



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board

**PTHB**  
**CHARITY STRATEGY**  
**2022-2025**

**December 2022**

## 1. Background

Powys Teaching Local Health Board Charitable Fund was formally created on the 28th May 2004 by a 'Deed of Arrangement' and replaced the Powys Health Care NHS Trust Charitable Fund, which had been in existence since 26th July 1996, following the transfer of charitable funds from Dyfed Powys Health Authority. The Charity has an umbrella charity registration under which funds are registered together under a single 'main' registration number (charity no 1057902).

Charitable funds donated to the Charity are accepted, held and administered as funds and property held on trust for purposes relating to the health service in accordance with the National Health Service Act 1977 and the National Health Service and Community Care Act 1990.

The Powys Teaching Local Health Board is the Corporate Trustee of the Charitable Funds governed by the law applicable to Local Health Boards, principally the Trustee Act 2000 and also the law applicable to Charities, which is governed by the Charities Act 2006. The Board devolves responsibility for the on-going management of the Charity to the Charitable Funds committee, who administer the funds on behalf of the Corporate Trustee.

Charitable funds in the NHS originate from a variety of different sources including donations, legacies and through fundraising and may be for a specific or general purpose. To be deemed charitable, funds held by the Health Board must have purposes which are for the general public good. The Health Board Deed for Powys Teaching Local Health Board Charitable Fund also allows charitable monies to be applied for purposes relating to the National Health Service and therefore, funds are used for the benefit of patients and staff.

There are three main types of charitable funds recognised in law, including: -

- (a) Endowment Funds – where the 'lump sum' donation remains the same and only the interest is available for use;
- (b) Restricted Funds – where the donation has been made for a specific purpose, and
- (c) Unrestricted Funds – where the donation was general and as such is available for any charitable purpose.

Charitable funds are typically used for, but are not limited to, the following purposes:

Patients Expenditure: Purchase of items of equipment, provision of services facilities not normally purchased or paid for by or in addition to the normal NHS provision.

Staff Expenditure: a) Motivation of staff by improving staff facilities and by providing services that improve staff wellbeing;  
b) Education of staff by providing education over and above what would normally be provided by the NHS.

As laid down within Charity Commission Guidance all expenditure must fulfil a 'public benefit' criterion i.e. should provide benefit to as wide a group of people as possible.

### Principles that Apply

Charitable funds must be applied for the purposes set out in the Health Board

Deed as highlighted above and for no other purposes. The following principles apply:

- (a) the income and property of the Charity must be applied with fairness and to persons who are properly qualified to benefit from it;
- (b) the Trustee must act reasonably and prudently in all matters relating to the charity and must always bear in mind the interests of the Charity;
- (c) personal views or prejudices must not affect conduct;
- (d) the same degree of care in dealing with the administration of the Charity should be exercised as would be exercised in managing Health Board's other affairs.

### Changes to the Charity

The Corporate Trustee and/or its representatives have a legal duty to notify the Charity Commission of any changes in the registered particulars of the umbrella charity.

## **2. The Charity's role in improving the health and wellbeing of Powys**

The remit and scope of PTHB Charity has increased dramatically since appointing its first dedicated full-time staff member in early 2020. The Charity team has continued to expand along with its presence and reach amongst NHS staff and the public throughout the pandemic. Being the official NHS charity for Powys during this challenging time saw an increased relevance for its work. The Charity will, therefore, build upon this moving forward as it implements its new strategy.

As an NHS charity, PTHB Charity can help to develop new partnerships between the public health sector and the voluntary health sector. The Charity can be a catalyst for partnership projects and programmes that help reduce the number of people who get ill and need statutory health intervention and help improve the health and wellness of those with long-term health conditions.

The NHS workforce provides the foundation for health care in Powys. By supporting and providing for a better working environment and better outcomes for NHS staff, the Charity can help ensure better outcomes for NHS patients and their families. This has been a vital area for the Charity in the past and will continue to remain a significant priority for support following the impact of COVID-19.

Where possible, the Charity will look to learn from the most influential and impactful third sector organisations from across the UK, particularly those in the field of healthcare and medical support and leading grant giving charities. More locally, the Charity will also look to work with other health board charities in Wales on relevant issues and to coordinate campaigns and communications for the widest possible impact.

The support network that has been created and maintained by NHS Charities Together across the last two years has allowed for greater collaboration between NHS charities. Maintaining a strong relationship and open dialogue, particularly with Welsh NHS and third sector colleagues, can ensure the Charity is as knowledgeable, responsive and effective as possible within its field.

## **3. Fundraising and investment**

### Investment Strategy

The overall aim in investing the Health Board's charitable funds is to maximise total return whilst balancing risks and the requirement for income. The first priority, however, must be the use of funds for the benefit

of the health and wellbeing of Powys. The Charity will continue to annually review the investment strategy, taking advice as appropriate.

The Health Board's charitable funds can be invested in a number of different forms and the balance between each will depend on the following, although cash holdings will usually be preferred for short term commitments:

- (a) the anticipated expenditure flows and therefore the need for liquidity;
- (b) the forecast returns from different investment instruments as advised by the Health Board's investment advisers in the light of current stock market trends;
- (c) other requirements such as the ethical policy and;
- (d) the need to balance the interests of present and future beneficiaries.

The Charity has a responsibility to ensure that it has sufficient monies held to meet all its commitments and obligations. Although the intention of the Charity is to utilise funds in a timely manner there are instances where balances can be accumulated, and it is important that these balances are considered for placement on capital investment to ensure the best income return for the monies. All balances in investment and short-term accounts will be monitored by the Charity.

#### Ethical Policy

The Charity and its Corporate Trustee, Powys Teaching Health Board, in line with the ethos of patient care, will attempt to consider that all investments are ethically and environmentally sound and are not opposed to the purpose of the Charity. The Charity will continue to monitor and review its ethical policy on a regular basis to ensure it reflects the values and the expectations of its audiences and stakeholders.

#### Attitude to Risk

The Charity's objectives are to achieve a balanced return between income and capital, adopting a medium risk approach and complying with the Trustee Investment Acts. The Charity's investment portfolio management is led by its appointed investment managers, Brewin Dolphin.

Investment portfolio objectives are to be achieved using the following considerations:

**Expected return:** The Charity recognises that the average long run (15 year) anticipated total return from a Brewin Dolphin Risk Category 6 portfolio is 7.5% per annum.

**Operational risk:** The Charity is a going concern without input from its investment funds. The operational risk of the funds is linked to the amount of income payable to the beneficiaries. Consequently, inflation is the principal operational risk.

**Timescale:** The Charity considers the funds to be long-term investment funds.

**Diversification:** The Charity recognises that financial assets are volatile and that their value can go down as well as up. The investment manager's risk measures for a Category 6 portfolio falls between 9% and 15%.

**Income:** Income yield is to be targeted at circa 3% per annum.

**Cashflows:** The Charity does not anticipate any cashflow requirements in the short-term or near future.

## Fundraising

With growing scope and ambition, the Charity has a view to building on its current fundraising strengths and addressing known areas of weakness. The Charity saw an increased focus and attention as a result of the COVID-19 pandemic in 2020, which positively impacted fundraising and income generation. Annual income almost doubled from £208k to £392k with income streams also diversifying to incorporate community donations, national fundraising appeals in partnership with other charities, and accessing grant funding, in addition to legacy donations.

Moving forwards, the challenge for PTHB Charity is to maintain this increased level and diversity of income and ensure it retains sustainable levels of income and expenditure in the medium to long term.

Key fundraising aims for the Charity include:

- to develop both internal and external perceptions about PTHB Charity;
- to mainstream a commitment to promoting PTHB Charity as a key charity in Powys, with clear charitable objectives, and;

- to provide focus for activities and clarity of purpose and direction for staff, volunteers, and community members.

To achieve the above, the Charity will attempt to maximise the potential of its new brand in engaging new audiences whilst ensuring it retains its existing invested supporters. The Charity has expanded its core staff team in line with its increased resources and ambitious aims. It will continue to seek opportunities to sustainably scale up which will also allow it to generate additional income to secure its long-term sustainability and viability.

#### **4. The Charity's vision and values**

Wherever possible, the Charity will strive to support the health and wellbeing of the people of Powys in the following ways:

##### Accessible

- Ensure that wherever possible the Charity's investment in local health care brings benefit to the community, the wider NHS and beyond.

##### Collaborative

- Look to support health improvement projects and cultivate partnerships which enable people to live healthy lives.

##### Inclusive

- Embrace equality and diversity by ensuring the Charity is of, by, and for, the people of Powys.

##### Innovative

- Play a key role in the development of greatly improved health care for Powys.

##### Sustainable

- Utilise the Charity's existing and future assets to strengthen its strategic priorities and deliver positive long-term impacts for Powys.

## 5. Strategic priorities and key deliverables

The following priorities and objectives will outline a clear and consistent identity for the Charity. They will help to build its profile and increase the impact of its work through greater engagement and strategic investment. This strategy will ensure PTHB Charity remains relevant and sustainable for the next three years and beyond.

The priorities for this strategy have been identified through consultation with the Charity’s stakeholders, which includes PTHB staff and Board members, third sector partners, patients and their families, as well as members of the community. They reflect our stakeholders’ expectations of what Powys’ Health Board Charity can deliver and are linked to the strategic objectives of Powys Teaching Health Board’s Integrated Medium-Term Plan (IMTP) 2022-2025.

<b>Demonstrating Responsible Leadership</b>	
What our Stakeholders said:	What we will deliver:
<p><i>Ensure the Health Board’s Charitable Funds are managed responsibly to deliver sustained health and wellbeing improvements for many years to come in Powys.</i></p>	<ul style="list-style-type: none"> <li>- A commitment to swift and responsive decision making whilst maintaining high standards of good governance.</li> <li>- An increase in the scale of Charity operations which ensures long-term sustainability and viability.</li> <li>- New grant funding programmes to respond to emerging health and wellbeing priorities in a timely manner.</li> <li>- Additional guidance which allows PTHB staff and independent members to navigate and work alongside the Charity with ease.</li> <li>- Annual reviews of existing governance and bidding arrangements, audit for vulnerabilities and implementation of operational efficiencies.</li> <li>- A clear long-term investment strategy which adopts a responsible and balanced approach to risk and ethical imperative.</li> </ul>



	<ul style="list-style-type: none"> <li>- A clear long-term fundraising strategy to diversify income streams and maintain financial sustainability.</li> <li>- A robust programme of evaluation for all Charity projects and activity to measure the impact, influence and effectiveness of Charitable Funds within Powys.</li> </ul>
<p><u>Linked PTHB IMTP Objectives:</u></p> <p>25. Implement key governance improvement priorities embedding risk management, effective policies, procedures and guidance; audit and effectiveness; Board effectiveness and systems of accountability.</p>	
<p><b>Upholding Our Civic Mission</b></p>	
<p>What our Stakeholders said:</p>	<p>What we will deliver:</p>
<p><i>There is a vital civic leadership role that the Health Board and the Charity has within the community, which needs to be a key priority.</i></p>	<ul style="list-style-type: none"> <li>- Better outcomes for communities struggling with socio economic deprivation in Powys (lack of access to services, a lack of adequate digital infrastructure or geographic disparity).</li> <li>- Increased accessibility and more equitable opportunities for foundational economy training, support, and careers in Powys.</li> <li>- A commitment to embed proactive environment and sustainability initiatives in all Charity activity.</li> <li>- Collaboration with existing PTHB services to ensure they are sustainable.</li> </ul>

Linked PTHB IMTP Objectives:

1. Take action to reduce health inequalities and improve population health.
17. Enhance the health board's role in partnership and citizenship, maximising opportunities for volunteering and healthcare careers.
20. Implement ambitious commitments to carbon reduction, biodiversity enhancement and environmental wellbeing

## Enhancing NHS Services

What our Stakeholders said:

*The Charity can provide transformational opportunities for learning, training and initiatives that can greatly improve the working environment for staff and enhance patient experience.*

What we will deliver:

- An enhanced patient experience, particularly for those undergoing long stays in community hospitals.
- More digitally enabled NHS services through the provision of additional kit and equipment.
- New pilot schemes which encourage innovation in healthcare.
- An additional programme of support for NHS staff wellbeing.
- Bursary schemes across multiple Health Board service areas for Powys community members which provide beneficiaries the opportunity to learn as they work.
- A commitment to equitable support and investment for all services and service areas.
- A dedicated digital resource hub to help NHS staff and patients to find project funding in Powys.

Linked PTHB IMTP Objectives:

- 4. Improve access to high quality sustainable primary care.
- 6. Improve access to high quality, equitable prevention and early intervention services for children, young people, and their families.
- 12. Support improved access to and outcomes from specialised services.
- 16. Enhance access to high quality education and training across all disciplines, specifically focusing on 'grow our own'/apprenticeships.
- 18. Implement clinical digital systems that directly enable improved care, including cross border clinical records sharing, clinical service priorities (nursing, eye care, prescribing), and telecare.
- 21. Implement capital, estate and facilities improvements that enhance services to patients/public and wellbeing/experience of staff.
- 24. Implement value-based healthcare, to deliver improved outcomes and experience, effective deployment and management of resources.

## Establishing a Culture of Collaboration

What our Stakeholders said:

*Through strong partnerships with other local organisations and projects, the Charity can help ensure greater joined up planning across health services. The Charity is also uniquely poised to support cross sector collaborations between the public and voluntary sectors.*

What we will deliver:

- A strong and successful brand for PTHB Charity which is of, by, and for our stakeholders (staff, service users, volunteers, Powys residents and third sector partners).
- Smarter and more effective use of combined resources through new collaborations with public and voluntary sector partners in the community.
- Greater fundraising presence in the community with more resources and opportunities for those who want to raise funds for their local NHS services.
- An established development pathway for the Charity, which includes a new volunteering network for those who want a more active role in shaping the Charity's future.

	<ul style="list-style-type: none"> <li>- Engaging campaigns to widen PTHB Charity’s reach to new audiences by sharing and celebrating the impact of charitable funds projects.</li> <li>- Improved project coordination across service areas and hospitals by building upon existing regional partnerships with stakeholders such as Powys’ Leagues of Friends.</li> <li>- An innovative approach to health and wellbeing engagement by leveraging the expertise of the STEAM (science, technology, engineering, arts, mathematics) sector to engage staff and patients.</li> </ul>
<p><u>Linked PTHB IMTP Objectives:</u></p> <p>15. Deliver improvements to staff wellbeing and engagement, working closely with Trade Unions in Social Partnership on key joint priorities.</p> <p>23. Develop and implement key actions to enhance integrated/partnership system working in Wales and England.</p>	

## 6. Delivery and Monitoring

This strategy, along with the accompanying risk register will be kept under regular review as and when needed by the Charity in order to inform decision making and future developments. Any updates will be noted accordingly.

Delivery of this strategy will be led by the Charity team and overseen by the Charitable Funds Committee and the Powys Teaching Health Board.

## Appendix 1a – PTHB Charity Strategy Risk Assessment

RISK DESCRIPTION	Mitigation	Score
Disruption to the Charity's operations due to poor governance	<ul style="list-style-type: none"> <li>• Board agreed Committee structure and Risk Management Framework.</li> <li>• Assurance Framework – Board agreed principles and approach.</li> <li>• Policies related to – gifts and hospitality, donations, use of charitable funds, legal fees, concerns etc.</li> <li>• Regular internal audit arrangements in place and focused on risk areas.</li> <li>• Annual external audit arrangements in place following review from Audit Wales (2022).</li> <li>• Annual Governance Programme has been agreed by the Board.</li> <li>• Self-assessment against ICO 12-steps undertaken.</li> <li>• Health Board Electronic Information Asset Register developed, piloted and populated with pilot services assets.</li> <li>• Mandatory IG e-learning training updated to reflect GDPR for all service areas across the HB.</li> <li>• Updated Intranet and Internet GDPR pages with fair processing / privacy notices (patients and staff).</li> <li>• Appointment of a Charity Manager to more closely manage policy and governance.</li> </ul>	<p>Likelihood = 2 Impact = 4</p> <p>Risk rating = 8</p>
Mismanagement of charitable funds	<ul style="list-style-type: none"> <li>• Financial control measures are in place to ensure there are appropriate levels of delegation and authority with regards to the funds (approval and procurement).</li> <li>• An Annual Charity Workplan has been created, with detailed actions to review and improve governance and strategy which has been approved by the Board and CF Committee.</li> <li>• Appointment of a Charity Manager to more closely manage policy and governance.</li> <li>• Up to date Charitable Funds policy and guidance (FCP) for staff.</li> </ul>	<p>Likelihood = 2 Impact = 4</p> <p>Risk rating = 8</p>
Providing funding for services or projects which should fall under the 'core' provision of the NHS/Health Board.	<ul style="list-style-type: none"> <li>• Financial control measures are in place to ensure there are appropriate levels of delegation and authority with regards to the funds (approval and procurement).</li> <li>• Appointment of a Charity Manager to more closely manage policy and governance.</li> </ul>	<p>Likelihood = 2 Impact = 4</p> <p>Risk rating = 8</p>

RISK DESCRIPTION	Mitigation	Score
	<ul style="list-style-type: none"> <li>• A clear has been created, with detailed actions to review and improve governance and strategy which has been approved by the Board and CF Committee.</li> <li>• Regular review of the Charity's terms of reference and governing documents to ensure its ongoing compliance with legal and regulator requirements.</li> <li>• Ongoing dialogue with internal and external auditors with regards to decision making processes.</li> <li>• Participation in all-Wales and all-NHS discussion regarding funding criteria and decision making and channels to disseminate communications to Board members.</li> <li>• Regular guidance and training for new and existing Board members with regards to the definition of core and non-core expenditure.</li> </ul>	
Brand / reputational damage to the Charity and or Health Board	<ul style="list-style-type: none"> <li>• Creation of a comprehensive Charity strategy and accompanying action plan, to establish an appropriate and engaging Charity brand as well as developing stronger relationships with key stakeholders.</li> <li>• Investment fund managers (Brewin Dolphin) appointed with a clear remit to manage investment of the Charity's funds responsibly and cautiously, which is regularly monitored.</li> <li>• Generation of positive news coverage through newly established social channels and press releases.</li> <li>• Collaboration with third sector partners to develop a more effective response to emerging health priorities, such as COVID-19 response and recovery.</li> </ul>	<p>Likelihood = 2 Impact = 4</p> <p>Risk rating = 8</p>
Inability to fulfil criteria of designated funding	<ul style="list-style-type: none"> <li>• Creation of bespoke delivery plans for harder to access and restricted funds.</li> <li>• Clear guidance provided for donors and staff members to clarify the legal remit of charitable funds.</li> <li>• Control measures in place to ensure donor details and declarations are recorded at the point of donation.</li> <li>• Supporting information on legacy donations and appropriate Health Board contacts available from the Health Board website.</li> </ul>	<p>Likelihood = 3 Impact = 2</p> <p>Risk rating = 6</p>
Charity becomes unsustainable	<ul style="list-style-type: none"> <li>• Appointment of Investment Managers to responsibly manage the investment of Charitable Funds.</li> <li>• Implementation of a sound investment strategy with an appropriate level of risk, which is regularly reviewed.</li> </ul>	<p>Likelihood = 2 Impact = 5</p> <p>Risk rating = 10</p>

RISK DESCRIPTION	Mitigation	Score
	<ul style="list-style-type: none"> <li>Development of a comprehensive Fundraising strategy to maximise income generation opportunities for the Charity and develop stronger relationships with stakeholders.</li> </ul>	
Beneficiaries are unable to access funding	<ul style="list-style-type: none"> <li>Development of clear strategies/management plans for restricted/designated funds, particularly those that are inactive for longer than 12 months.</li> <li>Ensure thorough guidance on charitable funds is always available to staff and beneficiaries through the PTHB website, and relevant Microsoft SharePoint pages.</li> <li>Appointment of designated Charity ambassadors for service areas and community hospitals to support the equitable use and implementation of charitable funds.</li> <li>Maintain regular communication with staff through the Charity's communication channels (internal and external newsletters, Microsoft SharePoint, social media channels).</li> </ul>	<p>Likelihood = 2 Impact = 3</p> <p>Risk rating = 6</p>
Funding projects that duplicate existing work / or that impact Health board plans	<ul style="list-style-type: none"> <li>An application process for projects which incorporates input from relevant service managers/leads and review by the Executive Committee prior to approval.</li> <li>Implementation of Digital Governance Board requirements for all projects which involve electronic/digital systems or which process personal information/data, prior to procurement.</li> </ul>	<p>Likelihood = 3 Impact = 3</p> <p>Risk rating = 9</p>
New Charity brand fails to engage stakeholders	<ul style="list-style-type: none"> <li>Ensure the views of key stakeholders influence the creation and refinement of the Charity brand throughout the development process.</li> <li>Seek ongoing feedback on the brand and its communication from stakeholders through regular audience evaluation surveys.</li> <li>Retain the ability to adapt and develop the voice, tone and messaging of the Charity as needed.</li> <li>Development of a long-term stakeholder engagement strategy to retain and expand the Charity's key audiences.</li> </ul>	<p>Likelihood = 2 Impact = 4</p> <p>Risk rating = 8</p>
Charity alienates existing Powys third sector organisations	<ul style="list-style-type: none"> <li>Development of a long-term stakeholder engagement strategy to retain and expand the Charity's key audiences.</li> <li>Encourage a wide variety of local and specific charitable donation options (including other third sector organisations) at a service or facility level as an</li> </ul>	<p>Likelihood = 2 Impact = 3</p> <p>Risk rating = 6</p>

RISK DESCRIPTION	Mitigation	Score
	<p>option for patients, staff and their families – even if they do not provide a direct benefit to the Charity. This can and should be curated regularly at a local level to maintain relevance for the above audiences.</p>	



## Appendix 1b – Annual Workplan 2023

Deliverables	Key Performance Indicators	Timescale	Additional notes
<b>1. Demonstrating responsible leadership</b>			
A commitment to swift and responsive decision making whilst maintaining high standards of good governance.	<ul style="list-style-type: none"> <li>Continue to review the Charity's funding framework to support CFC decision making.</li> <li>Produce an updated annual workplan to support the Charity's day to day operation.</li> </ul>	<p>JUNE 2023</p> <p>MARCH 2023</p>	
An increase in the scale of Charity operations which ensures long-term sustainability and viability.	<ul style="list-style-type: none"> <li>Prepare the full 12-month financial year budget for Charity activity.</li> <li>Produce a multi-year Stakeholder Engagement Strategy to build on the launch of the Charity's new brand.</li> <li>Develop a resource plan to accompany the Stakeholder Engagement Strategy.</li> <li>Start the development and consultation process with a view to launching a new dedicated website for the Charity.</li> </ul>	<p>MARCH 2023</p> <p>MARCH-JUNE 2023</p> <p>MARCH-JUNE 2023</p> <p>SEPTEMBER-DECEMBER 2023</p>	<p>This will be the small budget to support Charity operations throughout the year, including costs for consumables, additional travel, printing etc.</p> <p>The stakeholder engagement strategy and the development of a new public facing website will be greatly influenced by the outcome of the Charity's new brand development project.</p>
New grant funding programmes to respond to emerging health and wellbeing priorities in a timely manner.			

Deliverables	Key Performance Indicators	Timescale	Additional notes
	<ul style="list-style-type: none"> <li>Run at least 2 separate surveys for staff, patients and community members throughout the year to help inform fund priorities.</li> <li>Evaluation of existing funding streams with a view to widening access to Charitable Funds.</li> <li>Process at least 50 successful funding proposals in 2023 through local and general funds.</li> </ul>	<p>MARCH 2023/SEPTEMBER 2023</p> <p>MARCH 2023</p> <p>DECEMBER 2023</p>	<p>This evaluation will help to inform gaps in services/staff areas accessing Charitable Funds.</p>
<p>Additional guidance which allows PTHB staff and independent members to navigate and work alongside the Charity with ease.</p>	<ul style="list-style-type: none"> <li>Survey PTHB staff and Independent Members for feedback on funds and governance arrangements.</li> </ul>	<p>JUNE 2023</p>	
<p>Annual reviews of existing governance and bidding arrangements, audit for vulnerabilities and implement operational efficiencies.</p>	<ul style="list-style-type: none"> <li>Update organisational Charity policy for PTHB staff members and continue to review annually.</li> <li>Update the Charity's Terms of Reference and review annually.</li> </ul>	<p>DECEMBER 2023</p> <p>DECEMBER 2023</p>	
<p>A clear long-term investment strategy which adopts a responsible and balanced approach to risk and ethical imperative.</p>	<ul style="list-style-type: none"> <li>Present a Board Development session which covers the topic of ethical investments to help inform a new ethical investment strategy.</li> <li>Develop a new ethical investment strategy in conjunction with the Investment Managers.</li> </ul>	<p>MARCH 2023</p> <p>DECEMBER 2023</p>	<p>This session will likely be combined with a review of the Charity's brand development.</p>
<p>A dedicated digital resource hub to help NHS staff and patients to find project funding in Powys.</p>	<ul style="list-style-type: none"> <li>Launch a new accessible funding resource for staff on Sharepoint.</li> </ul>	<p>MARCH 2023</p>	<p>The Sharepoint funding resource has been initially</p>

Deliverables	Key Performance Indicators	Timescale	Additional notes
	<ul style="list-style-type: none"> <li>Develop a programme to proactively engage staff groups and services with relevant funding opportunities through this new resource.</li> <li>Support at least 1 staff funding application to external funders through the above programme.</li> </ul>	<p>SEPTEMBER 2023</p> <p>SEPTEMBER 2023</p>	<p>launched as a trial as of December 2022.</p>
<b>2. Upholding our civic mission</b>			
<p>Better outcomes for communities struggling with socio economic deprivation in Powys (lack of access to services, a lack of adequate digital infrastructure or geographic disparity).</p>	<ul style="list-style-type: none"> <li>Undertake an evaluation of projects, campaigns and communications to better understand the Charity's underserved audiences.</li> <li>Identify broad objectives to start to engage audiences that are underserved by the Charity (children &amp; young people, BAME groups, areas of deprivation etc).</li> <li>Collaborate with NHS Charities Together, PAVO, and the RPB to develop and deliver an effective (Stage 2) community partnership grant programme.</li> </ul>	<p>MARCH 2023</p> <p>JUNE 2023</p> <p>MARCH 2023</p>	<p>Underserved is defined here as existing Powys audiences that typically are not accessing or are benefitting the least from Charity funded projects. Demographics, PTHB services, community organisations, geography and patient groups will all be considered in this evaluation.</p> <p>The Stage 2 grant programme is subject to a successful funding application outcome to NHS Charities Together in 2023. Project development will begin in early 2023 with two years to deliver the project if funded.</p>

Deliverables	Key Performance Indicators	Timescale	Additional notes
Increased accessibility and more equitable opportunities for foundational economy training, support, and careers in Powys.	<ul style="list-style-type: none"> <li>Evaluate the impact of the existing Nurse Bursary Scheme and create a strategic plan to enhance Charity support for training and career pathways within the foundational economy.</li> </ul>	JUNE 2023	Funded in September 2021, the nurse bursary scheme is a four year programme, therefore, this will only be a partial evaluation of the full project.
A commitment to embed proactive environment and sustainability initiatives in all Charity activity.	<ul style="list-style-type: none"> <li>Co-produce a PTHB Charity commitment to a strong carbon reduction and environmental sustainability agenda in conjunction with staff members/groups, with a view to increasing commitments between 2023-2025.</li> </ul>	SEPTEMBER 2023	
Collaboration with existing PTHB services to ensure they are sustainable.	<ul style="list-style-type: none"> <li>Conduct a survey of PTHB service areas to establish potential areas for Charity support with view to supporting long-term sustainability.</li> </ul>	JUNE 2023	The aim of this survey work is to seek opportunities for Charitable Funds to support the resilience of services.
<b>3. Enhancing NHS services</b>			
An enhanced patient experience, particularly for those undergoing long stays in community hospitals.	<ul style="list-style-type: none"> <li>Establish a new strategic plan for PTHB Fund Managers which prioritises patient experience and digital provision in new funding proposals.</li> <li>Support the development of at least 5 new funding proposals for the provision of enhancements for patient experience within PTHB services.</li> </ul>	<p>JUNE 2023</p> <p>SEPTEMBER 2023</p>	The key funds targeted for this plan will be those above £100k in total value.

Deliverables	Key Performance Indicators	Timescale	Additional notes
More digitally enabled NHS services through the provision of additional kit and equipment.	<ul style="list-style-type: none"> <li>Establish a new strategic plan for PTHB Fund Managers which prioritises patient experience and digital provision in new funding proposals.</li> <li>Support the development of at least 5 new funding proposals for the provision of digital enhancements for PTHB services.</li> </ul>	<p>JUNE 2023</p> <p>SEPTEMBER 2023</p>	The key funds targeted for this plan will be those above £100k in total value.
New pilot schemes which encourage innovation in healthcare.	<ul style="list-style-type: none"> <li>Establish a successful working partnership with the RIIC hub to support new pilot projects and innovation in PTHB services.</li> <li>Support the development of at least 5 new project proposals under the theme of research, improvement and innovation.</li> </ul>	<p>MARCH 2023</p> <p>DECEMBER 2023</p>	
An additional programme of support for NHS staff wellbeing.	<ul style="list-style-type: none"> <li>Deliver an effective COVID resilience/recovery support scheme in partnership with WOD to support staff and volunteers with leadership training.</li> </ul>	Ongoing	This is a planned two-year programme funded by NHS Charities Together beginning in 2023 and running for two years subject to approval by NHS Charities Together.
Bursary schemes across multiple Health Board service areas for Powys community members which provide beneficiaries the opportunity to learn as they work.	<ul style="list-style-type: none"> <li>Complete a mid-point evaluation of the existing nurse bursary scheme launched in 2021.</li> <li>Establish a shortlist of suitable services and begin development of the next bursary scheme funding request.</li> </ul>	<p>JUNE 2023</p> <p>SEPTEMBER 2023</p>	

Deliverables	Key Performance Indicators	Timescale	Additional notes
A commitment to equitable support and investment for all services and service areas.	<ul style="list-style-type: none"> <li>Achieve an annual expenditure target of 4% total value on General Funds.</li> <li>Achieve an annual expenditure target of at least 3% on our Restricted/Legacy fund pots.</li> <li>Ensure no restricted fund remain unused for more than two successive financial years.</li> <li>Establish a fund strategy with fund managers for all major restricted funds (&gt;£100,000).</li> </ul>	DECEMBER 2023  DECEMBER 2023  DECEMBER 2023  JUNE 2023	
<b>4. Establishing a culture of collaboration</b>			
A strong and successful brand for PTHB Charity which is of, by, and for our stakeholders (staff, service users, volunteers, Powys residents and third sector partners).	<ul style="list-style-type: none"> <li>Collaborate with marketing and creative support to create a new brand with opportunities for supporters and stakeholders to contribute.</li> <li>Ensure that staff, committee members, patient &amp; community members are a part of the brand consultation and decision-making process.</li> <li>Establish the new Charity brand with a launch campaign.</li> <li>Update our supporter guides and fundraising packs using new branding.</li> </ul>	MARCH 2023  MARCH 2023  MARCH-JUNE 2023  MARCH 2023	
Smarter and more effective use of combined resources through new collaborations with public and voluntary sector partners in the community.	<ul style="list-style-type: none"> <li>Participate in and promote at least one joint fundraising campaign with another Welsh NHS Charity or another Powys charity.</li> <li>Participate in at least two joint campaigns with other third sector partners.</li> </ul>	JUNE 2023  SEPTEMBER 2023	

Deliverables	Key Performance Indicators	Timescale	Additional notes
	<ul style="list-style-type: none"> <li>Complete a full final evaluation of the 'small grants scheme' with PAVO, and consider how best to expand or continue the partnership.</li> </ul>	MARCH 2023	
<p>Greater fundraising presence in the community with more resources and opportunities for those who want to raise funds for their local NHS services.</p>	<ul style="list-style-type: none"> <li>Develop a monthly, targeted fundraising campaign.</li> <li>Establish and run 2-3 Charity specific donation campaigns on Just Giving.</li> <li>Partner with at least 20 unique fundraisers across the year for the PTHB Charity (community fundraisers hosting their own collection/fundraiser).</li> <li>Ensure the Charity is able to raise at least £150,000 across all donations and grants (including legacies).</li> <li>Grow the percentage of non-legacy income by 10% year on year.</li> <li>Create new fundraising opportunities (events/staff participation/donation collection) at local PTHB sites, reaching the South, Mid and the North.</li> <li>Supplement existing legacy donations/gifts material with newly created NHS CT resources, making the information available in more locations (online and physical materials).</li> </ul>	<p>Ongoing</p> <p>DECEMBER 2023</p> <p>DECEMBER 2023</p> <p>DECEMBER 2023</p> <p>DECEMBER 2023</p> <p>SEPTEMBER 2023</p> <p>SEPTEMBER 2023</p>	

Deliverables	Key Performance Indicators	Timescale	Additional notes
<p>An established development pathway for the Charity, which includes a new volunteering network for those who want a more active role in shaping the Charity's future.</p>	<ul style="list-style-type: none"> <li>Recruit at least 15 staff 'charity ambassadors' to help coordinate fundraising, donation and grant opportunities at each of PTHB's hospital sites.</li> <li>Outline a new Charity Volunteer Framework, in collaboration with WOD.</li> </ul>	<p>DECEMBER 2023</p> <p>SEPTEMBER 2023</p>	
<p>Engaging campaigns to widen PTHB Charity's reach to new audiences by sharing and celebrating the impact of charitable funds projects.</p>	<ul style="list-style-type: none"> <li>Establish key supporter/staff &amp; patient engagement events at local PTHB sites, reaching the South, Mid and the North.</li> <li>Run a large campaign with accompanying press release(s) to support the Charity brand launch.</li> <li>Run a large campaign with accompanying press release(s) to support the NHS 75<sup>th</sup> Birthday/Big Tea.</li> <li>Run at least 2 smaller campaigns throughout the year.</li> <li>Publish and distribute at least 2 other separate Charity press releases on completed and in-progress projects to local media.</li> <li>Double the number of non-PTHB staff on the mailing list of the Charity's monthly newsletter.</li> <li>Increase the average number of newsletter views on Sharepoint by at least 25%</li> </ul>	<p>JUNE-SEPTEMBER 2023</p> <p>MARCH 2023</p> <p>JUNE 2023</p> <p>DECEMBER 2023</p> <p>DECEMBER 2023</p> <p>DECEMBER 2023</p> <p>SEPTEMBER 2023</p>	



Deliverables	Key Performance Indicators	Timescale	Additional notes
	<ul style="list-style-type: none"> <li>Reach a total of over 32,000 total impressions on Twitter and maintain an average engagement rate of at least 3%</li> <li>Reach a total of over 8,500 in post reach for Facebook whilst maintaining an engagement rate of above 15%.</li> <li>Reach a combined total of at least 500 followers on social media.</li> </ul>	<p>DECEMBER 2023</p> <p>DECEMBER 2023</p> <p>DECEMBER 2023</p>	
<p>Improved project coordination across service areas and hospitals by building upon existing regional partnerships with stakeholders such as Powys' Leagues of Friends.</p>	<ul style="list-style-type: none"> <li>Establish at least 6 new working partnerships with regional partners, businesses and services.</li> <li>Achieve COTY (Charity of the Year) status with a new local business/organisation.</li> </ul>	<p>DECEMBER 2023</p> <p>SEPTEMBER 2023</p>	
<p>An innovative approach to health and wellbeing engagement by leveraging the expertise of the STEAM (science, technology, engineering, arts, mathematics) sector to engage staff and patients.</p>	<ul style="list-style-type: none"> <li>Establish 2-3 new partnerships with organisations specialising in STEAM engagement.</li> <li>Develop a new working plan for an approach to STEAM engagement across the Health Board with support from the Horizon programme project team.</li> </ul>	<p>SEPTEMBER 2023</p> <p>SEPTEMBER 2023</p>	<p>The Horizon project, supported in March 2021, has been working to establish an innovative arts in mental health approach that can be adopted and replicated across PTHB.</p>

Deliverables	Key Performance Indicators	Timescale	Additional notes