

Charitable Funds - Financial Reporting			
Meeting	Board of Directors		
Date	04/08/2021	Agenda item	14
Lead Director	Mark Greatrex, Deputy Chief Executive & Chief Finance Officer		
Author(s)	Ian Benjamin, Chief Financial Accountant		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
<p>The purpose of this paper is to provide the Board with assurance on the reporting and governance arrangements regarding Wirral Community Health and Care NHS Foundation Trust's charitable funds.</p> <p>The Board is asked to note the latest published financial statements for the Trust's charitable funds (for the financial year ending 31 March 2020), which are included within the funds of the Cheshire and Wirral Partnership (CWP) Charity.</p> <p>The Board is also asked to note updates to the charitable funds during 2020/21 and beyond and the plans to promote and encourage donations and funding applications throughout the Trust.</p>			
Executive Summary			
<p>The Trust holds charitable funds comprising donations and fundraising received from staff and patients (and other stakeholders) of the Trust and legacy funds passed over from Wirral PCT when the Trust became a separate entity in 2013.</p> <p>These funds are held and managed on behalf of the Trust by CWP, who administers and accounts for them through the CWP Charity (charity number 1050046).</p> <p>An annual report on the funds is provided to the Board of Directors of CWP. This includes the latest published statements for the Charity (to 31 March 2020).</p> <p>The annual report shows the Trust's charitable funds as £76,088 of unrestricted, designated funds as at 31 March 2020. The Trust and the Charity further split these funds into more specific funds.</p>			
Risks and opportunities:			
The purpose of the report is to provide assurance on the reporting and governance arrangements for the Trust's charitable funds and the balances available for suitable applications.			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No This report notes the latest published financial statements for the Trust's charitable funds and further financial activity to March 2021.			
Financial/resource implications:			
The report highlights the balances and financial activity of the Trust's charitable funds over the period April 2019 to March 2021. It lists the money currently available for applications which			

meet the Charity and Fund objectives.

Trust Strategic Objectives

Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.

Our Performance - delivering against contracts and financial requirements	Our People - improving staff engagement	Our Performance - growing community services across Wirral, Cheshire & Merseyside
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Board of Directors is asked to consider the following action

To be assured on the financial reporting arrangements for the Trust's charitable funds.

Report history

Submitted to	Date	Brief summary of outcome
N/A	N/A	N/A

Charitable Funds - Annual Update

Financial statements of the Charity 2019/20

- Attached is the latest set of signed accounts for the Charity covering the period 1 April 2019 to 31 March 2020 which were approved by CWP and subject to an independent examination. These accounts are also available to view on the Charity Commission website:

[CWP Charitable Funds Annual Report 2019/20 \(Registered Charity 1050046\) - Charity Commission](#)

- The accounts cover the total funds held by the Charity, but split out the income, expenditure and opening and closing fund balances relating to the Trust's charitable funds. This is shown most clearly in note 12 of the accounts (page 15) and is summarised in the table below:

	2018/19	2019/20
	£	£
Opening WCT fund balance at 1 April	92,402	93,402
Income for the year	12,212	11,944
Expenditure for the year	(11,353)	(18,674)
Investment gains/(losses)	142	(10,584)
Closing WCT fund balance at 31 March	93,402	76,088
Closing funds excluding investment adjustments*	85,173	86,973

**Unrealised gains/(losses) and other adjustments on investments are included within the fund value but are not available to spend.*

The unrealised loss on investments in 2019/20 was largely due to COVID-19. The market has now started to recover and this loss has since been reversed. The investments are being monitored by CWP and the investment manager on a daily basis.

- For the CWP Charity, the funds belonging to the Trust are all disclosed in the financial statements as a single, ear-marked fund. However, in agreement between the Charity and the Trust, these are further broken down into local ear-marked funds.

Financial activities of the Charity 2020/21 and beyond

- The funds, and activity for 2020/21, are reflected in the table below:

Fund	April 2020 to March 2021 (£)				
	Balance April 2020	Income	Expenditure	Investment Apportionment	Balance March 2021
F22 General Fund	51,346	115	(6,171)	1,087	46,376
F33 Wirral Heart Support	995	3,095	0	42	4,132
F35 Palliative Care	24,846	1,200	0	526	26,572
F36 Community Nursing	9,786	570	0	229	10,585
F22a NHSCT Grant	0	55,750	(55,750)	0	0
Total	86,973	60,730	(61,921)	1,884	87,666

The figures in the table above are subject to audit.

The expenditure incurred included the following highlights:

- £1,716 - Easy read leaflets for additional needs patients requiring specialist dental treatment.
 - £3,205 - Purchase of six fridges to support the staff influenza campaign.
 - £1,250 - Staff incentive scheme also linked to the staff influenza campaign.
5. In the early part of 2020/21, the CWP Charity registered with NHS Charities Together (NHSCT), a collective experience representing, supporting and championing the work of the NHS' official charities. NHSCT set up an emergency grants fund for NHS Charities to enhance the well-being of NHS Staff, volunteers and patients impacted by COVID-19. Their COVID-19 Urgent Appeal has generated over £150m to date, which includes the efforts of Captain Sir Tom Moore and thousands of others. The funds made available to the Trust to spend by the 31st March 2021 totalled £55,750 and, once the NHSCT membership fee was deducted, the balance was used to fund the following items:
 - £11,988 - Medals for staff to acknowledge and recognise their significant efforts during the COVID-19 pandemic.
 - £42,761 - Purchase of laptops to allow student nurses to communicate and work remotely.
 6. StaffZone has been updated previously to make the charitable funds more accessible and a further review will take place during 2021/22. This will include work with the Comms team to encourage fundraising and donations along with larger and more ambitious applications.
 7. A service level agreement (SLA) between CWP and the Trust to clarify roles and responsibilities is not yet in place due to staff changes at both trusts and the impact of COVID-19. The CWP Charity invoices the Trust for services provided based on a percentage of funds held - the fee for 2020/21 was £4,064. The development of a formal SLA will be prioritised in 2021/22.

Board action

8. The Board is asked to be assured on the financial reporting arrangements for the Trust's charitable funds.

Mark Greatrex
Chief Finance Officer

Ian Benjamin
Chief Financial Accountant

28 July 2021



Cheshire and Wirral Partnership
NHS Foundation Trust
Charitable Funds: Registered Charity Number 1050046

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Charitable Funds

Annual Report and Accounts

2019-2020



Contents

	Page
Trustees' Annual Report	1-6
Statement of Corporate Trustee's Responsibilities	7
Independent Examiners' Report	8
Statement of Financial Activities	9
Balance Sheet	10
Statement of Cash Flow	11
Notes to the Accounts	12-16
How to support us	17



ANNUAL REPORT

Foreword

The Corporate Trustee presents the Charity Annual Report together with the Financial Statements for the year ended 31 March 2020.

The Charity's Annual Report and Accounts for the year ended 31 March 2020 have been prepared by the Corporate Trustee in accordance with Part 8 of the Charities Act 2011 and Accounting and Reporting by Charities, Financial Reporting Standards (FRS102).

Reference and Administrative Information

The Charitable Funds are registered with the Charity Commission in accordance with the Charities Act 2011.

The main Charity, Cheshire and Wirral Partnership NHS Foundation Trust General Fund was originally recorded on the Central Register of Charities on 20 October 1995.

The Charity comprises the following Charitable Trusts which have been established by trust deed -

Ashton House Hospital Fund
East Cheshire Mental Health, Learning Disabilities and Associated Services Fund
Mid Cheshire Mental Health, Learning Disabilities and Associated Services Fund
Cheshire and Wirral Partnership NHS Foundation Trust (Expendable Funds) Common Investment Fund

Charitable funds received by the Charity are accepted, held and administered as funds held on trust for purposes relating to the NHS and Community Care Act 1990. The Charity comprised 25 individual funds at 31 March 2020.

The Charity administers charitable funds on behalf of the NHS services provided by Cheshire and Wirral Partnership NHS Foundation Trust and Wirral Community NHS Foundation Trust.

Structure, Governance and Management

Under paragraph 16(c) of Schedule 2 of the NHS and Community Care Act 1990, the Charity has a Corporate Trustee; the Board of the Cheshire and Wirral Partnership NHS Foundation Trust. Upon appointment, Directors and Non Executive Directors of Cheshire and Wirral Partnership NHS Foundation Trust, immediately assume the role as a charity trustee. When terminating their post they automatically relinquish their responsibilities as trustee. The members of the NHS Foundation Trust Board serving during the year were as follows -

Sheena Cumiskey
Avril Devaney Left August 2019
Tim Welch
Anushta Sivananthan
Andy Styring
Faouzi Alam
David Harris
Mike Maier
Rebecca Burke-Sharples
James O'Connor
Lucy Crumplin Left August 2019
Andrea Campbell
Edward Jenner
Gary Flockhart- joined August 2019
Anne Boyd – joined September 2019
Paul Bowen – joined October 2019

The corporate trustee delegate day to day administration of the charity to the Business and Value Department of Cheshire and Wirral Partnership NHS Foundation Trust. These costs are recorded as bought in services from NHS

The principal office of the Charity is -

c/o Cheshire and Wirral Partnership NHS Foundation Trust
Redesmere
Countess of Chester Health Park
Liverpool Road
Chester
CH2 1BQ

ANNUAL REPORT

Reserves Policy

The Charity generally expects to spend at the same level as income is received taking one year with another. The Charity's reserves policy also anticipates that, excluding unrealised gains on investments, from time to time reserves will rise above a level equivalent to 24 months budgeted expenditure. Where this happens, action will be taken in accordance with the Charity's objectives, to spend down to a level equal to or below this threshold.

Compliance with the Charity's reserves policy is evidenced by annual expenditure equal to or greater than annual income in all but five of the last ten years. In those years significant receipts e.g. legacies which could not be appropriately spent before the financial year end were the explanation.

Investment Policy

During 2019/2020 the Charity's investment objective was to maximise financial returns as follows -

- a) ensure that income generated matched forecast need and grew at a rate above inflation.
- b) achieve a return on investments of £12,000 (actual achievement £11,749).
- c) maintain the capital value of the portfolio as high as possible commensurate with the above.

While individual investments may have a higher or lower level of risk from time to time, the overall portfolio risk profile should, in achieving the above, be neither high nor low, but as far as possible held at a midpoint between the two.

In 2019/2020 the Charity investment portfolio was managed by Investec.

Risk Management

In compliance with the recommendations contained within the Statement of Recommended Practice (FRS102), the major risks to which the Charity is exposed have been identified by the trustee and where necessary systems established to mitigate these risks.

Policies are in place which are reviewed by the trustee. The policies give instruction on income and expenditure, ensuring controls are in place to avoid the misappropriation or misuse of donations and funds

The donation policy gives the location of the cash offices where donations can be receipted. The officers are trained to recognise and handle Charity donations.

Charitable fund receipts include space to record the donors wishes. The Charity administrator monitors that all donations are spent as intended by the donor.

All fundraising activities must have the authorisation of the Director of Business and Value. Clear guidance is given to fundraisers prior to commencing the activities to ensure controls are in place for the collection and reconciliation of fund raising income.

Independent Examiners

Susan Harris MA ACA
Champions Allwoods Ltd
2nd Floor
Refuge House
33-37 Watergate Row
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CH1 2LE



ANNUAL REPORT

Objectives and Activities

The Charity has NHS wide objectives as follows -

"The Trustee shall hold the trust fund upon trust, to apply the income and so far as may be permissible the capital, for any charitable purpose or purposes relating to the National Health Service including related research activities."

Charitable funds comprise donations that may only be accepted if they are clearly charitable. We will only use such funds for specific or general charitable purposes. Central to this, it is vital that we clearly demonstrate public benefit.

The corporate trustee fulfils its legal duty by ensuring that funds are spent in accordance with the objectives of each fund and by designating funds the trustee respects the wishes of the donor. The Charity generates income for general purpose and specific projects and administers all donations in a manner that is both professional and sensitive to the needs of the donor.

During the year, the Charity continued to support a range of charitable and health related activities benefiting both patients and staff of Cheshire and Wirral Partnership NHS Foundation Trust. The funds are used to purchase various additional goods and services that the NHS is not funded to provide. By working in partnership with the Trust, this ensures the charitable funds are used to best effect for the benefit of the general public served by the Trust.

The Charity operates for the public benefit and the Charity aims to deliver on its objectives, supporting the health and wellbeing of those who experience mental health, drug and alcohol, learning disabilities and community nursing services. The Charity therefore supports the work of Cheshire and Wirral Partnership NHS Foundation Trust in respect of the following services:

Challenging Stigma and Discrimination

We challenge stigma experienced by people with mental ill health, with learning disabilities or have drug and alcohol problems. Promote positive attitudes to mental health, learning disabilities and drug and alcohol problems. To help people suffering in silence to speak out, to help their friends and families and to offer support and understanding.

Insight - Recovery Through Research.

Supporting local research studies and projects to find better solutions, treatments, care and recovery for people experiencing mental ill health.

Adult Mental Health

Providing quality care and offering a range of services for adult and older people suffering from complex and serious mental health problems.

CAMHS

Child and adolescent mental health services (CAMHS) both in-patient and out-patient for children and young people from the ages of 0-19 years with mental health problems.

ANNUAL REPORT

Drug and Alcohol Services

The aim is to provide easily accessible services to people whose drug and alcohol use is a problem with the over-arching aim of promoting health and minimising harm to the individual, their families and the community.

Learning Disabilities Services

The aim is to provide a person-centred approach for adults with a learning disability and their carers, thus ensuring that the service user's needs and preferences influence the health care they receive. Learning disability services are delivered by experienced, multi professional staff in community and inpatient settings.

Community Care Western Cheshire

Community care services throughout Western Cheshire, serving a registered population of approximately 250,000.

Looking to the future

To continue to raise awareness of the Charity and to maximise donation and fund raising opportunities.

To cultivate good working relations with current donors and fundraisers.

To continue to raise funds to benefit the general public who use the services of Cheshire and Wirral Partnership NHS Foundation Trust.

To continue to support the delivery and development of services provided to the general public by Cheshire and Wirral Partnership NHS Foundation Trust, to those who suffer from mental ill health, learning disabilities and drug and alcohol problems. With a focus on ways of promoting mental health, preventing the onset of mental health disorders. Finding methods of detecting and intervening early, helping with quick and full recovery. To raise awareness of and to challenge stigma associated with mental ill health. To continue to support the provision of quality and appropriate care to people in their own homes through the Community Care Western Cheshire Services.

The Charity will continue to promote fund raising for Insight Research Fund, funds raised will be utilised for non statutory research. The Charity will continue to work closely with colleagues in research, service innovation and development. The Trustees will ensure that the research fund is well managed and cost effective.

Between May and August 2020, the Charity has received grants totalling £113,000 from NHS Charities Together in respect of the impact of Covid 19 on staff, patients and volunteers. It is expected that the Charity spend the money quickly and before the 31st March 2020. The Charity is aware of more grants that will be available to apply for as long as the criteria for the grant can be met by the Charity.

ANNUAL REPORT

Review of Finances, Achievements and Performance

The net assets of the Charity at 31 March 2020 were £227,406 an decrease of £37,207 from those held at 31 March 2019 (£264,613). Of the balance at 31 March 2020, £126,208 was invested in UK fixed interest and Equities, £96,577 in Overseas Fixed Interest, Equities and Securities and the remainder comprised debtors, creditors and funds on deposit at the bank.

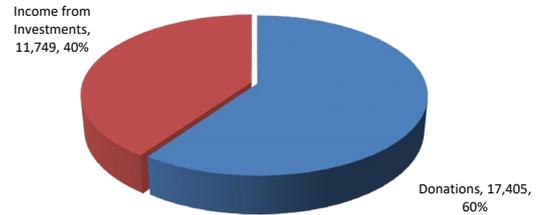
The Charity continues to rely on donations, legacies, fund raising and investment income as its main sources of income. The chart below shows the percentage of each category of income received during 2019/20:

TOTAL INCOME AND ENDOWMENTS £ 29,154

Income from Investments £ 11,749 Earned from dividends and interest.

Charitable activities

Donations £ 17,405



The Trustees continue to look at ways of making donating to the Charity more accessible, to continue to develop the Charity web page and the guidance contained therein. The CWP Charity intranet page also encourages Payroll Giving and provides links to application forms for Pennies from Heaven and Workplace Giving.

Donations received during the year were for the following services / funds

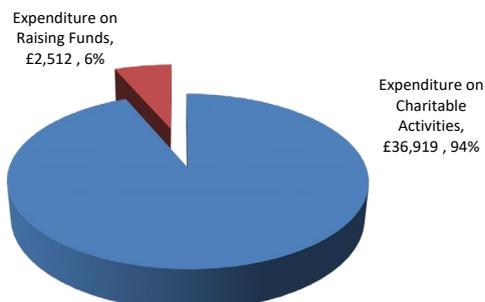
<p>£120 £1,308 £1,000 £45 £45 £1,481 £5,678 £349 £7,334 £45</p>	<p>Wirral Mental Health Services West Cheshire Mental Health Services CAMHS Challenging Stigma Research Community Nursing General Purpose East Cheshire Mental Health Services/CAMHS/Learning Disabilities/General Purpose Wirral Community NHS Foundation Trust Kisiizi</p>
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ANNUAL REPORT

Review of Finances, Achievements and Performance (Continued)

TOTAL EXPENDITURE £ 39,431

36,919	Expenditure on Charitable activities
2,512	Expenditure on raising funds



Expenditure on Charitable activities £ 36,919

£1,065	Wirral Mental Health Services: <i>Xbox for Lakeland and Christmas monies for client gifts</i>
£2,869	West Cheshire Mental Health Services: <i>Training, TV / Laptop, Palnts and gardening, Christmas monies for client gifts</i>
£1,000	Central and Eastern Cheshire: <i>Training</i>
£351	CAMHS: <i>Art session, Christmas monies for clients gifts</i>
£1,350	Challenging Stigma: <i>Chester & Crewe Pride</i>
£1,228	Community Nursing: <i>Training, coffee machine, air con machine, team building and kneeling pads</i>
£4,323	General Purpose: <i>Staff awards, Christmas monies for clients gifts</i>
£50	Ashton House: <i>Christmas monies for client gifts</i>
£4,154	East Cheshire Mental Health Services/CAMHS/Learning Disabilities/General Purpose: <i>Christmas monies for clients gifts. Training</i>
£15,854	Wirral Community Trust: <i>Training, outdoor seating, I-Stat POCT machine, furnishings for Library, fans, DVD players, remembrance service, leaflets</i>
£2,930	Bought in services from the NHS, CWP administration fees
£73	Bank Charges
£562	Quickbooks support
£1,110	Independent Examiners Fees

Expenditure on Raising funds £ 2,512

£2,501	Investment management fees
£1	My Donate Card Charges
£10	Pennies from Heaven fees

Approved on behalf of the Corporate Trustee by Mr Mike Maier, Chair of Cheshire and Wirral Partnership NHS Foundation Trust.

Signature:



Date: 27.01.2021

Statement of Corporate Trustee's Responsibilities

The Corporate Trustee is responsible for:

- keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable funds and to enable them to ensure that the accounts comply with requirements in the Charities Act 2011 and those outlined in the directions issued by the Secretary of State;
- establishing and monitoring a system of internal control; and
- establishing arrangements for the prevention and detection of fraud and corruption.

The Corporate Trustee is required under the Charities Act 2011 to prepare accounts for each financial year. The Secretary of State, with the approval of the Treasury, directs that these accounts give a true and fair view of the financial position of the charitable funds, in accordance with the Charities Act 2011. In preparing these accounts, the Corporate Trustee is required to:

- apply on a consistent basis accounting policies laid down by the Secretary of State with the approval of the Treasury;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures, disclosed and explained in the accounts

The Corporate Trustee confirms that it has met the responsibilities set out above and complied with the requirements for preparing the accounts. The financial statements set out on pages 9-16 attached have been compiled from and are in accordance with the financial records maintained by the Corporate Trustee.

By Order of the Corporate Trustee

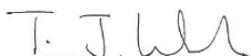
Chair



Date

27.01.2021

Director of Business & Value



Date

27.01.2021



Independent Examiners' Report to the Corporate Trustee of the Cheshire and Wirral Partnership NHS Foundation Trust Charitable Funds

I report on the Accounts of the Charitable Funds for the year ended 31 March 2020, which are set out on pages 9 to 16.

Respective Responsibilities of Corporate Trustee and Examiners

The Charity's trustee are responsible for the preparation of the accounts. The Charity's trustee consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is required.

It is my responsibility to:

- examine the accounts under Section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act); and
- state whether particular matters have come to my attention.

Basis of Independent Examiners' Report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustee concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statements below.

Independent Examiners Statement

In connection with my examination, no matter has come to my attention:

1) which gives me reasonable cause to believe that, in any material respect, the requirements

- to keep accounting records in accordance with Section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 2011 Act.

have not been met; or

2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Susan Harris MA ACA

Champions Allwoods Ltd
2nd Floor
Refuge House
33-37 Watergate Row
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CH1 2LE

Signed

Date

28/1/21

Statement of Financial Activities for the year ended 31 March 2020

	Note	2019-20 Restricted Funds £'s	2019-20 Unrestricted Funds £'s	2019-20 Total Funds £'s	2018-19 Restricted Funds £'s	2018-19 Unrestricted Funds £'s	2018-19 Total Funds £'s
Income from Charitable activities							
Donations		45	17,360	17,405	114	24,678	24,792
Fund raising		0	0	0	0	3,072	3,072
Legacies		0	0	0	0	0	0
Income from Investments	3	358	11,391	11,749	343	12,476	12,819
Total Income and Endowments	4	<u>403</u>	<u>28,751</u>	<u>29,154</u>	<u>457</u>	<u>40,226</u>	<u>40,683</u>
Expenditure on Charitable activities							
Expenditure on Charitable activities	5a	(142)	(36,777)	(36,919)	(121)	(82,925)	(83,046)
Expenditure on Raising Funds	5b	(77)	(2,435)	(2,512)	(73)	(2,651)	(2,724)
Total Expenditure	6	<u>(219)</u>	<u>(39,212)</u>	<u>(39,431)</u>	<u>(194)</u>	<u>(85,576)</u>	<u>(85,770)</u>
Net Gain/(loss) on disposal of investments assets		9	299	308	26	957	983
Net Gain/(loss) on revaluation of investment assets		(832)	(26,406)	(27,238)	(10)	(732)	(742)
Net gains(losses) on investments		<u>(823)</u>	<u>(26,107)</u>	<u>(26,930)</u>	<u>16</u>	<u>225</u>	<u>241</u>
Net income/(expenditure)		<u>(639)</u>	<u>(36,568)</u>	<u>(37,207)</u>	<u>279</u>	<u>(45,125)</u>	<u>(44,846)</u>
Funds Transfer		0	0	0	0	0	0
Total net movement in funds	7	<u>(639)</u>	<u>(36,568)</u>	<u>(37,207)</u>	<u>279</u>	<u>(45,125)</u>	<u>(44,846)</u>
Fund balances brought forward at 31 March 2019		14,142	250,471	264,613	13,863	295,596	309,459
Fund balances carried forward at 31 March 2020		<u>13,503</u>	<u>213,903</u>	<u>227,406</u>	<u>14,142</u>	<u>250,471</u>	<u>264,613</u>

The notes on pages 12-16 form part of these Accounts.

Balance Sheet as at 31 March 2020

	Notes	Total Restricted Funds at 31 March 2020 £'s	Total Unrestricted Funds at 31 March 2020 £'s	Total Funds at 31 March 2020 £'s	Total Restricted Funds at 31 March 2019 £'s	Total Unrestricted Funds at 31 March 2019 £'s	Total Funds at 31 March 2019 £'s
Fixed Assets							
Investments	9	9,224	213,561	222,785	10,168	243,525	253,693
Current Assets							
Debtors	10	81	2,576	2,657	362	13,204	13,566
Short term investments and deposits		4,396	4,060	8,456	4,163	13,834	17,997
Total Current Assets		<u>4,477</u>	<u>6,636</u>	<u>11,113</u>	<u>4,525</u>	<u>27,038</u>	<u>31,563</u>
Creditors: Amounts falling due within one year	11	(198)	(6,294)	(6,492)	(551)	(20,092)	(20,643)
Net Current Assets		<u>4,279</u>	<u>342</u>	<u>4,621</u>	<u>3,974</u>	<u>6,946</u>	<u>10,920</u>
Total Net Assets		<u>13,503</u>	<u>213,903</u>	<u>227,406</u>	<u>14,142</u>	<u>250,471</u>	<u>264,613</u>
Funds of the Charity							
Total Funds	12	<u>13,503</u>	<u>213,903</u>	<u>227,406</u>	<u>14,142</u>	<u>250,471</u>	<u>264,613</u>

The notes on pages 12-16 form part of these Accounts.

Signed on behalf of the Corporate Trustee by Mr Mike Maier, Chair of Cheshire and Wirral Partnership NHS Foundation Trust.

Signature:



Date: 27.01.2021

Statement of Cash Flow as at 31 March 2020

	Notes	Restricted 31 March 2020	Unrestricted 31 March 2020	Total 31 March 2020	Restricted 31 March 2019	Unrestricted 31 March 2019	Total 31 March 2019
Net cash provided by (used in) operating activities	14	(246)	(25,021)	(25,267)	3	(55,176)	(55,173)
							0
Cash flows from investing activities:							0
Dividends and Interest		358	11,391	11,749	343	12,476	12,819
Proceeds from the sale of investments		920	29,297	30,217	896	32,669	33,565
Purchase of investments & deposits made		(798)	(25,442)	(26,240)	(235)	(8,571)	(8,806)
Net cash provided by (used in) investing activities		480	15,246	15,726	1,004	36,574	37,578
Cash flows from financing activities:							
Net cash provided by (used in) financing activities		480	15,246	15,726	1,004	36,574	37,578
Change in cash and cash equivalents in the reporting period		234	(9,775)	(9,541)	1,007	(18,602)	(17,595)
Cash and cash equivalents at the 1st April		<u>4,162</u>	<u>13,835</u>	<u>17,997</u>	<u>3,155</u>	<u>32,437</u>	<u>35,592</u>
Cash and cash equivalents at the 31st March		<u>4,396</u>	<u>4,060</u>	<u>8,456</u>	<u>4,162</u>	<u>13,835</u>	<u>17,997</u>

Notes to the Accounts**1 Accounting Policies****1.1 Accounting Convention**

The accounts have been prepared in accordance with the Statement of Recommended Practice (FRS102) effective from April 2015, and with accounting standards and policies for the NHS approved by the Secretary of State.

1.2 Income and Endowments

a) All income and endowments are included in full in the Statement of Financial Activities as soon as the following three factors can be met:

- i) entitlement - arises when a particular resource is receivable or the Charity's right becomes legally enforceable;
- ii) certainty - when there is reasonable certainty that the incoming resource will be received;
- iii) measurement - when the monetary value of the incoming resource can be measured with sufficient reliability.

b) Gifts in kind

- i) Assets given for distribution by the Charity are included in the Statement of Financial Activities only when distributed.
- ii) Assets given for use by the Charity (e.g. property for its own occupation) are included in the Statement of Financial Activities as incoming resources when receivable.
- iii) Gifts made in kind but on trust for conversion into cash and subsequent application by the Charity are included in the accounting period in which the gift is sold.
- iv) The amount at which gifts in kind are brought into account is either a reasonable estimate of their value to the Charity or the amount actually realised.

c) Legacies

Legacies are accounted for as incoming resources once the receipt of the legacy becomes reasonably certain. This will be once confirmation has been received from the representatives of the estate that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

d) Income from investments

Income from investments is accounted for on an accruals basis and is apportioned across the individual funds on an average balance of funds basis.

1.3 Expenditure on Charitable activities

The charitable funds accounts are prepared in accordance with the accruals concept. All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party.

Notes to the Accounts**1 Accounting Policies (continued)****1.4 Realised and Unrealised Gains and Losses**

All gains and losses are taken to the Statement of Financial Activities as they arise.

Realised gains and losses on investments are calculated as the difference between the sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between market value at the year end and opening market value (or date of purchase if later).

1.5 Fixed Assets

The Charity holds no tangible or intangible fixed assets or donated fixed assets.

1.6 Investment Fixed Assets

Quoted stocks and shares are included in the balance sheet at mid-market price excluding dividends.

1.7 Pooling Scheme

An official pooling scheme is operated for investments relating to the following funds:
- Cheshire and Wirral Partnership NHS Foundation Trust General Fund and its subsidiary funds.
The scheme was registered with the Charity Commission on 17 March 1998.

1.8 Unrestricted (including designated funds)

Funds where donors have expressed a preference without a 'trust' for example expressed a wish, recommendation or hope that the donation would be used in a certain way, then no trust to that effect will attach to the donation. In such cases the funds will be unrestricted. However the funds will be treated as designated and the trustees will endeavour to use the funds as the donor wishes.

Donations are allocated to and held within designated service or geographic location funds as appropriate at the time of receipt.

1.9 Restricted Funds

Restricted funds are subject to specific requirements and can only be applied for particular purposes within their objects, but still within the wider objects of the charity. The Trustees shall ensure that restricted funds are used for the purpose intended.

The charity holds three restricted funds, two of which are CWP funds - CAMHS General Purpose and Community Services and the third in respect of the Kisiizi Hospital Project.

2 Related Party Transactions

During the year none of the members of the body corporate or members of the key management staff or parties related to them has undertaken any material transactions with the Cheshire and Wirral Partnership NHS Foundation Trust General Fund or with its subsidiary charitable funds.

The Charity has made payments in respect of goods and services for the benefit of patients and staff of the Cheshire and Wirral Partnership NHS Foundation Trust where the members of the Board of Corporate Trustees are also members of the NHS Foundation Trust Board.

The Board of the Corporate Trustees and other senior staff take decisions both on Charity and NHS Foundation Trust matters but endeavour to keep the interests of each discrete and do not seek to benefit personally from such decisions. Declarations of any personal interest held have been made in respect of both.

3	31 March 2020			31 March 2019		
	Restricted 2019-2020	Unrestricted 2019-2020	Total Funds 2019-2020	Restricted 2018-2019	Unrestricted 2018-2019	Total Funds 2018-2019
Analysis of Gross Income from Investments						
	£'s	£'s	£'s	£'s	£'s	£'s
Overseas Securities	135	4,302	4,437	165	6,012	6,177
Held in UK	223	7,089	7,312	178	6,464	6,642
Total gross income	358	11,391	11,749	343	12,476	12,819
4 Analysis of Income received by Charitable Fund						
	£'s	£'s	£'s	£'s	£'s	£'s
Charitable Trusts						
Ashton House	0	78	78	0	104	104
East Cheshire Mental Health and Learning Disabilities	0	1,271	1,271	0	1,923	1,923
Mid Cheshire Mental Health and Learning Disabilities	0	36	36	0	322	322
Restricted Funds						
Kisilzi Hospital	324	0	324	381	0	381
Other Charitable Fund Balances						
Wirral Community NHS Foundation Trust	0	11,944	11,944	0	12,212	12,212
Insight Research Fund	0	129	129	0	193	193
Cheshire & Wirral Partnership NHS Foundation Trust (comprising of)						
Wirral Mental Health	0	364	364	0	1,219	1,219
West Mental Health	0	4,549	4,549	0	14,181	14,181
Central and Eastern	0	31	31	0	62	62
CAMHS	51	1,303	1,354	49	1,002	1,051
Learning Disabilities	0	2	2	0	2	2
Primary Care	0	58	58	0	60	60
Challenging Stigma	0	145	145	0	1,578	1,578
Community Services	28	2,934	2,962	27	3,013	3,040
General Purposes	0	5,907	5,907	0	4,356	4,356
	403	28,751	29,154	457	40,226	40,683
5a Expenditure on charitable activities						
	£'s	£'s	£'s	£'s	£'s	£'s
Bought-in services from NHS	(89)	(2,841)	(2,930)	(78)	(2,852)	(2,930)
Other expenses in furtherance of charity objectives	(17)	(545)	(562)	(15)	(541)	(556)
Independent Examiners' remuneration	(34)	(1,076)	(1,110)	(28)	(1,022)	(1,050)
Bank Charges	(2)	(71)	(73)	0	0	0
Patients' welfare and amenities	0	(16,730)	(16,730)	0	(19,535)	(19,535)
Staff welfare and amenities	0	(15,514)	(15,514)	0	(58,975)	(58,975)
	(142)	(36,777)	(36,919)	(121)	(82,925)	(83,046)
5b Expenditure on raising funds	(77)	(2,435)	(2,512)	(73)	(2,651)	(2,724)
	(77)	(2,435)	(2,512)	(73)	(2,651)	(2,724)
6 Analysis of Expenditure						
	£'s	£'s	£'s	£'s	£'s	£'s
Independent Examiners remuneration	(1,110)	0	(1,110)	(1,050)	0	(1,050)
Investment management fees	0	(2,501)	(2,501)	0	(2,724)	(2,724)
My Donate / Pennies from Heaven *	0	(11)	(11)	0	0	0
Bank Charges	(73)	0	(73)	0	0	0
Bought-in services from NHS	(2,930)	0	(2,930)	(2,930)	0	(2,930)
Other costs including purchases for patient and staff welfare and amenities	(32,806)	0	(32,806)	(79,066)	0	(79,066)
	(36,919)	(2,512)	(39,431)	(83,046)	(2,724)	(85,770)
* My Donate / Pennies from Heaven were £19 in 18/19 and included in Other costs in 18/19						
6.1 Support Costs	Independent Examiners' remuneration, Investment Management fees and Bought-in services from NHS are apportioned across all funds based on an average balance percentage.					
7 Changes in Resources Available for Charity Use						
	£'s	£'s	£'s	£'s	£'s	£'s
Opening Balances	14,142	250,471	264,613	13,863	295,596	309,459
Closing Balances	13,503	213,903	227,406	14,142	250,471	264,613
Net (decrease)/increase in funds available for future activities	(639)	(36,568)	(37,207)	279	(45,125)	(44,846)
8 Trustee and Connected Persons Transactions						
8.1 Trustee expenses reimbursed	No expenses were reimbursed to any members of the Board of the Corporate Trustee during the year ended 31 March 2020 (2018-2019 nil).					
8.2 Trustee remuneration	No remuneration was paid to any members of the Board of the Corporate Trustee during the year ended 31 March 2020 (2018-2019 nil).					
8.3 Details of transaction with Trustees or connected persons	There were no transactions with any members of the Board of the Corporate Trustee or connected persons during the year ended 31 March 2020 (2018-2019 nil).					

Investment Fixed Assets as per Accounting Policy								
9	Restricted	Unrestricted	31 March 2020		Restricted	Unrestricted	31 March 2019	
	2019-2020	2019-2020			2018-2019	2018-2019		
9.1	£'s	£'s	£'s		£'s	£'s	£'s	
	Market value at 31 March 2019	10,168	243,525	253,693	10,810	267,400	278,210	
	Less: Disposals at carrying value	(911)	(28,999)	(29,910)	(867)	(31,714)	(32,581)	
	Add: Acquisitions at cost	799	25,441	26,240	235	8,571	8,806	
	Net gain on revaluation	(832)	(26,406)	(27,238)	(10)	(732)	(742)	
	Market value at 31 March 2020	<u>9,224</u>	<u>213,561</u>	<u>222,785</u>	<u>10,168</u>	<u>243,525</u>	<u>253,693</u>	
	Historic cost at 31 March 2020	<u>6,944</u>	<u>221,088</u>	<u>228,031</u>	<u>5,938</u>	<u>216,549</u>	<u>222,487</u>	
9.2	Restricted	Unrestricted	31 March 2020		Restricted	Unrestricted	31 March 2019	
	2019-2020	2019-2020			2018-2019	2018-2019		
	£'s	£'s	£'s		£'s	£'s	£'s	
	Market value	3,999	92,578	96,577	3,857	92,370	96,227	
	Overseas Securities	5,225	120,983	126,208	6,311	151,155	157,466	
	Held in UK	<u>9,224</u>	<u>213,561</u>	<u>222,785</u>	<u>10,168</u>	<u>243,525</u>	<u>253,693</u>	
10	Analysis of Debtors							
	31 March 2020							
	£'s							
	Opening Balance						13,566	1,510
	Invoices raised						6,389	13,150
	Accrued income						(409)	3,066
	Reversing Accruals						0	0
	Income received						(16,889)	(4,160)
	Total debtors						<u>2,657</u>	<u>13,566</u>
11	Analysis of Creditors							
	31 March 2020							
	£'s							
	Opening Balance						(20,643)	(5,853)
	Invoices received						(42,237)	(82,517)
	Reversing accruals						49,604	19,760
	Accrued expenditure						(49,608)	(25,198)
	Payments						56,392	73,165
	Investec dealing account proceeds from sales							0
	Total creditors						<u>(6,492)</u>	<u>(20,643)</u>
12	Analysis of Funds 2019-2020							
	Balance	Incoming	Resources	Gains and	Transfer of funds	Balance		
	31 March	Resources	Expended	Losses		31 March		
	2019					2020		
	£'s	£'s	£'s	£'s		£'s		
	Unrestricted Designated Funds							
	Charitable Trusts							
	Ashton House	1,753	78	(98)	(180)	0	1,553	
	East Cheshire Mental Health and Learning Disability Services	27,703	1,271	(4,717)	(2,069)	0	22,188	
	Mid Cheshire Mental Health and Learning Disability Services	800	36	(22)	(83)	0	731	
	Other Charitable Fund Balances							
	Wirral Community NHS Foundation Trust	93,402	11,944	(18,674)	(10,584)	0	76,088	
	Research (Insight)	13,949	129	(51)	(195)	0	13,832	
	Cheshire & Wirral Partnership NHS Foundation Trust*	112,864	15,293	(15,650)	(12,996)	0	99,511	
	Transfer column						0	
	Unrestricted Funds	<u>250,471</u>	<u>28,751</u>	<u>(39,212)</u>	<u>(26,107)</u>	<u>0</u>	<u>213,903</u>	
	Restricted Funds							
	Kisizi Hospital (Previously held as unrestricted funds)	12,578	324	(171)	(642)	0	12,089	
	CWP	1,564	79	(48)	(181)	0	1,414	
		<u>14,142</u>	<u>403</u>	<u>(219)</u>	<u>(823)</u>	<u>0</u>	<u>13,503</u>	
	Total Funds	<u>264,613</u>	<u>29,154</u>	<u>(39,431)</u>	<u>(26,930)</u>	<u>0</u>	<u>227,406</u>	

Cheshire & Wirral Partnership NHS Foundation Trust Fund Balance as at 31 March 2020 includes legacies totalling £72,604 earmarked for specific services.

Legacy						
Legacy 1	AMH Springview Clatterbridge		2008	3,083		
Legacy 2 *	Psychology Service Chester		2011	55,515		
Legacy 3	Broxtton Community Care Team		2015	1,730		
Legacy 4	Wirral Assertive Outreach Services		2015	500		
Legacy 5	Chester Community Nursing		2012	1,188		
Legacy 6	Oakmere Team Vale House		2011	2,516		
Legacy 7	Wirral		2011	1,083		
Legacy 8	WCT Women's Services		2011	6,989		
				<u>72,604</u>		

* Legacy 2 in 19/20 there was income received of £10,500 against expenditure incurred in 18/19. This was training where participants were charged for attending

Analysis of Funds 2018-2019							Balance
	Balance	* Adjustment re	Incoming	Resources	Gains and	Transfer of funds	31 March 2019
	31 March 2018	2017-2018 balance	Resources	Expended	Losses		
	£'s		£'s	£'s	£'s		£'s
Unrestricted Designated Funds							
Charitable Trusts							
	Ashton House	3,000	1	104	(1,354)	2	1,753
	East Cheshire Mental Health and Learning Disability Services	57,140	19	1,923	(31,447)	68	27,703
	Mid Cheshire Mental Health and Learning Disability Services	502	0	322	(20)	(4)	800
Other Charitable Fund Balances							
	Wirral Community NHS Foundation Trust	92,402	(5)	12,212	(11,348)	142	93,402
	Research (Insight)	13,798	0	193	(44)	2	13,950
	Cheshire & Wirral Partnership NHS Foundation Trust*	128,757	(17)	25,472	(41,363)	15	112,865
	Unrestricted Funds	<u>295,598</u>	<u>(2)</u>	<u>40,226</u>	<u>(85,576)</u>	<u>225</u>	<u>250,471</u>
Restricted Funds							
	Kisizi Hospital (Previously held as unrestricted funds)	12,334	1	381	(151)	13	12,578
	CWP	1,527	1	76	(43)	3	1,564
		<u>13,861</u>	<u>2</u>	<u>457</u>	<u>(194)</u>	<u>16</u>	<u>14,142</u>
	Total Funds	<u>309,459</u>	<u>0</u>	<u>40,682</u>	<u>(85,770)</u>	<u>241</u>	<u>264,613</u>

* The 2017-18 opening balances have been adjusted to reflect corrections to the apportionment of realised and unrealised gains and losses in the previous financial year.

Cheshire & Wirral Partnership NHS Foundation Trust Fund Balance as at 31 March 2019 includes legacies totalling £61,740 earmarked for specific services.

Legacy						
Legacy 1	AMH Springview Clatterbridge		2008	3,083		
Legacy 2	Psychology Service Chester		2011	44,651		
Legacy 3	Broxtton Community Care Team		2015	1,730		
Legacy 4	Wirral Assertive Outreach Services		2015	500		
Legacy 5	Chester Community Nursing		2012	1,188		
Legacy 6	Oakmere Team Vale House		2011	2,516		
Legacy 7	Wirral		2011	1,083		
Legacy 8	WCT Women's Services		2011	6,989		
				<u>61,740</u>		

13 Loans or Guarantees Secured against Assets of the Charity

There were no loans or guarantees secured against assets of the charity during the year ended 31 March 2020 (2018-2019 nil).

14 Statement of Cash Flow from operating activities	Restricted 2019-2020	Unrestricted 2019-2020	Total 2019-2020	Restricted 2018-2019	Unrestricted 2018-2019	Total 2018-2019
Net Income/(Expenditure) for the reporting period (as per the Statement of Financial Activities)	(639)	(36,568)	(37,207)	279	(45,125)	(44,846)
Adjustments for:						
(Gains)/Losses on Investments	832	26,406	27,238	10	732	742
Dividends and Interest	(358)	(11,391)	(11,749)	(343)	(12,476)	(12,819)
(Gain)/loss on disposal of investments	(9)	(299)	(308)	(26)	(957)	(983)
(Increase)/Decrease in Debtors	281	10,628	10,909	(327)	(11,730)	(12,057)
Increase/(Decrease) in Creditors	<u>(353)</u>	<u>(13,798)</u>	<u>(14,151)</u>	<u>410</u>	<u>14,380</u>	<u>14,790</u>
Net cash provided by (used in) operating activities	393	11,546	11,939	(276)	(10,050)	(10,327)
Cash flows from operating activities						
Net cash provided by (used in) operating activities	<u>(246)</u>	<u>(25,022)</u>	<u>(25,268)</u>	<u>3</u>	<u>(55,175)</u>	<u>(55,173)</u>

15 Connected Organisations

The total income of the Cheshire and Wirral Partnership NHS Foundation Trust for 2019-2020 was £188,088,000 (2018-2019 £171,526,000).

Donations



Without the continued support of our donors we could not continue to do this vital work, we are extremely grateful for all donations no matter how great or small.

The Charity supports services offered to the general public by Cheshire and Wirral Partnership NHS Foundation Trust.

We are committed to improving the lives and emotional wellbeing of people experiencing mental health problems, through early intervention, treatment, care and support. Also supporting Community Services in Chester and Ellesmere Port.

Cash or cheque donations can be accepted at any of the following locations.

Cash Office, Bowmere Hospital, Chester
Cash Office, Springview, Clatterbridge Hospital, Chester
Cash Office, Macclesfield District General Hospital
Cash Office, Ashton House, Oxton, Wirral
Wirral Community NHS Foundation Trust, St Catherines Health Centre (Ground Floor, Wing 5) Derby Road, Birkenhead, CH42 0LQ

Cheques can also be posted directly to the Business and Value Department as follows.

Cheques or postal orders, should be made payable to Cheshire and Wirral Partnership NHS FT Charitable Funds

Remember to enclose a covering letter with your details so that we can acknowledge your generosity.

Cheshire and Wirral Partnership NHS FT Charitable Funds
For the attention of Kim Langridge
Financial Services
Redesmere
Countess of Chester Health Park
Liverpool Road
Chester
CH2 1BQ

Gift Aid

If you are a UK tax payer you can increase your donation with Gift Aid by making a simple declaration. This will enable the charity to recover the tax on your donation 25p in the £1.

To obtain a Gift Aid declaration form, contact the Charity Administrator, as detailed below.

Fund Raising

We are extremely grateful to and encourage all those who wish to fund raise on our behalf. Guidance and application forms to fund raise on behalf of the Charity can be obtained by contacting the Charity Administrator as detailed below.

Kim Langridge
Charity Administrator
Telephone Number 01244393239
Email: kim.langridge@nhs.net

Legacies

Remember us in your will, even the smallest legacy is appreciated and helps us to continue our work. You can be sure we will use it to benefit a specific ward, department or service, if that is your wish, or you can choose to donate to our General Fund.

Staff Donations

Support the staff payroll giving schemes.

To access Workplace Giving or Pennies from Heaven application forms, visit CWP Charity intranet page. Remember every penny counts.

Workplace giving allows staff to donate the amount of their choice.

Pennies from Heaven allows you to donate the spare pennies from your pay, the most you can ever give in from your weekly or monthly pay is 99p. At an annual staff side meeting, the decision is taken to decide which charity will benefit from Pennies from Heaven. From 2013/2014 all donations will be made to CWP charity, to be divided equally between the following funds:

Insight-Recover through Research
Challenging Stigma
Kisiizi Hospital General Fund

Resetting Trust governance arrangements			
Meeting	Board of Directors		
Date	04/08/2021	Agenda item	15
Lead Director	Karen Howell, Chief Executive		
Author(s)	Alison Hughes, Director of Corporate Affairs		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
<p>The purpose of this report is to provide the Board of Directors with an update on the resetting of governance arrangements across the Trust, following the establishment of emergency governance arrangements in response to the COVID-19 pandemic.</p>			
Executive Summary			
<p>As previously reported through the Chair and Chief Executive reports to the Board, the Trust established emergency governance arrangements in response to the COVID-19 pandemic. These arrangements approved by the Board of Directors in April 2020, followed guidance issued by NHSE/I and described a streamlined approach to governance to ensure an effective response to the pandemic whilst ensuring the necessary approval processes remained in place and statutory duties were met.</p> <p>The emergency governance arrangements were tested as part of the internal audit plan during 2020-21 with Substantial Assurance received.</p> <p>As the reset and restoration of services across the Trust has progressed, the supporting governance arrangements have been reviewed to consider extant arrangements pre-COVID-19 and learning from new ways of working under the emergency governance arrangements.</p> <p>The attached report (presented in slide format) provides further detail on the transition from emergency to extant and new governance arrangements.</p> <p>The opportunity to reflect on the success of the emergency arrangements, particularly the efficiency, focus and collaborative approach that has resulted has been recognised.</p> <ul style="list-style-type: none"> • The Integrated Performance Board will establish to monitor the delivery of high-quality performance across all Trust services reporting into the key sub-committees of the Board to drive the development of the Integrated Performance Report to the Board of Directors • The Operational Oversight Group will establish from the Tactical Command Group which has been so successful and engaging for both operational and corporate leads across the Trust • The SAFE group will evolve to include key safe staffing metrics • The Programme Management Group will maintain oversight of key strategic programmes and capital planning and expenditure • A bi-weekly NED check-in will be established; this is not a formal assurance group but will provide an opportunity for informal information sharing to the Non-Executive Directors of the Board <p>Similarly, the opportunity to refine and strengthen for the future has been welcomed whilst ensuring the Trust fulfils its statutory duties and is responsive for the future, considering;</p>			

- the organisational design programme
- the priorities of the Trust workplan for 2020-21
- the requirements of the new CQC strategy
- the requirements of the NHS reforms including a new Single Oversight Framework

The governance structure is detailed in slide 6 and highlights the central role of the Integrated Performance Board (IPB) reporting to each of the sub-committees of the Board. A sample Terms of Reference 'on a page' is included at slide 8 to describe the duties and responsibilities of the IPB.

The new governance arrangements will be supported by a revised performance framework which takes account of the required national, regional and local performance metrics. This is described in slides 13 & 14.

A 4-week business cycle described in slide 14 is proposed to support the governance structure.

All sub-committees of the Board have now been re-established and have met on a bi-monthly schedule since May 2021. The Operational Oversight Group has been established and SAFE has remained in place throughout the emergency response. The Integrated Performance Board (IPB) and the Programme Management Group (PMG) will establish in August and September 2021 to allow the timetable described in slide 13 to be effective.

At the meeting of the Board of Directors in October 2021, all Terms of Reference for the sub-committees of the Board will be presented for approval, following a review in line with the new governance arrangements described.

Risks and opportunities:

There is a risk that the Trust does not reset governance appropriately following emergency governance arrangements but the opportunity to learn from the Trust's response to COVID-19 and the engagement across operational and corporate leads is significant.

The opportunity to streamline reporting and to reset key performance metrics to align with the Trust's workplan and supporting plans, system plans and the NHS reforms is also important.

Finally, any risk to compliance with CQC regulations must be mitigated through the governance structure.

Quality/inclusion considerations:

Quality Impact Assessment completed and attached No
 Equality Impact Assessment completed and attached No
 Not applicable for the governance structure.

Financial/resource implications:

Not applicable.

Trust Strategic Objectives

Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.

<input type="checkbox"/> Our Performance - increase efficiency of all services	<input type="checkbox"/> Our Populations - improving services through integration and better coordination	<input type="checkbox"/> Our People - enhancing staff development
--	---	---

Executive Leadership Team is asked to consider the following action

To receive the update provided, be assured of the new arrangements being put in place and note the review of sub-committee Terms of Reference in advance of the next meeting of the Board in October 2021.

Report history

Submitted to	Date	Brief summary of outcome
Executive Leadership Team.	22/06/2021	ELT members supported the proposed new governance arrangements -

NED check-in	07/07/2021	Non-Executive Directors received a presentation on the proposed new arrangements for comment and discussion.
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Resetting governance arrangements

Name: Alison Hughes, Director of Corporate Affairs

Emergency governance arrangements supporting the response to COVID-19

- The Trust established emergency governance arrangements in April 2020, approved by the Board of Directors
- These arrangements outlined the principles of Board assurance and governance the Trust would follow. An overall streamlined approach to existing governance was adopted together with increased risk appetite and risk tolerance to support the Trust's response.
- The Terms of Reference, quorum and membership of existing sub-committees of the Board were temporarily suspended and COVID-19 specific arrangements established.
- Weekly NED assurance meeting was established to brief on the emergency response

Emergency governance arrangements supporting the response to COVID-19

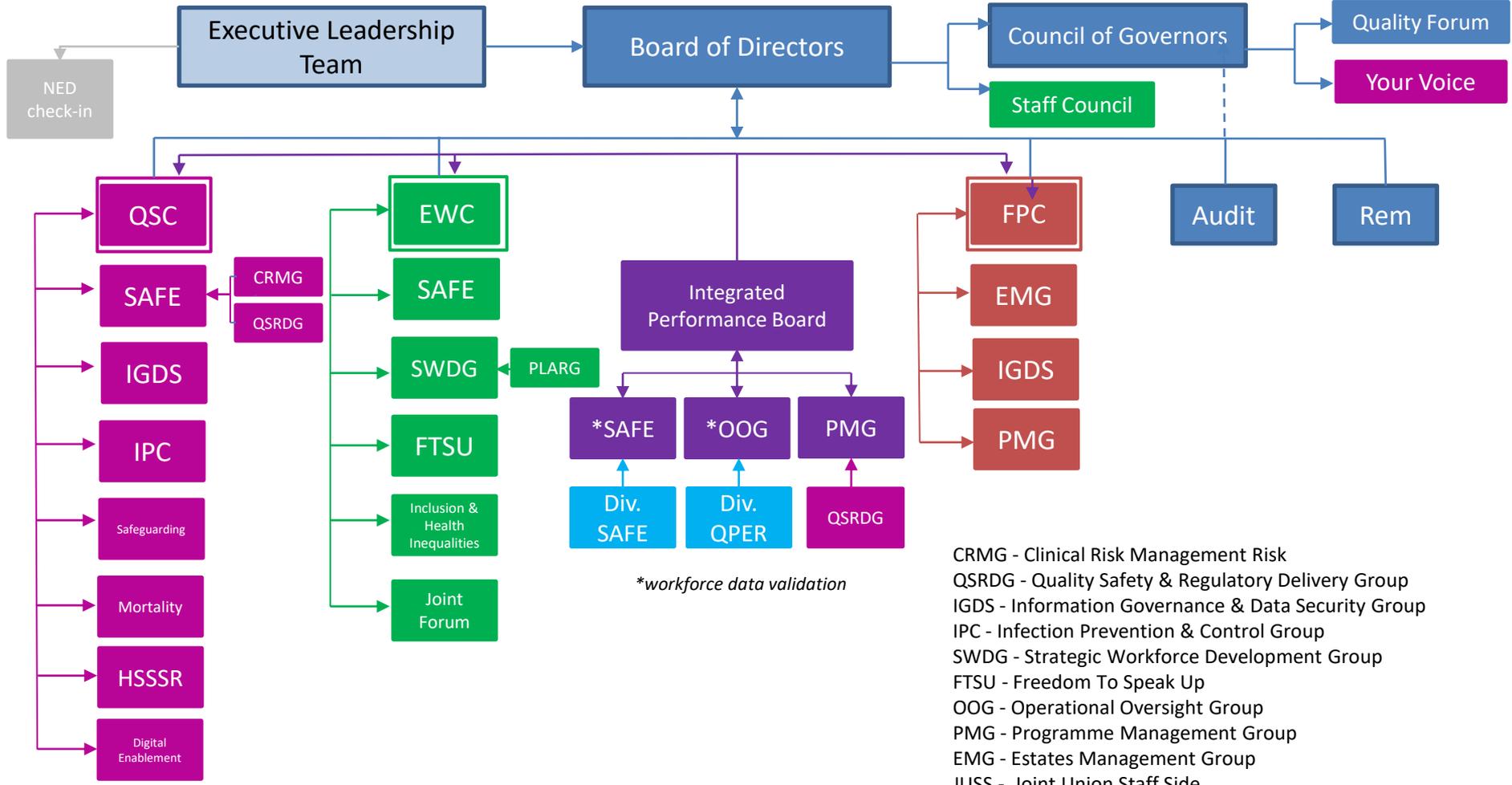
- All decisions made continued to be made in line with the Trust's Scheme of Delegation and Standing Financial Instructions. Any decisions usually made by sub-committees or the Board of Directors and/or where speed was of the essence were taken forward in accordance with the emergency governance arrangements.
- The emergency governance arrangements were tested, at the request of the Board of Directors, by internal audit with **Substantial Assurance** given.

Transitioning to enhanced extant governance arrangements

- The opportunity to reflect on the success of the emergency arrangements, particularly the efficiency, focus and collaborative approach that has resulted
- An opportunity to refine and strengthen for the future
- New governance arrangements aim to streamline processes learning from the response to COVID-19 whilst ensuring the Trust fulfils its statutory duties and is responsive for the future
 - organisational design programme
 - the priorities of the Trust workplan for 2020-21
 - the requirements of the new CQC strategy
 - the requirements of the NHS reforms including a new Single Oversight Framework.

Incorporating learning from the COVID-19 response

- Quality governance framework has been tested and remained robust throughout the pandemic response
- The value of operational and corporate leads unblocking, scrutinising and sharing oversight through the Tactical Command Group
- The alignment of People and Quality in respect of workforce and health inequalities and inclusion
- The opportunity to track key strategic programmes to support workplan delivery
- The value of informal check-in briefings with Non-Executive Directors



**workforce data validation*

- CRMG - Clinical Risk Management Risk
- QSRDG - Quality Safety & Regulatory Delivery Group
- IGDS - Information Governance & Data Security Group
- IPC - Infection Prevention & Control Group
- SWDG - Strategic Workforce Development Group
- FTSU - Freedom To Speak Up
- OOG - Operational Oversight Group
- PMG - Programme Management Group
- EMG - Estates Management Group
- JUSS - Joint Union Staff Side
- QPER - Quality, Performance, Experience & Risk
- HSSSR - Health, Safety, Security & Resilience Group
- PLARG - People Learning & Reflections Group

The Integrated Performance Board

- The Integrated Performance Board (IPB) will monitor the delivery of high-quality performance across all Trust services
 - Chair - Chief Executive
 - Monthly meeting
 - Reporting to each of the sub-committees of the Board against an agreed performance framework
- Membership will include Directors, Deputy Directors and Service Directors with other SMEs as required according to the agenda

Terms of Reference - Integrated Performance Board (IPB)

What is the aim of the IPB?

To support and monitor the delivery of high-quality performance across all Trust services

What is the purpose of the IPB?

- Provide clear leadership and direction to support the delivery of high-quality performance
- Monitor quality, people, operational and financial performance through SAFE, OOG and PMG reporting and oversight
- Maintain oversight of organisational risks through the risk register
- Receive assurance on system performance and support
- Provide assurance to the Board of Directors, through the sub-committees of the Board, that effective performance management is being discharged across the organisation
- Utilise intelligent sources, evidence-base and evaluation to support performance analysis and decision-making
- Support resolution of performance issues
- Celebrate success to share knowledge and best practice

What is the operating framework for the group?



Membership

Chair - Chief Executive
Deputy Chair - Deputy Chief Executive/CFO

Chief Operating Officer
Chief Nurse
Medical Director
Director of HR & OD
Chief Strategy Officer
Director of Corporate Affairs
Deputy COO
Deputy Chief Nurse
Deputy HRD
Chief Information Officer
Deputy CFO

In attendance as required:
Service Directors
Corporate Heads of Service



Quorate

- Chair or Deputy Chair
- 60% of core membership



Frequency

- Fourth Wednesday of every month
- 10-12pm
- To be reviewed after 6 months



Governance

- Reporting to sub-committees of the board (EWC, QSC, FPC)
- SAFE, OOG and PMG will report to the IPB
- Risk review >RR10
- Following each meeting, a decision and action log detailing discussions will be circulated



Standing agenda

- Review of decision & action log
- Assurance from SAFE, OOG, PMG
- Sit Report on performance framework
- Risk review
- Sit Report on system performance framework
- Time to shine
- Items for the risk register
- AOB

The Operational Oversight Group

- The Operational Oversight Group (OOG) is the transition from Tactical Command
 - Currently twice weekly and will move to weekly meeting
 - One meeting in every 4 will focus on reporting to Integrated Performance Board (*as per performance framework*)
 - The TOR and agenda will be mirrored at divisional, locality level
- OOG agenda will focus on;
 - National performance indicators
 - C&M performance
 - System performance (admissions avoidance, discharge)
 - Risk
 - CIP
 - Unblocking & unlocking
- Membership will include operational and corporate leads

Standards Assurance Framework for Excellence steering group

- The SAFE steering group is responsible for the effective management and delivery of the Trust's Standards Assurance Framework providing compliance with regulatory standards
 - provide assurance to the Integrated Performance Board and Quality and Safety Committee on compliance with regulatory standards including Care Quality Commission and Social Care Employer Standards
 - review learning from serious incidents and complaints to ensure Trust wide dissemination to support delivery of high quality, safe services
 - monitor safe staffing data and processes to identify and escalate as necessary risks in relation to safe delivery of services
- The TOR and agenda will be mirrored at divisional, locality level
- Monthly meeting reporting to the Integrated Performance Board and QSC
- NEW Quality, Safety & Regulatory Delivery Group reporting to SAFE

Programme Management Group

- Formerly Programme Management Board
- Oversight of Capital Programme Planning
- Monitoring of key strategic programmes (according to financial thresholds)
- Monthly meeting reporting to the Integrated Performance Board and FPC

Integrated Performance Framework

- To support the new governance arrangements a new performance framework is being developed. This will reflect required national, regional and local metrics and other regulatory standards tracked through the Trust's governance structure
- This will be thoroughly tested through August and September as the new governance arrangements are established, with a revised Integrated Performance Report presented to the Board of Directors in October 2021
- The flow of information and assurance will be as follows;
 - Performance monitoring and oversight at monthly SAFE, OOG and PMG
 - Monthly reporting to Integrated Performance Board for scrutiny, triangulation and escalation
 - Assurance reporting to committees of the Board
 - Integrated Performance Report providing assurance to the Board of Directors

Integrated Performance Framework - timetable

- Executive Leadership Team review of performance framework at ELT in August 2021
- Finance & Performance Committee and Education & Workforce Committee review and assurance on specific performance metrics in August 2021
- Integrated Performance Board inaugural meeting in August 2021
- Informal Board in September 2021 to test format of Integrated Performance Report
- Quality & Safety Committee review and assurance on specific performance metrics in September 2021
- Integrated Performance Board meeting in September
- Integrated Performance Report presented to the Board of Directors meeting in October 2021

4-week business cycle that supports bi-monthly Board of Director meetings to allow reset.

	Quarter 3		
	M7 - October	M8 - November	M9 - December
Week 1	OOG CRMG PMG <i>Board of Directors</i> NED check-in	OOG CRMG PMG NED check-in	OOG CRMG PMG <i>Board of Directors</i> NED check-in
Week 2	OOG CRMG EWC FPC	OOG CRMG QSC	OOG CRMG EWC FPC
Week 3	OOG CRMG SAFE NED check-in	OOG CRMG SAFE NED check-in	OOG CRMG SAFE NED check-in
Week 4	OOG CRMG IPB	OOG CRMG IPB	OOG CRMG IPB

Informal Board Programme 2021-22			
Meeting	Board of Directors		
Date	04/08/2021	Agenda item	16
Lead Director	Alison Hughes, Director of Corporate Affairs		
Author(s)	Alison Hughes, Director of Corporate Affairs		
Action required (please tick the appropriate box)			
To Approve <input checked="" type="checkbox"/>		To Discuss <input type="checkbox"/>	To Assure <input type="checkbox"/>
Purpose			
The purpose of this paper is to present the proposed Informal Board Programme for 2021-22 to the Board of Directors for approval.			
Executive Summary			
<p>The Board of Directors has enjoyed a programme of informal board sessions for a number of years and whilst they were temporarily suspended during 2020-21 as the Trust responded to the COVID-19 pandemic, these have been re-established and provide an engaging forum for learning and debate.</p> <p>No formal decisions are taken at the informal board sessions.</p> <p>The Informal Board Programme is delivered bi-monthly (6 per year), the month in between the formal Board of Director meetings. The meetings are full-day sessions with all members of the Board present.</p> <p>The plan on a page for the annual programme is included at appendix 1 and reflects discussions through the informal board on 7 July 2021.</p> <p>The sessions have a structured agenda providing time for planned topics which are linked to the Board annual work plan and planned developments. In addition, there is time reserved on the agenda for “hot topics”.</p> <p>The planning for each session aims to limit the number of agenda items, thus enabling longer time for discussion and consideration of the items, and enhanced learning opportunities.</p> <p>A longer lunch break (Lunch & Learn) is included on each proposed session plan to enable the Board to meet staff from across the Trust to hear about their service focus, team opportunities and any challenges. These sessions not only provide an opportunity for members of staff to engage directly with members of the Board and vice-versa, but they also provide a useful engagement forum for senior leaders to share information and learning.</p>			
Risks and opportunities:			
No risks identified.			
The Informal Board Programme presents a valuable opportunity for members of the Board to discuss, share ideas, debate and learn in an informal session, often with the benefit of colleagues from across the Trust or from external organisations attending to support the discussions. The sessions also provide a valuable opportunity for Executive and Non-Executive Directors to spend time informally discussing hot topics and sharing learning and ideas.			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No			

Equality Impact Assessment completed and attached <input type="checkbox"/> No Not applicable for the Informal Board Programme, but within the programme there is consideration to the Inclusion agenda.		
Financial/resource implications: None identified; the programme is internally coordinated and facilitated.		
Trust Strategic Objectives Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.		
<input type="checkbox"/> Our Populations - improving services through integration and better coordination	<input type="checkbox"/> Our People - improving staff engagement	<input type="checkbox"/> Our Performance - growing community services across Wirral, Cheshire & Merseyside
Board of Directors is asked to consider the following action		
To approve the informal board programme for 2021-22 as described in appendix 1.		
Report history		
Submitted to	Date	Brief summary of outcome
Informal Board	01/07/2021	The members of the Board had the opportunity to review and comment on the proposed programme for 2021-22.

Informal Board Programme 2021-22

Date	Session theme (s)	Lunch & Learn topic (TBC as either virtual or F2F)	Lead Director	Other Presenters	Aligns to Trust Workplan 2021-22
<p style="text-align: center;">1 September</p>	<p>Strategy - looking forward and reflections on progress against key objectives including early sight on 5-year strategy development</p> <p>Regulatory compliance briefing on CQC regulations and readiness review from SAFE and service reviews</p> <p>Well led developmental review - revisit and reframe</p> <p>NHS reforms - Provider collaborative and ICP developments at local level</p> <p>Digital Enablement - the digital aspirant journey: a briefing on progress and outcomes</p> <p>Culture - our approach to Just & Learning Culture including people processes and learning from incidents</p>	<p>Service Directors</p> <p>Community Intermediate Care Centre senior team</p>	<p>Chief Strategy Officer</p> <p>Chief Nurse</p> <p>Chief Executive</p> <p>Deputy Chief Executive</p> <p>Director of HR & OD</p>	<p>Deputy Chief Strategy Officer</p> <p>Deputy Chief Nurse</p> <p>Quality Leads</p> <p>Risk & Governance Manager</p> <p>Head of Corporate Governance</p> <p>Chief Information Officer</p>	<p>Strategy</p> <p>Quality</p> <p>Investment</p> <p>People</p>
<p style="text-align: center;">3 November</p>	<p>Planning and partnerships, including a spotlight on effective patient, service user and public engagement</p> <p>NHS reforms - Provider collaborative and ICP developments at local level</p>	<p>Meet St Helens 0-19 Team</p>	<p>Chief Nurse</p> <p>Chief Executive</p> <p>Deputy Chief Executive</p> <p>Director of Corporate Affairs</p>	<p>Quality Leads</p> <p>Patient Safety Specialist</p> <p>Head of Corporate Governance</p>	<p>Strategy</p> <p>Quality</p>

	<p>Strategic risk refresh - BAF interim assessment and report</p> <p>Adult Social Care regulatory framework - Liberty Protection Standards</p> <p>Workforce planning and progress to achieving a system focus</p>		<p>Associate Director of Adult Social Care Director of HR & OD</p>		
<p>5 January</p>	<p>Regulatory compliance briefing on CQC regulations and readiness review from SAFE and service reviews</p> <p>Well led developmental review - revisit and reframe</p> <p>NHS reforms - Provider collaborative and ICP developments at local level</p> <p>Sharing the wider expression of our staff voice with feedback from multiple channels</p>	<p>Inclusion Team</p>	<p>Chief Executive Deputy Chief Executive/Chief Finance Officer Chief Nurse Director of HR & OD</p>	<p>Deputy Chief Nurse Quality Leads Head of Corporate Governance</p>	<p>Quality Strategy</p>
<p>3 March</p>	<p>NHS reforms - Provider collaborative and ICP developments at local level</p> <p>Strategy - 5-year strategy development and emerging priorities supporting strategies</p> <p>Social Value - what next?</p>	<p>Communications & Marketing supporting the development and engagement with new 5-year strategy</p>	<p>Chief Executive Deputy Chief Executive Chief Strategy Officer</p>	<p>Head of Communications & Marketing</p>	<p>Strategy Investment</p>