at least) delayed until markets are less volatile.• The strategy paper suggests that 74% of crystallised assets will support the pay and non-pay operating costs and 24% will help meet charitable objects.• To date Awyr Las has funded these pay and non-pay support team costs (bar the other marketing costs, which are specifically for designated funded and the investment, audit and bank fees which are apportioned as appropriate to restricted funded) through non-designated (general) funds, so using the crystallised investments does not mark a departure from this policy.• However, it seems odd that a Needs-Led charity should crystallise assets to under-write operating costs primarily. This grates, particularly post pandemic, during a period of great challenge in delivering health services equitably and during a time of great economic challenge.• Based on the 2021/2 budget as the baseline, the additional costs associated with implementing the full proposal are somewhere in the region of £245,000, £283,000 and £303,000 in the first three years, totalling £548,000 (that's 18.3% of the £3 million).• It is reasonable to assume that income from existing sources will be reduced in 2022/3 and some additional support will be required but it makes much more sense for a Needs-Led Charity to commit from reserves £2,400,000 (80%) to meet community needs over three years by underwriting the grants programme in difficult times and £600,000 (20%) to fund expansion of fundraising and other activities.• The existing methodology can be used to fund existing costs.• That is a better focus for the money, demonstrates a commitment to being Needs-Led and creates a more compelling narrative for attracting funders.
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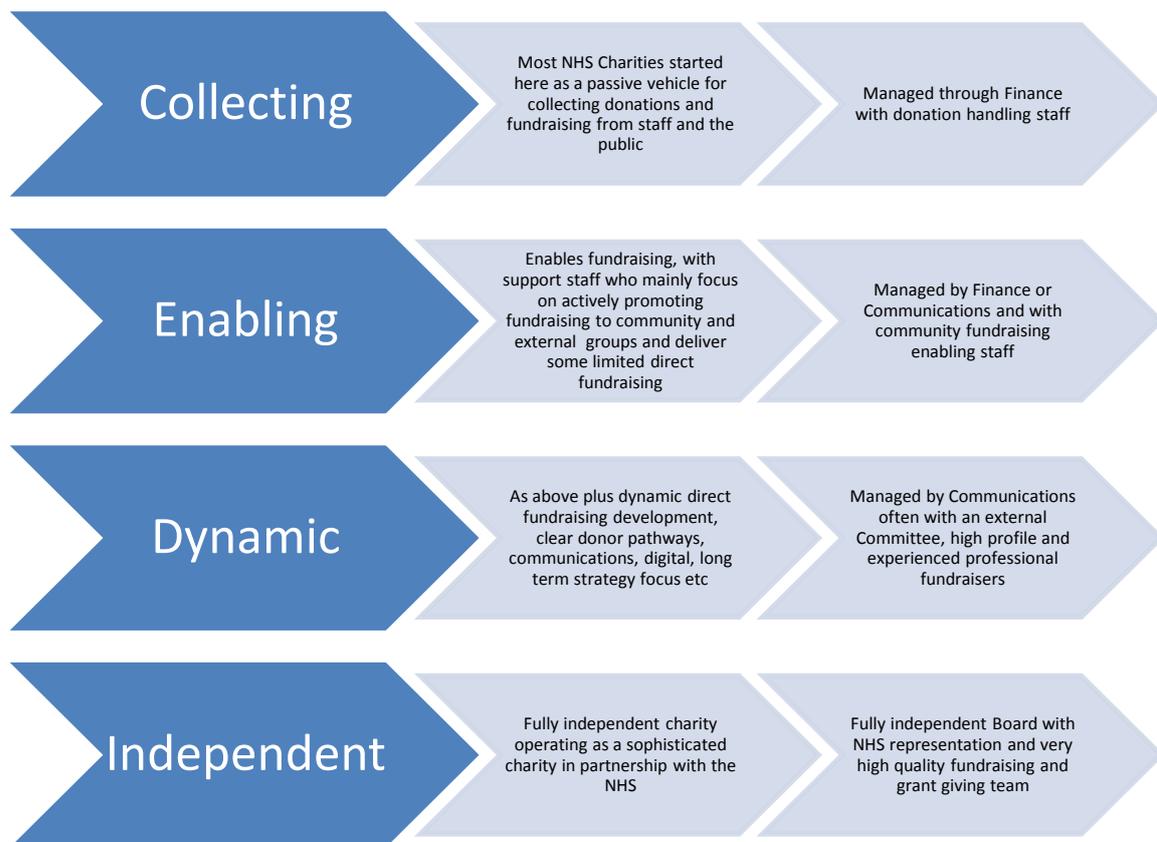
5 Basic Modelling

The following basic modelling is helpful in recognising some key background issues that need to be fully understood to enable the best decisions to be made by Awyr Las and the CFC.

5.1 Awyr Las Positioning

NHS Charities are different from general fundraising charities in a number of ways that impact their performance, particularly as fundraising charities.

The NHS Corporate Trustee model works well in some settings and less well in others. The following is a simplistic outline of the stages of development for standard NHS Charities.



This is not a defined process or aspirational route to success; it's simply a recognition of different models and life-stages of NHS Charities. The Corporate Trustee Model works fine at Collecting and early Enabling Stages but creaks and often breaks down when the charities become Dynamic fundraising charities. The most successful tend to consider becoming Independent Charities.

Awyr Las is positioned somewhere within the enabling model with some limited elements of a Dynamic Charity.

The proposed strategy plans to move Awyr Las firmly into the Dynamic Model although it doesn't propose any external management or advisory committees or management changes in terms of the Corporate Trustee role.

5.2 The Donor Pathway

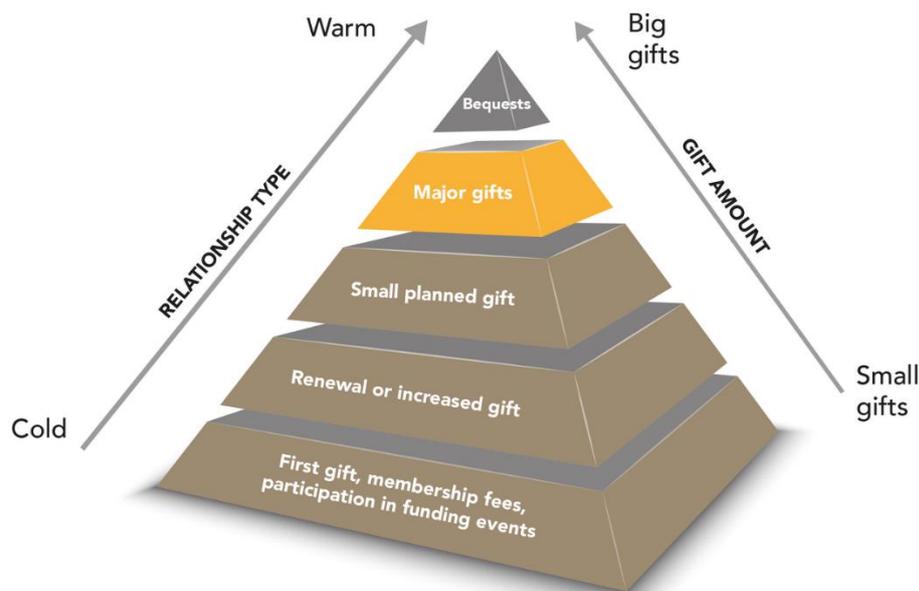
The narrative in the strategy implicitly reflects a charity that joins up its fundraising and grant giving. However, it has not always been made clear that most fundraising actions are fully integrated and not managed within separate silos.

The key objective of any fundraising campaign for NHS charities is to engage and recruit supporters. It is not about just raising money. Money follows engagement. Every single action within the NHS impacts on the level of income: from the joke shared between an ambulance worker and a patient, to the smile of a receptionist; from the way a fundraiser asks for help to the quality of the thanks they then offer.

The process:



To illustrate an “ideal” donor journey, the illustration below tracks the route to a major lifetime gift or legacy.



In most years about 45% of Awyr Las’ income is derived from legacies. They haven’t happened by accident; they are the result of family experience, fundraising events, communications and many other parts of the Awyr Las toolkit of engagement activity. Many would have been triggered 5, 10 or even 30 years ago and the charity is only now receiving the benefit.

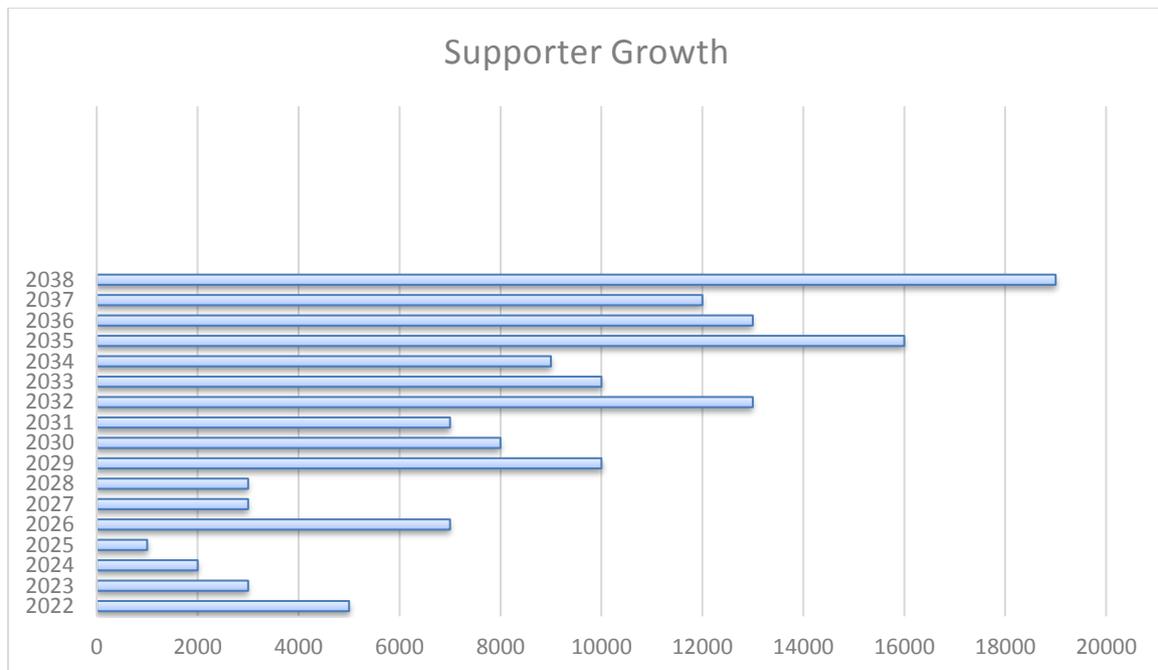
The principle of the donor journey is reflected in every part of the fundraising offer: business, trusts, digital, events etc. A solicitor whose close friend convinced them to join a sponsored walk for Awyr Las then suggests the charity as the law firm’s Charity of the Year; that same firm may be advising a wealthy philanthropic target and so on.

The key underpinning to an effective programme includes a high quality, flexible relational database that is extensively used by trained staff.

5.3 Typical Engagement Profile

Community Needs are at the centre of the Charity, but it also needs high quality fundraising product to be at the centre of its fundraising work. It needs a steady stream of (ideally) high quality fundraising vehicles to create campaign spikes every few years with attractive populist needs.

Essentially, large scale populist campaigns are a key recruitment and engagement tool for support. Active involvement by supporters peaks and then tails off. After each spike the plateau is at a higher level and over years a very substantial supporter base is established.



The figures above are for illustration purposes only. An optimistic six major campaigns over 17 years results in a registered supporter/donor base of about 19,000 people. That key here is to illustrate the importance of populist product.

Often the most pressing needs that can't be funded from standard NHS sources are also unattractive to the general public and are difficult to deliver for NHS Charities.

It is crucial that a balanced view is taken when agreeing fundraising needs and product; just focusing on need may mean less can be raised and fewer projects can be supported. This is intrinsically contradictory to the objective of Awyr Las being Needs led but is important to factor in positively.

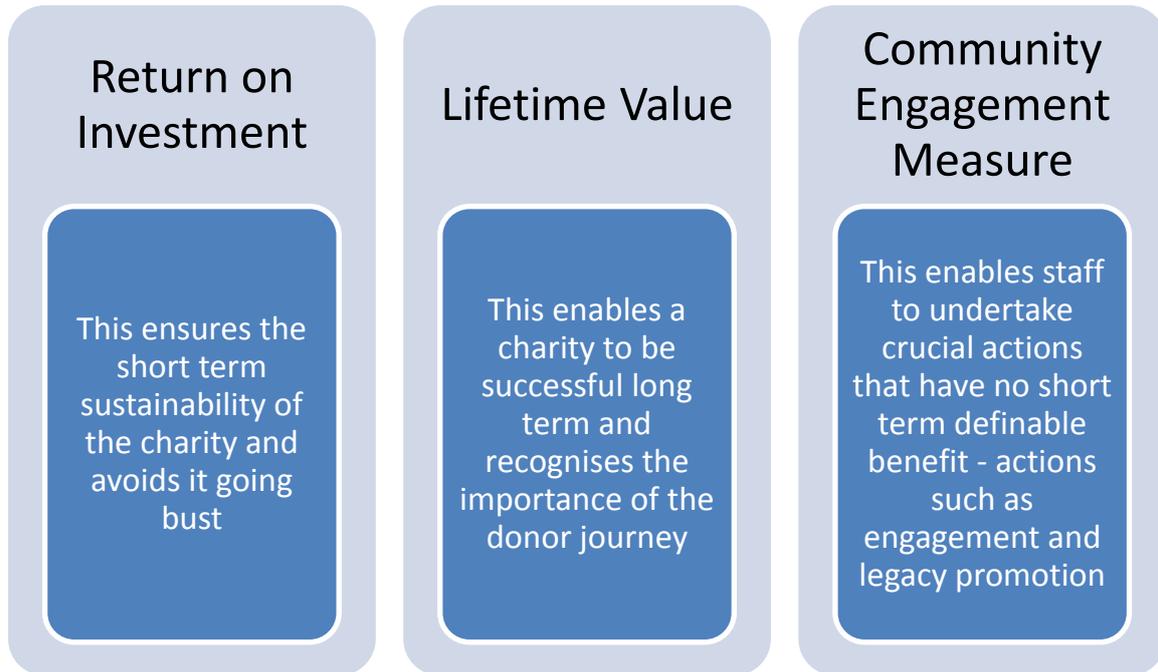
In brief, if the CFC agree only for Awyr Las to fundraise for hard-to-raise money from the community, the supporter base will be reduced; therefore, reducing the longer-term unrestricted funding that their regular giving will attract. That will limit the potential to give to hard-to-raise causes in future.

5.4 Measures of Success

The strategy focuses on Return on Investment (ROI) as its core measure of judging success in fundraising developments. On that measure alone, Awyr Las would be loath to run events, undertake direct mail, digital and so on as the yields are insufficient. The kneejerk is to focus on trusts, major gifts and legacies which have very impressive ROIs.

Trusts are mostly stand-alone but, if the engagement tools are downgraded, ROI would improve in the short term, but the charity would fail in the medium term as the engagement tap is turned off for future donations.

Two additional measures are suggested LTV (Life Time Value) and CEM (Community Engagement Measures). These are three key measures to judge success.



At present there is far too much focus on ROI alone which stifles development and encourages a short-term mentality amongst staff and the CFC. Equally, focusing too much on LTV and CEM with poor ROI makes even less sense. All must be in balance to maximise the chances of a successful outcome and move towards dynamic fundraising.

6 Development & Getting Fit to Fundraise Issues

This section brings together commentary elsewhere and expands where necessary.

6.1 Needs (Grants) Led Proposal

Putting the needs of the community first is crucial with real and compelling needs driving core fundraising. This should be agreed.

6.2 Move to a Dynamic Model of Fundraising

The CFC should welcome this ambition and approve the direction of travel. However, the full implementation proposed requires substantial enabling work or “getting fit to fundraise” work. Awyr Las would benefit from a phased development with a combination of external and internal research and testing.

6.3 Grant Giving Recommendations

This is a sensible and fully defensible programme which should be approved.

The big challenge for Awyr Las is getting access to the service development process at the right time. Currently, the charity doesn't feed in at early development stage which means it can miss opportunities.

Community Needs are at the centre of the Charity, but it also needs high quality fundraising product at the centre of its fundraising work. It needs a steady stream of (ideally) high quality fundraising vehicles to create campaign spikes every few years with attractive populist needs.

This is a key review area for Awyr Las and the CFC.

6.4 Brand & Communications

6.4.1 The Awyr Las Brand

The consultancy has heard consistent criticism of the Awyr Las brand. Based on limited interviews and second-hand commentary, it seems to be a very challenging sell.

This is exacerbated by the more general issues associated with the formation of the Board, the Special Measures process, and its challenges.

The Awyr Las brand seems to have failed to achieve many gains for the charity and has contributed to confusion and, perhaps, some distrust amongst some partners.

One of the most trusted brands in the country is the NHS and one of the most trusted fundraising brands is also the NHS. So, to remove the NHS from the title and remove “charity” and a “geographic locator” seems unwise. Relying on a tag line isn't good enough.

Several NHS Charities have adopted aspirational names in much the same way as Awyr Las and the signs are that many are reviewing the change because of poor response from the supporters and stakeholders. We have been involved in branding NHS campaigns for nearly 40 years and the “Holy Trinity” for NHS branding is “NHS”, “Charity” and “Community Name or Geographic Locator”.

You don't need brand consultants to tell you that “North Wales NHS Charity” is a more effective brand than Awyr Las.

We recommend an internal brand review. It is unlikely that external consultants are required.

6.4.2 Communications

The role of communications is central to engagement and retention of the supporter base. There has been a major problem in communicating using all media from digital to on-site displays within NHS buildings. It is reported that coverage and profile has gone backwards over the last few years, even accounting for the impact of the pandemic on footfall and in person communications.

The new appointment of a communications worker will begin to address this issue and the consultancy urges the urgent preparation of a “recovery” communications strategy and plan for Awyr Las followed by a long-term and forward-thinking communications plan rooted in the imperatives included within this report and the final strategy agreed by the CFC. Any change to the charity brand will also factor into this process.

6.5 Training & Development

6.5.1 CFC and Awyr Las senior staff

The most successful charities have well trained, experienced staff and fully engaged Trustees or Management Committees.

The Corporate Trustee structure limits the engagement and involvement bandwidth available to the delegated committee members running Awyr Las through the CFC. There is clear evidence of a straining of common purpose and common vision.

All parties seem frustrated by lack of progress and a lack of mutual understanding.

Yet, Awyr Las is managed at all levels by good people and very capable people, doing their best to make something valuable happen for the community.

The consultancy believes that there needs to be a re-set at CFC and senior staff level within the context of the proposals to create a Dynamic model NHS Charity. The CFC members need to understand that Awyr Las needs to be creative, fleet of foot and highly professional whilst senior staff need to recognise the constraints and time scales of working within a governance and process heavy NHS setting.

The consultancy has found all parties responsive and understanding, if clear explanations are given to aid understanding rather than push through a position.

It is suggested that an away day session takes place, ideally in person subject to remaining Covid restrictions, to enable senior staff and CFC members to work through the future of the charity and begin to create a clear vision for the future. If helpful, this could be facilitated by an external consultant.

6.5.2 Staff

The staff team have coped through a very demanding two years. Community fundraising is people based and most good community fundraisers are social animals. It has been very difficult to deliver services effectively whilst working remotely.

Most current staff do not have prior experience of fundraising which is acceptable in a Collecting NHS Charity but not for a Dynamic NHS Charity.

The Head of Fundraising should review the training needs of existing staff as a matter of urgency and create a supportive training programme to lift the knowledge base and meet personal needs.

New staff recruited should be experienced specialists in their fields. Awyr Las does not have the depth of specialist knowledge within its existing team to easily cope with training up inexperienced candidates, however promising they may be.

The Head of Fundraising’s Line Manager should review the training and development needs of the Head of Fundraising as part of this process.

It is essential that all staff within Awyr Las and the members of the CFC understand the fundraising process in its entirety and their part within it.

6.6 Staff Structure

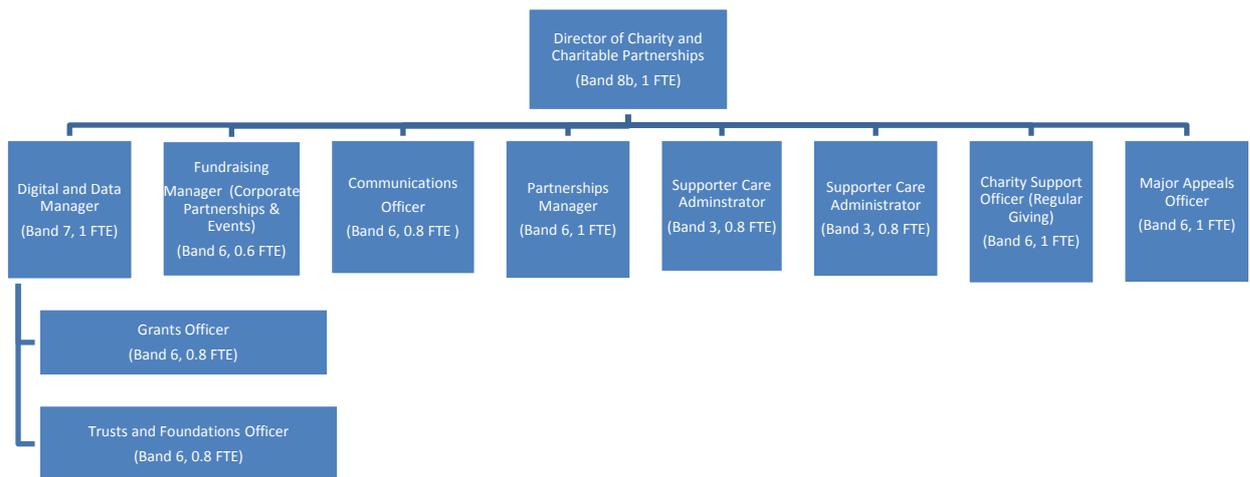
The proposed staff structure should not be finalised until the Getting Fit to Fundraise Programme is complete. It may be that the final shape will differ from that proposed in the current strategy document.

Two new posts have been agreed and recruited:

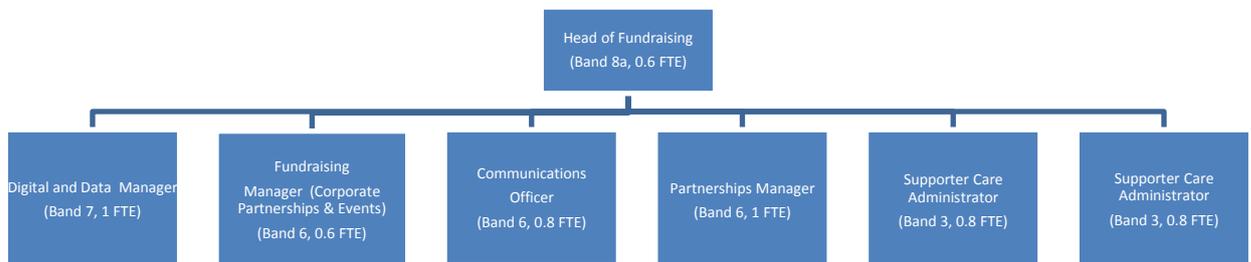
- Grants and Data Worker
- Communications Worker

These are both essential roles that will underpin the development of the charity and would have been the two priority appointments recommended by the consultancy.

The new staff structure in the strategy proposal:



There may be some evolution of this structure already. It compares to the current structure:



Currently there is a nominal 5.6 fte posts in place spread over 7 staff, although not all are currently in place. The proposal is for this to rise to 9.6 fte spread over 11 staff.

The key new staff are:

- Grants Officer
- Trusts & Foundations Officer
- Regular Giving Officer
- Major Appeals Officer

The Head of Fundraising becomes Director of Charity & Charity Partnerships and increases their input from 0.6 to 1.0 fte.

Currently, there is a serious lack of depth in professional fundraising experience within the team. Too much responsibility is focused on the only widely experienced staff member, the Head of Fundraising.

The consultancy suggest consideration is given to creating two senior roles:

- Director of Charity (probably an 8b and 1.0 fte)
- Head of Fundraising (probably an 8a and ideally 1.0 fte)

This spreads the senior and strategic roles and creates greater internal support structures.

The Director of Charity will be the strategic and partnerships lead and lead on all governance issues, grant management, information, analysis, communications, and staff management.

The Head of Fundraising could incorporate some of the tasks allocated to the Major Appeals Officer and it may be possible to remove the Major Appeals Officer role. They would run the fundraising programme.

Of the remaining new posts:

- Grants Officer – important addition but not an absolute priority in 2022/3 from a fundraising perspective.
- Trusts & Foundations Officer – review following Getting Fit to Fundraise process, test with external consultant and take a view on whether to continue with that arrangement or bring it in house in 2023/4
- Regular Giving Officer - review following Getting Fit to Fundraise process with possible employment in late 2022/3 or early 2023/4
- Major Appeals Officer - review following Getting Fit to Fundraise process but assimilate key early tasks within the role of Director of Charity (and possibly Head of Fundraising) and take a view in late 2022/3.

Recruiting skilled fundraisers and charity managers in North Wales can be challenging but it is vital that in the transition towards a Dynamic Fundraising Charity, Awyr Las recruits experienced and skilled professionals, pays appropriately and creates an environment within which they can help the charity thrive.

6.7 Vision & Mission

Without beating about the bush, these are both anodyne and miss an opportunity to create a powerful vision and mission statement that will increase fundraising potential and increase grants to benefit the community.

The idea that the best that can be achieved is to help patients in North Wales “have the best experience possible” is disappointing.

Vision is about setting a challenging, uplifting but achievable goal. Enabling patients to have the best experience possible may be the NHS’s goal and should not be Awyr Las’ vision. Even the word order of “best experience possible” suggests that patients shouldn’t expect too much.

The consultancy suggests that an internal review of the Vision and Mission Statement is undertaken to create something more appropriate for Awyr Las.

Remember Awyr Las is selling “halos” not “funeral plans”!

6.8 Needs Analysis & Case Statement

One of the recurring themes in discussion on fundraising for Awyr Las has been that the charity doesn't know what the Needs are likely to be, or it doesn't know them soon enough, so it can't develop the case statements to support fundraising. Without the case statements it is difficult to judge potential.

All of that is true.

However, as fundraising develops there will be opportunities to review potential projects and either generic projects or cross cutting themes to create compelling cases of support.

In the short term it is imperative that headline projects are identified, even if only in principle at this stage, so that case statements can be outlined.

Awyr Las has reported the following potential campaign fundraising products are in the pipeline:

- Two potential Children's services parental accommodation unit appeals coming up in 2022-24
- A Mental Health appeal (details to be confirmed)
- A capital cancer unit appeal
- The Research and Innovation Office has a list of agile programmes which may meet the criteria of Trusts and Foundations

If no final decision on these is forthcoming, each should have an outline case statement prepared with best effort 1001 analysis (Input, Output, Outcomes, Impact) to create an outline benefits profile which can be used to assess potential and identify likely funders.

As an illustration, major donors, trusts and business charity of the year picks have their own timetable which will rarely bend.

- Cold calling a prospective major donor is normally a disaster and the “courting” phase can be 12 months plus (our record is 10 years from first approach to a £4 million lifetime gift)
- Trusts vary enormously but they need a full application with detailed case statement, budgets, outputs, outcomes and impact plus information prepared in precisely the way they ask for it. So, to develop that will take months for a major targeted bid and they can take six months to come to a decision. So, the lead time for a major bid is 12 months minimum in most cases.
- Most large businesses pick their charity of the year at the turn of the financial year, so it is unlikely that Awyr Las can be chosen by anyone not already in the pipeline for 2022/3. It needs to target 2023/4 over the next 12 months.

Clearly, there is fundraising campaign product coming forward but there needs to be a more efficient way for Awyr Las to plan its fundraising campaigns, particularly the key capital or capital style appeals every few years.

An important piece of work over the next year is to prepare a clear and agreed protocol for the development of the bigger fundraising campaigns. Awyr Las needs to know of projects that are likely to be fundraising vehicles well in advance of final approval.

By the time the final business case is approved, it is likely that it will be too late for Awyr Las to develop a serious campaign in time.

6.9 Benchmarking

Effective performance benchmarking is crucial to give the CFC confidence that what is proposed is deliverable. The generic information on fundraising practice within the strategy proposal is all correct but helps us assess the potential locally in only a very limited way.

This should not be interpreted as saying that the targets are not achievable; it's about not pulling together sufficient evidence to be safe in making a major decision.

The more "targeted" benchmarks are inadequate. The choice of benchmarking without reference to demographics, context, socio-economic factors etc results in a case that isn't compelling.

Benchmarking should be like for like, which is very challenging for such a large, diverse geographical catchment with few similar sized organisations. It may require pooling of other organisations which collectively reflect the catchment in North Wales.

It should also reflect differences in starting points. There is no useful way to interrogate the information and come to any helpful conclusion.

Generally, the more general information should be related to Awyr Las' segmented and targeted supporter base, but that information is not available in any useful form for Awyr Las.

Substantial additional benchmarking is recommended before long term expenditure is agreed. The Head of Fundraising should prepare a benchmarking proposal, including any external support required.

The following benchmarking is suggested:

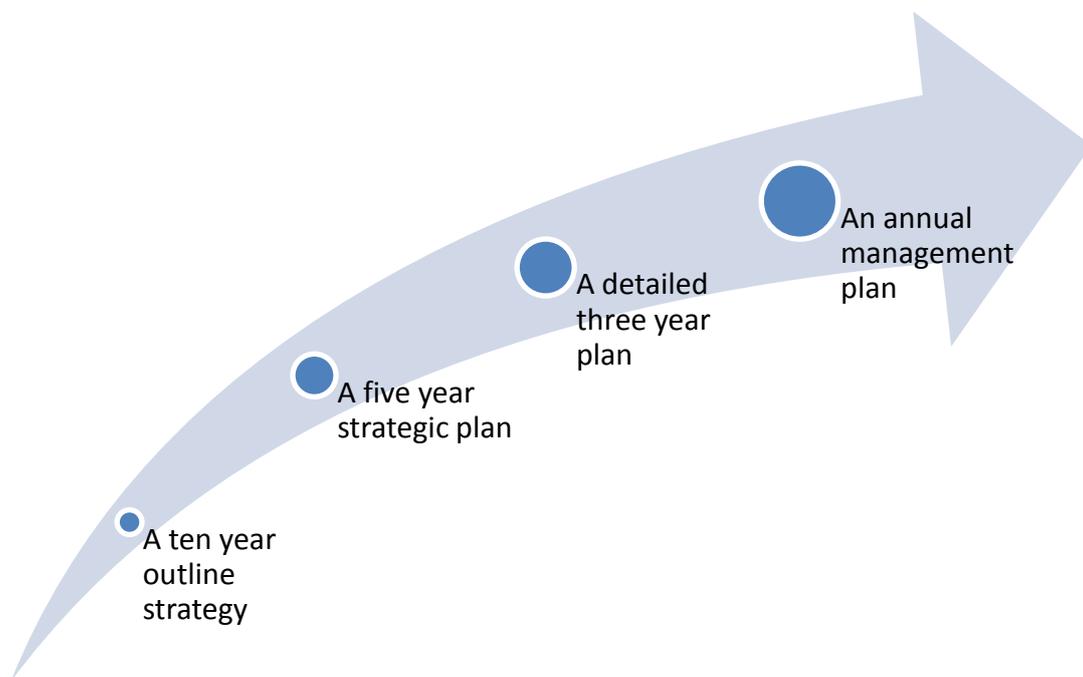
Benchmark	Delivered by	Cost
<ul style="list-style-type: none"> Detailed competition analysis within the catchment 	<ul style="list-style-type: none"> Initially in-house Potentially additional paid support from within the catchment 	<ul style="list-style-type: none"> Possibly
<ul style="list-style-type: none"> Demographic, lifestyle and economic analysis of the catchment with local breakdown 	<ul style="list-style-type: none"> In house with support from Board partners Possibly external specialist purchase of data from CACI or similar 	<ul style="list-style-type: none"> Possibly
<ul style="list-style-type: none"> Needs analysis development to create a support profile 	<ul style="list-style-type: none"> In-house 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> Leadership analysis to focus on both community volunteer leadership and senior volunteer leadership 	<ul style="list-style-type: none"> In-house initially with support from Board partners 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> Affluentials analysis – focused on major lifetime gifts, grants and partnerships 	<ul style="list-style-type: none"> In-house initially with support from Board partners If this is not fruitful, external consultancy support can be considered 	<ul style="list-style-type: none"> Possibly
<ul style="list-style-type: none"> Charitable trust analysis – a detailed analysis of trust potential based on the draft needs analysis 	<ul style="list-style-type: none"> External contract to specialist trust fundraiser for 3+ months, to take place 	<ul style="list-style-type: none"> Yes

	after needs analysis work has been done	
<ul style="list-style-type: none"> Impact analysis 	<ul style="list-style-type: none"> In-house 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> Sector by sector (fundraising) impact analysis of the above and breakdown of the resultant variables from standard returns 	<ul style="list-style-type: none"> In-house 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> Scenario section explaining the impact of development options appraisal, staged and all in strategies. 	<ul style="list-style-type: none"> In-house 	<ul style="list-style-type: none"> No

The amount of additional in-house work involved is substantial and the only person on the team able to do this at present is the Head of Fundraising, who works 0.6 fte. Therefore, it is likely that additional resources will be required to support the work of Awyr Las for at least six months.

6.10 Strategy Overview

The current three-year strategy proposal is too short a period for planning purposes. Within fundraising, strategy proposals are best delivered as follows:



6.11 Fundraising Plan

The fundraising plan within the strategy document is helpful but not detailed enough. It is proposed that a twelve-month management plan is prepared detailing the whole gamut of fundraising, grant management, communications, engagement and charity management tasks with clear KPIs and outcomes.

This should include appropriate ROI, LTV and CEM measures as and where appropriate.

6.12 Leadership

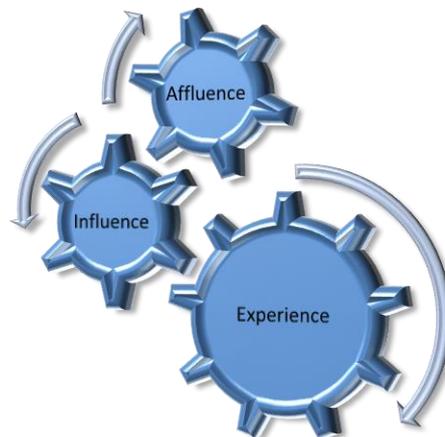
To thrive, any fundraising charity needs to be deeply rooted in its community and communities. This covers geography, ethnicity, politics, marginalised groups and so on. It includes roots that help identify needs and help provide solutions.

Awyr Las has firm links with partner organisations but does not have any external facing or focused volunteer leadership that doesn't involve a secondary role with another partner.

Awyr Las' existing volunteer leadership profile is unclear, but it seems too internally focused and too reliant on representation by other organisations.

Absolutely central to success is to create an influential volunteer leadership structure that includes those:

- With lived experience covering a range of communities
- With lived experience of key issues that the charity focuses upon
- People of affluence
- People of influence



Although the issue wasn't raised by anyone interviewed, the consultancy strongly urges Awyr Las to begin the process of identifying, recruiting and establishing a high performing Volunteer Management Committee to oversee its fundraising operation. This group would not have any legal responsibility or control of budgets but would, effectively, be a sub-group of the CFC and with CFC representation.

It would be an outward looking, community led body that will help identify and support networking, engagement and fundraising opportunities throughout the catchment.

6.13 Use of Crystallised Reserves

Using reserves to underpin grants is absolutely the correct thing to do. Brewin Dolphin's paper supports the viability of doing this. It is good for the community and can be readily understood as meeting community needs post pandemic and through what is likely to be challenging economic times.

The presentation within the current proposal is that all fundraising costs should be covered by reserves and that is not so easy to justify. There is a track record of most costs being covered by unrestricted income. There is no reason why that should not continue.

The strategy proposal regarding crystallising funds should be re-focused to reflect that (even as proposed) 80% of the money is planned to protect (or enhance) grants and meet community needs. 20% will be to cover any additional costs.

Brewin Dolphin have updated their advice following the impact on markets of the Russian invasion of Ukraine. Further information from them will inform the CFC but I note the phrase ***“history has shown that disinvesting at times when investor sentiment is already weak, as it is right now, is unwise”***.

It may be that they row back from their advice regarding crystallising reserves and that may suggest that the implementation of the strategy may need to be delayed.

This would give time for development work and Getting Fit to Fundraise work to take place and could slow the timescale included in this report. This would not invalidate the recommendations; simply delay them.

6.14 Relational Database

The need for a up to date relational database is clear. Harlequin is not adequate and it's not currently being used effectively, if at all, by most staff.

Generally, access to quality information is poor and must be improved as quickly as possible. Information is at the very core of an effective NHS fundraising Charity.

The new Digital/Grants Worker should take the existing business case and update it, identify a good mid-cost supplier, and identify the challenges in embedding the relational database into Awyr Las' work at every level. Having a good relational database without staff trained to use it, with the time to use it and the understanding of why it is so important will undermine effectiveness.

7 Key Risks

Risk	Level	Mitigation
<ul style="list-style-type: none"> Market volatility making crystallisation of reserves unwise 	Critical Risk – will delay implementation substantially and may result in only partial development	<ul style="list-style-type: none"> Focus of CFC Quality of Staff Preparing Getting Fit to Fundraise Programme
<ul style="list-style-type: none"> Public see large NHS giant gate-crashing charity fundraising 	Medium Risk – will reduce potential a little	<ul style="list-style-type: none"> Present as post pandemic recovery Stress that the fundraising is to meet urgent community needs
<ul style="list-style-type: none"> Failure to raise sufficient funds 	Critical Risk – important projects will not be funded by the charity	<ul style="list-style-type: none"> High Quality Fundraisers High Quality implementation by fundraising team High Quality development work by the Charity
<ul style="list-style-type: none"> Inability or unwillingness to address Getting Fit to Fundraise and Partnership & Networking issues 	Critical Risk – in long term	<ul style="list-style-type: none"> Quality of fundraising Strategic management by the CFC
<ul style="list-style-type: none"> Unable to identify strong fundraising product at all or early enough 	Medium Risk – damage to prospects	<ul style="list-style-type: none"> Commitment to principles Advocacy by CFC Strong management of the Charity Robust grants protocols Robust development protocols
<ul style="list-style-type: none"> Mission Drift – making safe, institutional decisions, changing senior staff or CFC losing focus on imperatives 	Medium Risk – damage to prospects	<ul style="list-style-type: none"> Commitment to principles Strong management of the Charity
<ul style="list-style-type: none"> A lack of genuine commitment to enhancing this kind of fundraising by the CFC or staff 	Critical Risk – in long term	<ul style="list-style-type: none"> Quality of fundraising Strategic management by the CFC
<ul style="list-style-type: none"> Identified competitors 	Medium risk – possibility of failure	<ul style="list-style-type: none"> Quality of staff and implementation
<ul style="list-style-type: none"> Unidentified competitors 	Low risk – unlikely to cause serious threat	<ul style="list-style-type: none"> Continual environmental review
<ul style="list-style-type: none"> Further changes in funder priorities. 	Low risk – unlikely to cause serious threat	<ul style="list-style-type: none"> This is to be expected and may damage or enhance specialist fundraising. Continual review of funders.

CF22/08 Awyr Las Strategy Development Plan 2022: Appendix 2, Six month Awyr Las Strategy Development Plan

The Awyr Las Support Team will carry out the following between March 2022 and September 2022 to ensure all the recommendations provided by UCS Consultants to ensure the successful implementation of the 2022+ Awyr Las strategy:

Issue	Risk	Agenda	Control	Output	Outcome	Timetable for completion	Responsibility
Supporters' disinterest in supporting priority fundraising projects	Lack of funding for charitable activities (grants) and operational costs	Research and analysis	Benchmarking: local context, considering demographics, context, socio-economic factors	Report on local trends to assist with fundraising planning	Assurance through more robust and joined up analysis to underpin the strategy	Jun-22	External - Fundraising Feasibility Study
Funders' priorities change	Lack of funding for charitable activities (grants) and operational costs	Research and analysis	'Affluentials' analysis	Up to date report highlighting potential major donors in the region, to use as a basis for new major donor and partnerships pipeline	More robust evidence to inform cultivation plans for multiple major donors	Jun-22	External - Fundraising Feasibility Study
Funders' priorities change	Lack of funding for charitable activities (grants) and operational costs	Recruit	Trust and Foundation Fundraising Expert for a short term scoping project	Detailed report outlining a Trust and Foundation pipeline and fundraising plan	Assurance that Trusts and Foundations targets can be met, leading to an ability to diversify income streams	Jun-22	External - Trusts and Foundations Scoping Project
Insufficient timely information / interest / capacity / urgency from service delivery teams	Unable to identify fundraising priorities & present a compelling case statement	Research and analysis	Needs analysis	Report with information from key service teams and patient groups to inform grant making	Clarity on grant making and fundraising priorities	May-22	Head of Fundraising

Insufficient timely information / interest / capacity / urgency from service delivery teams	Unable to identify fundraising priorities & present a compelling case statement	Review and revise	Access to information on upcoming projects to know what funding needs there are within the organisation	Scheduled updates with key internal groups / individuals	Additional information to inform the 3, 5 and 10 year planning process	Mar-22	Head of Fundraising
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Research and analysis	Impact analysis	Updated Fundraising, Equality and Socio-Economic Impact Assessments	Have an accurate understanding of the implications of the strategy	Jun-22	Head of Fundraising
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Recruit	Grants and Data Manager & Grants Officer	New post holders in place by September 2022	Dedicated resource to manage data and grants programmes	Sep-22	Partnerships Support Manager
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Refresh	Staff Structure	Updated and approved Management of Change Consultation Documentation	All necessary approvals to establish a new Charity Support Team structure	Aug-22	Head of Fundraising
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Refresh	CRM business case	Updated business case for CFC approval	Well managed, embedded CRM to improve supporter care and reporting	Dec-22	Grants and Data Manager

Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Refresh	CFC involvement in shaping the strategy	Scheduled 6 weekly calls between Head of Fundraising and CFC members	Improved communication channels	Mar-22	Head of Fundraising
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Refresh	Donor pathway plan	Visual donor experience map, considering how supporters are cared for now, and how they could be in the future	Clear route-map to demonstrate improvement in supporter care	Aug-22	Charity Manager (Events and Sponsorship)
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Review and revise	Volunteering plan	Charity Volunteering strategy	Information for specific voluntary leadership positions within the charity	Aug-22	Head of Fundraising
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Reset and recovery	Staff training and development plans	Detailed individual training plans	A professional charity team	Jun-22	Head of Fundraising
Insufficient training / support / capacity / leadership to 'Get fit to fundraise'	Lack of planning / infrastructure to make grants, engage and fundraise effectively	Reset and recovery	Board sessions & communications	Facilitated series of focussed workshops for September CFC meeting	Informed, motivated and focussed Board	Sep-22	External - Various including Investment Management Team

Lack of clearly defined goals	Mission drift / lack of long term commitment	Redefine	Strategy document narrative to better reflect drivers and the need to move to become a dynamic fundraising charity	Annual Management Plan; 3 Year Plan; 5 Year Strategic Plan; 10 Year outline strategy	Clear short and long term aims and objectives to monitor and evaluate	Sep-22	Head of Fundraising
Lack of clearly defined goals	Mission drift / lack of long term commitment	Redefine	Ratios & broad strategic KPIs to include Life Time Value and Community Engagement Measures	Detailed workplans for all Team members	Individual goals for all team members to aim for	Jul-22	Head of Fundraising
Lack of clearly defined goals	Mission drift / lack of long term commitment	Rebrand	Brand refresh, including vision and mission and review of working name of the charity	Revised brand guidelines (informed by surveys, workshops and interviews)	Clear rules and standards on how the charity's brand should be represented to demonstrate what the charity is, what it does and what it stands for.	Jun-22	External - Communications Strategy
Market volatility affecting decision to crystallise investments	Lack of funding for charitable activities (grants) and operational costs	Review and revise	Financial planning for the strategy	Outline plan for the use of existing undesignated funds and crystallised investments	More information within the strategy to explain how the charity will meet its goals	Aug-22	Charity Accountant

Other charities have stronger community links and communicate urgent need well	Lack of funding for charitable activities (grants) and operational costs	Research and analysis	Detailed competition analysis within the catchment	Benchmarking report on income and expenditure of local charities and national organisations	Understanding of donor base and timetable for major appeals and events in the region	Jun-22	External - Fundraising Feasibility Study
Other charities have stronger community links and communicate urgent need well	Inability to engage with community leaders	Research and analysis	Leadership analysis	Report detailing community and senior volunteer leadership	More robust evidence to inform engagement plans	Jun-22	Head of Fundraising
Potential supporters aren't aware of what the health needs are and how the charity will help	Lack of interest in supporting priority projects	Research and analysis	Case statement testing	Documents and information to share with prospective donors for feedback and analysis	Evidence of what messages and projects should be well supported and pledges of support for future appeals	Jun-22	Charity Manager (Events and Sponsorship)
Potential supporters aren't aware of what the health needs are and how the charity will help	Lack of interest in supporting priority projects	Reset and recovery	Communications strategy	Internal and External Communications strategic aims and plan	Clear short term and long term milestones, to align with and underpin the charity strategy	Jun-22	External - Communications Strategy

CF22/08 Awyr Las Strategy Development Plan 2022: Appendix 3, Resource Options to deliver recommendations made by UCS

The six-month Awyr Las Strategy Development Plan in Appendix 2 outlines projects that have been included on previous activity plans, but have either been poorly executed or delayed. UCS Consultants recognise in their report that additional professional support is required in order to ensure the timetable for this activity is met, and that necessary change to ensure the charity can be needs led

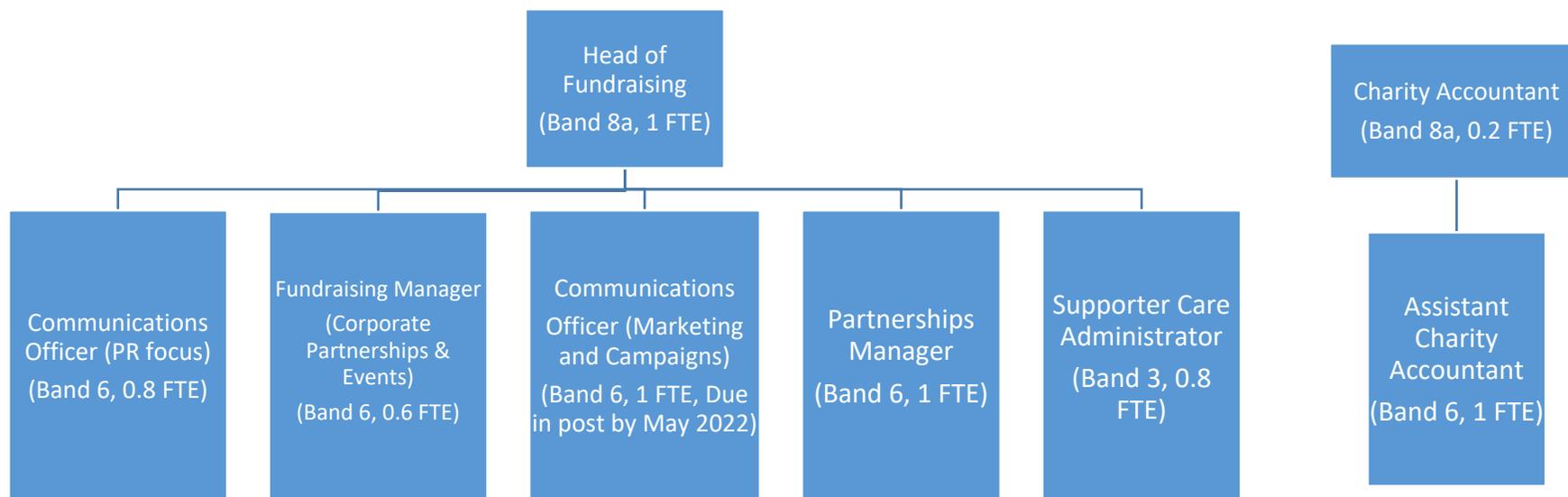
Three different scenarios to provide the research, review and reset that UCS Consultants has advocated are outlined below and included in the CF22/09, the charity's 2022/23 Budget:

- a) Minimal changes. Permanently change the Head of Fundraising role to a full time position from a 0.6 FTE post and increase the non-pay budget to carry out more fundraising related research and analysis to inform a robust 10-year outline strategy, 5-year strategic plan and 3-year plan.
- b) Increase non-pay budget and enhance resource in six months' time to improve short-term and long-term engagement and analysis. This option includes the provision of dedicated, professional personnel to manage and embed Grants programmes and Data systems as well as provision to carry out more fundraising related research and analysis to inform a robust 10-year outline strategy, 5-year strategic plan and 3-year plan.
- c) Expand without undertaking in-depth analysis. This option includes the provision of a Charity Director and additional fundraising personnel as well as Grants and Data professionals.

The preferred option is option b): enhance resource to improve short-term and long-term engagement and analysis, as this presents least risk whilst developing the capacity and professionalism of all of the whole Charity Support Team.

Scenario a): Minimal changes

In this scenario the charity would procure the services of external suppliers to provide: an in-depth Fundraising Feasibility Study, Trusts and Foundations Scoping Project and additional training, mentoring and support packages for existing members of staff as required.

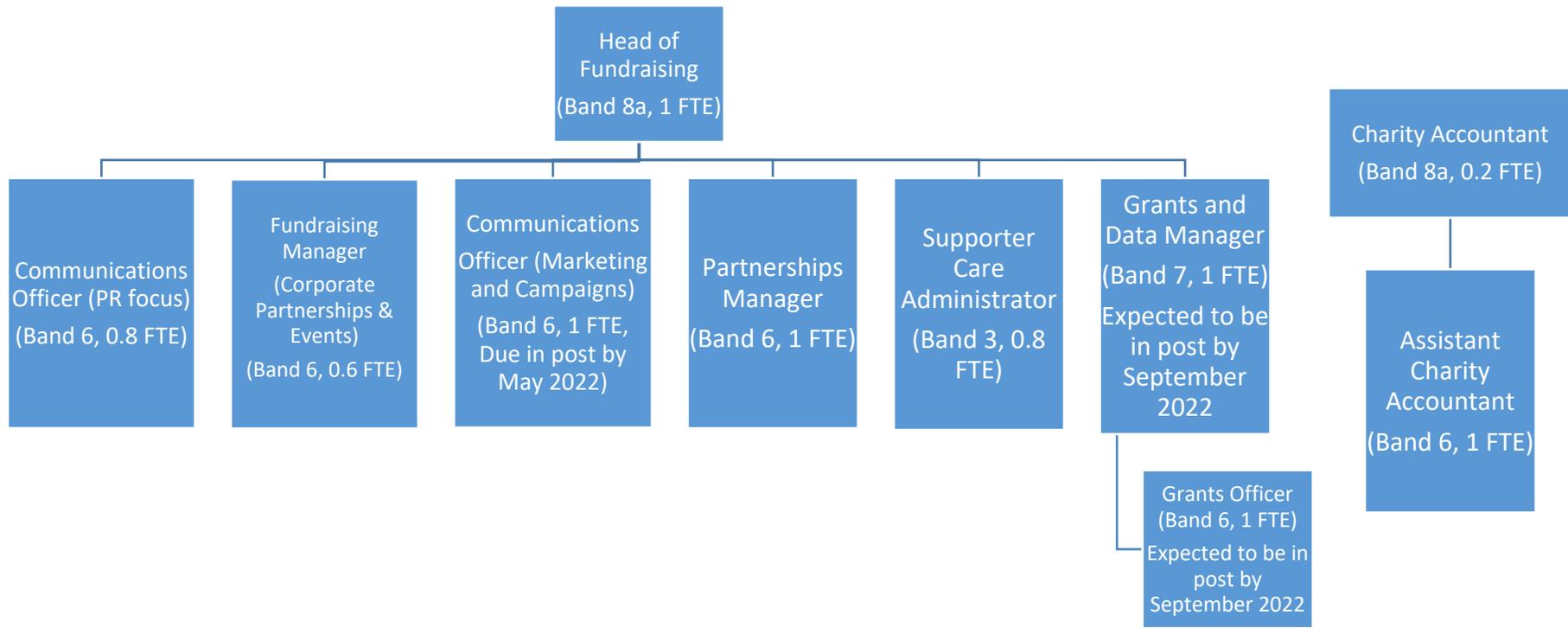


Scenario b): Increase non-pay budget and enhance resource in six months' time to improve short-term and long-term engagement and analysis.

In this scenario the charity would procure the services of external suppliers to provide: an in-depth Fundraising Feasibility Study, Trusts and Foundations Scoping Project and additional training, mentoring and support packages for existing members of staff as required. A dedicated professional grants and data function is included within the Charity Support Team to ensure improvements to systems which underpin the 'Getting Fit to Fundraise' period can be implemented sooner. Note this option does not increase fundraising capacity, it only enhances the grants and data management capabilities within the team.

This scenario follows the UCS Consultants Report recommendations highlighted here:

- Page 6: [Phase 1 1-6 months]. Confirm the spend on new Communications and Data/Grants staff (identified by the consultancy as urgent and priority staff developments in the short term)
- Page 7: [Phase 2 3-12 months]. Prioritise the identification and purchase of a new relational database which is deemed urgent by the consultancy plus training and other measures to maximise effective usage (budget and business case to be updated by the new Data/Grants worker)
- Page 10: So, a crucial and early development needs to be both the acquisition of a modern, flexible donor and grants database PLUS skills and training to integrate its usage at every level of the charity.
- Page 11: The objective to create a Needs-Led charity (which also means a Grants-Led) Charity is very sensible.
- Page 17: Putting the needs of the community first is crucial with real and compelling needs driving core fundraising. This should be agreed.



Head of Fundraising
(Band 8a, 1 FTE)

Communications Officer (PR focus)
(Band 6, 0.8 FTE)

Fundraising Manager
(Corporate Partnerships & Events)
(Band 6, 0.6 FTE)

Communications Officer (Marketing and Campaigns)
(Band 6, 1 FTE, Due in post by May 2022)

Partnerships Manager
(Band 6, 1 FTE)

Supporter Care Administrator
(Band 3, 0.8 FTE)

Grants and Data Manager
(Band 7, 1 FTE)
Expected to be in post by September 2022

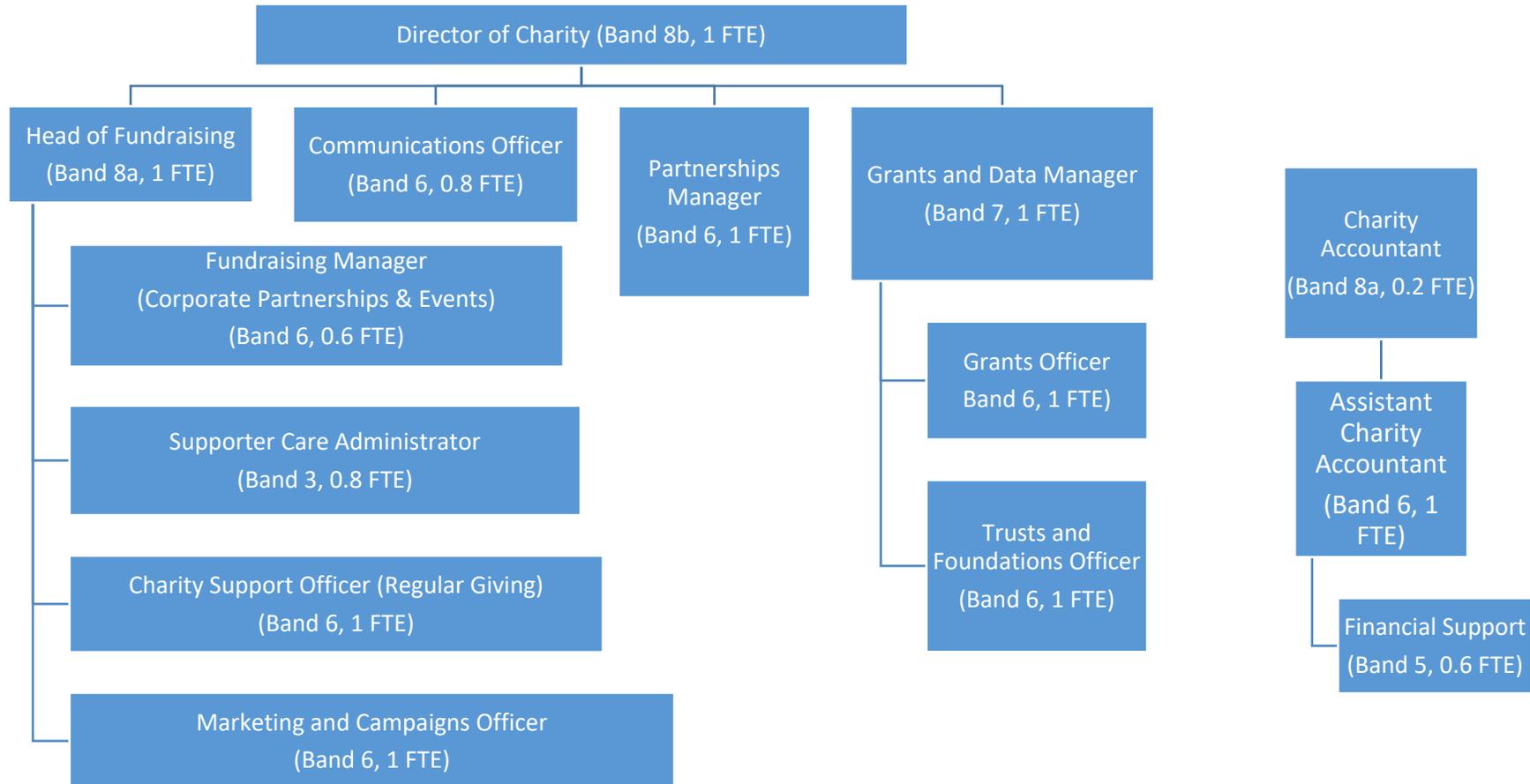
Grants Officer
(Band 6, 1 FTE)
Expected to be in post by September 2022

Charity Accountant
(Band 8a, 0.2 FTE)

Assistant Charity Accountant
(Band 6, 1 FTE)

Scenario c): Expand without undertaking in-depth analysis

In this scenario, the in-depth Fundraising Feasibility Study and Trusts and Foundations Scoping Project would be undertaken by Charity Support Team staff members, and the charity would procure the services of external suppliers to provide additional training, mentoring and support packages for existing members of staff as required. This affords the opportunity to move quickly from an enabling charity to a dynamic charity, but it comes with significantly more risk, with the aim of having a new structure approved, roles assessed and recruitment completed by the end of October 2022.



CF22/08 Awyr Las Strategy Development Plan 2022: Appendix 4 Brewin Dolphin Strategy Paper

Author: Paul Mathias, Assistant Director, Brewin Dolphin

Date received: 4th March 2022

Brewin Dolphin have previously been asked to comment on the implications of the Charity's proposal to crystallise £3m to meet the proposed Charity Strategy.

On 30 November 2021 we provided a note that, assuming the strategy were to be approved, proposed ensuring you have the next year's expenditure available in cash by paying away £1m immediately and then withdrawing £250,000 per quarter from the portfolio over the next two years.

There is a wide range of market outcomes over a one-to-two-year window, so this reflects our view that where there is a known short-term liability, funds should not be exposed to investment risk unnecessarily and should remain in cash. At that time, the portfolio value was c.£11m.

We understand the decision on whether to approve the proposed Charity Strategy and therefore crystallise investments has not yet been taken by the Charitable Funds Committee and may be deferred to September 2022 or even later to conduct a six-month review of evidence.

In the interim, the portfolio value has fallen to c. £10.2m as at 28 February 2022, attributable initially to market fears over higher inflation and interest rate rises, and then most notably by the Russian invasion of Ukraine, which has caused considerable uncertainty and therefore market volatility.

The situation is extremely fast-moving and investor sentiment is currently very weak; it is therefore important for us and our clients not to take "knee-jerk" reactions. History tends to show that the reaction to an outbreak of war can often be short-lived, however each incidence is of course different, and no one can accurately predict exactly how the next few weeks and months will pass.

We should at this stage distinguish between those clients who wish to disinvest all, or a large part, of their fund simply *because of nerves over volatility* and those who have identified actual short-term cash requirements to fund their charity's operations.

In the former case, history shows this activity to be unwise because they often withdraw at the point of maximum fear (the bottom of the market) and reinvest at a much calmer time (nearer the top).

The Charity however falls into the latter category, with potential cash requirements to achieve your goals. To reiterate, there is a wide range of market outcomes between now and September 2022. In terms of implementing a withdrawal, we would note that in order to raise and pay away the cash required, we need to be in receipt of a valid instruction signed by two authorised signatories.

Therefore, the Charitable Funds Committee should consider whether it is willing to instruct us to crystallise a portion of investments *ahead of* the Strategy being approved in September. Whether the Committee feels this appropriate or not, there is a spectrum of options in terms of how the cash can be withdrawn:

- a particularly risk-averse approach would be to be withdraw the full £3m requirement at the time of the decision, to avoid any further uncertainty - this would miss out on any recovery.
- a particularly risk-tolerant approach would be to leave the funds invested until the last moment they are required for payment – risking further capital loss along the way.
- our original plan of withdrawing £1m immediately at the time of the decision and £250k per quarter for 8 quarters thereafter sits somewhere in the middle, by not exposing short-term funds and giving funds not required over the next 1-2 years chance to grow.

- a further option if a decision to crystallise is taken now, ahead of September, could be to further smooth withdrawals, for example by paying away £300k per quarter for 10 quarters.

Whatever decision is reached, we can continue to support running the portfolio on the same mandate, even after withdrawing the funds, and we do not feel there is any need to change the strategy.

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022						
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>						
Teitl yr Adroddiad Report Title:	Awyr Las 2022/23 Budget						
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement						
Awdur yr Adroddiad Report Author:	Kirsty Thomson, Head of Fundraising						
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>						
Argymhelliad / Recommendation:							
<i>The Committee is provided with three budget options for the charity for 2022/23. Option B, which provides a low risk option to enhance the charity's grant making, fundraising and reporting capabilities, is the preferred budget option. It is recommended that the Committee agrees in principle to budget option b).</i>							
Please tick as appropriate							
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval	<input checked="" type="checkbox"/>	Ar gyfer Trafodaeth For Discussion	<input type="checkbox"/>	Ar gyfer sicrwydd For Assurance	<input type="checkbox"/>	Er gwybodaeth For Information	<input type="checkbox"/>
Atodiadau / Appendices							
Appendix 1: Awyr Las Annual Charity Budget Options for 2022/23							
Appendix 2: Awyr Las Annual Charity Budget 5 year comparison							
Sefyllfa / Situation:							
<i>The Charitable Funds Committee has responsibility for the management and stewardship of the Charity's Funds. This includes overseeing the risks of the charity. The Committee are asked to consider the Awyr Las Strategy Development Plan (22/08), in conjunction with this paper.</i>							
Cefndir / Background:							

The Charity's budget for 2022/23 covers the costs of running the Charity, including administration, governance and fundraising. As previously agreed by the Committee, all of the administration, governance and central fundraising costs for the Charity are charged to non-designated (general) funds. These non-designated (general) funds receive all of the gains or losses on the investments plus the investment income, and this is therefore used to pay for the Charity's operating costs. Additionally, when funds allow, the remainder of these non-designated (general) funds can be used to support priority grants (charitable activities).

The designated funds marketing budget is charged to the fund that will benefit from that specific fundraising activity and so are not charged to non-designated (general) funds. Awyr Las is eligible for a one-off NHSCT Development Grant from April 2022 which must be used to fund the charity's development, for example in one of the following ways:

- Improved governance, leadership & structure
- Increasing communications or fundraising expertise and capacity
- Developing experience and resource to support grant making and/or improve monitoring and evaluation

All NHSCT Development Grant funding must be drawn down by March 2023.

It is anticipated that a new Charity Strategy will be approved in September. The strategy development work undertaken in Q1&Q2 of 2022/23 may impact on the budget plans for 2022/23. If changes are required a revised budget plan will be presented for consideration and approval at the September Charitable Funds Committee.

Strategy Implications

The Charity's budget for 2022/23 underpins the Charity's strategic planning for 2022-2032.

Options considered

The options included in this paper align with the resourcing options included in Appendix 3 of the Strategy Development Plan:

- a) Minimal changes. Permanently change the Head of Fundraising role to a full time position from a 0.6 FTE post and increase the non-pay budget to carry out more fundraising related research and analysis to inform a robust 10-year outline strategy, 5-year strategic plan and 3-year plan.
- b) Increase non-pay budget and enhance resource in six months' time to improve short-term and long-term engagement and analysis. This option includes the provision of dedicated, professional personnel to manage and embed Grants programmes and Data systems as well as provision to carry out more fundraising related research and analysis to inform a robust 10-year outline strategy, 5-year strategic plan and 3-year plan.
- c) Expand without undertaking in-depth analysis. This option includes the provision of a Charity Director and additional fundraising personnel as well as Grants and Data professionals.

Option a) sees an additional £9,000 pay costs when compared to the 2021/22 approved budget, with a change in the operational staffing structure seeing the removal of a vacant Band 3 role and an increase in the Head of Fundraising's hours from 0.6FTE to full time working. It includes a non-pay budget that is £36,000 more than 2021/22, to include professional fees and additional funding for marketing and digital systems improvements. Awyr Las is eligible for £30,000 funding through the NHS Charities Together Development Grant to support these additional costs.

Non-pay costs for Option b) are the same as Option a). The £50,000 difference between option a) and option b) is in pay costs. Option b) would see an additional two roles being added: a full time Grants

and Data Manager (Band 7) and full time Grants Officer (Band 6) role from Q3 2022/23. This is the preferred option.

Option c) sees a significant climb in the pay costs, from £336,000 in 2021/22 to £495,000 in 2022/23, and in non-pay costs from £156,000 in 2021/22 to £243,000.

Financial Implications

All staff who work with the charity are employed by the Health Board. The costs of the Awyr Las Support Team (not including finance) are recharged in full to the charity on a monthly basis. The costs of Finance staff involved in the charity are included within a monthly recharge from the Health Board, which has been agreed at £96,000 per year. This charge also includes an element of overheads. The charity's non-pay costs have in recent years predominantly related to charitable partnerships support, communications, donor support and fundraising, but options 2 and 3 on Appendix 2 and 3 include professional grants and data management support costs and additional governance support as well. The charity's operating costs include annual charges for audit, software fees, bank and other administration charges as well as marketing and staff development costs.

Appendix 1 provides the three Awyr Las Annual Charity Budget Options for 2022/23, and information about how these options will be funded. Appendix 2 provides a 5 year annual budget comparison.

The budget for 2022/23 has not considered an anticipated NHS pay award, but has considered an incremental drift, using the pay costings at the top increment at 21/22 rates. The new roles included in Options b) and c) have not been through the formal Management of Structural Change procedure, but the time needed for this has been considered in the recruitment timings included on the budget and associated development plan.

Non-designated (general) funds at the 31st December 2021 totalled £980,447 and on 31st January 2022 the accumulative balance on the non-designated (general) funds had increased to £1,027,233. The non-designated (general) funds do receive all of the gains or losses on the investments plus the investment income, so the total funds are expected to have changed in recent weeks.

The total charge to non-designated (general) funds for 2022/23:

Budget Option	Total Operational budget included on Appendix 1 & 2	Operational budget funded from designated-funds (for Fund specific marketing and fundraising activity) and designated grants (NHS Charities Together Development Grant)	Total Operational budget to be funded through non-designated (general) funds for 2022/23
a)	£537,000	£46,000	£491,000
b)	£587,000	£46,000	£541,000
c)	£738,000	£46,000	£692,000

The recommendation is for the Committee to agree in principle to budget option b), subject to the necessary Management of Structural Change approvals being granted.

Risk Analysis

The risks associated with these budgets are included in the Awyr Las Strategy Development Plan (22/08). All of Awyr Las' perceived main risks are included in the Charity's Risk Register.

Legal and Compliance

All activity carried out by the Awyr Las Support Team, volunteers and partners must comply with BCUHB policy and procedure, Fundraising Regulator and Charity Commission guidance and associated regulation. The Head of Fundraising contacted the Charity Commission to confirm whether certain information was required before choosing to provide a link to the information in order shorten the document.

Impact Assessment

EQIA screening will be considered in advance of all Awyr Las Support Team activity & Socio-Economic Impact Assessments will be carried out as required.

CF22/09: Appendix 1: Awyr Las Annual Charity Budget Options for 2022/23

	Option a) £0	Option b) £0	Option c) £0
Awyr Las Support Team Pay Costs			
Finance	90	90	100
Supporter Care Administrator (Band 3, 0.8 FTE)	22	22	22
Partnerships Manager (Band 6, 1 FTE)	49	49	49
Communications Officer (M&C) (Band 6, 1 FTE)	49	49	49
Fundraising Manager (CP&E) (Band 6, 0.6 FTE)	29	29	29
Communications Officer (PR) (Band 6, 0.8 FTE)	39	39	39
Head of Fundraising (Band 8a, 1 FTE)	67	67	67
Grants and Data Manager (Band 7, 1 FTE) 6 months	0	25	25
Grants Officer (Band 6, 1 FTE) 6 months	0	25	25
Director of Charity (Band 8b, 1 FTE) 6 months*	0	0	40
Trusts and Found Officer (Band 6, 1 FTE) 6 months*	0	0	25
Charity Officer (RG) (Band 6, 1 FTE) 6 months*	0	0	25
Total ALST Pay Costs**	345	395	495
Awyr Las Support Team specific operations budget expenditure			
Professional services***	25	25	0
Staff development and training***	15	15	20
Grants systems and website development***	2	2	5
General Impact promotion materials	5	5	10
General fundraising focussed materials	5	5	10
Legacy Promo	5	5	5
Events and corporate partnerships budget	8	8	15
Charitable partnerships budget	2	2	2
Regular giving budget including mailings	10	10	40
Trusts and Foundations Database	0	0	2
Major appeals	0	0	10
Additional CRM expenditure	0	0	5
Filming & tech	5	5	5
Total ALST specific Operations Budget	82	82	129
Designated Funds Budget			
Events	5	5	5
Incentives	5	5	5
Miscellaneous	1	1	1
Merchandise & bespoke marketing materials	5	5	5
Total Designated Funds Marketing budget****	16	16	16
Additional Non Pay Costs			
Overheads	6	6	10

Investment management fee	56	56	56
Audit fees	21	21	21
Bank & Other administrative charges	5	5	5
Software fees	6	6	6
NHSCT Fee	0	0	0
	<hr/>		
Total additional non pay costs	94	94	98
	<hr/>		
Total Costs*****	537	587	738
	<hr/>		

KEY:

*	These roles would need to be funded through crystallising investments. All additional pay and non-pay costs will be charged to non-designated (general) funds.
**	All pay costings are top increment at 21/22 rates, as the pay award agreement has not yet been finalised for 22/23 and future years.
***	Up to £30,000 of this expenditure will be funded from the one-off NHSCT Development Grant that Awyr Las is eligible for from April 2022. All NHSCT Development Grant must be drawn down by March 2023.
****	These costs are charged to designated funds, not non-designated (general) funds.
*****	The total estimated charges to non-designated (general) funds, once the points raised in this key have been considered, are as follows: Option a) £491k Option b) £541k Option c) £602k

CF22/09: Appendix 2: Awyr Las Annual Charity Budget 5 year comparison

BUDGET	2018/19	2019/20	2020/21	2021/22	2022/23 Option a)	2022/23 Option b)	2022/23 Option c)
	£0	£0	£0	£0	£0	£0	£0
Pay Costs							
Pay: Charity Team not including Finance	200	217	225	246	255	305	395
Pay: Finance	90	90	90	90	90	90	100
Total Pay Costs	290	307	315	336	345	395	495
Non Pay Costs							
BCU Recharge: Overheads	6	6	6	6	6	6	10
Awyr Las Support Team operational costs	48	48	48	48	82	82	129
Other marketing costs	60	40	28	15	16	16	16
Investment management fee	50	50	54	54	56	56	56
Audit fees	10	12	12	20	21	21	21
Bank & Other administrative charges	6	6	6	5	5	5	5
Software fees	5	6	6	6	6	6	6
NHS Charity fees	2	2	2	2	0	0	0
Total Non Pay Costs	187	170	162	156	192	192	243
Total Pay and Non Pay Costs	477	477	477	492	537	587	738

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022					
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>					
Teitl yr Adroddiad Report Title:	Updated Reserves Policy					
Cyfarwyddwr Cyfrifol: Responsible Director:	Executive Director of Finance, Sue Hill					
Awdur yr Adroddiad Report Author:	Kirsty Thomson, Head of Fundraising & Tim Woodhead, Finance Director					
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>					
Argymhelliad / Recommendation:						
<i>The Committee is asked to review and approve option b), an amended Reserves Policy and Target Level of Reserves.</i>						
Please tick as appropriate						
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval	✓	Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance		Er gwybodaeth For Information
Atodiadau / Appendices						
N/A						
Sefyllfa / Situation:						
<p><i>The Charitable Funds Committee has responsibility for the management and stewardship of Charitable Funds.</i></p> <p><i>Two Reserves Policy Options are included within this report:</i></p> <p><i>Option a) The reserves policy remains the same as that which was approved in March 2021, with reserves targets based on average figures taken from the last three years' of audited accounts.</i></p> <p><i>Option b) The reserves policy reflects future strategic planning, basing reserve targets on average three year income and expenditure goals, which have been recommended for in principle approval by an independent review carried out by UCS Consultants.</i></p> <p><i>The Committee is asked to review and approve option b) on the basis that:</i></p> <ol style="list-style-type: none"> <i>1. This reserves policy provides a more considered approach to financial and fundraising planning than option a), and the principles had the approval of the charity's Investment Managers, Brewin Dolphin</i> <i>2. The target is more feasible to achieve than option a).</i> 						
Cefndir / Background:						

Reserves are that part of a charity's unrestricted income funds that are freely available to spend on any of the charity's purposes.

The reserves policy explains to existing and potential fundraisers, donors and other stakeholders why a charity is holding a particular amount of reserves. A good reserves policy gives confidence to stakeholders that the charity's finances are being managed and also provides an indicator of future funding needs and its overall resilience. The reserves policy takes into account the charity's financial circumstances and other relevant factors.

Deciding on the level of reserves that a charity needs to hold is an important part of financial management and forward planning. Reserves levels which are higher than needed may tie up money unnecessarily. However if reserves are too low then the charity's solvency and its future activities can be put at risk. The charity, drawing on Charity Commission guidance and examples of best practice from other charities, has adopted a reserves policy that includes a target level of reserves.

It is good practice to keep the reserves policy under review to ensure it meets the changing needs and circumstances of the charity. The Charitable Funds Committee review the Awyr Las reserves policy and target level of reserves annually and has historically calculated the target based on the latest audited accounts. Option b) included in this report based the reserves policy on expenditure that has been approved in principle, and considers latest audited accounts.

There is no single level, or even a range of, reserves that is right for all charities. The target for the level of reserves held should reflect the particular circumstances of Awyr Las. When developing the recommended Reserves Policy, the following circumstances were considered:

The Charity's structure:

A Reserves policy considers unrestricted funds, the funds that are expendable at the discretion of the trustees in furtherance of the charity's objects, and not restricted funds, which are subject to specific trusts which may be declared by the donors, or with their authority, e.g., in a public appeal, but still within the objects of the charity. At 31st March 2021, the Charity held £5,274,000 in unrestricted funds, £5,345,000 in restricted funds, totalling £10,619,000. This means 50% of the charity's income is unrestricted and should be considered in the reserves policy.

However, the charity has over 400 different funds, the majority of which are designated funds. At 31st December 2021 the charity's balance was £11,343,789, but only £980,447, or 9% of the total funds, were undesignated. 91% of the charity's funds are earmarked to benefit specific patient groups and services in line with what supporters have requested. The designated funds may be unrestricted, but that does not mean they have not been earmarked for a particular project / ward / service in accordance with donor wishes. The designation has an administrative purpose only, and does not legally restrict the trustees' discretion to apply the fund, but the Charity Commission states that designated funds set aside to meet essential future spending should be excluded from reserves. In addition, using funds for a different purpose other than that for which it is given is likely to have an impact on both the charity's reputation and its future fundraising potential.

It is important that funders, such as Trusts and Foundations, individual major donors or corporations understand why funding is needed to undertake a particular project or activity. The current Reserves Policy does not adequately consider the ambitions nor the limitations of the Charity.

Strategic planning, future needs and opportunities, and the anticipated levels of income and expenditure for the current and future years.

A draft 3 year 2022-25 strategy, drawn up in Q3 2021/22 and independently reviewed by UCS Consultants in Q4 of 2021/22, proposed an increase in expenditure on both operational costs and charitable activities and set income targets which reflected the investment in fundraising capability. The strategy has not had Charitable Funds Committee approval, but the independent review recommended that the principles that underpin it be approved. In the past a calculation was used, with average figures taken from the last three years' of audited accounts. It is arguably more forward thinking and responsible to base the calculation on future plans.

Reputational risk and setting feasible targets:

The risk to the charity's reputation from holding substantial unspent funds at the year-end without explanation needs to be effectively managed. In the past, reserve targets have not been feasible. For example, the available unrestricted reserves as at 31st December 2020 totalled £4,953,000, but the target level of reserves was £2,888,000; at this time the charity was holding 58% higher reserves than it should have been.

Additional Internal and external influences on the charity's reserves

Fluctuations in the charity's investments, which can rise or fall in value on a monthly basis, need to be considered. There needs to be an insurance against the risk of a large fall in the investments. In 2008/09, the investments of Awyr Las' three predecessor charities fell by 26%, and in 2019/20 they fell by 11%. In addition, the reserve policy needs to ensure the charity can support larger projects that cannot be paid for with one year's worth of income and, if income was severely reduced, continue to support projects for a minimum of six months.

Monitoring and reassessing reserve levels

The target level of reserves needs to be reassessed on an annual basis. The Trustees should review the actual reserves held against the target throughout the year on a quarterly basis, to ensure that sufficient funds are held within the charity, whilst also continuing to utilise funds within a reasonable period of receipt.

Strategy Implications

The Reserves Policy underpins the Charity's strategic planning for 2022-2032.

Options considered

Two options have been considered:

Option a) The reserves policy remains the same as that which was approved in March 2021, with reserves targets based on average figures taken from the last three years' of audited accounts.

The charity's current reserves policy was reviewed and updated in March 2021 and states: 'The reserves policy has the objective of ensuring that the charity has sufficient funds available to maintain liquidity, cover unforeseen risks and provide for future opportunities. The charity relies heavily on income from donations, fundraising and legacies. These are unpredictable sources that can vary year to year. Therefore, the charity needs sufficient reserves to be able to continue its activities in the event of fluctuations in its income.'

The charity's target level of reserves was based on the following calculation, with average figures taken from the last three years of audited accounts:

- One year's operational costs, with average figures taken from approved budget plans submitted to the Charitable Funds Committee

- 25% of the value of investments held, with average figures taken from the last three years' of audited accounts
- 25% of charitable activity (grants) expenditure, with average figures taken from the last three years' of audited accounts

Option b) The reserves policy reflects future strategic planning, basing reserve targets on average three year income and expenditure goals, which have been recommended for in principle approval by an independent review carried out by UCS Consultants.

In November 2021 the charity's investment managers, Brewin Dolphin, recommended that the reserves requirement be adjusted to reflect future planned expenditure in order to provide Trustees with reassurance that the draft strategy proposal (shared with the Charitable Funds Committee members for scrutiny that month) is viable into the future.

The charity's target level of reserves would be based on the following calculation:

- One year's operational costs, with average figures taken from approved (or those with in principle approval as necessary) strategic plans
- 25% of the value of investments held, with average figures taken from the last three years' of audited accounts
- 25% of charitable activity (grants) expenditure, with average figures taken from approved (for 2022/23, using the figures included in the draft strategy with in principle approval, as necessary) strategic plans

Financial Implications

Option a) reserves target for 2022/23, based on the below figures, is £3,057

Year	2018/19	2019/20	2020/21	2022/23 (average of previous three years) £000
	£000	£000	£000	
One year's budgeted operational costs (CFC approved budget)	477	477	477	477
Value of investments held (audited accounts)	7,962	7,673	10,057	8,564
Charitable activity (grants) expenditure	1,744	2,110	1,407	1,754

%	Total (£000)
One year's budgeted operational costs (CFC approved budget): 100 %	477
Value of investments held (audited accounts): 25 %	2,141
Charitable activity (grants) expenditure: 25 %	439
Reserves target for 2022/23	3,057

Option b) reserves target for 2022/23, based on the below figures, is £3,754

The figures included in the below have not been approved, but it is anticipated that the final approved strategy for 2022-25 will include similar projected figures. The 2022/23 operational cost is the figure in Option B, the Awyr Las Budget for 2022/23 (Agenda item: CF22/09), the value of investments held is from the last three year's audited accounts.

Year	2022/23 (VOIH 2018/19) £000	2023/24 (VOIH 2019/20) £000	2024/25 (VOIH 2020/21) £000	2022/23 (average of projected three years) £000
<i>One year's budgeted operational costs</i>	587	775	795	719
<i>25% of the value of investments held (VOIH)</i>	7,962	7,673	10,057	8,564
<i>25% of projected charitable activity (grants) expenditure</i>	2,398	4,158	4,172	3,576

%	Total (£000)
<i>One year's budgeted operational costs (projected): 100 %</i>	719
<i>Value of investments held (audited accounts): 25 %</i>	2,141
<i>Charitable activity (grants) expenditure (projected): 25 %</i>	894
Reserves target for 2022/23	3,754

It is recommended that the Charitable Funds Committee approve Option b), given that it can be more feasibly achieved than option a) and it reflects strategic plans. It is recommended that the Reserves Policy is reviewed in September 2022 if the final strategy presented is significantly different from the draft version which was reviewed independently by UCS Consultants.

Risk Analysis

All of Awyr Las' perceived main risks are included in the Charity's Risk Register.

Legal and Compliance

All activity carried out by the Awyr Las Support Team, volunteers and partners must comply with BCUHB policy and procedure, Fundraising Regulator and Charity Commission guidance and associated regulation. The Head of Fundraising contacted the Charity Commission to confirm whether certain information was required before choosing to provide a link to the information in order shorten the document.

Impact Assessment

EQIA screening will be considered in advance of all Awyr Las Support Team activity & Socio-Economic Impact Assessments will be carried out as required. EQIA and SEIAs have not been carried out for this specific report.

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022					
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>					
Teitl yr Adroddiad Report Title:	Charity Risk Register Plan					
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement					
Awdur yr Adroddiad Report Author:	Kirsty Thomson, BCUHB Head of Fundraising					
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>					
Argymhelliad / Recommendation:						
<i>The Committee is asked to review the revised risk register matrix and scoring and discuss the risks included on the risk register overview (Appendix 1)</i>						
Appendices:						
Appendix 1: Awyr Las Risk Register overview						
Please tick as appropriate						
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval		Ar gyfer Trafodaeth For Discussion	✓	Ar gyfer sicrwydd For Assurance		Er gwybodaeth For Information
Sefyllfa / Situation:						
<i>BCUHB has a moderate appetite for finance related risks, which means that the Health Board is prepared to accept a target risk score of 9-12 and will tolerate such risks once this target score has been attained and sustained.</i>						
<i>In accordance with the Charitable Funds Committee's Terms of Reference, the Members are expected to:</i>						
<ul style="list-style-type: none"> ▪ <i>Oversee and provide evidence based and timely advice to the Board on relevant risks and concerns</i> ▪ <i>Contribute to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance arrangements.</i> 						
<i>The Charity Risk Register was presented to the Charitable Funds Committee in September: see page 120-139, <u>Bundle Charitable Funds Committee 16 September 2021 (nhs.wales)</u>. The Charitable Funds Committee recommended that a revised Risk Register is drawn up with the aim of having a Risk Register that is consistent and aligned with the Health Board's Risk Management Strategy.</i>						
<i>The Awyr Las Support Team have:</i>						
<ul style="list-style-type: none"> ▪ <i>Sought advice and guidance from BCUHB's Head of Risk Management and will arrange for risk management training to be delivered to their team.</i> ▪ <i>Followed the BCUHB Risk Register Management Procedure and Strategy.</i> ▪ <i>Reviewed the Charity's Risk Register Matrix and criteria so it mirrors the version used by BCUHB, but is applicable to the Charity's risks</i> 						

- Reviewed the Charity's risks included within the risk register, taking into consideration the risks highlighted in the UCS Consultant's Report (see Appendix 1, Awyr Las Strategy Development Plan CF22/08)
- Listed the Charity's risks, noting the following: Issue, Risk title, Event, Cause, Impact, Controls to mitigate the risk, Gaps, Risk Score, Handler (owner) and Manager (lead)
- Arranged Risk Management and Datix training for all members of the Charity Support Team for April 2022 so risk management and assessment is firmly embedded within all of the team's work plans

The Awyr Las Support Team will:

- Capture all risks on Datix by May 2022, thus aligning all risks the BCUHB Risk Management Information System. The Charity Accountant had been asked to remove the risks from the Datix system, but it has been agreed that these risks should now be included on the system.
- Include review and scrutiny of the Risk Register on the Charitable Funds Committee meeting agenda on a quarterly basis.

The Charitable Funds Committee members are asked to review and scrutinise the proposed risk matrix and scoring and confirm if it is appropriate. The Charitable Funds Committee members are also asked to review the risks included in Appendix 1 and specifically discuss:

1. Are the risk scores appropriate, or do they need to be amended?
2. Are there additional risks that should be included on the Charity's Risk Register?

Cefndir / Background:

Risk Tiers

BCUHB has three tiers of risks:

Tier 1: Risks which are scored over 12. These are risks with score 15 and above that have been identified, assessed and captured by a Service Management Team. Once risk scoring 15 and above have been approved by the Directorate Governance or Senior Manager's meeting for escalation, it is presented to the relevant Executive Director for approval. Once approved, the Corporate Risk Team will add the risk onto the agenda for the Risk Management Group to recommend or decline and if escalation is supported, risk is presented to the Executive Team meeting for further recommendation. If the Executive Team meeting recommends the risk, it is then presented to the relevant Board Committee for approval and inclusion onto the Corporate Risk Register but responsibility for mitigating and managing the risk on a day-to-day basis sits with the local service where the risk has been identified.

Tier 2: Risks scored 9-12. These are held and managed at a Divisional Level.

Tier 3: Risks scored 1-8. These are approved by the relevant service and are held and managed at a Service level.

Charity Risk Management and escalation route:

- All individual risk mitigation action plans will be reviewed monthly by the risk handler and manager in 1:1 meetings.
- All risks will be reviewed monthly at the Charity Support Team meeting, with changes in the controls and risk scores being minuted.
- Risks which are scored over 12 by the Charity Support Team will be escalated to both the Director of Partnerships, Engagement and Communications and the Executive Director of Finance.
- The Director of Partnerships, Engagement and Communications and the Executive Director of Finance will recommend or decline escalation to the Risk Management Group (RMG)
- All Charity risks will be included on the Charity Risk Register Summary Report, which is included on all Charitable Funds Committee agendas. The report will provide information on the initial, current and target risk score, the risk score movement, the handler, lead and controls in place.

Proposed scoring:

The below suggested risk grading and scoring scheme for the charity follows that used by BCUHB (BCUHB grading included in the Risk Register Development Procedure:

[https://nhswales365.sharepoint.com/sites/BCU_Intranet_POLCS/QMS/Forms/AllItems.aspx?id=%2Fsites%2FBCU_Intranet_POLCS%2FQMS%2FRM02 - Risk Register Development Procedure %26 User Guide - V3%2E1%2Epdf&parent=%2Fsites%2FBCU_Intranet_POLCS%2FQMS](https://nhswales365.sharepoint.com/sites/BCU_Intranet_POLCS/QMS/Forms/AllItems.aspx?id=%2Fsites%2FBCU_Intranet_POLCS%2FQMS%2FRM02-Risk%20Register%20Development%20Procedure%26User%20Guide-V3%2E1%2Epdf&parent=%2Fsites%2FBCU_Intranet_POLCS%2FQMS)).

The Risk Register Matrix for BCUHB is included below. It is proposed that the charity's Risk Register Matrix follows the same principles as BCUHB. The only difference between the two is:

- Finance measurements, with the amounts being significantly smaller for the charity
- Different terms used for safety (focus on all people, not just patients for the charity) and quality outcomes focussing on beneficiaries (grant recipients and their service users) and benefactors (donors) rather than service-users.

		IMPACT				
		1	2	3	4	5
Catastrophic	5	Low Medium	Medium	High	High/ Very High	Very High
Major	4	Low	Low Medium	Medium/ High	High	High/ Very High
Moderate	3	Low	Low Medium	Medium	Medium/High	High
Minor	2	Very Low	Low	Low Medium	Low Medium	Medium
Insignificant	1	Very Low	Very Low	Low	Low	Low Medium
		1	2	3	4	5
		Likelihood (PROBABILITY)				
		Rare 0%-4%	Unlikely 5%-20%	Possible 21%-50%	Likely 51%-80%	Very Likely 80%-100%

Scoring scheme

25	Very High
20	High/Very high
16	High
15	High
12	Medium/high
10	Medium
9	Medium
8	Low medium
6	Low medium
5	Low medium
4	Low
3	Low
2	Very low
1	Very low

BCUHB Risk Register Matrix:

	FINANCE	COMPLIANCE	PATIENT SAFETY	QUALITY / OUTCOMES	REPUTATION
1 INSIGNIFICANT	Negligible loss <£1,000	No non-compliance	Insignificant injury/harm	Negligible impact/ unnoticed by service users	Insignificant damage
2 MINOR	Small loss £10,001-£10,000	Small, single, short-term non-compliance	Minor injury/harm	Small/ transient impact	Minor or transient damage
3 MODERATE	Moderate loss £10,001-£100,000	Sustained single or a few short-term non-compliances	Moderate injury/harm	Moderate/ short-to medium-term impact	Moderate or short - to medium- term damage
4 MAJOR	Significant loss £100,001 - £1,000,000	Multiple sustained non-compliances	Major injury/harm	Significant/ medium to long-term impact	Major or medium - to long-term damage
5 CATASTROPHIC	Substantial loss > £1,000,000	Multiple, long-term, significant non-compliances	Fatal injury/harm	Substantial/ sustained, long-term impact	Substantial or sustained damage

Suggested Awyr Las Risk Register Matrix:

	FINANCE	COMPLIANCE	PERSON SAFETY	QUALITY / OUTCOMES	REPUTATION
1 INSIGNIFICANT	Negligible loss <=£100	No non-compliance	Insignificant injury/harm	Negligible impact/ unnoticed by beneficiaries, benefactors and other key stakeholders	Insignificant damage
2 MINOR	Small loss £101-£500	Small, single, short-term non-compliance	Minor injury/harm	Small/ transient impact	Minor or transient damage
3 MODERATE	Moderate loss £501-£1,000	Sustained single or a few short-term non-compliances	Moderate injury/harm	Moderate/ short-to medium-term impact	Moderate or short - to medium- term damage
4 MAJOR	Significant loss £1,001 - £5,000	Multiple sustained non-compliances	Major injury/harm	Significant/ medium to long-term impact	Major or medium - to long-term damage
5 CATASTROPHIC	Substantial loss > £5,000	Multiple, long-term, significant non-compliances	Fatal injury/harm	Substantial/ sustained, long-term impact	Substantial or sustained damage

Asesiad / Assessment & Analysis**Strategy Implications**

The Risk Register will be aligned to the Charity Strategy.

Options considered

An agreed Risk Register Matrix is being considered within this paper. All Charitable Funds Committee members have an opportunity to amend the Charity's matrix and the initial scores for the charity's revised risks.

Financial Implications

NA

Risk Analysis

An individual Risk Analysis is completed for all Awyr Las events and activities, and for new processes and ways of working introduced by members of the Awyr Las Support Team (ALST). The Charity's current Risk Register can be seen here: [Bundle Charitable Funds Committee 16 September 2021 \(nhs.wales\)](#).

Legal and Compliance

All items within this report will be monitored and reported to the Charitable Funds Committee.

Impact Assessment

Impact Assessments are carried out for all Awyr Las events and activities, and for new processes and ways of working introduced by members of the ALST.

CF22/12 Charity Risk Register: Appendix 1, Charity Risk Register Outline

The Charity's Risk Register was last presented to the Charitable Funds Committee in September 2021: [Bundle Charitable Funds Committee 16 September 2021 \(nhs.wales\)](#). The risks and scores included on that register are summarised here:

Reference	Risk	Initial Risk Rating	Risk Score Quarter 4 2020/21	Risk Score Quarter 1 2021/22	Risk Score Quarter 2 2021/22	Draft Risk Score Quarter 3 2021/22	Target
CFRR01	Fundraising	16	12	12	12	12	8
CFRR02	Fund advisors	12	9	9	9	8	6
CFRR03	Appeals	12	9	9	9	8	4
CFRR04	Staff engagement	12	9	9	9	8	4
CFRR05	Investments	8	8	8	8	8	6
CFRR06	Financial	6	6	6	6	6	3
CFRR07	Use of Technology	8	6	6	6	8	4
CFRR08	Reputation	9	9	9	9	8	6

These eight risks have been considered and redrafted within new risks. These were considered to be the key risks associated with the charity's strategy, and the plan to move from an enabling charity to a dynamic charity, by an Independent Review (see Awyr Las Strategy Development Plan, Appendix 1, Agenda Item 22/08):

Reference	Previous Risk	Current risk (see below)
CFRR01	Fundraising	Unable to identify fundraising priorities & present a compelling case statement
CFRR02	Fund advisors	Lack of planning / infrastructure to make grants, engage and fundraise effectively
CFRR03	Appeals	Lack of clearly defined and agreed goals
CFRR04	Staff engagement	Potential supporters aren't aware of what the health needs are and how the charity will help

CFRR05	Investments	Potential lack of funding for charitable activities (grants) and operational costs.
CFRR06	Financial	Potential lack of funding for charitable activities (grants) and operational costs.
CFRR07	Use of Technology	Lack of planning / infrastructure to make grants, engage and fundraise effectively
CFRR08	Reputation	Potential lack of funding for charitable activities (grants) and operational costs.

The revised risks have been placed into a Datix format, used to record all BCUHB risks. The controls – or mitigations – included below are short-term measures. The risks will be reviewed monthly and updated once these mitigations are in place. The risks and controls included in the Charity Risk Register are now aligned to the recommendations listed in the independent report carried out by UCS Consultants.

Title	Description	Controls in place	Risk Rating (initial)	Risk Rating (current)	Risk Rating (Target)	Target Risk Date Due	Handler	Risk Lead	Further action to achieve target risk score
Potential lack of funding for charitable activities (grants) and operational costs.	There is a risk that traditional supporters will not want to support the North Wales NHS Charity. This will be caused by a change in funders' priorities. There is also a risk that market volatility will affect the charity's decision to crystallise investments.	Affluentials analysis. Trust and Foundation Fundraising Expert for a short term scoping project. Financial planning for the strategy. Detailed competition analysis within the catchment. Leadership analysis.	10	10	8	31/12/2023	HoF	DoPEC	Major Donors Fundraising Plan Trusts and Foundations Fundraising Plan Investment strategy Grant Management Strategy

	<p>In addition, there is a risk that other charities have stronger community links and communicate urgent need well.</p> <p>This will cause a reduction in the funds available, which could lead to a reduction in charitable activities (grants) and operational costs.</p>	<p>Benchmarking: local context, considering demographics, context, socio-economic factors to give assurance through more robust and joined up analysis to underpin the strategy</p>							Leadership engagement plan
<p>Unable to identify fundraising priorities & present a compelling case statement</p>	<p>There is a risk that charitable partners and potential donors will become disinterested caused by the charity's inability to present compelling, urgent fundraising appeals.</p> <p>This will cause a reduction in the funds available, which could lead to a reduction in charitable activities</p>	<p>Needs analysis.</p> <p>New processes to improve access to information on upcoming projects to know what funding needs there are.</p>	12	12	8	31/12/2023	HoF	DoPEC	Appeals Plan

	(grants) and operational costs.								
Lack of planning / infrastructure to make grants, engage and fundraise effectively	<p>There is a risk that insufficient training / support / capacity / leadership will mean the charity cannot move from being an enabling to a dynamic charity.</p> <p>This will cause the charity to miss out on potential engagement and fundraising opportunities</p>	<p>Impact analysis.</p> <p>Grants and Data Manager recruitment.</p> <p>Staff Structure review.</p> <p>Review and implement CRM business case.</p> <p>CFC involvement in shaping the strategy.</p> <p>Donor pathway plan.</p> <p>Volunteering plan.</p> <p>Staff training and development plans.</p> <p>Board sessions & communications</p>	12	12	8	31/12/2023	HoF	DoPEC	Approved operational plan and associated dashboard to aid monitoring and reporting.
Lack of clearly defined goals	There is a risk of mission drift / lack of long-term commitment if there aren't clearly agreed goals that are signed up to by the Charitable Funds	Strategy document narrative to better reflect drivers and the need to move to become a dynamic fundraising charity to provide clear short and long term aims and	12	12	8	31/12/2023	HoF	DoPEC	Approved strategy and associated dashboard to aid monitoring and reporting.

	<p>Committee and Awyr Las Support Team.</p> <p>This will cause key stakeholders to become disinterested.</p>	<p>objectives to monitor and evaluate.</p> <p>Ratios & broad strategic KPIs to include Life Time Value and Community Engagement Measures to provide individual goals for all team members to aim for.</p> <p>Brand refresh, including vision and mission and review of working name of the charity to provide clear rules and standards on how the charity's brand should be represented to demonstrate what the charity is, what it does and what it stands for.</p>							
<p>Potential supporters aren't aware of what the health needs are and how the charity will help</p>	<p>There is a risk that people don't know about the charity caused by a lack of effective internal and external messaging.</p> <p>This will cause people to donate elsewhere.</p>	<p>Case statement testing to provide evidence of what messages and projects should be well supported and pledges of support for future appeals.</p> <p>Communications strategy to provide clear short term and long</p>	10	10	8	31/12/2023	HoF	DoPEC	

		term milestones, to align with and underpin the charity strategy.							
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Key
HoF: Head of Fundraising
DoPEC: Director of Partnerships, Engagement and Communications



Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022					
Cyhoeddus neu Breifat: Public or Private:	Public					
Teitl yr Adroddiad Report Title:	Committee Work Plan for 2022/23					
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement					
Awdur yr Adroddiad Report Author:	Kirsty Thomson, Head of Fundraising					
Craffu blaenorol: Prior Scrutiny:	None					
Atodiadau Appendices:	<u>Appendix 1</u> : Work Plan 2022/23					
Argymhelliad / Recommendation:						
The Committee is asked to approve the cycle of business and work plan presented, as a starting point for the work to be undertaken in 2022/23.						
Please tick one as appropriate (note the Chair of the meeting will review and may determine the document should be viewed under a different category)						
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval		Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance	✓	Er gwybodaeth For Information
Sefyllfa / Situation:						
The Charitable Funds Committee has responsibility for the management and stewardship of the Charity's Funds.						
Cefndir / Background:						
The Charitable Funds Committee, in common with other committees and sub-committees, needs to agree a cycle of business setting out regular business to be considered on a recurring basis each year. A work plan is also required, setting out additional and one-off items of business planned for each agenda in-year. Ad-hoc items can be added to this plan as and when issues arise.						
This work plan is reviewed annually.						
Asesiad / Assessment:						
<u>Strategy Implications</u> Aligned to the Awyr Las Charity Strategy.						
<u>Options considered</u> Not applicable.						
Financial Implications						

Not applicable.

Risk Analysis

Not applicable.

Legal And Compliance

Not applicable.

Impact Assessment

Not applicable.

Appendix 1 – Work Plan 2022/23

Agenda Item	June 2022	September 2022	December 2022	March 2023
Opening Business				
Apologies & declarations of interest	X	X	X	X
Minutes of the previous meeting	X	X	X	X
Matters arising and action plan	X	X	X	X
Standing Items				
Invited speaker	X	X	X	X
Finance report	X	X	X	X
Charity Support Team report	X	X	X	X
Third sector groups report	X	X	X	X
Staff Lottery Update	X	X	X	X
Charitable Funds Advisory Group minutes	X	X	X	X
Charity Risk Register	X	X	X	X
Investment manager's portfolio report	X	X	X	X
Items for Decision				
Request for expenditure approvals	X	X	X	X
Budget for forthcoming year				X
Audited Accounts and Annual report			X	
Charity Strategy – Annual Review		X		
Wales Audit Office ISA 260 report			X	
Items of Governance				
Investment manager presentation		X		X
Review of reserves policy				X
Committee work plan for forthcoming year	X	X	X	X
Closing Business				
Issues of significance	X	X	X	X
Date of next meeting	X	X	X	X
Planning / agenda setting for next meeting	X	X	X	X
In Year / Ad hoc items				
Facilitated Development Workshop		X		

Appendix 1 – Work Plan 2022/23

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17 th March 2022						
Cyhoeddus neu Breifat: Public or Private:	Public						
Teitl yr Adroddiad Report Title:	Charitable Funds Finance Report Q3 2021/22						
Cyfarwyddwr Cyfrifol: Responsible Director:	Sue Hill, Executive Director of Finance						
Awdur yr Adroddiad Report Author:	Tim Woodhead, Finance Director - Operational Finance						
Craffu blaenorol: Prior Scrutiny:	Executive Director of Finance						
Atodiadau Appendices:	<u>Appendix 1:</u> Legacies <u>Appendix 2:</u> Income and expenditure <u>Appendix 3:</u> Outstanding commitments <u>Appendix 4:</u> Analysis of funds by service <u>Appendix 5:</u> Glossary of terms						
Argymhelliad / Recommendation:							
The Committee is asked to note the report.							
Ticiwch fel bo'n briodol / Please tick as appropriate							
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval	<input type="checkbox"/>	Ar gyfer Trafodaeth For Discussion	<input type="checkbox"/>	Ar gyfer sicrwydd For Assurance	<input checked="" type="checkbox"/>	Er gwybodaeth For Information	<input type="checkbox"/>
Y/N i ddangos a yw dyletswydd Cydraddoldeb/ SED yn berthnasol Y/N to indicate whether the Equality/SED duty is applicable							
Equality Impact (EqIA) and a socio-economic (SED) impact assessments not applicable.							
Sefyllfa / Situation:							
The Charitable Funds Committee has responsibility for overseeing the financial management and stewardship of the charitable funds. This is the Finance Report for the charity as at the 31 st December 2021, reporting the financial position up to the end of the third quarter of 2021/22.							
Cefndir / Background:							
NHS charitable funds are defined as all monies donated to the Health Board for purposes related to the NHS and include voluntary donations, legacies and fundraising. Awyr Las's objects, as recorded with the Charity Commission, are <i>'for any charitable purpose or purposes relating to the National Health Service'</i> .							
The vision of the Charity expands on this further: <i>'To use Charitable Funds to make a real difference to our patients, their families and staff across North Wales in the delivery of safe and effective healthcare'</i> . The Charity's focus is always on the ultimate patient benefit and funding items that go over and above the core NHS service.							
Asesiad / Assessment:							

Goblygiadau Strategol / Strategy Implications

Aligned to the Awyr Las Charity Strategy.

Opsiynau a ystyriwyd / Options considered

Not applicable – paper is for information on the financial position of the charity.

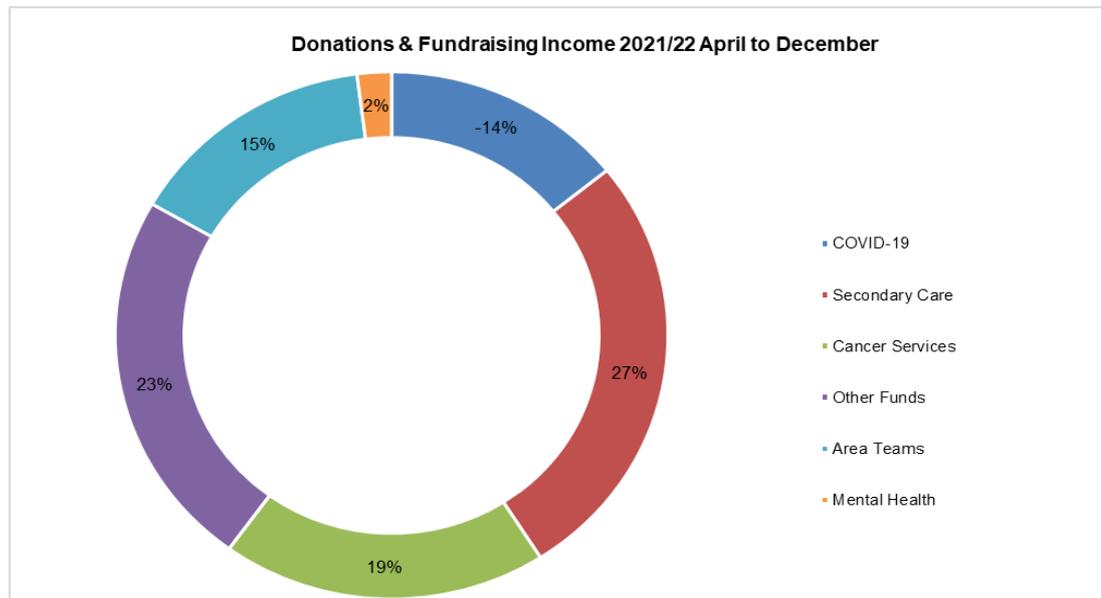
Goblygiadau Ariannol / Financial Implications

Statement of Financial Activities

	9 Months to December 2021 £000	9 Months to 31 st December 2020 £000
Donations & fundraising	642	983
Legacies	156	102
Investment income	78	77
Total income	876	1,162
Grants funded	(532)	(1,050)
Governance & support costs	(79)	(80)
Fundraising costs	(229)	(168)
Charity budget commitment	(181)	(189)
Investment management	(19)	(22)
Total expenditure	(1,040)	(1,509)
Gain/(loss) on investments	890	1,847
Net movement in funds	726	1,500

Income

- The donation and fundraising income for the 9 months ending December 2021 totals £642,000, which is £341,000 (35%) lower than reported in December last year. The difference is mainly due to a reduction in donations for COVID-19, which only totalled £7,000 to end of December 2021/22.



- Legacy income for the period ending December 2021 totals £156,000, which is £54,000 higher than reported in December 2020. Further details on legacies are included in Appendix 1.

Expenditure

- Grant funded expenditure is £532,000, a decrease of £518,000 from the same period last year, due to a reduction in the COVID-19 grants being awarded in 2021/22. Total COVID-19 grants awarded to end of December 2021 is £32,000 which have reduced by £459,000 from the £491,000 COVID-19 grants awarded for the same period last year. The appendix for COVID-19 Grants detail has been removed from the report due to expenditure being significantly lower in 2021/22.
- Fundraising expenditure is £229,000 for the 9 months ending December 2021, which has increased by £61,000 from December 2020, which is due to work being outsourced as a result of reduced capacity in the Team.
- Investment Management costs is £19,000 for the period ending December 2021.
- The charity budget commitment relates to the costs for the whole of the year that are chargeable to General Funds, as per the approved budget. These are committed at the start of the year, so that the General Funds balance accurately reflects what is available to use in grant awards. The commitment is reduced throughout the year as costs are realised. It will be closed prior to the completion of the accounts.
- Further detail on items of income and expenditure over £25,000 is included in Appendix 2.

Fundraising Costs

	Total Budget £000	Month 9 Budget £000	Month 9 Actual £000	Month 9 Variance £000
Fundraising Team Pay Costs	246	184	148	(36)
Fundraising Team Non-Pay Costs	61	46	79	33
Total Fundraising Team	307	230	227	(3)

Other Fundraising Costs	4	3	2	(1)
Total Fundraising Costs	311	233	229	(4)

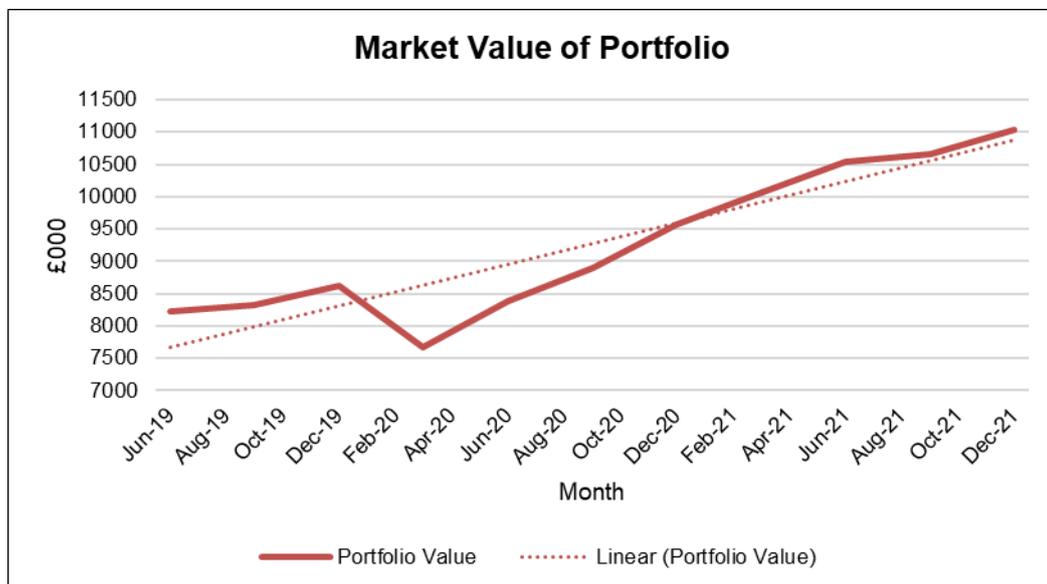
- The Fundraising Team costs are £3,000 under spent up to end of December, of which Pay is £36,000 underspent and non-pay is £33,000 overspent. The team currently has one vacancy, a 30 hour Band 6 Fundraising Support Manager, which is resulting in the under spend on pay costs.
- Other Fundraising Costs arise outside of the Fundraising Team, from Health Board staff members undertaking fundraising activity.

Balance Sheet

	As at 31/12/21 £000	As at 31/03/20 £000
Long term investments	11,040	10,057
Land	150	150
Total fixed assets	11,190	10,207
Debtors	571	796
Cash at bank and in hand	759	926
Total current assets	1,330	1,722
Creditors	(134)	(101)
Net current (liabilities)/assets	1,196	1,621
Creditor for commitments	(1,042)	(1,209)
Net assets	11,344	10,619
Unrestricted fund balances	6,491	5,259
Restricted fund balances	4,853	5,345
Revaluation Reserve	0	15
Net assets	11,344	10,619

Investments

- The investments have continued to perform well in 2021/22, with a gain of £983,000 from April 2021, equivalent to 10% of the brought forward portfolio value. Although this gain is unrealised, it is included in General Funds as income.



- The investment portfolio is a separate agenda item

Assets and liabilities

- Total cash held at end of December 2021 was £759,000, which has decreased by £167,000 since 31st March 2021. It is forecast that the cash held is sufficient to meet current needs.
- The provision for commitments in December 2021 is £1,042,000, which has decreased by £176,000 compared to the end of March 2021. Extensions were given to some commitments to ensure that applicants were not disadvantaged by the pandemic. Applicants with outstanding approvals that have not progressed have been contacted to determine their status. Grants that have not progressed and have no plan to restart have been cancelled. Further details of outstanding commitments are included in Appendix 3.

Funds Analysis

- Available unrestricted fund balances total £6,491,000 compared to a target level of £2,888,000.
- Available General Funds total is £1,537,000. The first call on these funds will be the charity running costs and Fundraising budget for 2021/22, which were approved at the March Committee. These total £477,000.
- An analysis of funds by service is included in Appendix 4.
- A glossary of terms used in this report is included in Appendix 5.

Dadansoddiad Risk / Risk Analysis

The risks of the charity are reviewed by the Committee on an annual basis, every March and are included as a separate agenda item.

Cyfreithiol a Chydymffurfiaeth / Legal and Compliance

Not applicable.

Asesiad Effaith / Impact Assessment

Not applicable.

Appendix 1 – Legacies

Open Legacies - Quarter 3 2021/22						
Name	Date of Notification	Pecuniary / Residuary	Fund to benefit	Received in period	Total received	Current Status
				£	£	
Cunliffe, N M	May-20	Residuary	Cancer Centre, YGC/Ophthalmology, ABH, Audiology YGC - Each to receive 10% of half of the residual value of the Estate	36,000	108,000	The final distribution payment will be made once the outstanding matters relating to HMRC have been resolved.
Hewitt, R	Oct-21	Residuary	Cancer Centre, YGC	0	0	The executing solicitors are in the process of applying for Grant of Probate. NWCTC has been left 15% of the residual estate.
Jones, ET	Jan-21	Residuary	Cancer Centre, YGC	0	0	Grant of Probate was granted in February 2021. A copy of the Estate accounts have been received and reviewed. The funds will be distributed in January 2022.
Jones, G	Jan-21	Residuary	Alaw Unit, YG	0	0	The executing solicitors are in the process of collating assets and liabilities to apply for Grant of Probate.
Magowan, R	Sep-21	Residuary	Renal Unit, Wrexham Maelor	0	0	Grant of probate awarded in August 21. Property has been sold and sale proceeds in the solicitors clients account.
Monks, J B	Aug-21	Residuary	Wrexham Maelor Hospital	0	0	Grant of Probate has been granted. Automatic Inheritance Tax Clearance date is October 21. Solicitors to complete cash appraisal and make interim payment. Awaiting on pension arrears and a refund from HMRC.
Oldbury, M R	Sep-21	Residuary	Cancer Centre, YGC	0	0	21.5% residual legacy. Probate granted June 2021. The solicitors are now in a position to distribute the Estate.
Ramsbottom, S M	Sep-21	Residuary	Renal Unit, Glan Clwyd Hospital	0	0	Letter received from the executing solicitors. 50% of the residuary estate to the Renal Unit in Glan Clwyd.
Roberts, G M	Jan-21		Llandudno General Hospital	0	0	Grant of Probate was awarded in March 2021.
Williams, E L	Jan-20	Residuary	Parents and Friends of Rhuddlan Children's Centre	0	0	Grant of Probate has been awarded.
Williams, G	May-21	Residuary	Cancer Centre, YGC	50,000	50,000	Grant of Probate has been awarded. An interim payment of £50k was received in May 2021.
WynneJones, J T		Residuary	Wrexham Maelor Hospital	0	0	The Trust is a Life interest Trust created under the terms of the will of the late Dr J T Wynne Jones.
Total Open Legacies				86,000	158,000	

Appendix 1 – Legacies

Closed Legacies – Quarter 1 to 3 (April to December) 2021/22				
Name	Pecuniary / Residuary	Fund to Benefit	Received in Period £	Total Received £
Bagnall, BJ	Residuary	Special Care Baby Unit – YGC	56,046	56,046
Brunstrom, SF	Pecuniary	Alaw	10,000	10,000
Ellis, OW	Pecuniary	Holywell CH/RAH/Respiratory/Orthopaedics YGC	10,882	10,882
Jones, DA	Residuary	Cancer Centre, YGC	86	86
Jones, E	Pecuniary	Cardiac Fund, YGC	2,000	2,000
Jones, P	Pecuniary	Cancer Centre, Glan Clwyd Hospital	60,000	60,000
Kaye, J	Pecuniary	Alaw Unit	3,000	3,000
Morgan, FD	Residuary	Wrexham Maelor Hospital	42,894	42,894
Morris, RJ	Pecuniary	Llandudno General Purposes Fund	2,500	2,500
Platts, MJ	Pecuniary	Wrexham Maelor Hospital	1,000	1,000
Roberts, BE	Pecuniary	Kidney Fund	3,000	3,000
Roberts, ME	Pecuniary	Stoke Unit/Cardiology/Cancer Centre	1,500	1,500
Rowlands, Madeline	Residuary	Alaw Ward, YG	(62)	73,960
Williams, Joyce Mary	Residuary	Denbigh Infirmary	3,661	3,661
Wyn Pierce, D	Pecuniary	Childrens Ward, Wrexham and Childrens Ward, YG	2,000	2,000
Total closed legacies			198,508	272,530
Legacies Accrued in prior years			(42,895)	
Total Legacies Received in Quarter 1 - 3			155,613	

Appendix 2 – Income and Expenditure

Items over £25,000

Income & Expenditure Items Over £25,000				
Division	Fund	Income £'000	Expenditure £'000	Description
Income				
Area Central	8F05 - Special Care Baby Unit - Glan Clwyd	56		Legacy: B Bagnall
General Funds	7T02 - General Funds - East	43		Legacy: FD Morgan
Cancer - YGC	8Q02 - Cancer Charitable Fund - Glan Clwyd	50		Legacy: G Williams
Cancer - YGC	8Q02 - Cancer Charitable Fund - Glan Clwyd	60		Legacy: P Jones
Clinical Support, Ysbyty Glan Clwyd & Abergele, Cancer YGC	8K01 - Audiology CPG Fund 8N04 - Ophthalmic Unit - H M Stanley 8Q02 - Cancer Charitable Fund - Glan Clwyd	36		Legacy: NM Cunliffe
Ysbyty Glan Clwyd & Abergele	8B43 - Out of Hospital Cardiac Arrest Project	77		Cash Donation: Menter Mon
Expenditure				
Ysbyty Glan Clwyd & Abergele	8B43 - Out of Hospital Cardiac Arrest Project		(48)	AED Defibrillators & Cabinets
Ysbyty Gwynedd	9K08 - Cardiology Department - West		(43)	Torton Motorised Health Clinic
Total		322	(91)	

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
31/03/2022	Charity Budget 2021/22	8T28	General Funds - Awyr Las	488,443	307,098	181,345	Ongoing
31/03/2021	Provision of Parabl Talking Therapy	8T52	COVID-19 Response Fund	21,274	18,984	2,290	Closed in May 2021 and remaining monies returned to fund.
30/04/2021	PhD Prudent Healthcare (KESS Scholarships)	8T28	General Funds - Awyr Las	4,000	3,500	500	The student undertaking the PhD withdrew in September 2018 after 2 years on the project. It is hoped that the funding for the final year, some of which is held by Bangor University and some by the charity, can be converted into a 1 year Masters. The submission request for this was in the final call before the lockdown. The project proposals submitted to the call now have to go to the KESS 2 Approval Panel and a date is in the process of being set for that meeting. Extension to April 2022
30/04/2021	Hearts & Minds Regular Grants Scheme	8T28	General Funds - Awyr Las	20,000	0	20,000	Ongoing project.
30/04/2022	KESS 2 Transplant Decliners Research	7B43	Renal Dept Trainee Grants - YMW	2,518	667	1,851	Ongoing research project.
30/04/2022	KESS 2 Transplant Decliners Research	8T11	Friends of Renal Care Glan Clwyd Hospital	2,518	667	1,851	Ongoing research project.

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
30/04/2022	KESS 2 Transplant Decliners Research	9B71	Renal Unit - YG	2,518	667	1,851	Ongoing research project.
30/04/2022	Wet Rooms - Enfys Ward	8Q02	Cancer Charitable Fund - Glan Clwyd	11,231	6,507	4,724	The communal wet room has been completed, but the bathrooms in the single rooms are still outstanding. Work has been delayed due to COVID-19. Nine month extension awarded.
30/05/2022	Bereavement Support Provision	8T52	COVID-19 Response Fund	20,000	5,470	14,530	Ongoing project that has been delayed due to COVID-19 pressures. Six month extension awarded.
31/05/2022	Covid-19 Medical Education Fellowship	8T52	COVID-19 Response Fund	20,000	4,173	15,827	Ongoing project.
31/03/2022	iPad Grant Scheme	8T52	COVID-19 Response Fund	50,000	48,715	1,285	COVID-19 project. IT are organising the purchase and roll out of devices.
31/12/2022	Virtual Hospital Scoping Project	8T52	COVID-19 Response Fund	5,000	0	5,000	Ongoing project.
30/06/2022	Cultural Competence Training	8T52	COVID-19 Response Fund	2,800	0	2,800	COVID-19 grant from NHS Charities Together to be used for BAME projects. There have been difficulties in staff being released for awareness sessions, due to COVID-19 pressures. The Equality and Human Rights Strategic Forum have agreed sessions will be delayed to April. Six month extension awarded.

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
30/06/2022	PALS Hub, YG	8T28	General Funds - Awyr Las	6,819	0	6,819	Ongoing project.
31/03/2022	COVID-19 Funding Requests - £101 to £4,999	8T52	COVID-19 Response Fund	167,034	119,364	47,305	COVID-19 grants awarded and not yet spent.
31/07/2021	Nasal Mucous Collection - Study 2	8T28	General Funds - Awyr Las	5,700	2,589	3,111	Ongoing project. Project now planned to cover three hay fever seasons and so take longer than originally anticipated. Extended to July 2022.
31/05/22	Staff Development - Brian Laing	8T28	General Funds - Awyr Las	2,400	587	1,813	Ongoing.
31/07/2022	Advancing the Primary Care Nursing Workforce across North Wales	8T48	Staff Development Fund	50,000	23,629	26,371	Difficulty with booking courses due to Procurement regulations around block booking. This has delayed the project. The first cohort of courses took place in September and October 2019. The pandemic delayed the programme. It restarted in August 2020, but has had to be put on hold again due to the rise in COVID-19 cases and the inability to release staff to attend this training. Extended to July 2022
31/07/2022	Conwy CMHT Garden Project	8D06	Nant-y-Glyn MHRC Patient Amenities	6,940	3,639	3,301	Ongoing project.
28/02/2022	BQL - Lesotho Family Medicine Specialty Training Program	8T52	COVID-19 Response Fund	5,700	600	5,100	
31/03/2022	Neuro Physio Equipment	8T52	COVID-19 Response Fund	9,240	4,449	4,791	Ongoing.

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
31/03/2022	Additional Equipment – Hybrid Theatre	8B66	Livsey Fund	75,300	0	75,300	This is linked to the main Hybrid Theatre application and the approval expiry date has been set to match. Orders are raised in line with the project plan.
30/09/2022	Minor Works Scheme - Ysbyty Alltwen	9B10	Madog Community and Hospital Fund	29,700	2,860	26,840	Estates have confirmed that due to other priority COVID-19 works the contractor has been undertaking, the job has been delayed. It is scheduled to start end of February and the materials required have been ordered. Extension awarded.
31/03/2022	BAME NHSCT Grant	8T52	COVID-19 Response Fund	50,000	36,799	13,201	COVID-19 grant from NHS Charities Together to be used for BAME projects. Individual projects are being identified and when approved, they will be set up as separate projects and this ring-fenced amount reduced accordingly.
31/07/22	Equipment - NWCRC	8T52	General Funds - Awyr Las	32,487	26,375	6,112	Ongoing.
31/12/2022	VC Equipment	7Q02	Cancer Support Group - YMW	15,953	0	15,953	Ongoing.
28/02/2022	Comfortline Therapy Chairs x 26	8Q02	Cancer Charitable Fund - Glan Clwyd	84,760		84,760	Ongoing.
31/8/2022	Oncology Wigs	7Q02	Cancer Support Group - YMW	25,000	1,620	23,380	Ongoing

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
31/8/2022	Oncology Wigs	8Q02	Cancer Charitable Fund - Glan Clwyd	25,000	2,520	22,480	Ongoing.
31/8/2022	Oncology Wigs	9Q04	Janet Jones (Alaw) - YG	25,000	1,710	23,290	Ongoing.
31/8/2022	Dermatology Wigs 2020 - East	8T28	General Funds - Awyr Las	13,000	1,520	11,480	Ongoing.
31/8/2022	Dermatology Wigs 2020 - West	8T28	General Funds - Awyr Las	13,000	2,520	10,480	Ongoing.
31/8/2022	Dermatology Wigs 2020 - Central	8T28	General Funds - Awyr Las	13,000	2,250	10,750	Ongoing.
30/11/2022	Oncology Research Project	9Q04	Janet Jones (Alaw) - YG	30,000	0	30,000	Ongoing research project.
30/11/2022	Diagnosis of Meningitis in newborn babies – Equipment	8T28	General Funds - Awyr Las	13,473	1,285	12,188	Ongoing research project.
31/07/2022	Parkinsons Study	8T28	General Funds - Awyr Las	52,737	0	52,737	Applicant is preparing the ethics and R & D submissions. Once approval has been granted they can proceed with the study.
31/03/2022	Patient Advice & Liaison Support Officer	8T52	COVID-19 Response Fund	5,000	0	5,000	Ongoing project.

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
30/04/2022	Patient Journey App	9N17	Trauma & Orthopaedic (West) CPG GP Fund	13,400	8,500	4,900	Ongoing project. Approval was £5,000 for set up costs and £350 per month for license for 2 years.
31/05/2022	Keep the Beats Officer	7B67	Cardiology Fund - East	15,000	12,500	2,500	Ongoing project.
31/05/2022	Keep the Beats Officer	8B42	Cardiology Department Central - Patients Fund	13,000	10,833	2,167	Ongoing project.
31/05/2022	Keep the Beats Officer	9K08	Cardiology Department - West	9,000	7,500	1,500	Ongoing project.
31/03/2022	Evaluating Musical Interaction Therapy (MIT) for Autism with Cross-BCU Impact	8T28	General Funds - Awyr Las	11,000	6,412	4,588	Ongoing project.
31/03/2023	Study - Correlation between novel biomarker expression and interventional treatment in chronic back pain – Pain Management, Wrexham	8T28	General Funds - Awyr Las	17,000	0	17,000	Ongoing project.
31/05/2022	Gwynt Y Mor Community Fund - Motiv8 Project	8D12	Motiv8 North West Wales	47,190	11,312	12,283	Due to COVID-19 the project was put on hold. However, the project has now recommenced and the person appointed to lead it started in mid-February.

Appendix 3 – Outstanding Commitments

Approval Expiry	Description	Fund No.	Fund Name	Amount Approved £	Amount Paid/ Accrued £	Amount Outstanding £	Notes
30/09/2022	Assessing the mental health of patients on the Alaw Cancer Care Unit	9Q18	#TeamIrfon	52,038	0	52,038	Project was put on hold due to COVID-19. Discussions have now started about when the project can commence.
31/02/2022	Patient Advice & Liaison Support Officer – Supporting Carers Support Implementation	8T28	General Funds - Awyr Las	25,615	0	25,615	Ongoing project.
30/06/2022	Bone Density Unit - Alterations to Toilet Facilities	9T26	Friends of Llandudno Hospital	10,000	0	10,000	Work is due to commence on the 14th March 2022
30/06/2022	Staff Experience Application	8T48	Staff Development Fund	24,000		24,000	Small grants scheme administered by the Fundraising Team. This was put on hold due to COVID-19, but will be restarting shortly. Two year extension awarded.
31/3/22	Outdoor activity sessions with National Outdoor Centre	8T53	Covid 19 Staff Fund	10,000	1,800	8,200	Ongoing.
			TOTAL			1,033,459	

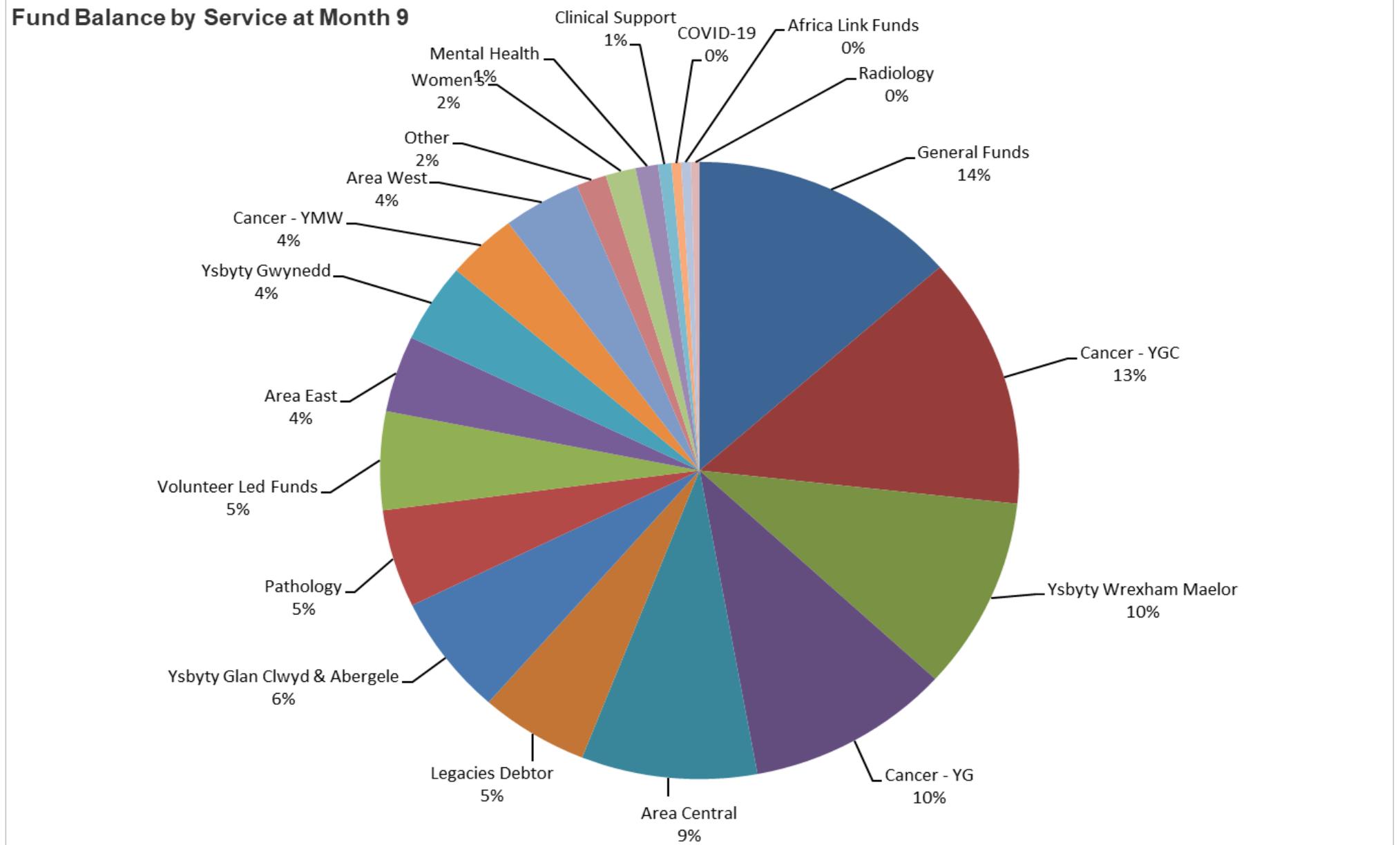
Appendix 4 – Analysis of Funds by Service

	Opening position M01 £000	Income £000	Expenditure £000	New Unspent Commitments £000	Closing position M9 £000
Area East	437	56	(31)	(8)	454
Area Central	960	99	(40)	(10)	1,009
Area West	425	46	(25)	0	446
Area Teams	1,822	201	(96)	(18)	1,909
Ysbyty Wrexham Maelor	1,114	62	(32)	0	1,144
Ysbyty Glan Clwyd & Abergelē	713	144	(119)	(20)	718
Ysbyty Gwynedd	450	45	(25)	0	470
Women's & Maternal Care	166	9	(2)	0	173
Pathology	584	4	(6)	0	582
Radiology	50	0	(1)	0	49
Clinical Support	80	(4)	0	0	76
Secondary Care	3,157	260	(185)	(20)	3,212
Cancer - YMW	415	34	(6)	(39)	404
Cancer - YGC	1,399	142	60	(107)	1,494
Cancer - YG	1,049	131	41	(53)	1,168
Cancer Services	2,863	307	95	(199)	3,066
Mental Health	120	18	(9)	0	129
Africa Link Funds	65	14	(12)	(11)	56
Volunteer Led Funds	541	52	(9)	0	584
General Funds	1,012	1,089	(269)	(295)	1,537
COVID-19 Funds	92	(128)	106	(15)	55
Legacies Debtor	697	(75)	0	0	622
Other	249	28	(93)	(10)	174
Other Funds	2,656	980	(277)	(331)	3,028
Total Charity Balance	10,618	1,766	(472)	(568)	11,344

Service Type	£000	%
Area Teams	4,175	37%
Secondary Care	4,573	40%
Cancer Services	1,884	17%
Mental Health	174	2%
Other	538	5%
	11,344	

Health Economy	£000	%
East	3,423	30%
Centre	3,085	27%
West	2,350	21%
BCU Wide	2,486	22%
	11,344	

Appendix 4 – Analysis of Funds by Service



Appendix 5 – Glossary of Terms

Donations

Donations include all income received by the charity as gifts made to it on a voluntary basis.

Fundraising income

This includes income from all fundraising activities, events and sponsorship.

Governance and support costs

These include the recharge from the Health Board for Finance and administration support, external audit fees, software fees, bank costs and other admin charges.

Fundraising costs

This is the total costs of fundraising. It includes the costs of fundraising by individual wards and departments, as well as the pay and non-pay costs of the Fundraising Team.

Long term investment

Fixed asset investments are held to generate income and for their investment potential. For the charity, this consists of the investment portfolio managed by Rothschild.

Unrealised gains

An unrealised gain is a potential profit that exists on paper, resulting from an investment. It is an increase in the value of an asset that has yet to be sold for cash, such as a stock position that has increased in value but still remains open. The gains and losses reported in the charity's accounts are unrealised as the investments are still held. They would only become realised if the assets were sold and converted to cash.

Commitments

The value of all the grants that have been approved by the charity, but not yet spent.

Unrestricted funds

Unrestricted funds are spent or applied at the discretion of the trustees to further any of the charity's purposes. Trustees may choose to set up designated funds that remain part of the unrestricted funds of the charity. This is because the designation has an administrative purpose only and does not legally restrict the trustees' discretion in how to apply the unrestricted funds that they have earmarked.

Restricted funds

Funds held on specific trusts under charity law are classed as restricted funds. The resources of each restricted fund are held and maintained separately from other funds. This is in recognition of the circumstances in which the resources were originally received, and/or the restrictions on the fund that determine the way those resources are subsequently to be treated. Restricted funds in Awyr Las primarily come from legacies. However there are also some specific designated funds that are wholly restricted.

Appendix 5 – Glossary of Terms

Reserves

Reserves are the funds that the charity has which can be freely spent on any of its charitable purposes. This therefore excludes restricted income funds, but includes unrestricted designated funds.

Designated Funds

Funds that are aligned to specific wards, departments and services. They can be restricted or unrestricted. These funds are managed by Fund Advisors.

General Funds

These are the funds held by the charity that are not designated. They can be restricted (where there is a broad restriction to the Health Board rather than a particular service) or unrestricted. General Funds receive the unrealised gains or losses on the investments. General Funds pay for the running costs of the charity – all governance and support costs, plus the costs of the Fundraising Team.

Legacies Debtor Fund

This fund holds the accruals for legacies where probate has been granted, but we have not yet received the cash. This fund is used to protect the designated funds from fluctuations in the final legacy received. When the legacy is received, it will be credited to the designated fund specified in the Will and the accrual will be reversed out from the Legacies Debtor fund.

Dormant Funds

These are designated funds, which have not had any income or expenditure in the preceding year.

Semi-dormant Funds

These are designated funds, which have not had any expenditure in the preceding year, but have received income.

Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022					
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>					
Teitl yr Adroddiad Report Title:	Charity Support Team Update Report Q4 2021/22					
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement					
Awdur yr Adroddiad Report Author:	Kirsty Thomson, BCUHB Head of Fundraising					
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>					
Argymhelliad / Recommendation:						
<i>The Committee is asked to note the information included within this report.</i>						
Appendices: N/A						
Please tick as appropriate						
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval		Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance		Er gwybodaeth For Information ✓
Sefyllfa / Situation:						
<p><i>This paper provides an update on the following key areas of the Fundraising Section of the Awyr Las Support Team's activity:</i></p> <ol style="list-style-type: none"> <i>1. Complaints Report</i> <i>2. Press Coverage</i> <i>3. Notable events and activities</i> <i>4. Key pledges of support to highlight</i> <i>5. CRM</i> <i>6. Keep the Beats</i> <i>7. Support Team Update</i> <p><i>This paper seeks to provide assurance on the main activities, direction and focus of the Fundraising Section of the Awyr Las Support Team for BCUHB's Board representatives who form the Charitable Funds Committee membership. This should be read in conjunction with the Awyr Las Finance Report.</i></p>						
Cefndir / Background:						
1. Complaints Report						
<i>The Awyr Las Support Team received one complaint this quarter.</i>						
<i>The complaint was received by a donor who couldn't understand why he was receiving a thank you letter from Awyr Las, and why his donation wasn't recorded as a donation for a specific service. The complainant received three calls and an email confirming how the complaint had been managed, and he confirmed he was pleased with how the situation was managed. The issue lay in the fact that the donation hadn't been banked promptly or receipted correctly. The service team were included in correspondence and subsequent discussions have been held to make sure the thanking and banking policy is followed, and to make sure donors are aware of what correspondence to expect. The donation</i>						

will now be featured in a web & social story, so a good outcome for the service, donor and for the Awyr Las Support Team.

2. Press Coverage and event focus

- *Light Up Christmas ran throughout December: [Awyr Las - Light Up Christmas 2021](#). Arrangements are underway for sponsors to meet with BCUHB staff, as part of the sponsorship agreements, and the Pier defibrillator that was funded through the sponsors' and others' support will be in place by April. A press release will be issued on this. An evaluation of the event will be shared on the Awyr Las BetsiNet page in March 2022.*
- *The Awyr Las Communications Officer, Mari Jones, has been in post since 17th February. Mari has published 3 web-press stories and has 20 stories in the communications pipeline.*
- *The team is preparing for the July Big Tea. Information will be shared on the Awyr Las BetsiNet page and the chrity and BCUHB websites from Q12022/23.*
- *The Awyr Las Support Team will be part of the BCUHB staff recognition event working group, tasked with securing the necessary event sponsorship.*
- *The Wrexham Maelor Children's Ward Rainbow Ball is taking place on 18th March 2022.*
- *The Team Irfon Pier to Pier Swim is planned for 3rd September 2022.*

3. Maggie's partnership & additional important updates

- *The Maggie's Centre plans will now be reported into the Capital Investment Group by the Project Lead, Neil Rogers, YGC Acute Care Director. Site visits have taken place to determine possible locations. The Head of Fundraising attended a site visit with Steve Morgan and the CEO of Maggie's in March, and Heads of Terms (a non-binding letter of intent outlining the main points relevant to the partnership and capital project) are expected to be agreed by June 2022. Stakeholder meetings which will see BCUHB and Maggie's representatives taking questions from partner organisations, patients and other interested parties will begin from March.*
- *The Supporting Carers' Patient Advice & Liaison Officer role holder has agreed to attend the December 2022 Charitable Funds Committee meeting to present to the members.*
- *Musical Intervention Therapy and Arts programmes that have been funded through Awyr Las will be featuring in a promotional video in Q1 2022/23 to help demonstrate impact to current and potential funders.*

4. Key pledges of support to highlight

The Awyr Las Support Team continues to work closely with multidisciplinary clinical teams to develop relationships with major donors. Significant pledges of support which will now not be realised until 2022/23:

- *£140,000 The Trust for Sick Children in Wales, Registered Charity Number 519191 for enhancements to the Ty Croeso Parental Accommodation, Ysbyty Glan Clwyd*
- *£100,000 North Wales Psychiatric Fund, Registered Charity Number 235783 for the establishment of a designed fund within Mental Health and Learning Disabilities*
- *£85,000 Gafael Llaw, Registered Charity Number 1155719 matched funding for enhancements to the Ty Enfys Parental Accommodation, Ysbyty Gwynedd*
- *£665,000 NHS Charities Together, Registered Charity Number 1186569, for grant stages 2 and 3*

The Head of Fundraising continues to work with the partners, colleagues and external experts to develop two case statements for two possible appeals: Shooting Star Unit development and Radiology.

5. CRM

In June 2021, the Charitable Funds Committee approved a project to procure a new Customer Relationship Management (CRM) system for the Awyr Las Support Team. This decision was based on a business case that advocated for changing to a CRM that was cloud-based, more user friendly, and which integrated with established fundraising tools and platforms (e.g. JustGiving), in order to

increase user uptake of the system (to improve data quality), and offer more consistent communication with supporters, leading to increased donor satisfaction and retention. In September, the provider for the charity's current CRM made contact to explain that in Q1 2022/23, they would be launching a cloud-based and more user-friendly version of their system. They will also launch several integrations, including one for JustGiving. This will come at no additional cost.

Following a meeting with the provider to explore the new functionality, the team agreed to pause procurement of a new system, implement the current provider's upgrade, and appraise the new version of the CRM during 2022. Should the Awyr Las Support Team find that the system is still not meeting its needs, the business case will be reviewed and updated, and approval sought to recommence the procurement of a new CRM. Staying with the same provider offers benefits, including not having to migrate the data (which is costly and comes with risk of data loss), no increased cost for the CRM, and built in lottery management software.

Some issues which the business case explored would still need to be addressed, namely lack of consistency around use of the CRM. Therefore, there is still a need to have a dedicated manager to oversee data, and a package of work related to the CRM will still need to take place in 2022. Instead of procuring and embedding a new system, the focus will be on:

- *Upskilling members of the Awyr Las Support Team so they can confidently use the existing CRM*
- *Assessing the quality of the data held on the system and de-duplication exercises*
- *Refreshing standard Operating Procedures, and digitising paper-based processes that could be made more robust if they were taken online.*

6. Keep the Beats Fund

The Keep the Beats Fund Advisor Julie Starling has been successful in securing a new role, and will be working across Wales from 2022.

The intention is for Julie to continue to lead Keep the Beats in a voluntary capacity as Chair of the fund. Two new Fund Advisors will be in place from March 2022.

The Fund, and the work of both Cath Humes, Charity Support Manager, and Tomos Hughes, Public Access Defibrillator Support Officer, has recently been highly commended by funding partners Menter Mon following the installation of 40 defibrillators in coastal areas across the region.

The Keep the Beats volunteers have requested that funding from across Wales, not just North Wales, be accepted by the Keep the Beats Fund to help fund its education programme and defibrillators across Wales, not just North Wales. This proposal fits with the objects of the charity included in the Charity's declaration of Trust [apply the income...either for the general or specific purposes of Betsi Cadwaladr University Health Board or for all or any charitable purpose or purposes relating to the National Health Service]. The proposal, the associated risks and processes are currently being considered and shared with other Welsh NHS Charities.

7. Support Team Update

Important developments since the September Charitable Funds Committee:

- *Emma Jones, Awyr Las Digital and Data Manager has taken on a new position within BCUHB as Conwy West Project Manager. Emma achieved a great deal in her role with the charity, playing a key role in elevating the messages of Awyr Las. Emma demonstrated real commitment and passion for the charity, its beneficiaries and benefactors.*
- *Bethan Roberts, Principal Finance Manager for Financial Reporting, has taken on the responsibility for the Charity Finances from March 2022. As the Charity Accountant, Bethan will line manage Paula Clayton, Assistant Accountant.*

- *As noted in section 1, Mari Jones has joined the team as the Communications Officer. Mari, Print News Reporter of the Year at the 2018 Wales Media Awards, brings over 20 years of experience as a journalist. A Marketing and Campaigns Communications Officer role has been recruited to, and the role holder is expected to be in post by June 2022.*

Asesiad / Assessment & Analysis

Strategy Implications

This report is underpinned by the Awyr Las Strategy 2016-21, see <https://awyrlas.org.uk/content/downloads/The-Awyr-Las-Strategy-2016-to-2021.pdf>.

Options considered

All fundraising, marketing and resourcing options are considered by the Awyr Las Support Team (ALST) during planning phases. All relevant information is included in the Background Section of this paper, where appropriate.

Financial Implications

The items outlined in this report are all costed within the agreed Awyr Las Support Team.

Risk Analysis

An individual Risk Analysis is completed for all Awyr Las events and activities, and for new processes and ways of working introduced by members of the Awyr Las Support Team (ALST). The ALST's perceived main risks are included in the Charity's Risk Register.

Legal and Compliance

All items within this report will be monitored and will be updated on at the June 2021 Charitable Funds Committee meeting.

Impact Assessment

Impact Assessments are carried out for all Awyr Las events and activities, and for new processes and ways of working introduced by members of the ALST.



Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17th March 2022				
Cyhoeddus neu Breifat: Public or Private:	<i>Public</i>				
Teitl yr Adroddiad Report Title:	Third Sector Group Report, Q4 2021/22				
Cyfarwyddwr Cyfrifol: Responsible Director:	Helen Stevens-Jones, BCUHB Director of Partnerships, Communications and Engagement				
Awdur yr Adroddiad Report Author:	Kirsty Thomson, BCUHB Head of Fundraising				
Craffu blaenorol: Prior Scrutiny:	<i>No prior scrutiny</i>				
Argymhelliad / Recommendation:					
<i>The Committee is asked to note the information included within this report.</i>					
Please tick as appropriate					
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval		Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance	Er gwybodaeth For Information ✓
Sefyllfa / Situation:					
<p><i>The Awyr Las Support Team's Partnerships Support Manager continues to work closely with Third Sector Groups that support BCUHB services, particularly those that run cafes, shops or tea trolley facilities on BCUHB premises.</i></p> <p><i>Included in this report:</i></p> <ol style="list-style-type: none"> <i>Existing Third Sector Partners Update</i> <i>Streamlining support for all charitable supporters of BCUHB</i> <i>BCUHB Volunteer Strategy: Volunteering in BCUHB Scoping Exercise and Impact Assessment</i> <i>Special Mentions</i> 					
Cefndir / Background:					
<u>1. Existing Third Sector Partners</u>					
<p>The cafes and shops on BCUHB premises run by third party organisations are still in the process of reopening. In order to do so, all organisations are required to complete the following with the support of Hospital Management representatives, the Partnerships Team and Estates and Facilities:</p> <ol style="list-style-type: none"> Approved Risk Assessments (with sign off from Infection Control and Health and Safety representatives as well as the Hospital Management Team) Service Level Agreements / Partnerships Agreements A Tenancy at Will agreement as required. 					

This formal documentation aims to safeguard Third Sector partners and BCUHB, and is being introduced in accordance with best practice.

The Awyr Las Support Team continues to work alongside Estates and Facilities to a timetable to complete Agreements for all of third sector partners.

The following Agreements should be completed by the end of June 2021:

Hospital	Organisation Name	Café / Shop Location
Heddfan Unit	Kim Inspire	Café
Ysbyty Maelor	Maelor Voluntary Service	Café 1
Ysbyty Maelor	Maelor Voluntary Service	Café 1 Retail
Ysbyty Maelor	Maelor Voluntary Service	Café 2 Retail
Ysbyty Glan Clwyd	Ysbyty Glan Clwyd League of Friends	Café Retail
Ysbyty Maelor	Maelor Voluntary Service	Entrance B Tea Bar Retail
Ysbyty Maelor	Wrexham League of Friends	Entrance Shop Retail
Ysbyty Gwynedd	Royal Voluntary Services	Hospital Office - Retail
Ysbyty Gwynedd	Royal Voluntary Services	Hospital Shop - Retail
Ysbyty Maelor	Wrexham League of Friends	Main Shop Retail
Ruthin	Ruthin Hospital League of Friends	New Tea Bar opening soon
Ysbyty Glan Clwyd	Ysbyty Glan Clwyd League of Friends	Office
Ysbyty Maelor	Maelor Voluntary Service	Office
Ysbyty Maelor	Wrexham League of Friends	Office Space, back of shop
Ysbyty Gwynedd	Radio Ysbyty Gwynedd	Radio Station
Ysbyty Glan Clwyd	Ysbyty Glan Clwyd League of Friends	Shop Retail
Ysbyty Glan Clwyd	Royal Voluntary Services	Stock Room - Retail
Ysbyty Glan Clwyd	Ysbyty Glan Clwyd League of Friends	Stock Room - Retail
Denbigh	Denbigh Infirmary LoF	Tea Bar - Retail
Holywell	Holywell Hospital Good Companions	Tea Bar - Retail

Not all organisations are in a position to return to hospital environments currently, and not all catering and retail facilities can be reopened currently due to their location (for example, because they are in clinical spaces), or because the spaces have had to be repurposed to accommodate social distancing and / or temporary services on site. The following Agreements are currently not expected to be in place until December 2022:

Abergele	Abergele League of Friends	Café
Ysbyty Glan Clwyd	Ysbyty Glan Clwyd League of Friends	Café - Cancer Unit
Mold	Mold Hospital League of Friends	Café - Retail
Ysbyty Maelor	Maelor Voluntary Service	Stock Room Orthopaedic Retail
Ysbyty Gwynedd	Cyfeillion Ysbyty Gwynedd	Storage Cupboard YG by ATM
Ysbyty Glan Clwyd	Radio Glan Clwyd	Radio Station
Ysbyty Penrhos Stanley	Royal Voluntary Services	Hospital Shop - Retail
Llandudno Hospital	Royal Voluntary Services	Hospital Stock Room - Retail
Ysbyty Penrhos Stanley	Royal Voluntary Services	Hospital Stock Room - Retail
Colwyn Bay Hospital	Royal Voluntary Services	Hospital Stock Room Retail
Bryn Beryl	Royal Voluntary Services	Hospital Stock Room - Retail
Colwyn Bay Hospital	Royal Voluntary Services	Hospital Tea Bar - Retail
Ysbyty Gwynedd	Royal Voluntary Services	Hospital Tea Bar - Retail
Bryn Beryl	Royal Voluntary Services	Hospital Trolley - Retail
Llandudno Hospital	Royal Voluntary Services	Hospital Trolley - Retail
Ysbyty Glan Clwyd	Royal Voluntary Services	Hospital Trolley - Retail
Ysbyty Gwynedd	Royal Voluntary Services	Hospital Trolley - Retail
Ysbyty Penrhos Stanley	Royal Voluntary Services	Hospital Trolley - Retail
Llandudno Hospital	Royal Voluntary Services	Hospital Vending - Retail
Colwyn Bay Hospital	Royal Voluntary Services	Hospital Trolley - Retail
Ysbyty Gwynedd	Royal Voluntary Services	Information Point
Deeside	Deeside League of Friends	Café Retail
Ysbyty Gwynedd	Alaw Cancer & Haematology Fundraising Group	Fundraising Only
Ysbyty Maelor	Bala League of Friends Supporting Wrexham League of Friends	Fundraising Only
Bryn Beryl	Cyfeillion Ysbyty Bryn Beryl	Fundraising Only
Eryri	Cyfeillion Ysbyty Eryri	Fundraising Only
Ysbyty Gwynedd - Cancer Services	Friends of Alaw Day	Fundraising Only
Ysbyty Penrhos Stanley	Penrhos Stanley Amenities Fund	Fundraising Only
Ysbyty Maelor Cancer Services	Shooting Star Appeal	Fundraising Only
Tywyn	The Tywyn and District Memorial Hospital Appeal Fund	Fundraising Only

Ysbyty Glan Clwyd	Treasure Chest	Fundraising Only
Dolgellau	Ysbyty Dolgellau LoF	Fundraising Only
Ffestiniog Health Centre	Ysbyty Ffestiniog League of Friends	Fundraising Only
Ysbyty Glan Clwyd	Royal Voluntary Services	Hospital Reception
Llandudno Hospital	Royal Voluntary Services	Hospital Shop - Retail
Ysbyty Maelor	Maelor Voluntary Service	Tea Bar Orthopaedic Retail
Ysbyty Maelor	Maelor Voluntary Service	Tea Bar Shooting Star Retail
Alltwn	League of Friends, Ysbyty Alltwn	Trolley Service

2. Streamlining support for all charitable supporters of BCUHB

In March 2021, the Head of Fundraising reported that the Awyr Las Support Team plans to review the process for invoicing third sector groups and will assess the implications this will have on the Awyr Las Financial Procedures. This review is an inclusive activity, and third sector partners will remain engaged throughout the process of implementing new ways of invoicing and reporting.

The Shooting Star Cancer Support Charity has agreed to trial new ways of grant giving and reporting from 2022, so the learning from this trial which will begin this month (March 2022) can be applied to other third sector groups.

3. BCUHB Volunteer Strategy: Volunteering in BCUHB Scoping Exercise and Impact Assessment

The Awyr Las Support Team has contributed to the planning behind the BCUHB Third Sector briefing paper, which is being drafted by BCUHB's Health Strategy Planning Team.

Plans to establish an internal BCUHB Catering and Retail Use of Space working group to determine how BCUHB use of space principles for the long term can be developed in collaboration with partners are on hold until the BCUHB Third Sector briefing paper is published. This piece of work will help shape BCUHB and Awyr Las' wider BCUHB Volunteering Strategies.

In October 2021 the Head of Fundraising drew up a position paper on BCUHB Volunteering which was shared with W&OD. The development of a BCUHB Volunteering Strategy is on hold until the BCUHB Third Sector briefing paper is published.

The Awyr Las Volunteering strategy will be informed by the scoping work carried out as part of the period of 'Research, Review and Reset' from March – September 2022 outlined in Appendix 2 of the Awyr Las 6 Month Strategy Development Plan (Agenda item CF21.87).

4. Special Mentions

A very special mention must be given to the Leagues of Friends groups at Ruthin Hospital and Denbigh Infirmary for the significant support they have given to both hospitals in recent months. The grants given by the two organisations to the Health Board will be officially recognised in 2022/23.

Asesiad / Assessment & Analysis

Strategy Implications

This report is underpinned by the Awyr Las Strategy.

Options considered

The options for reopening cafes and shops are considered by senior representatives from BCUHB's Infection Control, Health and Safety and Estates and Facilities Teams.

The options for working with external agencies, for example Baxendale, to carry out aspects of the 'Volunteering in BCUHB Scoping Exercise and Impact Assessment' will be considered by the Steering Group and the BCUHB Procurement Team.

Financial Implications

The fact that shops and cafes have been unable to open will have an impact on charitable income given directly to BCUHB from the Leagues of Friends.

Risk Analysis

A Risk Analysis has been drawn up for all the cafes and shops on BCUHB premises.

Legal and Compliance

All items within this report will be monitored and reported to the Charitable Funds Committee.

Impact Assessment

Impact Assessments are carried out for all Awyr Las events and activities, and for new processes and ways of working introduced by members of the ALST.



Cyfarfod a dyddiad: Meeting and date:	Charitable Funds Committee 17 th March 2022						
Cyhoeddus neu Breifat: Public or Private:	Public						
Teitl yr Adroddiad Report Title:	Summary of Expenditure Approvals						
Cyfarwyddwr Cyfrifol: Responsible Director:	Sue Hill, Executive Director of Finance						
Awdur yr Adroddiad Report Author:	Tim Woodhead, Finance Director – Operational Finance						
Craffu blaenorol: Prior Scrutiny:	Executive Director of Finance						
Atodiadau Appendices:	<u>Appendix 1: Expenditure Approvals Awarded Quarter 3 2021/22</u>						
Argymhelliad / Recommendation:							
The Committee is asked to note the applications that have been approved.							
Please tick one as appropriate (note the Chair of the meeting will review and may determine the document should be viewed under a different category)							
Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval	✓	Ar gyfer Trafodaeth For Discussion		Ar gyfer sicrwydd For Assurance		Er gwybodaeth For Information	✓
Sefyllfa / Situation:							
The Charitable Funds Committee has responsibility for the management and stewardship of Charitable Funds. This includes approval of expenditure from the charity, as per the Scheme of Delegation.							
Cefndir / Background:							
Since March 2020, the COVID-19 pandemic has required the charity to approve grants in a short timescale, in order to respond to the demands on the NHS. It was therefore agreed that applications over £5,000 that require Committee approval would be considered outside of meetings.							
Asesiad / Assessment:							
<u>Strategy Implications</u> Aligned to the Awyr Las Charity Strategy.							
<u>Financial Implications</u>							
Grants approved Between July and December 2021, 16 applications over £5,000 have been approved outside of Committee meetings, at a total cost of £534,17 (2020/21 £154,046). These applications are listed in Appendix 1.							

Risk Analysis

Not applicable.

Legal And Compliance

Not applicable.

Impact Assessment

Not applicable.

Appendix 1 – Expenditure Approvals Awarded in Q3 2021/22

Description	Approval Ref	Date Approved	Fund Number	Fund Name	Amount Approved £
Bone Density Unit - Alterations to Toilet Facilities	CA-21/11	22/07/2021	9T26	Friends of Llandudno Hospital	10,000
Tuition Fees - Bangor University - Samir Mohammed Albedeary	CA-21/03	27/07/2021	8Q02	Cancer Charitable Fund - Glan Clwyd	5,500
VC Equipment	CA-21/05	27/07/2021	8B42	Cardiology Department Central - Patients Fund	14,455
HandyK Ref Equipment	CA-21/04	03/08/2021	9N21/8T28	Ophthalmology (West) General Purpose Fund /General Funds - Awyr Las	9,748
Outdoor activity sessions with National Outdoor Centre	CA-21/08	03/08/2021	8T53	COVID-19 Staff Support Fund	10,000
Parkinson's Study	CA-21/09	03/08/2021	8T28	General Funds - Awyr Las	51,237
Equipment - NWCRC	CA-21/10	03/08/2021	7N27/8N02/8N13/8T28	Eye Unit - YMW/Diagnostic and Treatment Facility - Urology/Urology - Glan Clwyd/General Funds - Awyr Las	36,387
100 Stories Project	CA-21/12	03/08/2021	8T52	Covid 19 Response Fund	75,000
Platelet Incubator	CA-21/07	02/09/2021	9J02	Ysbyty Gwynedd Haematology	5,407
VC Equipment	CA-21/14	02/09/2021	7Q02	Cancer Support Group - YMW	15,953
Wigs - Oncology	CA-21/19	30/09/2021	7Q02/8Q02/9Q04	Cancer Support Group - YMW/Cancer Charitable Fund - Glan Clwyd/Janet Jones (Alaw) - YG	75,000
Wigs - Dermatology	CA-21/20	30/09/2021	8T28	General Funds - Awyr Las	39,000
Defibrillators	CA-21/24	30/09/2021	8B43	Out of Hospital Cardiac Arrest Project (OOHCA)	76,734
Comfortline Therapy Chairs x 26	CA-21/25	12/11/2021	8Q02	Cancer Charitable Fund - Glan Clwyd	84,760
WCVA Funding - WA Rd9_10	CA-21/23	09/12/2021	8T51	Betsi Kenya Health Link	14,993
Suicide Awareness	CA-21/28	09/12/2021	8T33	Public Health	10,000
Total					534,174

Appendix 1 – Expenditure Approvals Awarded in Q3 2021/22

2020/21

Description	Approval Ref	Date Approved	Fund Number	Fund Name	Amount Approved £
Neuro Physio Equipment	CA-20/20	05/11/2020	8T52	COVID-19 Response Fund	9,240
Hydref Ward – Furniture Request	CA-20/26	05/11/2020	8T52	COVID-19 Response Fund	6,815
Baby Pod	CA-20/29	05/11/2020	8F09	Paediatric Department - Glan Clwyd	5,996
Older Person's Mental Health – Equipment Request	CA-20/30	05/11/2020	8T52	COVID-19 Response Fund	16,780
Mobile Education unit	CA-20/40	05/11/2020	8B42 & 8T52	COVID-19 Response Fund	22,012
Rural Community Public Access Defibrillation	CA-20/42	05/11/2020	8T52	COVID-19 Response Fund	9,698
Surgical lights	CA-20/53	05/11/2020	9M02, 9M03 & 9M07	Maternity - YG / Obs & Gynae - YG / Bladder Scanner Fund - YG	9,163
Bladder Scanner	CA-20/35	06/11/2020	9Q04	Alaw Fund, YG	6,850
BQL - Lesotho Family Medicine Specialty Training Program	CA-20/23	04/12/2020	9T27	Betsi-Quthing Fund	5,700
PALS Hub	CA-20/33	04/12/2020	8T28	General Funds	6,819
Diagnosis of meningitis in newborn babies	CA-20/56	04/12/2020	8T28	General Funds	24,973
Additional Funding for Oncology Research Project	CA-20/59	04/12/2020	9Q04	Alaw Fund, YG	30,000
Total					154,046