

Trust Board public paper Q

Meeting title:	Trust Board (as Corporate Trustee)					
Date of the meeting:	14 August 2025					
Title:	Escalation Report from the Charitable Funds Committee (CFC): 20 June 2025					
Report presented by:	Prof Tom Robinson, Non-Executive Director CFC Chair					
Report written by:	Gill Belton, Corporate and Committee Services Officer					
Action – this paper is for:	Decision/Approval	X	Assurance	x	Update	
Where this report has been discussed previously	Not applicable					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which
The report provides assurance re: the appropriate spend and governance of charitable funds, and re: progress on fundraising activities.

Impact assessment
N/A
Acronyms used: CFC – Charitable Funds Committee LHC – Leicester Hospitals Charity

1. Purpose of the Report

To provide assurance to the Trust Board as Corporate Trustee on the work of the UHL Charitable Funds Committee, and escalate any issues as required.

2. Summary

The Charitable Funds Committee met on 20 June 2025. The meeting was partly quorate. Items from the CFC meeting are summarised below for the Trust Board as Corporate Trustee (with confirmation as to whether the meeting was quorate or inquorate for discussion on individual items indicated alongside).

3. Recommended Items

3.1 CFC Annual Report 2024/25 (Quorate)

The information contained within the CFC Annual Report 2024/25 (covering the period 1.4.24 to 31.3.25) provided assurance that CFC meetings had covered all essential areas within its remit, which were also aligned with best practice and its terms of reference.

Note was made of the on-going review, part of which would focus on the workings of the Charitable Funds Committee, roles and responsibilities etc.

The 2024/25 CFC Annual Report was endorsed and recommended for Trust Board approval and is attached to this CFC escalation report for this purpose.

4. Discussion Items

4.1 Finance and Governance Report (Inquorate)

The Committee received a report which documented the financial position of Leicester Hospitals Charity as at 31 May 2025 compared to the previously agreed plan for the 2025/26 financial year, the contents of which were received and noted. The income for the year to date of £142k was £307k below plan. This report now included a breakdown of reserves.

Particular discussion took place regarding forecasting, specifically the need for more accurate forecasting, acknowledging the likely peaks and troughs. An updated forecast would be provided for the next meeting of the Charitable Funds Committee.

4.2 Investment Management Update Report (Inquorate)

The Committee received an update on the investment portfolio held by Leicester Hospitals Charity together with the latest performance information available. Note was made that the risk profile was unchanged. The intention to pull down some of the funds to boost the cash available was also noted.

4.3 Charity Performance Report – M1 & M2 (Inquorate)

The Committee received a report, which provided (1) an update on the performance of the Charity against targets and KPIs (2) a narrative to support the financials to ensure the Committee was sighted to the Charity's current activity across key fundraising streams: philanthropy (Major Gifts / Trust and Foundations, Legacy and Individual Giving), Corporate, Community and Events and (3) an update on key fundraising projects and strategic developments in order that the Committee was sighted to the work of the Charity and could potentially offer ways to engage networks.

The report covered months 1 and 2 of the 2025 / 26 financial year and described challenges regarding income generation and also team capacity. Robust plans were in place, aided by the strategy work on-going.

The new financial model enabled better decision-making, looking long-term at steady and sustainable growth. A first draft of the Strategic Framework had been presented to the Chief Executive and Chairman and further work continued in this respect, with the goal to submit the full framework to the Charitable Funds Committee for approval later in the year.

Improvements were evident in aligning fundraising priorities with Trust priorities and progress was being made in improving the visibility of the Charity; with the Charity prominently displayed on the Trust's new website.

Particular discussion took place regarding the likely timescale for approval of and appointment to critical posts and the need to move ahead at pace, once approval had been granted, was highlighted.

Meeting title:	Trust Board
Date of the meeting:	14 August 2025
Title:	Charitable Funds Committee Annual Report 2024-25
Report presented by:	Tom Robinson – Non-Executive Director and Charitable Funds Committee Chair
Report written by:	Gill Belton – Corporate and Committee Services Officer

Action – this paper is for:	Decision/Approval	x	Assurance		Update	
Where this report has been discussed previously	None					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which
This report aligns with the requirements of the Head of Internal Audit Opinion in respect of other Board Committees and provides assurance that effective controls are in place to ensure that the Charitable Funds Committee is undertaking its duties and that the Committee is in compliance with its Trust Board (as Corporate Trustee) approved terms of reference.

Impact assessment
There is no expected impact upon patients or staff.

Acronyms used: CFC – Charitable Funds Committee LHC – Leicester Hospitals Charity
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Purpose of the Report

The information contained within the report will provide CFC and the Trust Board, as Corporate Trustee, with assurance that CFC meetings have covered all essential areas within its remit, which are also aligned with best practice and its terms of reference. The report covers the period 1 April 2024 to 31 March 2025.

Recommendation

The Trust Board, as Corporate Trustee, is invited to approve this report following endorsement from the Charitable Funds Committee meeting held on 20 June 2025.

Key Issues, Options and Risks

1. Introduction

The Charitable Funds Committee's terms of reference require that the Committee produce a report on an annual basis, providing an overview of its effectiveness in undertaking its duties and its compliance with its Trust Board (as Corporate Trustee) approved terms of reference.

2. Meeting Attendance

During the period of this report, the Charitable Funds Committee met on 7 occasions. In 2024/25 the Committee membership consisted of 4 Non-Executive Directors and 2 Executive Directors of the Trust Board (Chief Nurse, and Interim Director of Estates, Facilities, and Sustainability).

Members are required to attend a minimum of 75% of meetings on a rolling 12-month basis. Attendance throughout the period was as follows: -

Voting Members	Role	Possible	Actual	% attendance
T Robinson	Non-Executive Director (Chair)	7	7	100
V Bailey	Non-Executive Director	6	2	33
N Bond	Interim Director of Estates and Facilities	4	2	50
M Farmer	Associate Non-Executive Director	6	4	67
J Hogg	Chief Nurse	7	6	86
J Houghton (from CFC Feb 2025)	Non-Executive Director	1	0	0
J MacDonald (until CFC June 2024)	Non-Executive Director (Trust Chairman)	2	1	50
A Moore (from CFC August 2024)	Trust Chairman	5	3	60

In Attendance	Role	Possible	Actual	% attendance
B Cassidy	Director of Corporate and Legal Affairs	7	7	100
S Patel	Acting Head of Charity	7	7	100
Z Safdar/S Sethi/K Chung/ J Woolley	Charity Finance Team	7	7	100

The Chief Executive and other Non-Executive Directors, also all have a standing invitation to attend CFC.

All the meetings held were quorate. The quorum is 3 members (to include 2 Non-Executive Directors and 1 Executive Director) and this is confirmed at the start of each meeting. CFC provides a written escalation report of its meetings to the Trust Board as Corporate Trustee, to provide assurance and escalate any issues as required.

3. Effectiveness of the Charitable Funds Committee in delivering its Core Functions

This section provides an overview of the core areas where the Committee is expected to operate its statutory function and provides assurances that the Charitable Funds Committee has fulfilled its duties. The position listed below reflects the updated terms of reference effective from December 2024.

The purpose of the Committee is to provide oversight and management of Leicester Hospitals Charity on behalf of the Board as Corporate Trustee, and to escalate any concerns or issues as appropriate. The Committee will seek and receive assurance on the governance and direction of the Charity and its operation in line with the Charity's objects, the stewardship of the Charity's funds, the management and performance of the Charity, Charity team, and Charity investment manager, and will consider (within its delegated limits) applications received for charitable funding. The Committee will review the annual plan/strategy for the Charity, and the audited annual Charity accounts and annual report ahead of Trust

Board approval as Corporate Trustee. The Committee will also satisfy itself as to the adequacy of the arrangements in place for auditing the Charity.

General Composition and establishment		Yes	No
1	Does the Charitable Funds Committee have written terms of reference and have they been approved by the Board as Corporate Trustee?	✓	
2	Are the terms of reference reviewed annually?	✓	
3	Are the outcomes of each meeting and any formal recommendations reported to the next Board meeting?	✓	
4	Does the committee prepare an annual report on its work and performance for the Board?	✓	
5	Has the committee established a work programme for the year?	✓	
6	Are committee papers distributed in sufficient time for members to give them due consideration?	✓	

The Charitable Funds Committee terms of reference were last reviewed by CFC in December 2024 and subsequently approved by the Trust Board as Corporate Trustee in February 2025. An established plan is in place to review these annually on a rolling basis. The annual reporting process will be embedded into the Committee's work programme.

Subject to availability, the agenda and papers are usually circulated 3 days prior to each meeting via the electronic Board portal. In the event of exceptional circumstances, the Committee Chair would be requested to agree to a report relating to an additional agenda item being circulated at short notice.

Specific Duties of the Committee:		Yes	No
1	Governance		
	Does the Committee review, monitor and advise the Board as Corporate Trustee re: the following: -		
1.1	the form and nature of the governing document(s) of the Charity (as may be amended from time to time);	Not Applicable currently - superseded by the on-going Charity Review.	
1.2	the measures established by the Committee to ensure that the Trust Board, as Corporate Trustee, is and remains well informed on all matters relating to the Charity;	✓	
1.3	the arrangements to be adopted to ensure that charitable business is conducted by the Charity on a regular and timely basis;	✓	
1.4	the adequacy of the resources available to the Charity to help it maintain a high standard of management and control;	✓	
1.5	the documentation of rules by which the Charity shall be run, under the auspices of the Trust's overall corporate governance arrangements (e.g., Standing Orders, Standing Financial Instructions, and procedural guidelines).	✓	
1.6	the induction procedures established by the Charity for new members of the Trust Board, in its capacity as Corporate Trustee;		X

1.7	the arrangements to be adopted to ensure that adequate procedures are in place to deal with any potential conflicts of interest in the management of the Charity;	✓	
1.8	the measures to be taken to make information about the Charity's affairs widely available.	✓	
2	Financial Control		
	Does the Committee keep under review and advise the Trust Board, as Corporate Trustee, as necessary upon: -		
2.1	the arrangements adopted by the Committee to ensure that the Charity's funds are managed securely, economically, and deployed to the best advantage of users and beneficiaries, having due regard to the wishes of donors and the charities objectives;	✓	
2.2	the reliability of financial systems; (in conjunction with the Audit Committee, as appropriate)	✓	
2.3	comprehensive guidance and procedure notes;	✓	
2.4	agreed policies for the use of reserves;	✓	
2.5	forward planning and budgeting;	✓	
2.6	provision of accurate, timely management information to the Committee;	✓	
2.7	management of investments;	✓	
2.8	audit arrangements (in conjunction with the Audit Committee, as appropriate);	✓	
2.9	agreed spending objectives;	✓	
2.10	adequate control of all funds within the Charity.	✓	
3	Fundraising		
	Does the Committee keep under review and advise the Trust Board, as Corporate Trustee, as necessary upon: -		
3.1	the development and implementation of the Charity's fundraising strategy;	✓	
3.2	the support and facilitation of initiatives, both within the Charity and the community, to raise charitable funds;	✓	
3.3	the development of criteria for the consideration of proposals for fundraising schemes in accordance with the University Hospitals of Leicester NHS Trust's corporate objectives and clinical priorities;	✓	
3.4	all proposals received for fundraising schemes, which shall be presented to the Committee for consideration, and to make recommendations accordingly to the Trust Board, as Corporate Trustee;	✓	
3.5	the conduct of all approved fundraising appeals at the Trust;	✓	
3.6	the evaluation of different types of fundraising initiatives;	✓	
3.7	the achievement of objectives in respect of individual appeals;	✓	
3.8	the consideration and recommendations to the Trust Board, as Corporate Trustee, on applications for the use of general-purpose charitable funds to establish fundraising appeals;	✓	

3.9	the ongoing monitoring of fundraising contracts with commercial participants.	✓	
4	Investment Management		
4.1	Does the Committee appoint, on behalf of the Trust Board as Corporate Trustee, a Charitable Funds Investment Manager for the Charity, who will provide quarterly performance reports to the Committee and attend at least two Committee meetings per financial year?	✓	
4.2	Does the Committee consider an annual independent review of the Investment Manager's performance?		X
4.3	Does the Committee undertake a quarterly review of the performance of both the Investment Manager and the portfolio?	✓	
4.4	Does the Committee consider and advise the Trust Board as Corporate Trustee, re: the desired overarching strategy for the investment of charitable funds?	✓	
5.	Determination of Funding Applications		
5.1	Does the Committee consider and decide upon applications for expenditure from charitable funds (including general purpose funds) from a value of £10,000 or more, up to a value of £50,000 under delegated authority. The Trust Board, as Corporate Trustee, reserves the right to approve any applications where: <ul style="list-style-type: none"> the proposed expenditure is in excess of £50,000 in any financial year, or the proposal is for more than one financial year and is in excess of £50,000 cumulative. 	✓	
5.2	Does the Committee, in the first instance, consider applications for expenditure from charitable funds (including general purpose funds) of a value of £50,000 or more and shall make recommendations to the Trust Board (as Corporate Trustee) as to whether the applications should be approved or rejected.	✓	
5.3	Does the Committee authorise the Charity's officers to consider and decide upon applications for expenditure from charitable funds (including general purpose funds) up to a value of £10,000. Are all such decisions taken by the Charity's officers reported for information to the next meeting of the Charitable Funds Committee, to enable the Committee to provide oversight of all funding applications approved by the Charity's officers under the scheme of delegation from designated funds or general-purpose funds, where the value is £10,000 or less?	✓	
5.4	Does the Committee ensure that all funding applications have the required support and prior approval of the relevant CMG Clinical Director or Head of Operations or Head of Nursing. In the case of applications with a value of £10,000 or less to the general purposes fund, does the Committee ensure the Executive Directors on the Committee approve it?	✓	

5.5	Does the Committee ensure that all successful applicants provide a written evaluation within twelve months of the start of the project. Any waiver to this requirement will be at the discretion of the Committee? *		X
	* written evaluation for some, but not all, applications have been presented to the Committee.		
6.	General		
6.1	Does the Committee approve the Charity's Annual Accounts and Annual Report prior to their submission to, and consideration by, the Trust Board as Corporate Trustee for formal adoption.	✓	
6.2	Does the Committee consider general issues relating to the Charity, including guidance issued from time to time by the Charity Commission.	✓	

The overall governance for the Charity is currently being reviewed. Where there is non-compliance above, this will be addressed within the wider governance review.

The Charitable Funds Committee has been confirmed as compliant in respect of 34 out of the 37 specific duties set out above (approximately 92% compliant).

4. Operation of the Committee

A summary of the findings from the 'Committee Effectiveness' self-assessment checklist survey is provided below and supporting additional comments are made on any potential areas of exception.

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Unable to Answer	Comments/Action
Theme 1 – composition, establishment and duties							
1	The committee has written terms of reference and they have been approved by the Board.	3	1	0	0	1	
2	The terms of reference are reviewed annually.	2	1	0	0	2	
3	The outcomes of each meeting and any internal control issues are reported to the next Board meeting.	4	0	0	0	1	

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Unable to Answer	Comments/Action
4	The committee prepares an annual report on its work and performance for the Board.	3	1	0	0	1	
5	The committee has established a plan of matters to be dealt with across the year.	3	0	1 *	0	1	<i>*The CFC has a draft annual work programme in place.</i>
6	Committee papers are distributed in sufficient time for members to give them due consideration.	3	1	0	0	1	
Theme 2 – committee focus							
7	Committee members contribute regularly to the issues discussed.	3	1	0	0	1	
Theme 3 – committee team working							
8	The committee has the right balance of experience, knowledge and skills to fulfil its role.	1	3	0	0	1	Investment expertise would be helpful.
9	The committee ensure that the relevant executive director attends meetings to enable it to understand the reports and information it receives.	3	1	0	0	1	

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Unable to Answer	Comments/Action
10	Management fully briefs the committee on key risks and any gaps in control.	2	2	0	0	1	
11	The committee environment enables people to express their views, doubts and opinions.	3	2	0	0	0	
Theme 4 – committee effectiveness							
12	The quality of committee papers received allows committee members to perform their roles effectively.	1	4	0	0	0	
13	Members provide real and genuine challenge – they do not just seek clarification and/or reassurance.	2	2	0	0	1	
14	Debate is allowed to flow and conclusions reached without being cut short or stifled.	4	1	0	0	0	
15	The committee provides a written summary report of its meetings to the Board.	4	0	0	0	1	
Theme 5 – committee engagement							
16	The committee challenges	3	1	0	0	1	

No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Unable to Answer	Comments/Action
	management and other assurance providers to gain a clear understanding of their findings.						
Theme 6 – committee leadership							
17	The committee chair has a positive impact on the performance of the committee.	3	1	0	0	1	
18	Committee meetings are chaired effectively.	3	0	0	0	1	
19	The committee chair is visible within the organisation and is considered approachable.	2	0	0	0	3	
20	The committee chair allows debate to flow freely and does not assert his/her own view too strongly.	2	2	0	0	1	
21	The committee chair provides clear and concise information to the Board on committee activities and gaps in control.	3	0	0	0	2	

5. Conclusion and Recommendations

The Charitable Funds Committee was requested to consider the following recommendation and approve this report for onward submission to the Trust Board in August 2025, which it did at its meeting of 20 June 2025:

5.1 To finalise the draft CFC annual work programme.

The Trust Board, as Corporate Trustee, is invited to approve this report following endorsement from the Charitable Funds Committee meeting held on 20 June 2025.