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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board

Charitable Funds Committee

Annual Report for 2024-25

DATE February 2025

CONTENTS

Foreword

1.	Introduction to the report and the Charitable Funds Committee (CFC)	4
2.	2024-25 Work Programme	4
3.	Frequency of Committee Meetings and Membership	5
4.	CFC Reporting Arrangements	5
6.	Self-assessment and Evaluation	6
7.	Key Areas of Focus in 2025-26	6
8.	Conclusion	7
Appendix 1	CFC Terms of Reference (March 2022)	8
Appendix 2	CFC Work Programme for 2024-25	17
Appendix 3	CFC Meetings in 2024-25	18

Chair's Foreword

I am very pleased to present this Annual Report for the year ended 31st March 2025.

I would like to take this opportunity to thank all members of the public, staff and others who have donated funds to the Charitable Funds Committee. The funds do make a difference to patients, staff and the Aneurin Bevan University Health Board Community.

In this report we provide an overview of the work of the Charitable Funds Committee (CFC) over the last 12 months. The committee ensures that the Board's policies and procedures for charitable funds investments are followed in relation to legislative framework.

The CFC also has responsibility of administering all charitable funds and providing information via an Annual Report to the ABUHB of its work. The funds are also audited annually by Audit Wales.

I would like to thank all members of the committee for their input and advice over the past 12 months.

I also place on record my particular thanks to all the staff at ABUHB and to all others who have been involved with the CFC work for their support and professionalism, which has been much appreciated.

Diolch yn Fawr / Thank you

Paul Deneen
Chair
Charitable Funds Committee

1. Introduction

- 1.1 Section 1 of the Standing Orders of the Aneurin Bevan University Health Board (referred to throughout this document as 'ABUHB, the Board' or the 'Health Board') provides that:

"The Board may and, where directed by the Welsh Government must, appoint Committees of the Health Board either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of its business extends equally to the work carried out on its behalf by committees".

- 1.2 The Term of Reference of Charitable Funds (referred to throughout this document as 'CFC' or the 'Committee') were approved by the Board in March 2022 (see **Appendix 1**).
- 1.3 The purpose of the **Charitable Funds Committee** is to Ensure the stewardship and effective management of funds which have been donated, bequeathed, and given to the Aneurin Bevan Health Charity for charitable purposes by making and monitoring arrangements for the control and management of the Health Board's Charitable Funds.
- 1.4 This report describes how the CFC discharged its role and responsibilities during the period 1 April 2024 to 31 March 2025.

2 2024-25 Work Programme

- 2.1 ABUHB Standing Orders require the Board Secretary to produce an Annual Plan of Board business. This should incorporate formal Board meetings, regular Board Development sessions and, as appropriate, planned activities of the Board's Committees and Advisory Groups. The Work Programme adopted for CFC in 2024-25 is attached to this report (see **Appendix 2**).

A Work Programme is designed to align to its terms of reference and the requirement for it to seek information to be able to give advice or gain assurance for itself and on behalf of the Board. The Work Programme is, however, a framework rather than a prescriptive agenda. This gives CFC flexibility to identify changing priorities or any need for further assurance or information.

- 2.2 In January 2025, the Committee received the Charitable Funds Annual Accounts report for 2023/24 which provided Members with greater assurance of the work of the charity, this included the position of the financial actives or year ended 31st March 2024.
- **Donations, Legacies and Grants**, had increased to £507K from £437k in the draft accounts, the increase had come from the income transactions which were identified as deferred income and had now been reclassified;
 - **Investment income**, a change had occurred with the assets reporting at £5.4M due to a reporting error of £28K from CCLA that was highlighted by Audit Wales during the review.

The Annual Report and Accounts for the period can be accessed via this [link](#).

- 2.3 Throughout the year the Committee received the Finance report on the current financial position for each quarter, providing Members with assurance of income, total spend, donations, grant income and total losses.

The charities position at the end of the finical year was reported as: -

- Expenditure had increased by 18% compared to 2023/24;
- Expenditure as a percentage of fund balances in the first 10 months of the year were higher than in previous years;
- Since 2021/22, both the total number of funds and number of static funds had decreased;
- On 31st January 2025 the CCLA investments were reflecting an unrealised gain of £186k with funds decreasing by £53k on 28th February 2025;
- Total income at month 10 was a total of £805K with this being £77k less than the same reporting period last year;
- No overdrawn accounts;
- 2 new legacy funds set up.

This provided the Committee with assurance that the charity was in a positive financial position going into the next financial year.

- 2.4 The Committee approved several small grants throughout the year, with each grant having a positive impact on the Health Board's duties. Throughout the year the Committee received updates on the projects that had previously been agreed, including:

- **Mental Health Learning Disabilities Request for Training/Staff Development**, funding request of £4.5K agreed to develop a retreat for the workforce to assist with the retention of staff and fund materials to support the pilot programme.
- **ABUHB Women's Health Conference on International Women's Day 2025**, funding request of £5K agreed to support with the costs of running the Women's Health Conference.
- **Suicide Postvention Support Service**, funding request of £25K agreed to support the suicide postvention service across Gwent for a 6-month period between October 2024 to March 2025 to enable permanent funding to be secured.
- **Baby and Child Memorial Garden**, funding request of £5K agreed to support the set up of a memorial garden at the Grange University Hospital.
- **Nurse Conference**, funding request of £4K was agreed;
- **Wellbeing & Connection Growth for the Integration of International Nurse**, funding request for £900 was agreed;
- **Furniture for Therapy Room at Beechwood ward in St Cadocs**, funding request for £4,230K agreed;
- **Pride Staff Network across ABUHB**, funding request for £2,500k was agreed in principle with the need of more information on an all equality network plan.
- **Clinical Sessions for Decarbonisation Initiatives**, funding request of £17k was agreed to support with clinical sessions as part of the decarbonisation programme.
- **Staff Recognition Awards 2025/26**, funding request for up to £28k was agreed to support with the running of the event due to be held in July 2025.

In March 2025, the Committee approved the proposal of releasing some of the reserves of an amount equal to the total balance of Dividends & Interest income received in 2024/25 to the General Purpose fund with effect from 1 April 2025. The total agreed to release was £175k with the £12.6k from 2024/25 combined to use for 2025/26 leaving the level of reserve at £785k.

- 2.5 The Committee gained assurance from the routine Annual Audit Wales Report regarding the 2023/24 financial statements which confirmed that of ABUHB Charitable Funds and other related charities for the year ending 31st March 2024 were true and fair unqualified application was provided by Audit Wales and noted: -

- A few minor changes to the Audit report with £70k of deferred income that had now been reclassified due to the conditions being met within the standard operating procedure (SOP) and a few small changes inconsistencies within report.

2.6 In July 2024, The Committee approved the Levels of Reserves for 2023/24 at £624k. The reserve would be made up of retained interest and dividends from the CCLA, GBS, Santander accounts, any unrealised gain on investments and the use of the sale funds from the charities fixed assets and therefore provided the Committee with further assurance that the level of reserve was on track for the year.

2.7 During the year, the Committee received regular updates on spending plans over £25K. The Committee noted that the Charity held a total value of £5.721M consisting of 401 individual funds as of 31st March 2024. Of these funds there were 44 that had balances over £25K.

2.8 The Committee received an annual update on CCLA investment funds, which included an overview of the communities the funds had been invested in, highlighting investment rates had reduced resulting in the charities investment being lower in 2024 to previous years.

The Committee was assured that in 2024 the investments had seen positive return of £165K at a 5.8% return rate.

2.9 The Committee received updates on the spending plans from account holders with slow moving funds:-

- **F140 ABUHB Media Funds:** The Media Funds had been used to support training, the reconfiguration of an agile working space in Estates and Facilities, purchase of an IT plotter printer, headset sets and signage for the space, and a water cooler for the workforce based in the St Cadoc's Hospital with £3K left in the account.
- **F696 STW Springfield Community Ward Project:** The plans included the reconfiguration of space at St Woolos Hospital to create a learning lab to support training and the provision of a clinical supervision programme away from the ward. Other aspects of the plan included the reconfiguration of the Springfield Community Ward to include a sensory room, upgrades to the bays, wall fans for each room and the provision of an exercise bike to better support the therapy of patients.
- **F812-LEGACY NHH CARDIO & F813 LEGACY NHH CCU M T Accounts:** The plans included buying new ECG machines, ambulatory systems and machine within the CAT labs. The new equipment would support with improving the conditions for staff and patient care.

- **F770 – YYF DIABETES & CARDIOVASCULAR R & D Account,**
The plans included supporting a research project for thyroid genetic testing on 2500 patients, that would be a cost of £40k.

2.10 In March 2025, the Committee received an update on the current fund holders with balance over £25k, noting the total value was £5.721M consisting of 401 individual funds reporting in 31st March 2024. Of this, there were 44 funds that had balances over £25k with 7 now being closed with a 37 funds remaining open.

3 CF Committee Meetings and Membership

3.1 During 2024-25, the CFC met Four times via Microsoft Teams- July 2024, November 2024, January 2025, and March 2025. Detail of the members and executive directors who attended these meetings is provided at **Appendix 3**.

3.6 The Committee comprised the following Members:

- Paul Deneen (Chair), Independent Member
- Neil Patrick (Vice Chair), Independent Member
- Richard Clark, Independent Member
- Nicola Prygodzicz, Chief Executive
- Robert Holcombe, Director of Finance and Procurement

3.3 In accordance with the Public Bodies (Admissions to Meetings) Act 1960 the organisation is required to meet in public. Following the pandemic, the Committee has continued during the current year to meet virtually and this has therefore meant that the Health Board has not complied with its Standing Orders in this regard and this will be a key consideration as part of the Improving Board Business action plan.

To ensure business was conducted in as open and transparent manner as possible during this time the meeting agenda packs have been published to the Health Board's [website](#) in advance of meetings.

4 CFC Reporting Arrangements

4.1 Following each meeting, the CFC submits an Assurance Report to the

following Board meeting, outlining topics discussed, areas of concern and areas of risk. All Board papers can be accessed via the following [link](#)

5. Self-assessment and Evaluation

- 5.1 As part of the Health Board's statutory requirements, each Committee of the Board is required to conduct an annual self-evaluation of committee effectiveness. All Board Members are required to complete a self-assessment for each Committee on which they are a member, to determine its effectiveness and ability to carry out its responsibilities.

The outcome of the assessment will enable the Committee to identify areas of development and focus for the coming year, such as any training and development, as well as changes to processes and procedures.

The self-assessment for the Charitable Funds Committee was shared throughout January and February 2025 with both Committee members and lead Executive Directors. Three responses were received to the questionnaire. Members are requested to score their responses from 1-3, as per the table below.

Score	Measure	Description
1	Room for improvement	The Committee is falling short of requirements and should consider how it can work towards becoming more effective in this area
2	Meeting standards	The Committee is performing to the required standard in this area. There may be room for improvement, but the Committee can be seen to be discharging its responsibilities effectively.
3	Excelling	This is an area where the Committee is performing beyond the standard expectations and is a real area of strength when it comes to exercising its responsibilities.

Following completion of the self-assessments, the sections were analysed to provide an overall score for the section and

recommendation for improvements for each section. A summary of the results is provided below. Further detail on the responses can be found at **Appendix Four**.

Charitable Funds	Areas for Improvement based on comments received	Action
Committee Processes: Composition, Establishment and Ways of Working (Q1 - 23)	Agenda: Include an item at the end of each meeting for the Committee to discuss the outcomes and reflect on decisions made and what worked well, not so well	<ul style="list-style-type: none"> Review of agenda format to include a short feedback section at the end of each meeting to enable a 'wrap up'
Overall Assessment		

The findings from the self-assessment will be used to inform a comprehensive annual assessment of the Board's effectiveness. The effectiveness of the Board's Business function is reported through the Annual Governance Statement, enabling a focus on the work undertaken with the Board's Committees, interconnectedness of the committees and escalation to the Board, as well as the culture between the Health Board and its auditors, regulators, and partners.

6. Key Areas of focus in 2025-26

6.1 There are no planned changes to the key areas of focus within the workplan for 2025/26.

7. Conclusion

7.1 This report provides a summary of the work undertaken by the CFC during 2024-25, and demonstrates that the Committee has complied with its Terms of Reference as approved in March 2025.



Version: Approved

Date: March 2022

Document Title:	Charitable Funds Committee Terms of Reference – 2022/23
Date of Document:	March 2022
Version:	Draft
Previous version:	May 2021
Approved by:	Board
Review date:	March 2023

1. Introduction

The Aneurin Bevan University Health Board's standing orders provide that *"The Board may and, where directed by the Welsh Government, must appoint Committees of the Health Board either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees"*.

In line with standing orders and the Health Board's Scheme of Delegation, the Board shall nominate annually a committee to be known as the **Charitable Funds Committee**.

Aneurin Bevan University Local Health Board (ULHB) Charitable Fund and Other Related Charities, also known as Aneurin Bevan Health Charity, is registered with the Charity Commission following a Deed of Amendment dated 7th January 2011 with Aneurin Bevan University Local Health Board as the Corporate Trustee, registration number 1098728.

The Aneurin Bevan ULHB was appointed as corporate trustee of the charitable funds by virtue of the Supplemental Deed of Declaration and that its Board serves as its agent in the administration of the charitable funds held by the ULHB.

The detailed Terms of Reference and operating arrangements set by the Board in respect of this Committee are set out in this document. The Health Board, acting as trustee must approve any changes to these terms of reference.

2. Purpose of the Committee

The purpose of the **Charitable Funds Committee** ("the Committee") is to:

Ensure the stewardship and effective management of funds which have been donated, bequeathed and given to the Aneurin Bevan Health Charity for charitable purposes by making and monitoring arrangements for the control and management of the Health Board's Charitable Funds.

3. Delegated Powers and Authority

3.1. Authority

The Committee is authorised with the responsibility for

- Overseeing the day-to-day management of the investments of the charitable funds in accordance with the investment strategy set down from time to time by the trustee and the requirements of the ULHB's Standing Financial Instructions;

- Scrutinising requests for use of the charitable funds to ensure that any such use is in accordance with the aims and purpose of any charitable fund or donation and are clinically and ethically appropriate. Committee members will bear in mind due diligence to Charity Commission and ULHB guidance regarding the ethical use of funds and acceptance of donations;
- The appointment of an investment manager (where appropriate) to advise it on investment matters and may delegate day-to-day management of some or all of the investments to that investment manager. In exercising this power the Committee must ensure that:
 - The scope of the power delegated is clearly set out in writing and communicated with the person or persons who will exercise it;
 - There are in place adequate internal controls and procedures which will ensure that the power is being exercised properly and prudently;
 - The performance of the person or persons exercising the delegated power is regularly reviewed;
 - Where an investment manager is appointed, that the person is regulated under the Financial Services Act 1986;
 - Acquisitions or disposal of a material nature must always have written authority of the Committee or the Chair of the Committee in conjunction with the Director of Finance and Performance;
 - Ensuring that the banking arrangements for the charitable funds should be kept entirely distinct from the Health Board's NHS funds;
 - Ensuring that arrangements are in place to maintain current account balances at minimum operational levels consistent with meeting expenditure obligations, the balance of funds being invested in interest bearing deposit accounts;
 - Ensuring that the amount to be invested or redeemed from the sale of investments shall have regard to the requirements for immediate and future expenditure commitments;
 - Ensuring the operation of an investment pool when this is considered appropriate to the charity in accordance with charity law and the directions and guidance of the Charity Commission. The Committee shall propose the basis to the LHB Board for applying accrued income to individual funds in line with charity law and Charity Commissioner guidance;
 - Regularly reviewing investments to see if other opportunities or investment services offer a better return.

The Committee may seek relevant information from any:

- employee (and all employees are directed to cooperate with any reasonable request made by the Committee);

and

- any other committee, sub-committee or group set up by the Board to assist it in the delivery of its functions.

The Committee is authorised by the Board to obtain outside legal or other independent professional advice to support investment opportunities and to secure the attendance of outside representatives with relevant experience and expertise if it considers it necessary, in accordance with the Board's procurement, budgetary and other requirements.

The Committee may act on any particular matter or issue upon which the Board or the Accountable Officer may seek advice.

3.2. Sub-Committees

The Committee may, subject to the approval of the Health Board, establish sub-committees or task and finish groups to perform specific aspects of Committee business.

4. Function and Work Programme

4.1. Delegated Powers and Duties of Director of Finance & Performance

The Director of Finance (as Financial Trustee) has prime responsibility for the Health Board's Charitable Funds as defined in the Health Boards Standing Financial Instructions. The specific powers, duties and responsibilities are:

- The administration of all existing charitable funds;
- To identify any new charity that may be created (of which the Health Board is trustee) and to deal with any legal steps that may be required to formalise the trusts of any such charity;
- To provide guidelines with respect to donations, legacies and bequests, fundraising and trading income;
- The responsibility for the management of investment of funds held on trust;
- To ensure appropriate banking services are available;
- To prepare reports to the LHB Board including the Annual Account.

4.2. Effective Assurance

The Committee's programme of work will be designed to provide assurance that:

- Within the budget, priorities and spending criteria determined by the Health Board as trustee and consistent with the requirements of the Charities Act 1993, Charities Act 2006 (or any modification of these

acts) to apply the charitable funds in accordance with their respective governing documents.

- To ensure that the Health Board policies and procedures for charitable funds investments are followed.
- To make decisions involving the sound investment of charitable funds in a way that both preserves their value and produces a proper return consistent with prudent investment and ensuring compliance with:
 - Trustee Act 2000;
 - The Charities Act 1993;
 - The Charities Act 2006;
 - Terms of the fund's governing documents.
- To receive at least twice a year reports for ratification from the Director of Finance and investment decisions and action taken through delegated powers upon the advice of the Health Board's investment adviser.
- To oversee and monitor the functions performed by the Director of Finance as defined in Standing Financial Instructions.
- To monitor the progress of Charitable Appeal Funds where these are in place and considered to be material.
- To monitor and review the Health Board's scheme of delegation for Charitable Funds expenditure and to set and reflect in Financial Procedures the approved delegated limits for expenditure from Charitable Funds.

4.3. Access

The Chair of the Committee shall have reasonable access to Executive Directors and other relevant senior staff.

5. Membership

5.1. Members

The Committee shall comprise:

Chair: Independent member of the Board

Vice Chair: Independent member of the Board

Other Members: Chair of the Stakeholder Reference Group

Two (2) Executive Directors:

Chief Executive

Director of Finance and Performance (as Financial Trustee)

The committee may also co-opt additional independent 'external' members from outside the organisation to provide specialist skills, knowledge and expertise.

5.2. Attendees

Other officers of the Health Board will attend:

- Other Executive Directors will attend as required by the Committee

Others by invitation

The Committee Chair may invite any other Health Board officials and / or any others from within or outside the organisation to attend all or part of a meeting to assist it with its discussions on any particular matter. These may include:

- ~ Director of Corporate Governance
- ~ Assistant Director of Finance – Financial Systems & Services
- ~ Head of Financial Services & Accounting
- ~ Charitable Funds Manager
- ~ Health Board's Investment Advisor

5.3. Member Appointments

The membership of the Committee shall be determined by the Board, based on the recommendation of the Health Board Chair, taking account of the balance of skills and expertise necessary to deliver the Committee's remit and subject to any specific requirements or directions made by the Welsh Government.

Members shall be appointed to hold office for a period of one year at a time, up to a maximum of their term of office.

During their period of appointment a member may resign or be removed by the Board.

6. Support

6.1. Secretariat

Secretariat arrangements will be determined and arranged by the Director of Corporate Governance.

6.2. Advice and Member Support

The Director of Corporate Governance, on behalf of the Committee Chair, shall:

- Arrange the provision of advice and support to Committee members on any aspect related to the conduct of their role;
and
- Ensure the provision of a programme of organisational development for committee members as part of the Health Board's overall OD

programme developed by the Director of Workforce and Organisational Development.

7. Committee Meetings

7.1. Quorum

At least three of the selected members must be present to ensure the quorum of the Committee, one of whom should be the Committee Chair or Vice Chair, one other should be an Independent Member and one must be the Chief Executive or the Director of Finance

7.2. Frequency of Meetings

Meetings will be held **Quarterly** and otherwise as the Chair of the Committee deems necessary – consistent with the Health Boards plan of Board business.

7.3. Withdrawal of individuals in attendance

The Chairman may ask any or all of those who normally attend but who are not members of the Committee to withdraw to facilitate open and frank discussion of particular matters (an In Committee meeting).

7.4. Record of the Committee Meeting

A record of the meeting will be presented as notes and action points.

7.5. Public Meetings

The Committee will not routinely meet in public.

8. Relationship and Accountabilities with the Board and its Committees

The Committee is directly accountable to the Board, as Corporate Trustee, for its performance in exercising the functions set out in these Terms of Reference.

The Committee, through its Chair and members, shall work closely with the Board and where appropriate its committees and groups, through the:

- ~ Joint planning and co-ordination of Board and Committee business and
- ~ Sharing of information

In doing so, it will 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.

The Committee shall embed the Health Board's corporate standards, priorities and requirements, e.g. equality and human rights through the conduct of its business.

9. Reporting and Assurance Arrangements

The Committee Chair shall:

- Report formally, regularly and on a timely basis to the Board (as Trustees) on the Committee's activities.
- Bring to the Board and the Accountable Officer's specific attention any significant matters under consideration by the Committee;
- Ensure appropriate escalation arrangements are in place to alert the Health Board Chair and Chief Executive (as Accountable Officer) of any urgent/critical matters that may affect the operation and/or reputation of the Health Board.

The Director of Corporate Governance, on behalf of the Board, shall oversee a process of annual self-assessment and evaluation of the Committee's performance and operation including that of any sub committees established. In doing so, account will be taken of the requirements set out in the NHS Wales Audit Committee Handbook.

10. Applicability of Standing Orders to Committee Business

The requirements for the conduct of business as set out in the Health Board's Standing Orders are equally applicable to the operation of the Committee, except in the following areas:

- Quorum

11. Review

These Terms of Reference shall be reviewed annually by the Committee with reference to the Board.

Appendix Two

MATTERS TO BE CONSIDERED (Report Title)	Lead	Freque ncy of Report	Dates of Meetings			
			QTR 1/2 3 rd July	QTR 3 7 th Nov	13 th Jan (Accounts)	QTR 4 7 th March
Preliminary Matters						
Attendance and Apologies	Chair	SI	√	√	√	√
Declaration of Interest	All Member s	SI	√	√	√	√
Minutes of the Previous Meeting	Chair	SI	√	√	√	√
Action log and Matters Arising	Chair	SI	√	√	√	√
Committee Governance						
Development of Committee Annual Programme of Business 2024/25	DoCG	AN	√			
Development of Committee Annual Programme of Business 2025/26	DoCG	AN				√D
Review of Committee Programme of Business	Chair	SI		√		√
Annual Review of Committee Terms of Reference 2024/25	DoCG	AN				√D
Annual Review of Committee Effectiveness 2024/25	DoCG	AN		√D		√D
Committee Annual Report 2024/25	DoCG	AN				

Committee Self-Assessment Results 2024/25	DoCG	AN				VD
Committee Assurance						
Finance & Performance Report to include:- <ul style="list-style-type: none"> Report on Significant Donations, legacies and grant income. Update on new and closed funds Overdrawn Accounts KPIs Review 	AHOFA	SI	√	√		√
Legislation Changes	HOFSA	SI	√	√		√
Funds available to the Committee	HOFSA	SI	√	√		√
Consideration of Bids/Small Grants	HOFSA	SI	√	√		√
Update on Property Matters <ul style="list-style-type: none"> Update on Clyda Square (June 2025 meeting) 	HOFSA	SI	√	√		√
Spending Plans over £25K	HOFSA	Bi-AN	√			√
Level of Reserves	AFD	AN	√			
Review of Investment Strategy and Performance (CCLA)	AFD	AN				√
Review of Financial Control Procedure	AFD	AN				√
Administration Charge	HOFSA	AN		√		
Draft Accounts and Annual report	HOFSA	AN		√		

Final Accounts and Annual report for approval	HOFSA	AN			v	
Attendance of fund holders for slow moving funds <ul style="list-style-type: none"> Update on the Cardiology Account (March meeting) F770 - YYF DIABETES & CARDIOVASCULAR R & D account. (March meeting) 	DOFP	Action CFC SI	v	v		v
Evaluation of Bid CFC-261 Bladder Bowel	CFM	Action CFC	√D	v		
NHS Charites Grant on workforce Wellbeing update	AHOFA	Action CFC		v		
Audit Wales 2024/25 Timeframe for Programme of Work	HOFSA	AN				v

Appendix Three

Charitable Funds Committee: Attendance at meetings in 2024-25

Attended **Did Not Attend** **Not a Member/Required Attendee**

Meeting Dates	3 rd July	7 th November	13 th January	7 th March
Independent Members				

Paul Deneen	x	x	x	X
Neil Patrick	x	x	x	X
Richard Clark	x	x	x	X
Executive Directors				
Director of Finance, Procurement & Value	x	x	x	X
Chief Executive	x	x	x	X
Director of Corporate Governance	X	x	x	X

Appendix Four

1. Does the Committee have written terms of reference and have they been approved by the Board?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 3
- 3 - Excelling 0



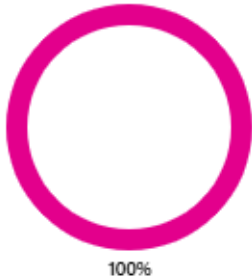
2. Are the terms of reference reviewed annually?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 3
- 3 - Excelling 0



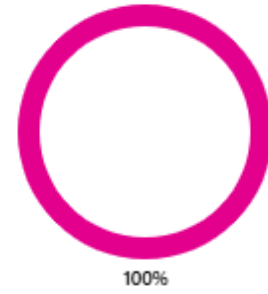
3. The number of meetings held during the year is sufficient to allow the Committee to perform as effectively as possible?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 3
- 3 - Excelling 0



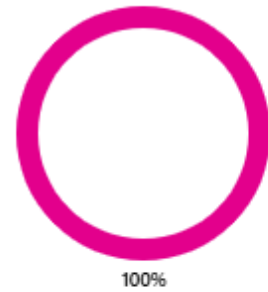
. 4. Has the Committee been quorate for each meeting this year?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	3
● 3 - Excelling	0



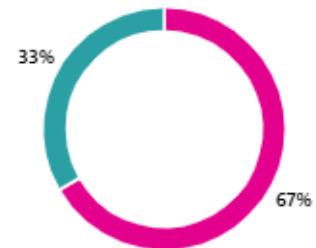
. 5. In terms of numbers, membership of the Committee is sufficient to discharge its responsibilities?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	3
● 3 - Excelling	0



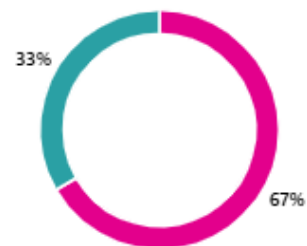
. 6. Committee members understand the role of the Board as a Trustee and the responsibilities discharged to the committee?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	2
● 3 - Excelling	1



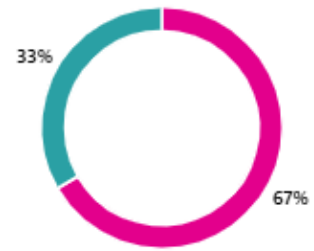
. 7. Members who have recently joined the CFC have been provided with induction training to help them understand their role and the organisation?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	2
● 3 - Excelling	1



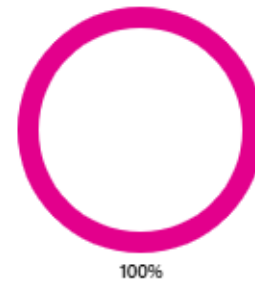
. 8. Committee members understand their responsibilities regarding identifying, declaring, and resolving conflicts of interest?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	2
● 3 - Excelling	1



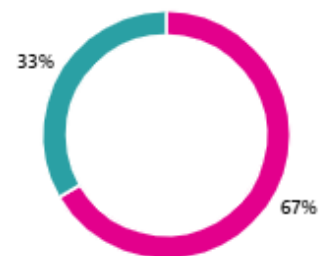
. 9. The Committee has an established a plan of matters to be dealt with across the year?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	3
● 3 - Excelling	0



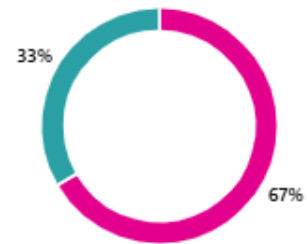
. 10. Does the Committee consider issues at the right time and in the right level of detail?

● 1 - Room for Improvement	0
● 2 - Meeting Standards	2
● 3 - Excelling	1



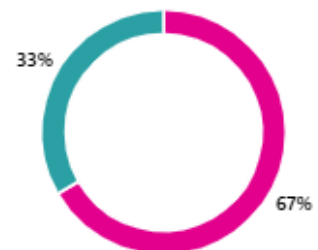
. 11. The Committee ensures that the relevant executive director attends meetings to enable it to understand the reports and information it receives?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 2
- 3 - Excelling 1



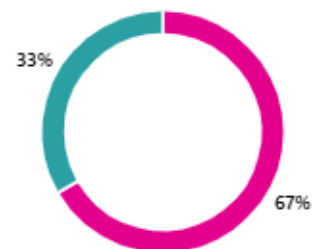
. 12. Are the Committee's papers distributed in sufficient time for members to give them due consideration?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 2
- 3 - Excelling 1



. 13. The quality of the Committee's papers received allows Committee members to perform their roles effectively?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 2
- 3 - Excelling 1



. 14. Committee meetings are chaired effectively?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 0
- Excelling 3



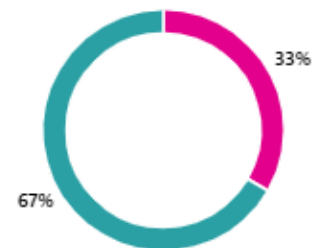
15. The Committee chair allows debate to flow freely and does not assert his/her own view too strongly?

1 - Room for Improvement	0
2 - Meeting Standards	0
3 - Excelling	3



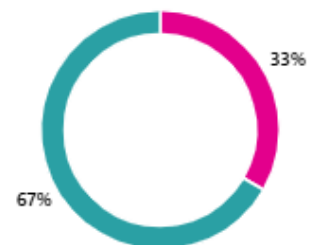
16. The Committee environment enables people to express their views, doubts, and opinions?

1 - Room for Improvement	0
2 - Meeting Standards	1
3 - Excelling	2



17. Each agenda item is 'closed off' appropriately so that the Committee is clear on the conclusion; who is doing what, when and how and how it is being monitored?

1 - Room for Improvement	0
2 - Meeting Standards	1
3 - Excelling	2



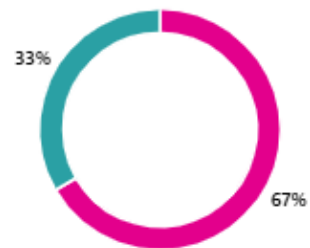
18. At the end of each meeting the Committee discuss the outcomes and reflect on decisions made and what worked well, not so well etc?

1 - Room for Improvement	0
2 - Meeting Standards	3
3 - Excelling	0



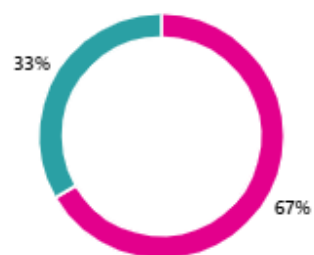
19. Decisions and actions are implemented in line with the timescale agreed?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 2
- 3 - Excelling 1



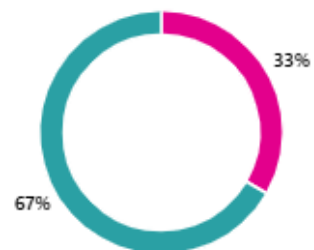
20. Are the outcomes of each meeting and any issues of concern reported to the next Board meeting?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 2
- 3 - Excelling 1



21. Does the Committee prepare an annual report on its work and performance for the Board?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 1
- 3 - Excelling 2



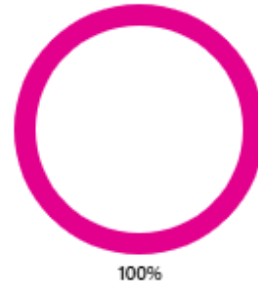
22. The results of the annual self-assessment are used to inform and influence succession planning and improve effectiveness.

- 1 - Room for Improvement 0
- 2 - Meetings Standards 3
- 3 - Excelling 0



. 23. The self-assessment is objective and rigorous enough for meaningful conclusions to be drawn?

- 1 - Room for Improvement 0
- 2 - Meeting Standards 3
- 3 - Excelling 0



Overall Score

- **Room for improvement** - The CFC is falling short of requirements and should consider how it can work... 0
- **Meeting standards** - The CFC is performing to the required standard in this area. There may be room... 3
- **Excelling** - This is an area where the CFC is performing beyond the standard expectations and i... 0

