

**TRUST BOARD
AS CORPORATE TRUSTEE OF
THE ASHFORD AND ST. PETER'S HOSPITALS CHARITABLE FUND
30th November 2017**

AGENDA ITEM NUMBER	20.3	
TITLE OF PAPER	Charity Vision, Mission and Strategy	
Confidential		
Suitable for public access	√	
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED		
A draft paper was discussed at the Charitable Funds Committee meeting held on 2 nd October 2017. This version of the paper was finalised following discussions between Andy Filed, Keith Malcouronne and Paul Doyle, Deputy Director of Finance.		
STRATEGIC OBJECTIVE(S):		
Best outcomes	√	
Excellent experience	√	
Skilled & motivated teams	√	
Top productivity	√	
EXECUTIVE SUMMARY	<p>This document forms the strategic plan for The Ashford and St. Peter's Hospitals NHS Charitable Fund. It seeks to lay out the vision and mission statement for the Charity in the context of Ashford and St. Peter's Hospitals NHS Foundation Trust.</p> <p>As stated above this has been reviewed in draft at the Charitable Funds Committee and finalised by a small working group subsequently.</p> <p>The Corporate Trustee is asked to debate and comment on the strategy as set out.</p>	
RECOMMENDATION	Discuss and approve the Charity Strategy document.	
SPECIFIC ISSUES CHECKLIST:		
Quality and safety	Expenditure from Charity funds impacts on the quality of care provided by the Trust	
Patient impact	Expenditure from Charity funds impacts on patient experience and staff experience	
Employee		
Other stakeholder	Donors and Charity Commission are aware of the purpose and vision of the Charity	
Equality & diversity		
Finance	Charitable expenditure supports the overall objectives and activities of the Trust	

Legal	Compliance with Charity Commission regulations
Link to relevant Board Assurance Framework Principle Risk	Separate Charity Risk Register maintained.
AUTHOR	Paul Doyle, Deputy Director of Finance Please approach for any further information required.
PRESENTED BY DIRECTOR	Simon Marshall, Director of Finance and Information
DATE	22 nd November 2017
TRUST BOARD ACTION	Approve

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Charity Visions, Mission and Strategy




1. Introduction

This document forms the strategic plan for The Ashford and St. Peter's Hospitals NHS Charitable Fund (the Charity). It seeks to lay out the vision and mission statement for the Charity in the context of Ashford and St. Peter's Hospitals NHS Foundation Trust (the Trust):

- **Our Vision:**

To support the vision of the Trust as follows:

In 2020 every patient will say...

-  I was treated with compassion
-  We developed a plan for my care together, which was understood and followed
-  My care was provided in a safe way, without delay

...by everyone, all of the time.

- **Our Mission:**

Through fundraising campaigns and effective management of donations, to provide additional resources, assets or skills which link closely with the strategic aims of the Trust and the broader strategic aims of NHS healthcare in the locality.

2. Charity Details, Objects and Purpose

The Ashford and St. Peter's Hospitals Charitable Fund was established by a supplemental deed dated 19 November 2001 as a Registered Charity (number 1058567). The Trustee of the Charity is the corporate body Ashford and St. Peter's Hospitals NHS Foundation Trust.

The Charity exists to support patients, their carers; and the NHS staff who look after them, living in the boroughs of Runnymede, Spelthorne, Woking and parts of Elmbridge, Hounslow, Surrey Heath and beyond.

The objects of the Charity are to hold the funds upon trust to apply the income, and at its discretion, so far as may be permissible, the capital, for any charitable purpose or purposes relating to the National Health Service wholly or mainly for the services

provided by the Ashford and St. Peter's Hospitals National Health Service Foundation Trust.

Each fund within the Charity, designated or otherwise, has its own objective which can include, for example, providing equipment for wards and departments and expenditure for staff and patients benefit. Those responsible for the day to day management of funds have a responsibility not to accumulate funds unnecessarily.

The funds are held under a number of umbrellas:

- Ashford Hospital Post Graduate Medical Centre Fund
- Ashford and St. Peter's Hospitals Research Fund
- The St. Peter's Mother and Children's Fund
- Other Funds

All other funds are deemed to be General funds for the purpose of furthering the Charity's objects, within the remaining departments of the hospital.

3. What Type of Charity is Envisaged?

The Charity is never going to emulate the larger NHS charities but does have more scope to increase its level of income and expenditure. Our intention therefore is to build up the current Charity operations by supporting the current fundholders in:

- generating additional fundraising income through recruiting a Fundraising Manager;
- generating and implementing spending plans; and
- increasing oversight and scrutiny.

The Trust has historically held a sizeable investment portfolio of c£2m where the rate of spending has, thereabouts, matched the generation of new income. The Charity will continue to increase the rate of spending by fundholders and ensuring that the Divisions within the Trust are aware of the funds being held in their areas.

Whilst launching a large appeal might be desirable the Charity would need to ensure that the appropriate skillsets and infrastructure was in place to deliver large scale appeals. This therefore is not currently envisaged as being a key part of the initial strategy.

Large scale individual donations have not actively been sought, however the Charity remains open to such opportunities and will support efforts to facilitate any such donations.

4. Strategic Objectives

At the outset the strategy is proposed as:

1. to enhance the well-being and experience of patients, staff and wider community;

2. to fund innovation and creativity that transforms outcomes for beneficiaries; and
3. to take donors on a journey of engagement and co-design with the Charity to achieve the best outcomes for all stakeholders.

In doing these we aim to become a charity of choice for the hospitals catchment area.

The Charity will achieve these objectives by:

- 1 **recruiting** a Fundraising Manager to support the Charity and drive forward change with the support of the Charitable Funds Committee and Directors;
- 2 creating a framework to enable **income and outcome optimisation**;
- 3 ensuring that **effective and efficient spending plans** are in place to use funds in support of patients, staff and the wider community;
- 4 ensuring that the Charity has **good, effective governance** in place; and
- 5 seeking and supporting **innovative ideas and initiatives** from clinical and other staff in order to assess and prioritise these as the basis for a rolling programme of service transformation.

5. Outline Plan

Recruiting a Fundraising Manager

- ❖ complete the recruitment of a Fundraising Manager; and
- ❖ set and agree objectives and a workplan for the development of the role.

Income and outcome optimisation

- ❖ developing and implementing a fundraising strategy for the Charity;
- ❖ ensuring that fundraising within, and external to, the organisation is carried out in accordance with agreed guidelines;
- ❖ developing the fundraising webpages and online payment mechanisms for donors;
- ❖ maximising Gift Aid recoveries; and
- ❖ develop devolved fundraising activities across all the divisions.

Effective and Efficient Spending Plans

- ❖ reviewing whether the Charity makes it sufficiently straightforward for fundholders to spend;
- ❖ introduce a requirement for annual spending plans for funds with the large balances;
- ❖ consider the amalgamation of similarly designated funds;
- ❖ ensure that Divisional managers are aware of funds held within their areas; and
- ❖ consider a policy of centralising designated funds that are not spent within a set period of time..

Good, Effective Governance

- ❖ ensure that the Trust Board, as Corporate Trustee, meets separately to consider Charity business;

- ❖ the Charitable Funds Committee to ensure that it meets regularly – the preference being four times a year;
- ❖ review of the list of current individual fundholders ensuring Divisional oversight;
- ❖ ensure that fundholder procedures/guidance are in place so that fundholders are aware of the requirements of the role; and
- ❖ preparation of Charity specific Scheme of Delegation and Standing Financial Instructions.

Innovative ideas and initiatives

- ❖ devise and promote a system whereby innovative ideas and initiatives that are not being funded through Trust revenue budgets, can be considered for pump priming or one-off funding through charitable funds.

6. Summary

The Corporate Trustee is asked to review and comment on the proposed strategy document so that it may be finalised.