

The Royal Wolverhampton NHS Trust Charity





Annual Report and Accounts 2016 - 2017





The Royal Wolverhampton NHS Trust Charity



Contents

	Page
Message from our Chair – Sue Rawlings	3
The Trustees' Mission	4
Objectives and Public Benefit	4
Financial Review	5
Celebrating our achievements	8
Events	10
In the Community	12
Working together	13
Fundraising in memory of loved ones	14
Volunteer Services 2016 - 2017	15
Improving experiences of babies, children and young people	16
Helping to promote dignity and independence	17
Corporate & External Trust Donations	20
Wolverhampton Wanderers	21
We need your support	22
Developing the Charity 2017 -18	22
Message from the Fundraising Coordinator	23
Trustees - Custodians of the Charity	24
Trustees of the Charity	26
Structure, Governance and Management	29
Policies	31
Further details	33
Full accounts	33
Statement of Trustees' responsibilities	34
Audit opinion	35
Charity Accounts 2016 - 17	36

Message from our Chair Sue Rawlings

I am delighted to present the 2016/17 Annual Report of the Royal Wolverhampton NHS Trust Charity, after what has been a very successful year. Celebrating our relaunch in May 2016 and our 20th birthday events were particular highlights. It was a privilege to share our birthday event with the 10th annual Volunteer Awards - celebrating so much good work that goes on to benefit the patients, families and staff of the hospital. We are looking forward to our 21st year, to continue building on the excellent work and commitment that has taken place.

As always, I would first and foremost like to thank all our supporters – those who have helped raise money for the benefit of the patients of the Trust, and also those who have helped in numerous other ways - by giving their time, energy and skills to help make a difference. We could not achieve what we do without every single person who helps make a difference. Also, I thank our partners and funders who bring shared experience and commitment and add value to what we do as a charity.

Our dedicated fundraising co-ordinator has continued to do sterling work - ably supported by staff in both the finance and communication teams: her commitment and passion does much to ensure the charity's success in developing projects and raising funds.

This year, we were able to support the hospital with contributions towards some larger items of capital expenditure, in addition to supporting vast range of other projects across many departments and directorates: examples of the diversity of these projects can be seen in the main body of this report.

We look forward to coming of age next year and building on the success achieved thus far.

Sue Rawlings Chair of the Charitable Funds Committee

The Royal Wolverhampton NHS Trust Charity

The Trustees' Mission

The mission of the charity is to make a real difference to the patients of The Royal Wolverhampton NHS Trust, their families and the staff that treat them, above and beyond that provided by the NHS.

The charity's main aim is to support the Trust to realise its vision to be an organisation striving continuously to improve patient experience and outcomes.

How are charity funds used?

- Additional facilities to enhance the healing environment
- Additional equipment to enhance patient care and experiences ٠
- Opportunities for additional staff training
- Opportunities for further medical knowledge through research

Getting involved and supporting your local hospital and patients of the Trust couldn't be easier. Simply call the Fundraising Coordinator on (01902) 694473 to discuss your ideas (no matter how traditional or inventive, we would love to hear from you!)

Objectives and Public Benefit

The Charity's main aim is to support the Trust to realise its vision to be an organisation striving continuously to improve patient experience and outcomes. We support their pledge to always strive to be safe and effective, kind and caring and exceeding expectation.

"The main purpose of the Charitable Funds held on Trust is to apply income for any charitable purpose relating to the NHS and wholly or mainly for the services provided by The Royal Wolverhampton NHS Trust".

In planning the charity's activities careful consideration was given to the Charity Commission's general guidance on public benefit and accordingly it has complied with the duty in Section 4 of the Charities Act 2011 to have due regard to public benefit guidance by the Charity Commission.

Financial Review

Below are the summary Statement of Financial Activities and Balance Sheet as at 31 March 2017, compared to the prior year. The complete set of Accounts can be found on pages 34 - 45.

				2016-	2015-
				2017	2016
	Unrestricted	Restricted	Endowment	Total	Total
	Funds	Funds	Funds	Funds	Funds
	£000	£000	£000	£000	£000
Total incoming resources	398	63	0	461	604
Total expenditure	(1,142)	(327)	0	(1,469)	(875)
Net gains/(losses) on					
investment	238	72	0	310	(180)
Net income/					
(expenditure)	(506)	(192)	0	(698)	(451)
Reconciliations of Funds					
Total Funds brought					
forward	2,425	655	82	3,162	3,613
Fund balances carried					
forward at 31 March					
2017	1,919	463	82	2,464	3,162

Total March

Fixed Asset Investments Net current assets Total assets less current liabilities

Capital Funds (Endowment) Income Funds Restricted Unrestricted income funds: Designated (earmarked) Funds Our reserve: 'general fund'

Total Funds

l at 31	Total at 31
n 2017	March 2016
£000	£000
2,513	3,205
(49)	(43)
2,464	3,162
82	82
463	655
1,829	2,309
90	116
2,464	3,162

A few helpful definitions:

Fixed asset investments are investments in guoted stocks and shares.

Net current assets represent cash held on deposit less the value of accruals (money owed to others for expenses chargeable to the year) and outstanding liabilities.

Capital funds represent the endowments which are held as capital in perpetuity so that only the income is available for distribution.

Restricted income funds represent money which is held by the trustees which can only be used for specified purposes.

Unrestricted income funds are funds available to be spent within the objects of the charity which can legally be spent wholly at the discretion of the trustees. In practice, respecting the non-binding preferences expressed by donors, the trustees have sub categorised the unrestricted income funds under two headings.

Designated (earmarked) funds represent separate funds which the trustees have created to accord with sections 90 and 91 of the National Health Service Act 1977 which require that the trustees respect, as far as practicable, the specific intentions of the gifts received through wards, departments and specialties. By designating funds the trustees ensure that those gifts are channelled towards charitable purposes in those areas. These funds are supervised by fund advisors from the wards, departments and specialties concerned.

Our general fund represents those funds available for distribution by the trustees at their discretion which have not been restricted or earmarked.

The following pages give details of some of the charity's supporters and the income received, as well as some of the more sufficient items of expenditure. Below is an analysis of income and expenditure by area.

Annual Summary

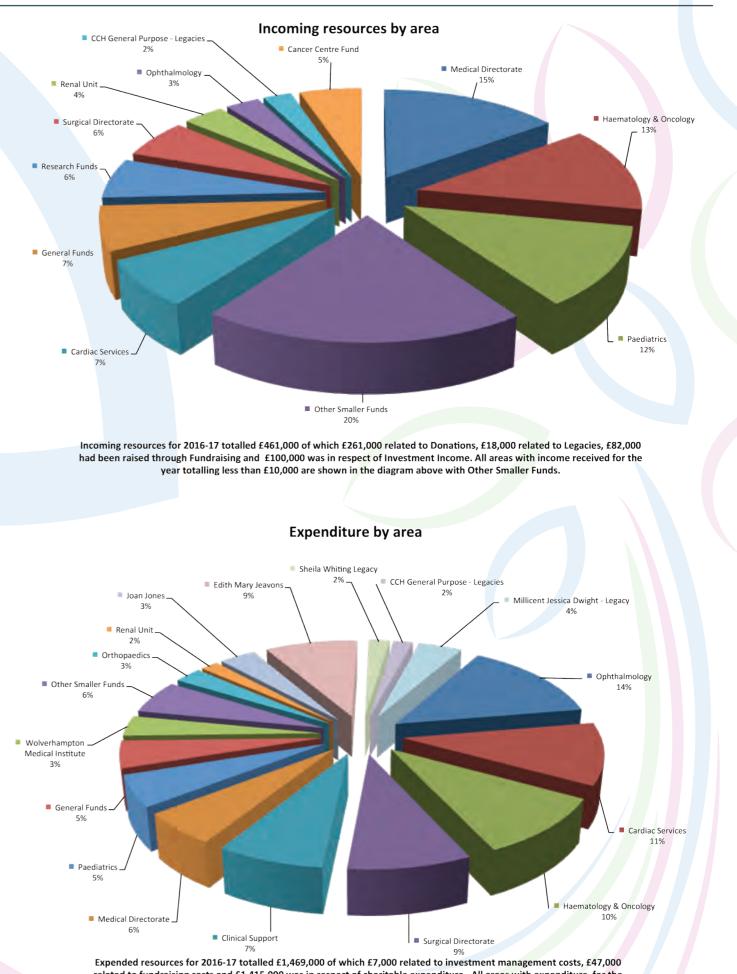
During 2016/17 the charity received £0.5m of income; donations and legacies £0.3m, trading activities £0.1m and investment income £0.1m. Over the year there have been many and varied fundraising events, such as runs, walks, head-shaves, music events and more.

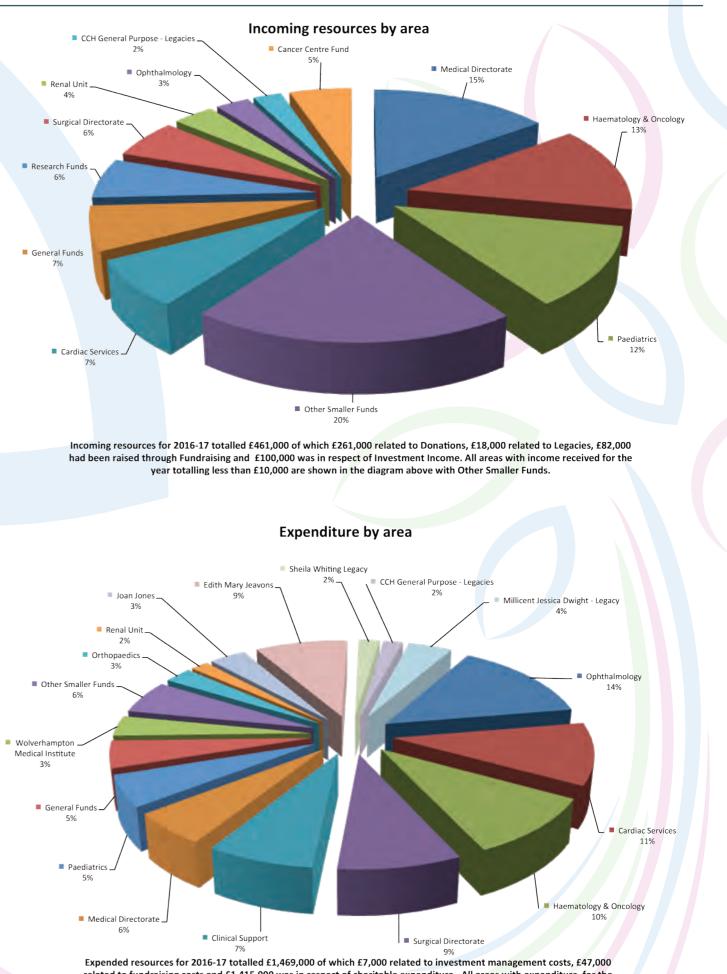
Thanks to these kind donations and previous years' donations the charity has been able to contribute £1m over the last 2 years to support the Trust's Capital Programme. This contribution has helped benefit many areas to provide better facilities for the patients and visitors of The Royal Wolverhampton NHS Trust. It has allowed equipment such as new incubators for Neo-Natal Unit, patient hoist to assists patients in and out of bed; helping to improve patient's safety and dignity and the contribution to theatre refurbishment has allowed modernisation to a higher specification.

Other purchases of £0.7m have been for new medical equipment and other items such as;

- Additional training for staff (above and beyond their mandatory training) attending training events helps to continually learn from and share example of best practice with our colleagues within the NHS
- Additional patient comforts such as specialist fans to improve patients comfort during their stay
- Specialist armchairs for patients undergoing chemotherapy who are sat for long periods receiving • treatment.
- Free Wi-Fi service to patients and visitors throughout 44 different areas of the Trust this facility helps patients keep in touch with loved ones during what can be a difficult time
- Aromatherapy, Reflexology or Reiki sessions are provided for cancer patients to help alleviate some of ٠ the side effects of surgery or treatment.

More details on these can be found within the Annual Report.





related to fundraising costs and £1,415,000 was in respect of charitable expenditure. All areas with expenditure for the vear totalling £20,000 or less are shown in the diagram above with Other Smaller Funds.

Annual Report 2016 - 2017

Celebrating our achievements

By supporting The Royal Wolverhampton NHS Trust Charity, you can assist the Trust to continually improve patients' experiences and outcomes.

Your vital support provides additional resources to patients and their families and make their visit as comfortable as possible.

We would not be able to achieve the things we do without the tireless support of the local community and wanted to update you on some of our achievements this year!

In May we "re-launched" the charity and unveiled our new logo and branding – one that reflects our role within the community and how we have grown over the last 20 years.

Later that month we sadly said "Goodbye" to The League of Friends of the West Park Hospital and New Cross Hospital Wolverhampton League of Friends. The groups provided support to the Trust for an impressive 34 years and 60 years respectively.

We are very grateful for all of their hard work and dedication through-out the years and their commitment to improving care for patients.

In July, the Charity and Trusts' Arts in Health Service were showcased at a prestigious event in London in June as examples of best practice.

RWT was selected to be one of 10 organisations across the country to take part in the showcase event that followed the All Party Parliamentary Group for Arts, Health & Wellbeing (APPG) roundtable discussion in The Houses of Parliament on how the Arts contribute to 21st century hospital care.



The Royal Wolverhampton NHS Trust Charity



The Trusts' award winning Arts in Health Service receives support from The Royal Wolverhampton NHS Trust Charity and helps to provide enjoyable visual, participatory arts activities to promote wellbeing and support recovery as well as integrating artworks into the hospital environment to enhance patient experience.



A vibrant and innovative arts service for The Royal Wolverhampton NHS Trust

In November the Charity's' overarching Fundraising Strategy was launched. It provides a trustwide framework to ensure that our approach is fit for purpose and is flexible enough to develop its activities as set out in the governing documents.

Later that month the charity launched its Week of Celebration to mark an important milestone - its 20th year of making a real difference to patient care.

As part of the celebrations we held an exciting event with the Trust's Volunteer Services to mark their 10th Volunteer Awards.

In the presence of Mayor of Wolverhampton, Councillor Barry Findlay, and compering by Signal 107's Niel Jackson, we celebrated the achievements of our committed supporters and volunteers and the tremendous impact they have had on enhancing patient care.



Thank you to the Big Lottery Fund for their support and to patients across the Trust who joined our celebrations by decorating a Charity Leaf which will be used to create a piece of artwork within the new Charity Hub.



Thank you to everyone for their supportwe really couldn't have done what we do without you! If you are in a position to support our work- whether that be fundraising, volunteering or attending one of our events, please do get in touch.



Events

Running for Cancer Care

Thank you to Sarah Prior, her husband Stephen and their friends and family for raising a fantastic £3,010 in aid of patients that have cancer. Stephen held various fundraising activities including a bucket collection and a charity football match. Sarah's work colleagues held a collection and family friends Jenny and Edward Booth made a donation in lieu of having flowers at their wedding.

Stephen secured a place in the London Marathon in April 2016 and after months of gruelling training finished 9658 place out of the 39000 people taking part.



Team RWT- Four marathons in five months in aid of NNU

Five colleagues from The Royal Wolverhampton NHS Trust successfully completed four half marathons in five months to raise funds for the neonatal unit at New Cross Hospital.

Dean Murphy, Dave Hodgetts, Chris Pratt, Adam Sharratt and Luke Ratcliffe ran the Lichfield Marathon in May, The Birmingham Black Country in July, Wolverhampton Marathon in September and finally the The Birmingham Great Run in October!... Phew!





Walking for Health Challenge Trail

Volunteers from the Walking for Health Service and nearly 200 walkers raised a total of £3,086 from their annual Challenge Trail. Walkers were offered a choice of three challenge trails of increasing difficulty, silver, gold or platinum, distancing four, seven or twelve miles respectively. The challenge trail was based at Aldersley WV Active, with checkpoints at Cupcake Lane café, Tettenhall; the Oasis café, Pendeford: and the Fox and Anchor Inn at Cross Green.

All walkers received a completion certificate and the funds raised were equally divided between the Heart and Lung Centre and towards development of a reminiscence room for patients with dementia at New Cross Hospital.

Birmingham Triathlon

Ben Tristram – the partner of one of our long term fundraisers Sophie Bishop and family friend Michael Marsden raised £701 in aid of patients who have Cystic Fibrosis.

Ben and Michael took part in the Birmingham Triatholon at Sutton Park in July as they wanted to help make life easier for patients such as Sophie. Sophie was diagnosed with Cystic Fibrosis at six months old and has been a patient of The Royal Wolverhampton NHS Trust since 1991.

Sophie said; "The outstanding care I have received has always been of the highest quality. This massively improves my everyday life and enables me to do the everyday things that people without CF take for granted."



The team were kindly sponsored by BabyPrem (makers of baby clothing for the last 30 years and special clothing for premature babies for the last 8). The online retailer really wanted to show their support as they are based less than half a mile away from the unit. BabyPrem sponsored the specially designed T-shirts that the team ran in as well as making a financial contribution towards the unit.

The team raised £3,289.40 which will be used to improve the parental flats and enhance support and training to parents via the STORK programme.



In the Community

Books

The Deanesly Centre has raised a wonderful £1,309.65 for the Deanesly Centre Trust Fund. They sell unwanted books that are kindly donated to help raise extra funds for the benefit of the centres patients.



Willenhall

The community of Willenhall came together to support Tesco Willenhall Superstore's Charity Fun Day – in aid of The Royal Wolverhampton NHS Trust Charity.

Celebrity guests - the Minions and Olaf from Frozen kicked off proceedings followed by dance lessons at the front of store, Zumba's demonstrations and tombola. There was also a staff raffle, whereby members of the team could win an extra day's annual leave and the staff social committee kindly donated goodies for a luxury hamper that was also raffled.

All those involved worked hard to raise an impressive £717.12 towards the reminiscence room for patients with Dementia at New Cross Hospital, Wolverhampton.

Cheslyn Hay Townswomen's Guild

We are very fortunate that Cheslyn Hay Townswomen's Guild has supported the Trust on two separate occasions this year. In April 2016 they presented a cheque of £300 for the benefit of the Occupational Therapy Department at Cannock Chase Hospital in Staffordshire. In March 2017 they kindly presented a cheque for £215 for the benefit of The Wolverhampton and West Midlands Eye Infirmary at New Cross Hospital. Their support will help enhance the experience of patients in both of these departments





BUSTED!

As part of Music Live 2016, British pop rock band BUSTED! performed live at Wolverhampton Racecourse on Saturday 3rd September 2016.

The band have four UK number ones and eight UK top 10s to their name, including the smash hits; Year 3000, What I Go To School For, Crashed The Wedding, Air Hostess... and many more!

Staff and Volunteers made donations in lieu of a pair of tickets and raised £706 in aid of patients across the Trust.

Charity events raise over £7k in aid of Neonatal

Stacey and Darrell Wood and their family and friends have helped raise over £7,565 to give thanks for the care that their baby Liam received.

Following a typical pregnancy but a difficult delivery, Liam spent 15 days at the Neonatal Unit before returning home on 25th February 2015.

Friends and family have rallied around since to show their appreciation. An 'International Wazzocks day' music event raised over £350 and Stacey and Darrell raised £3,940 by hosting a charity evening. Family friends completed the three peaks challenge and raised £1,450, whilst a sky dive and donations from Armitts and Cooper Coated Coil added £1680 to the fund.

Bilston Community supporting Head and Neck Department

Joan Oram and her supporters are now in their 20th year of on-going fundraising for the Charity. Joan

and support from residents in Bilston raised £1000.00 in aid of the Head and Neck Department.

Collection tins



Collection tins around the hospital have contributed £775.27 to the General Purposes Trust Fund. Pennies to pounds have been dropped into the collection tins by patients, visitors and staff. All contributions are gratefully received.

Nurses Day

Thank you to everyone that joined our celebrations during International Nurses Day. This special day marks the



manner. In March we supported the Trust with their "Dignity in Care Conference". Colleagues were actively encouraged to share examples of best practice and prizes of acknowledgement were awarded to winning teams. Thank you to The Grand Theatre, Tesco Bushbury Express, Tesco Willenhall Superstore and Sainsburys Wednesfield for donating some fantastic prizes.

Working together

The charity is fortunate to receive on-going support from different groups within the community who continuously fundraise throughout the year to help improve the lives of our patients. We are grateful for all of their support.

- Baby Blues Appeal
- Breast care Action group
- Goalden gate- Wolves FC
- Kidney patient Association •
- LARF- Life After rehab Friends
- Maureen Parkes Breast Care
- WCASG- Wolverhampton Coronary Aftercare Support Group
- Park Hospital
- Stafford and Cannock League of Hospital Friends
- Looking After Parents and Siblings (LAPS)



anniversary of Florence Nightingale's birth and gives us the opportunity to celebrate our excellent nurses! Thanks to a generous donation from Tesco Willenhall Superstore, packs of toiletries and goodies were handed out to nurses and patients.

Dignity in care Conference

The Trust actively promotes a culture whereby everyone using health and social care services has their basic human rights upheld in a respectful and dignified



The League of Friends: Friends of the Eye Infirmary, Friends of New Cross Hospital and Friends of West

Fundraising in memory of loved ones

Donation to Deanesly

Trevor Hood presented a cheque to Consultant Oncologist Dr Rakesh Mehra to show his family's appreciation of the treatment Janet Hood had received at the Deanesly Centre at New Cross Hospital. Family and friends helped to raise £1,130 which will be used to purchase additional items that will improve patients' experiences whilst in hospital.





Soul night raises funds for West Park

Friends of a much loved pub regular - Peter Blakeney, raised funds in his memory for West Park Rehabilitation Hospital. Peter, who was a great fan of soul music was treated at the hospital before he sadly passed away. Friends from The Newhampton Inn, Riches Street rallied round to organise a "soul night" and later presented a cheque for £760 to the team that cared for Peter.

Julie Astbury

The wife of Martin Astbury raised almost £500 to purchase four TV sets for the renal unit at New Cross Hospital. Julie Astbury decided to raise funds in memory of her husband by taking part in a sponsored haircut, which saw her long hair cut from waist length to above her shoulders. Julie wanted to raise funds for additional TV sets for the unit as they can help distract the patient from the discomfort and monotony of being on dialysis for long periods of time.





Neve Nicholls

Neve aged 11 decided to raise funds in aid of neonatal in memory of Charlie Gregory. Charlie was born 17 weeks prematurely and was cared for on the unit for five weeks before he sadly passed away. Neve took part in a sponsored haircut and raised a wonderful £456 - she also donated her hair to the Little Princess Trust which makes specialist real hair wigs for children.

Volunteer Services 2016-2017

Across RWT, volunteers help hospital cafés run, run hospital radio, fundraise, help visitors find their way around, provide information and emotional support, run a mobility scooter service, help patients at meal times, support patients who have dementia and their carers, and the list is endless!

In addition to their regular roles volunteers also help out in emergencies and on short term projects such as assistance with ward cleanliness audits.

Volunteers are located across all our sites including New Cross, Cannock, West Park, and other community buildings.

In the last year new roles we have placed volunteers into include:

- Further expanding 'Play Assistant' volunteers on the Children's ward, Paediatric Assessment Unit and Children's Outpatients
- At Cannock Chase Hospital placing volunteers within Cancer services, Outpatients, and Rheumatology
- Pathology at New Cross Hospital placing 'Meet and Greet' volunteers at the building entrance to act as a visitor guide
- At West Park Hospital developing ward based patient activity volunteers who provide a range of activities from a games group to gentle art and reminiscence activities.

We currently have 450 active volunteers with up to a further 75 on a waiting list. In the last 12 months combined volunteer hours across the Trust was approximately 129,600 hours.

The Trust is very thankful for all the help the volunteers give, we do hope that they help us give that 'little bit extra' in the services we offer to our patients and hospital visitors.

Eleanor Morris - Volunteer Services Co-ordinator



Annual Report 2016 - 2017



Neville Turley one of our hard working volunteers highly commened for his work in the Trust

Improving experiences of babies, children and young people

Coming into hospital can be a distressing and anxious time. We are very privileged that stakeholders within and around the local community have supported us to make a difference to the lives of young patients and their families.

From players at Wolverhampton Wanderers to local businesses and from relatives of patients to superstar singer Liam Payne – the charity has been the beneficiary of so much good will from the local community.





Not only have monetary donations enhanced the Trust's lifesaving work, thanks to our generous supporters patients and their families have also been provided with gifts, snacks and entertainment. This additional support helps to make the hospital experience a little easier on the Children's Ward and Paediatric Assessment Unit, Children's Outpatients, Neonatal Unit and the Transitional Care unit.

Donors have also supported young patients in the community with gifts being distributed via the Health visiting Team, Family Nurse Partnership, School Nursing, Community Children's nursing, the Gem Centre and the Children's Centres.

Thank you to everyone that joined us on the Neonatal Unit to celebrate World Prematurity Day. We used the day to raise awareness of the challenges faced by children born preterm and their families.

We also celebrated the achievements of all of our fundraisers and supporters- new and established that have supported the units life-saving work.

page 16









Helping to promote dignity and independence

The charity supports the Trust's ethos of dignity in care. We apply charitable funds to purchase additional items of therapy equipment that can make a real difference to the patient's experience whilst promoting their recovery.

Charitable funds were used to purchase a Sara Stedy Enhanced standing aid for Ward C22. This equipment is a safe and dignified alternative to a wheelchair and helps patients maintain their mobility by supporting them during a wide range of self-care activities.

Improving patient experience

The Trust's Mobility Scooter service which is operated by Volunteers at New Cross Hospital is a much needed help to anxious and frail visitors to the hospital, who struggle to get around on foot. The charity supports this service by funding any repairs and maintenance costs of the Scooter.

Thanks to charitable trust funds, 24 robust fit for purpose microwaves were purchased to benefit inpatients at New Cross Hospital, Cannock Chase Hospital and West Park Hospital. The microwaves ensure that patients can have access to hot milky drinks and porridge as they desire them, thus helping to sustain their appetite and improve their nutritional intake.





Charitable Funds have b investigations.

The portable ultrasound scanner is the size of a mobile phone and produces colour images that show blood flow around the heart or black and white images to show heart valves opening and closing. It offers rapid early diagnosis to patients in triage and the community so they can then be referred for more specialist examination.

The Cardiac Investigations Department supports all areas across the Trust when echocardiography is requested. In line with NICE guidance, all patients that have had a heart attack should have an echocardiogram performed prior to their discharge from hospital.

An echocardiogram can help diagnose and monitor certain heart conditions. It checks the structure of the heart by producing accurate pictures of the heart muscle, the heart chambers valves, walls and surrounding blood vessels.

Charitable funds were used to purchase and additional Affiniti Ultrasound machine which has helped to enhance patient safety and patient experience.





Charitable Funds have been used to purchase a V-Scan for cardiac

Providing additional patient comforts

We want to ensure that patients and their loved ones are as comfortable as possible during their stay in hospital. Charitable funds have been used across cardiac, cancer care, the stroke unit, the Wolverhampton and West Midlands Counties Eye Infirmary and West Park Hospital to provide additional comfy furniture and recliners.



Due to strict infection prevention quidelines, the Trust is unable to use traditional fans that circulate air throughout the ward environment.

With help from charitable funds, we have purchased specialist fans to help patients in cardiac, stroke and those receiving end of life care.



Free Wi-Fi Service

Support from the charity has provided access to free internet Wi-Fi for patients and members of the public throughout 42 different areas at New Cross Hospital and the Renal Unit, Rheumatology and Oncology Day Rooms at Cannock Chase Hospital. Future plans are in place to extend this throughout other areas. This valuable resources helps to reduce feelings of isolation as patients are able to keep in touch with their loved ones, use social media and access health information.

Additional staff training- £45k

Excellence in training inspires excellence in care and is paramount to patient safety. Charitable funds were used to enable staff to attend additional training events (above and beyond their mandatory training), meet with colleagues from other Trusts and continually learn from and share examples of best practice.





Ophthalmology- £45k

Pentacam 3D Sciemptlung camera

The Pentacam machine produces an image of the eye called a topography which is a type of scan that looks at the curvature of the cornea.

It is able to look at different cornea shapes and to record conditions like keratoconus where there is some irregularity to the overall shape of the cornea.



Thanks to the support of the charity, the Trust is able to offer five free sessions of either Aromatherapy, Reflexology or Reiki to patients. Following an individual assessment of need, patients have

their own personalised blend of oils (made by one of the qualified therapists), which is used to help alleviate some of the side effects of surgery or treatment such as nausea, fatigue, stress and anxiety.

Appearance related side effects of cancer treatments can have a real impact on a patient's confidence and self-esteem, but thanks to manicure workshops, funded by the charity, patients get a real boost. During the sessions, attendees are given a bag containing the correct nail file and nail buffer to reduce damage, cuticle oil to nourish the nail, base coat, a colour polish and a top coat. Ladies are educated on why the changes are occurring, taught how to care for their nails and prevent further damage and reduce risk of painful infections.

The charity has contributed towards the Linear Accelerator (LINAC) replacement programme this year. The Trust has four LINAC machines at a cost of £1.9 million each that are due for replacement. The machines deliver radiation treatments for patients with cancer and is able to treat all parts/organs of the body with pin point accuracy.

Dementia Care

Thanks to support from the charity, the Trust's Consultant Nurse for Dementia Services – Julie Willoughby - was able to attend the 11th Annual UK Dementia Congress in Brighton.

This three day lively exhibition had an extensive selection of topics, lively debates and workshops. It brought together professionals, experts, exhibitors, members of the general public, people with dementia and their carers.

Julie was able to contribute from her experience of working with dementia in an acute hospital setting and bring back inspirational ideas from her peers from around the UK. The knowledge, ideas and inspiration gained from this type of event will help to make a real difference to the quality of life and care experience of patients.



Neonatal care

Renal

Renal Disease and its treatment and progression can disrupt the ability to work and patients and their carers often find their income drops as their illness progresses. The charity funds a specialist Welfare rights officer to help patients and carers manage loss of income and any changes in circumstances.

Enhancing Cancer Care



To further enhance staff training a "Premature Anne" training baby and an intubation trainer were purchased. The mannequin provides staff with a realistic training experience of saving the lives of our tiniest of patients.

Corporate and External Trust Donations



Aldi Bentley Bridge

ASDA Asda Molineux



Austin's Estate Agents in Chapel Ash



10 Beacon Centre Beacon Centre for the Blind



Big Lottery Fund



Blakemores



Grand Theatre





Jaguar Land Rover

Latifs Latifs





POD Charity

Sainsbury's

Sainsbury's Bentley Bridge



Tesco- Bushbury Express, Willenhall Express and Willenhall Superstore

WARRANT

WARRANT- Willenhall Area Relief **Rehabilitation and Nursing Trust**

YORKSHIRE BUILDING SOCIETY Yorkshire Building Society





Wolves Community Trust





We need your support

Getting involved and supporting your local hospitals couldn't be easier. You might consider attending one of our events or even host your own and help us raise vital funds. Donations can be made in the following ways:

Direct into bank account:

Bank: Co-Operative Bank Sort code: 08-90-19 Account number: 50101166 Account name: The Royal Wolverhampton NHS Trust Charity Please state the Trust Fund i.e. General Purposes TF

By post

Cheque: Please make cheques payable to The Royal Wolverhampton NHS Trust Charity. Please write on the back of the cheque which fund you would like to donate to, e.g. General Purposes Trust Fund, and send to; General Office, New Cross Hospital, Wolverhampton, WV10 0QP

By a donation on our 'Just Giving' site: https://www.justgiving.com/royalwolvesnhstrust

Developing the Charity 2017 - 18

The Trust has seen many major developments in recent years, some of which have required charitable funding to make them possible. There is more still to do to provide an excellent environment to match the excellence of clinical care. To maintain the quality of care provided at the Trust the charity actively contributes to:

- The education and continuing professional development of staff by supporting relevant courses and conferences
- Continued investment in research to ensure continued improvement in patient care.

The Trustees are actively encouraging the medical and nursing staff to act as fund advisors to identify new equipment for wards and departments and new ways to make patients' stays in hospital and the community more comfortable.

The Trust comprises of a range of clinical and support facilities which vary significantly in terms of age and functional suitability. The Trust has a strategic vision for the redevelopment of the New Cross Hospital site and has a master plan to provide modern facilities which are fit for purpose and underpin the objective of delivering high quality, effective and efficient patient care.

Members of the Charitable Funds Committee meet regularly with the wider Trust representatives to provide focus and discuss future developments. From this the Trustees continue to identify areas for support and in the coming year these include on-going support for Cancer Services, Cardiac Services, Care of the Elderly, Dementia Care, End of Life Care, New Emergency Centre Development, Ophthalmology and Research & Development.

The Royal Wolverhampton NHS Trust Charity

Message from the Fundraising Coordinator

I can't believe that we have already reached the end of another productive year of fundraising. It has been a pleasure and a privilege to work alongside patients, their families and stakeholders in the local community to help raise vital funds to support their local hospitals.

From patients and their families to local businesses community groups and schools to Wolverhampton Wanderers FC to Liam Payne! – We have been overwhelmed by people coming forward, waiting to help us make a difference.

Individuals and groups have been very generous with their time and skills to improve the lives of patients and their families. The Charity would not have achieved what we have without your support, thank you to each and every one of you!

The charity was delighted to be a finalist for two awards with The Black Country Chamber of Commerce- 'Community Champion 2016' and 'Outstanding Achievement 2016'.

We will be celebrating another important milestone in November - our 21st Anniversary of making a difference to the lives of our patients. Please look out in the local/regional press and social media for details on how you can join the celebrations.

We are always looking for volunteers to join the Fundraising Team - if you would like to join us, please get in touch. No formal experience is necessary, just a commitment to the Trust's vision and values and the genuine desire to improve patient care.

Please contact me on (01902) 694473 or email me on leanne.bood@nhs.net



Leanne Bood -Fundraising Coordinator

Trustees - Custodians of the Charity

The Royal Wolverhampton NHS Trust is the Corporate Trustee of the Charitable Funds governed by the law applicable to Trusts, principally the Trustee Act 2000 and the Charities Act 2006.

The charity has the authority to recruit up to eight Trustees who together make up the Board of Trustees. They are unpaid volunteers who set the strategy for the charity and make sure it is implemented. Trustees elect a Chairman from amongst their number who chairs the meetings of the Board of Trustees and takes a more active role in supporting the Charity Chief Executive in the management of the Charity.

Trustees are appointed under arrangements made by the Secretary of State for Health under Section 51 of the NHS Act 2006. Vacancies are advertised and all potential Trustees must be interviewed and recommended by a panel consisting of two members of the Charity and one external assessor. Candidates must show knowledge of, and an interest in, the Hospital and the community it serves and be willing to give the time necessary. Trustees are also selected to give the Charity a good mix of relevant professional skills, such as finance, investment and fundraising.

Trustees serve a fixed term of no more than four years (renewable to a usual maximum of ten years in total). New Trustees receive an induction pack consisting of the Governing Documents, previous Trustee Reports and Accounts, relevant Charity Commission guidance, and policies and procedures of the Charity. They are also given a tour of the Trust. Appropriate training is provided in areas including Charity law and administration, investment management and charity finance. The Charity's professional advisors provide helpful guidance, and membership of the Association of NHS Charities gives the Trustees access to regular conferences and training events.

The charity has a Corporate Trustee: The Royal Wolverhampton NHS Trust. The members of the NHS Trust Board who served during the financial year were as follows:

Jeremy Vanes	-	Chairman
David Loughton CBE	-	Chief Executive
Kevin Stringer	-	Chief Financial Officer
Dr Jonathan Odum	-	Medical Director
Gwen Nuttall	-	Chief Operating Officer
Cheryl Etches OBE	-	Chief Nursing Officer and Deputy Chief Executive
Linda Holland	-	Interim Director of Human Resources (until March 2017)
Sultan Mahmud	-	Director of Integration
Mike Sharon	-	Director for Strategic Planning and Performance
Dr Janet Anderson	-	Non-executive Director and Senior Independent Director
Sue Rawlings	-	Non-executive Director
Mary Martin	-	Non-executive Director
Rosi Edwards	-	Non-executive Director
Roger Dunshea	-	Non-executive Director
Junior Hemans	-	Non-executive Director (until May 2016)
Dr Julian Parkes	-	Associate Non-executive Director (until May 2016)
Prof. Rob Stockley	-	Associate Non-executive Director (since April 2016)
Dr Jonathon Darby	-	Associate Non-executive Director (since March 2017)

How we organise the Charity

The main charity, The Royal Wolverhampton NHS Trust charity, registered Charity Number 1059467, was entered on the Central Register of Charities on 27 November 1996 in accordance with the Charities Act 2011. The charity is constituted of circa. 78 individual funds. The notes to the accounts distinguish the types of fund held and disclose separately all material funds. Please refer to pages 39 - 45.

Charitable funds received by the charity are accepted, held and administered as funds and property on trust for purposes relating to the health service in accordance with the National Health Service Act 2006 and the National Health Service and Community Care Act 1990. The Charity has no employees but reimburses the NHS Trust for the financial and other services it provides. The Charity relies on the NHS Trust to identify the appropriateness of funding requests.

The Royal Wolverhampton NHS Trust as the Corporate Trustee has devolved responsibility for the on-going management of funds to the Charitable Funds Committee which administers the funds on behalf of the Corporate Trustee This Committee was formed in 2006.

The names of those people who served as agents for the Corporate Trustee, as permitted under regulation 16 of the NHS Trusts (Membership and Procedures) Regulations 1990 were as follows:

Jeremy Vanes	-	Chairman
Sue Rawlings	-	Non Executive Director
David Loughton CBE	-	Chief Executive
Kevin Stringer	-	Chief Financial Officer
Roger Dunshea	-	Non Executive Director

Principal Charitable Fund Advisers to the Board

The Chief Executive of the NHS Trust (David Loughton CBE) and Chief Financial Officer (Kevin Stringer) have day to day responsibility for the management of the Charitable Funds under a scheme of delegated authority by the Corporate Trustee. They must personally and together, on behalf of the Corporate Trustee, approve all expenditure over £10,000 with an upper limit of £50,000. Expenditure in excess of £50,000 on a particular project must be authorised by the Trust Board of the Corporate Trustee.

Mr Kevin Stringer was the principal officer overseeing the day to day financial management and accounting for the Charitable Funds during the year.

Principal Office

The principal office for the Charity is:

Chief Financial Officer The Royal Wolverhampton NHS Trust Hollybush House New Cross Hospital Wolverhampton WV10 0QP

Trustees of the Charity

Sue Rawlings -Non-Executive Director

Appointed July 2013 (Served as an Associate Non-executive Director from October 2012)



Mrs Rawlings is a Chartered Certified Accountant who has worked in the public, private and voluntary sector (last position: Finance and Development Director for Groundwork Black Country, an environmental charity). For the past 16 years she has been joint director of the consultancy firm RHCS, a well-established, highly skilled consultancy firm working with a range of cross sector clients from the voluntary / community / charitable and public sectors. Sue has extensive experience in evaluating the effectiveness of public expenditure and has worked with the British Red Cross in various parts of the country, conducting needs assessments, developing performance monitoring and carrying out evaluations. She works with voluntary and community sector organisations to develop their business planning, their future sustainability and identify their impact. Previously a local improvement advisor appointed via IDeA to the Regional Improvement Efficiency Partnership in the West Midlands, she is also a Trustee of both the Beacon Centre for the Blind and a Director of Beacon4Life CIC.

Board Attendances in 2016-2017: 11/12

Declaration of interests

- Rawlings Heffernan Consultancy Services Ltd (RHCS Ltd) - Director / Company Secretary
- Beacon Centre for the Blind Trustee
- Beacon4Life CIC Director

David Loughton CBE -Chief Executive Appointed 2004



Mr Loughton joined our Trust in

2004 having had extensive experience as a Chief Executive within the NHS. During his career he has developed a new Medical School with Warwick University and achieved financial close on a £400 million new hospital Private Finance Initiative (PFI). He has now turned around one of the 17 most financially challenged Trusts in the NHS, whilst improving the quality of care provided to patients.

Mr Loughton is a member of the National Institute for Health Research Advisory Board and West Midlands Chief Executive representative for the NHS Confederation Council.

Board Attendances in 2016-2017: 12/12

Declaration of interests

- Staffordshire, Shropshire and Black Country New-born and Maternity Network (SSBCNN) –Chair
- National Institute for Health Research Member of Advisory Board
- Dementia Health and Care Champion Group – Member
- Health policy adviser to the Labour and Conservative Parties

Jeremy Vanes - Chairman of the Board Appointed 2006 (Chairman since 2013)



Mr Vanes is a Chartered Manager with diplomas in health, social care and public service leadership; his original degree was fine art. His career since 1986 includes youth social work, counselling, community arts, managing legal advice services and developing social welfare policy across four West Midlands local authorities. During 1992-2015 he was Chief Executive of Citizens Advice Bureau services, initially in Sandwell and later Wolverhampton.

Mr Vanes is currently an approved foster carer for Wolverhampton City Council and a director of the Refugee and Migration Centre in Wolverhampton. He sits on the City Board of Wolverhampton.

Board Attendances in 2016-2017: 12/12

Declaration of interests

- Member of Chartered Management
 Institute
- Member of Labour Party (individual member)
- Approved foster carer receiving placements from Wolverhampton City Council
- Trustee Director of Refugee and Migrant Centre, Wolverhampton.

Kevin Stringer -Chief Financial Officer Appointed 2009



Mr Stringer is a qualified accountant with the Chartered Institute of Management Accountants (CIMA) and holds a Masters qualification in Business Administration (MBA). With over 25 years of experience in the NHS, with 13 of those years as a Board Director, he has experience of commissioning and provider organisations.

His experience covers -

Primary Care, Community Services and Commissioning (with successor organisations being Walsall CCG and Birmingham cross-city CCG)

Secondary and Tertiary Care (at University Hospitals of Coventry and Warwickshire, Sandwell and West Birmingham Hospitals)

Specialist Secondary Care (Birmingham Children's Hospital Foundation Trust where he helped the Trust secure FT status)

Regional NHS Planning and Oversight (West Midlands Regional Health Authority)

His role is to provide professional advice to the Board and wider Trust to ensure delivery of the Board's financial strategy, key statutory financial targets and ensure good internal control.

He is a member and advocate for Healthcare Financial Management (HFMA) having been a past Chairman of the West Midlands Branch where he is now the Treasurer.

Board Attendances in 2016-2017: 12/12

Declaration of interests

- Healthcare Financial Management Association – Chairman of Governance and Audit Group
- Treasurer, West Midlands Branch Healthcare Financial Management Association Member of CIMA (Chartered Institute of Management Accountants)
- Midlands and Lancashire Commissioning Support Unit – brother in law is the Managing Director

Roger Dunshea -**Non-Executive Director Date Appointed April 2014**



Mr. Dunshea has worked in the

NHS in Scotland, Wales and England in a variety of positions including Staff Nurse, Project Manager, Clinical General Manager and Executive Director roles. Between 1997 and 2013 he was a Director with OFWAT (the economic regulator of the water sector in England and Wales) with responsibilities covering finance, information systems, human resources and procurement. He has been the chair of governors at a central Birmingham high school and a Non-Executive Director with the Shrewsbury and Telford NHS Trust.

He is a member of the General Chiropractic Council, an independent member of the Medical Research Council's Audit and Risk Committee, an independent member of the Equality and Human **Rights Commission's Audit and Risk committee** and a member of the Geological Society's audit committee. He is a volunteer field worker with Natural England and a community bus driver in north Shropshire. He is a Chartered Public Finance Accountant and Fellow of the Geological Society.

Board Attendances in 2016-2017: 11/12

Declaration of interests

- General Chiropractic Council Lay ٠ member
- Medical Research Council independent member of Risk and Audit Committee.
- Equality and Human Rights Commission - independent member of Audit and Risk Committee
- Geological Society of London Member of Audit Committee
- North Salop Wheelers Ltd (Community Bus company) – Social services (contract with NHS) - bus driver





Structure, Governance and Management

All the Charity's funds are pooled for investment purposes and the official pooling scheme was registered with the Charity Commission on 24 June 1998.

For management purposes all funds held and received by the Charity fall into one of the following categories:

Endowment funds	-	funds where the capital m generated can be used for
Restricted funds	-	funds received which have
Unrestricted funds	-	funds received which have

Within the unrestricted category separate designated funds have been established which reflect the wishes of donors to help named wards and departments in the hospital. Subsequent donations and gifts received by the charity that are attributable to the already established funds are added to those fund balances. Where the donations and gifts are not attributable to already established funds, new funds are set up. In this way the Corporate Trustee fulfils the legal duty to ensure that all funds are spent in accordance with the objectives of each fund and that the wishes of donors are always considered.

Unrestricted funds form the largest category with £1,919,000 of funds at 31 March 2017. There are charitable funds for most clinical specialties (e.g. medicine or ophthalmology) and for some wards and departments within specialties.

Non-Executive members of the Trust Board are appointed by the NHS Appointments Commission and Executive members of the Board are subject to recruitment by the NHS Trust Board. Members of the Trust Board and the Charitable Funds Committee are not individual Trustees under Charity law but act as agents on behalf of the Corporate Trustee.

Acting for the Corporate Trustee, the objective of the Charitable Funds Committee is to provide strategic direction to the Charity and ensure that it is managed and administered in accordance with the charity's purposes. The Committee is responsible for:

- Determining a charitable funds strategy and setting annual objectives
- Ensuring that charitable funds are managed in line with the measures and actions set out in the strategy
- Ensuring any fundraising elements of the strategy work within recognised good practice frameworks and identify methods of fundraising appropriate for the Charity
- Determining a charitable funds investment policy and monitoring performance of any investments made in line with governing documents and the Trustee Act 2000
- Appointing and considering the performance of any investment advisors or managers
- all funds received and that governance arrangements are appropriate and effective
- Ensuring that timely annual reports and accounts are produced and an ungualified external audit • opinion is received.

The accounting records and the day-to-day administration of the funds are dealt with by the Finance Department located at The Clinical Skills and Corporate Services Centre, New Cross Hospital, Wolverhampton WV10 0QP.

must be held in perpetuity and only the income or charitable purposes.

ve specific restrictions set by the donor.

ve no restrictions attached to their use.

Ensuring Trust policies and procedures are adequate, that financial controls are in place to account for

Risk Management

The major risks to which the charity is exposed have been identified and considered. They have been reviewed and systems established to mitigate those risks. The Trustee is confident that reliance can be placed on the management arrangements in place, which include internal and external audit services, to minimise any risk to the funds. The most significant risks identified are the possible losses from a fall in the value of the investments and the level of reserves available to mitigate the impact of such losses. The investments are held by the Investment Fund Managers who act in accordance with the agreed investment policy and are subject to regular review. In addition, unrealised gains and losses are allocated to funds at agreed intervals. Procedures in place ensure that both spending and firm financial commitments remain in line with income. Income is covered by the Standing Financial Instructions and there is an agreed boundary for the receipt of donations. This policy has been communicated to staff. There is an agreed expenditure and reserves policy together with a tight approval procedure which gives the Corporate Trustee confidence that the expenditure will remain within the limits of the charity's resources.

Objectives and activities for the public benefit

This can be found at the beginning of this report on page 7.

Investment Management

Surplus funds are pooled and invested in order to maximise income, whilst minimising risk for the charity.

Income and cash, gains and losses are distributed equitably across the charity funds. The income from investments amounted to £100,000 (£99,000 in 2015/16).

Throughout 2016/17 the Corporate Trustee invested the majority of its charitable funds through Cazenove Asset Management. During the year the Corporate Trustee put the Investment Management Contract out to Tender and awarded the new contract to Sarasin & Partners LLP. The transfer of investments took place during March 2017 and whilst the majority of funds were held with Sarasin & Partners at the year end, Cazenove Management still held a small portion of the investments.

At the year end, £573,173 – 22.8% (2016: £2,050,091 – 63.5%) was invested in equity based investments, £1,822,940 - 72.5% (2016: £1,039,568 - 32.4%) was invested in longer fixed interest bearing government and other securities and £118,160 - 4.7% (2015: £114,639 - 3.6%) was held as cash. This total sum invested decreased by £692,000 from 2015/16.

The charity does not own any investment properties.

The charity has an investment strategy that was drafted in March 2017. This will be approved in June 2017.

Policies

Expenditure policy

The charitable funds that the charity manages, and from which grants are made, are held as endowment funds (expendable or permanent), restricted funds and unrestricted funds (designated or nondesignated).

It is the Trustees' policy to ensure that all grants made from these funds are used in accordance with the purposes of the individual fund and The Royal Wolverhampton NHS Trust Charity's purposes and aims.

Individual funds' purposes include research, equipment, and patient and staff welfare.

The definitions of endowment, restricted and unrestricted funds are detailed below:

- Endowment funds funds where the capital must be held in perpetuity and only the income generated can be used for charitable purposes.
- Restricted funds fund received which have specific restrictions set by the donor.
- Unrestricted funds funds received which have no restrictions attached to their use.

All of the different types of funds have fund managers who facilitate local decision making and offer expertise in the particular area of the fund.

The fund managers have delegated powers and responsibility to authorise expenditure in line with the Trust's Authorised Limits Schedule contained with the Standing Financial Instructions (SFI's). The fund managers can make recommendations on how to spend the money within their designated area up to a level of £5,000 per transaction subject to any specific donor wishes. The deputy chief operating officers have delegated powers and responsibility to authorise transactions up to £10,000. For expenditure in excess of these limits they make recommendations to the chief executive and chief financial officer who have authority limits up to £50,000. Any transactions over this limit must go to the Trust Board for authorisation.

All of The Royal Wolverhampton NHS Trust Charity's restricted and unrestricted funds can be spent at any time. Grants from these funds are applied for by fund managers.

Reserves policy

The Corporate Trustee acknowledges that it is the donors' intention that their contributions be used as soon as possible to enhance the service provided by the Trust. Consequently, it is the policy of the charity that significant reserves are not held. The charity does not intend to increase fund balances unless this is as a result of significant donations or legacies. However, from time to time, balances are held in particular areas until sufficient funds have been donated to make specific purchases.

The trustee has established a reserves policy as part of their plans to provide long term support to the services provided by The Royal Wolverhampton NHS Trust. The trustee calculates the reserves as that part of the Charity's unrestricted income funds that is freely available, after taking account of the designated funds, which have been earmarked for specific service purposes, in accordance with the stated Charity Objectives.

The reserves currently stand at £90,000, and are calculated as follows:-Total unrestricted funds £1,919,000

Less designated funds (£1,829,000)

Total reserves £90.000

The trustees intend that designated funds are spent within a reasonable period of receipt and therefore, foresee a need only to maintain reserves sufficient to provide certainty of funding to cover the administrative, fundraising and governance costs of the charity in the short term. The Trustee aims to maintain free reserves in unrestricted funds at a level which equates to approximately a year of nondesignated, unrestricted charitable expenditure. The trustee considers that this level will provide sufficient funds in the short term, to cover costs in the event of unforeseen circumstances which prevented the operation of the charity in the longer term.

The trustee reviews the balance held in designated funds, in accordance with the provisions of the NHS Acts relating to charitable funds, to determine whether these funds are likely to be committed in the near future and the extent to which there is a continuing need identified for any particular designated fund(s). Any inactive funds are closed and transferred appropriately. As part of the review undertaken in year, the trustee has approved capital investment over two years, funded from designated funds, in the interests of public benefit. Additionally, within the level of designated funds held, the Trustee ensures that there are sufficient funds held to cover a fluctuation in the value of funds held in investments.

The policies specific to the charity reserves are as follows:-

- To maintain systems to forecast levels of expenditure and income to determine reserve requirements
- To ensure the level of reserves are secured
- To monitor and review the policy periodically to ensure it remains suitable for the Charity's need
- The Corporate Trustee has reviewed the reserves policy in the light of the Charity Commission's • published guidance CC19 – Charities' Reserves.

Further details

Principal professional advisers

Auditors - External

KPMG One Snowhill Birmingham B4 6GH

Auditors - Internal RSM St. Phillips Point Temple Row Birmingham B2 5AF

Bankers Cooperative Bank plc 1-2 Dudley Street Wolverhampton WV1 3EN

Investment Fund Managers 12 Moorgate London EC2R 6DA

Sarasin & Partners LLP Juxon House 100 St Pauls Church Yard London EC4M 8BU

Full accounts

This annual report comments on some of the features of the full accounts which are provided on the following pages for your information. Copies of the full accounts have been lodged with the Charity Commission and carry an unqualified audit report.

The text and accounts shown in this report were approved by the Trustees on 21 August 2017 and is signed on their behalf by the Chair.

Sue Rawlings -Chair of the Charitable Funds Committee

Solicitors Browne Jacobson 44 Castle Gate Nottingham NG1 7BJ

Cazenove Capital Management Ltd

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

The law applicable to charities in [England and Wales/Scotland/Northern Ireland] requires the trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under that law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charity [and the group] and of the incoming resources and application of resources of the charity [and the group] for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity [and the group] and enable them to ensure that the financial statements comply with the Charities Act 2011, the charity (Accounts and Reports) Regulations 2008 [and the provision of the trust deed]1. They are also responsible for safeguarding the assets of the charity [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed:

Sue Rawlings Chair of the Charitable Funds Committee Date: 21 August 2017

Independent auditor's report to the Trustees of The Royal Wolverhampton NHS **Trust Charity**

We have audited the group and charity financial statements (the 'financial statements') of The Royal Wolverhampton NHS Trust Charity for the year ended 31 March 2017. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the charity's trustees as a body, in accordance with both section 145 of the Charities Act 2011 (or its predecessors) and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed. Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities trustees are responsible for the preparation of financial statements which give a true and fair view. We have been appointed as auditor under section 145 of the Charities Act 2011 (or its predecessors) and section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report to you in accordance with the regulations made under those Acts. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.'

Scope of the audit of the financial statements A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate. Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charity's affairs as at 31 march 2017 and of the charity's incoming resources and application of resources for the year then ended:
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities Act 2011.

Matters on which we are required to report by exception We have nothing to report in respect of the following matters where the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if in our opinion: the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial

- statements; or
- the charity has not kept sufficient and proper accounting records; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

ABONM

Andrew Bostock, for and on behalf of KPMG LLP, Statutory Auditor **Chartered Accountants** One Snowhill Snow Hill Queensway Birmingham B4 6GH

Date: 28 September 2017

KPMG LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Charity Accounts 2016/17

Statement of Financial Activities for the year ended 31 March 2017

	Note	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	2016-17 Total Funds £000	2015-2016 Total Funds £000
Incoming resources						
Voluntary income:						
Donations and legacies	2	258	21	0	279	419
Other trading activities	2	63	19	0	82	86
Investments	11	77	23	0	100	99
Total incoming resources		398	63	0	461	604
Expenditure on: Raising funds Charitable activities	3 3	(52) (1,090)	(2) (325)	0	(54) (1,415)	(49) (826)
Total expenditure		(1,142)	(327)	0	(1,469)	(875)
	=					
Net gains/(losses) on investment		238	72	0	310	(180)
Net income/(expenditure)		(506)	(192)	0	(698)	(451)
Transfers between funds		0	0	0	0	0
Net movement in funds		(506)	(192)	0	(698)	(451)
Reconciliations of Funds						
Total Funds brought forward		2,425	655	82	3,162	3,613
Fund balances carried forward at 31 March 2017	-	1,919	463	82	2,464	3,162
	-					

Net incoming/(outgoing) resources before transfers Transfers

The notes on pages 39 to 45 form part of these financial statements.

All gains and losses recognised in the year are included in the Statement of Financial Activities

All results derive from continuing operations

There is no material difference between the profit or (loss) on ordinary activities before taxation and the retained profit or (loss) for the year stated above and their historical cost equivalents.

Balance Sheet as at 31 March 2017

	ι	Inrestricted	Restricted	Endowment	Total at 31	Total at 31
		Funds	Funds	Funds	March 2017	March 2016
	Note	£000	£000	£000	£000	£000
Fixed assets						
Investments	10	1,968	463	82	2,513	3,205
Total fixed assets		1,968	463	82	2,513	3,205
Current assets						
Debtors	12	17	0	0	17	8
Cash and cash equivalents	13	379	0	0	379	557
Total current assets		396	0	0	396	565
Creditors: Amounts falling due within one year	14	(445)	0	0	(445)	(608)
	_					
Net current assets/(liabilities)		(49)	0	0	(49)	(43)
	_					
Total assets less current liabilities		1,919	463	82	2,464	3,162
Creditors falling due after more than one year	_					
Total net assets or liabilities	=	1,919	463	82	2,464	3 <mark>,162</mark>
The funds of the Charity						
Endowment funds	15	0	0	82	82	82
Restricted income funds	15	0	463	0	463	655
Unrestricted income funds	15	1,919	0	0	1,919	2,425
	_					
Total Charity funds	=	1,919	463	82	2,464	3,162
The notes at pages 39 to 45 form part of these finan	cial statem	ents.				

Signed:

te

Sue Rawlings Chair of the Charitable Funds Committee Date: 21 August 2017

Annual Accounts 2016 - 2017

	2017	2016
	£000	£000
Net income/(expenditure) for 2016-17 (as per the Statement of Financia	al	
Activities)	(698)	(451)
Adjustments for:		
Depreciation charges	0	C
(Gains)/losses on investments	(310)	180
Dividends, interest and rents from investments	(100)	(99)
Loss/(profit) on the sale of fixed assets	0	Ċ
(Increase)/decrease in stocks	0	C
(Increase)/decrease in debtors	(9)	33
Increase/(decrease) in creditors	(163)	11
Increase/(decrease) in man fee	2	5
(Increase)/decrease in investment dep account	82	72
Net cash provided by (used in) operating activities	(1,196)	(249)

Cash Flow		Total funds 2016/17 £000	Total funds 2015/16 £000	
Cash flows from operating activities:				
Net cash provided by (used in) operating activities		(1,196)	(249)	
Cash flows from investing activities:	_	· · ·	<u>.</u>	
Dividends, interest and rents from investments	11	100	99	
Cash received from Investment Portfolio				
Proceeds from the sale of investments	10	2,790	590	
Purchase of investments	10	(1,872)	(662)	
Net cash provided by (used in) investing activities		1,018	27	
Change in cash and cash equivalents in the reporting period		(178)	(222)	
Cash and cash equivalents at the beginning of the reporting period	13	557	779	
Change in cash and cash equivalents due to exchange rate movements		0	0	
Cash and cash equivalents at the end of the reporting period		379	557	

NOTES TO THE FINANCIAL STATEMENTS

- 1 Accounting Policies
- 1.1 Basis of preparation

The financial statements have been prepared as a going concern and on a historical costs basis with the exception of investments which are included at market value.

The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued on 16 July 2014 Accepted Practice as it applies from 1 January 2015.

The principle accounting policies have been applied consistently throughout the year.

The trustees consider that there are no material uncertainties about The Royal Wolverhampton NHS Trust Charitys' ability to continue as a going concern. There are no material uncertainties affecting the current year's accounts.

Cash and cash equivalents: investments held in an instant access overnight account have always been shown within Cash at Bank and in Hand on the face of the balance sheet. An analysis of cash and cash equivalents is provided in note 13.

1.2 Incoming resources

All incoming resources are recognised once the charity has entitlement to the resources, it is probable (more likely than not) that the resources will be in the year but deferred and shown on the balance sheet as deferred income. Income must only be recognised in the accounts of a charity when all of the following criteria are met:

• Entitlement - control over the rights or other access to the economic benefit has passed to the charity.

· Probable - it is more likely than not that the economic benefits associated with the transaction or gift will flow to the charity.

• Measurement - the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably

b) Legacies

Legacies are accounted for as incoming resources either upon receipt or where the receipt of the legacy is probable. Receipt is probable when:

· Confirmation has been received from the representatives of the estate(s) that probate has been granted

• The executors have established that there are sufficient assets in the estate to pay the legacy and

• All conditions attached to the legacy have been fulfilled or are within the charity's control

If there is uncertainty as to the amount of the legacy and it cannot be reliably estimated then the legacy is shown as a contingent asset until all of the conditions for income recognition are met.

c) Incoming resources from endowment funds

The incoming resources received from the invested endowment fund are wholly restricted.

received and the monetary value of incoming resources can be measured with sufficient reliability. Where there are terms or conditions attached to incoming resources, particularly grants, then these terms or conditions must be met before the income is recognised as the entitlement condition will not be satisfied until that point. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised

Notes to the Financial Statements (continued) Notes to the Financial Statements (continued) Accounting Policies (continued) 2 Analysis of donations and legacies 1.3 Resources expended and irrecoverable VAT Unrestricted funds £000 All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to each category of Donations from individuals 137 expense shown in the Statement of Financial Activities. Expenditure is recognised when the following criteria are met: Corporate donations 113 Legacies There is a present legal or constructive obligation resulting from a past event 258 • It is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement Analysis of other trading activities Unrestricted . The amount of the obligation can be measured or estimated reliably. funds Fundraising through: £000 a) Cost of generating funds Community 14 The cost of generating funds are the costs associated with generating income for the funds held on trust and comprise of Investment Management Individuals fees Events 40 Corporate Grants pavable b) 63 Grants payable are payments, made to third parties (including NHS bodies) in the furtherance of the funds held on trust's charitable objectives. They are accounted for on an accruals basis where the conditions for their payment have been met or where a third party has a reasonable expectation that they will receive the grant. This includes grants paid to NHS bodies. Analysis of expenditure on raising funds 3 Irrecoverable VAT Unrestricted C) Irrecoverable VAT is charged against the category of resources expended for which it was incurred. funds £000 Fundraiser costs d) Allocation of support costs 33 Investment management 5 Support costs are those costs which do not relate directly to a single activity. These include some staff costs, costs of administration, internal and Other Q external audit costs and IT support. Support costs have been apportioned between fundraising costs and charitable activities on an appropriate basis. Support Costs The analysis of support costs and the basis of apportionment applied are shown in note 5. 52 Charitable activities e) Costs of charitable activities comprise all costs incurred in the pursuit of the objectives of the charity. These costs comprise of direct costs and an Analysis of charitable expenditure apportionment of overhead and support costs as shown in note 5 to the financial statements. G Fundraising costs f) The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable Purchase of new medical equipment activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent Patients welfare and amenities fundraising costs together with investment management fees. Fundraising costs include expenses for fundraising activities and a fee paid to a related Staff welfare and amenities party, The Royal Wolverhampton Hospital NHS Trust, the fee was agreed at the Charitable Funds Committee in March 2016 . The fee is used to pay Building alterations and maintenance the salaries and support costs of the hospital's fundraising office. Research _ 14

All grants are made to The Royal Wolverhampton NHS Trust and a scheme of delegation operates through which all grant funded activity is managed by 4 authorised managers responsible for the day to day disbursements on their projects, in accordance with the directions set out in standing orders and financial instructions. The Charity does not make grants to individuals.

Structure of funds

Where there is a legal restriction on the purpose to which a fund may be allocated, the fund is classified in the financial statements as a restricted fund. Funds where the capital is held to generate income for charitable purposes and cannot itself be spent are accounted for as endowment funds. Other funds are classified as unrestricted funds. The major funds held within these categories are disclosed in note 15 to the financial statements.

1.5 Fixed asset investments

- Fixed asset investments are shown at market value as at the balance sheet date.
- Property investments The Charity does not currently hold any property investments.
- Quoted stocks and shares are included in the balance sheet at mid-market price. ii)
- Other investment fixed assets are included at the Trustee's best estimate of market value. iii)

1.6 Realised 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 sales proceeds and opening market value (or date of purchase if later). 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).

1.7 Pooling Scheme

An official pooling scheme is operated for investments relating to all funds. The Scheme was registered with the Charity Commission on 24 June 1998.

1.8 Other Matters

The Charity is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in futherance of the charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

Annual Accounts 2016 - 2017

		2016-17	2015-16
Restricted	Endowment	Total	Total
funds	funds	funds	funds
£000	£000	£000	£000
2000	2000	145	138
3	Ő	116	148
10	Ő	18	133
21	0	279	419
		2016-17	2015-16
Restricted	Endowment	Total	Total
funds	funds	funds	funds
£000	£000	£000	£000
0	0	14	6
3	0	12	5
16	0	56	75
0	0	0	0
19	0	82	86
		2016-17	2015-16
Restricted	Endowment	Total	Total
funds	funds	funds	funds
£000	£000	£000	£000
0	0	33	34
2	0	7	5
0	0	9	1
0	0	5	9
2	0	54	49
		2016-17	2015-16
rant funded	Support	Total	Total
actvity	costs	funds	funds
£000	£000	£000	£000
700	0	700	341
331	31	362	247
147	14	161	124
160 32	0	160 32	36 78
	45	1,415	826
1,370	45	1,415	020

			~
Notes to the Financial Statements (continued)		Notes to the Financial Statements (continued)	
5 Allocation of support costs and overhea	ls		
Support and overhead costs are allocated b day to day management of a charity.	etween fundraising activities and charitable activities. Governance costs are those support costs which relate to the strategic and	10.2 Analysis of market value	
The bases of allocation used are as follows • Time: based on the allocation of time sper • Direct allocation: where a cost is wholly at			31 March 31 March 2017 2016
	the fund balance at the start of the year. This is used where the trustees consider this is a more equitable treatment to avoid value transactions. Raising Charitable 2016-17 2015-16	Investments listed on Stock Exchange Cash held as part of the investment portfolio	£000 £000 £482 3,090 31 115 2,513 3,205
Internal audit External audit Governance	Funds £000Activities £000Total £000Total £000Basis0222Expenditure0333Direct0555	Fixed asset investment by type	31 March 31 March 2017 2017 £000 %
Financial services Computer software & maintenance Other administration costs Total 6 Trustee's remuneration, benefits and exp		Equities Fixed Income Hedge Funds Property Other	573 22.8 1,438 57.2 64 2.5 233 9.3 87 3.5
website, and as such remuneration and exp	olverhampton NHS Trust is provided in The Royal Wolverhampton NHS Trust 2016-17 published Accounts available on the Trust enses with regards to the Charitable Funds Committee is not seperately identified.	Liquid Assets	<u>118</u> <u>4.7</u> 2,513 100
fee along with the Fundraiser's salary. The	ne). Costs for staff incurred by The Royal Wolverhampton NHS Trust are recharged to the Charity in the form of a management nanagement fee for the year amounted to £41,530 (2015-16 £37,000) and the Fundraiser's salary amounted to £32,600 (2015-16	The Trustee's consider the value of the investments to be supporte	d by their underlying assets.
£34,000). The Charity does not directly pay Analysis of staff costs recharged to The Ro	salaries national insurance or pension contributions (2015-16 £Nil).	11 Analysis of gross income from investments and cash on depo	sit
	2017 2016 £000 £000		31 March 31 March 2017 2016
Fundraisers salary Financial services	$ \begin{array}{c} 33 & 34 \\ \underline{42} & 37 \\ \hline 75 & 71 \\ \end{array} $	Investments listed on Stock Exchange Interest receivable	£000 £000 99 98 1 1
8 Transfers There were no transfers between funds dur	ng the year. (2015-16 £Nii).	-	<u>100</u> <u>99</u>
9 Auditors' remuneration		12 Debtors	
	cluding VAT (2015-16 £3,292 including VAT) related solely to the audit with no other additional work undertaken (2015-16 £Nil). Ity by the Corporate Trustee includes an amount for internal audit review.	Amounts falling due within one year:	31 March 31 March 2017 2016
10.1 Movement in fixed asset investments Market value at 1 April Less: Disposals at carrying value Add: Acquisitions at cost	31 March 31 March 2017 2016 £000 £000 3,205 3,390 (2,725) (590) 1,872 662	Tax reclaim on Gift Aid Prepayments and accrued income	£000 £000 0 1 17 7 17 8
Net movement Market value at 31 March	161 (257) 2,513 3,205 of investments at the year end and increase or decrease in the balance of cash held as part of the investment portfolio.	13 Cash and cash equivalents	31 March 31 March 2017 2016 £000 £000
Net novement is made up of the revaluation		Co-operative Bank Charity Accounts Cazenove Investment Income Account	359 539 20 18 379 557
		14 Creditors	

Amounts falling due within one year:

Trade creditors Accruals

Annual Accounts 2016 - 2017

31 March 2016 %

64.0 16.2 6.6 8.2 1.4 3.6

100

31 March	31 March
2017	2016
£000	£000
403	541
42	67
445	608

Notes to the Financial Statements (continued)

15 Analysis of charitable funds

15.1 Permanent endowment funds

	31 March	31 March
	2017	2016
	£000	£000
A General Purposes Fund	26	26
B W.H.Fowler Trust	14	14
C Nell Phoenix Fund	42	42
	82	82

Details of permanent endowment funds

	Name of permanent endowment	Description of the nature and purpose of each permanent endowment	
А	General Purposes Fund	to earn interest for for the general purposes of the RW Trust	
В	W.H.Fowler Trust	to earn interest for the benefit of the Maternity & Gynaecology Directorate	
С	Nell Phoenix Fund	to earn interest to provide musical entertainment for nursing staff	

15.2 Restricted funds

	31 March 2016 £000	Incoming resources £000	Resources expended £000	Transfers £000	Gains and losses £000	31 March 2017 £000
A Joan Jones	127	4	(51)	0	15	95
B Edith Mary Jeavons	129	3	(129)	0	1	4
C Nell Phoenix Fund	25	3	(1)	0	9	36
D Lindsay Clift Memorial Fund	0	0	0	0	0	0
E SimWard - Simulation Training	ng Centre 0	0	0	0	0	0
F Mabel Bond	19	0	(19)	0	2	2
G Cystic Fibrosis Funding	1	1	0	0	0	2
H Calabar - Wolverhampton VI	SION 2020 link 5	5	(7)	0	0	3
I Sheila Whiting Legacy	80	2	(29)	0	9	62
J Marjorie Ferguson Legacy	1	0	0	0	0	1
K Arts in Health Trust Fund	0	0	0	0	0	0
L CCH General Purpose - Leg	acies 20	11	(27)	0	3	7
M Rotary Dowding	180	6	(3)	0	23	206
N Millicent Jessica Dwight - Le	gacy 68	2	(61)	0	6	15
O Swan Fund	0	2	0	0	1	3
P Cancer Centre Fund	0	24	0	0	3	27
	655	63	(327)	0	72	463

Details of the restricted funds

_	Name of fund	Description of the nature and purpose of each fund
А	Joan Jones	to provide medical equipment to the Renal, Oncology, Vascular and Cardiac Units
В	Edith Mary Jeavons	to provide medical equipment to RW Trust
С	Nell Phoenix Fund	to provide musical entertainment for nursing staff
D	Lindsay Clift Memorial Fund	to promote patient safety by way of training or providing vital monitoring equipment
Е	Simulation Training Centre	to provide a state of the art training facility for medical staff
F	Mabel Bond	for the provision of heart equipment for patients that suffer with heart complaints
G	Cystic Fibrosis Funding	to support patients and their families who suffer with Cystic Fibrosis
Н	Calabar - Wolverhampton VISION 2020 link	to support staff training with links to other countries
I	Sheila Whiting Legacy	to support Rheumatology services at Cannock Hospital
J	Marjorie Ferguson Legacy	to support the services provided at the Rehabilitaion Day Unit at Cannock Hospital
κ	Arts in Health Trust Fund	to support delivery of the Trust's Arts In Health Programme
L	CCH General Purpose - Legacies	to support services at Cannock Hospital
Μ	Rotary Dowding	to support services at Cannock Hospital
Ν	Millicent Jessica Dwight Legacy	to provide equipment to RW Trust
0	Swan Fund	to support End of Life Care with in the Trust
Ρ	Cancer Centre Fund	to provide an excellent facility for Cancer Patients

Notes to the Financial Statements (continued)

- 15 Analysis of charitable funds (continued)
- 15.3 Unrestricted funds (designated and non-designated funds)

Unrestricted funds (designated and non-des	RESTATED					
	31 March	Incoming	Resources		Gains and	31 March
	2016	resources	expended	Transfers	losses	2017
Designated funds	£000	£000	£000	£000	£000	£000
A Anaesthetics	18	0	(2)	0	1	17
B Medical Directorate	274	69	(82)	0	38	299
C Haematology & Oncology	418	60	(148)	0	43	373
D Cardiac Services	186	33	(156)	0	11	74
E Renal Unit	108	16	(25)	0	13	112
F Obstetrics & Gynaecology	44	8	(5)	0	6	53
G Ophthalmology	396	13	(206)	0	31	234
H Orthopaedics	156	6	(39)	0	17	140
I Paediatrics	121	56	(79)	0	13	111
J Surgical Directorate	252	27	(125)	0	21	175
K Clinical Support	108	5	(109)	0	3	7
L Wolverhampton Medical Institute	60	1	(51)	0	1	11
M Other Smaller Funds	109	45	(41)	0	18	131
N Community Nursing	4	0	Ó	0	1	5
O Research Funds	55	28	(6)	0	10	87
	2,309	367	(1,074)	0	227	1,829
Non-designated funds						
P General Funds	116	31	(68)	0	11	90
	2,425	398	(1,142)	0	238	1,919
	,					

Opening Balances have been restated for A Anaesthetics and M Other Smaller Funds by £15k as there was an error last year. A creditor was allocated to A&E which is within group M instead of ICU which is in group A.

Trustees have exercised their discretion to set aside part of the unrestricted funds for designated purposes. The designation applied has taken account the wishes expressed by the donor when the funds were given. Designated funds remain unrestricted as Trustees can remove the designation at anytime.

	Name of fund	Description of the nature and
А	Anaesthetics	benefit of the Anaesthetics Dire
В	Medical Directorate	benefit of the Medical Directora
С	Haematology & Oncology	benefit of the Deanesly Centre
D	Cardiac Services	benefit of the Cardiothoracic Di
Е	Renal Unit	benefit of the Renal Unit
F	Obstetrics & Gynaecology	benefit of the Maternity & Gyna
G	Ophthalmology	benefit of the Ophthalmic Direc
Н	Orthopaedics	benefit of the Orthopaedic Dire
Ι	Paediatrics	benefit of the Paediatric Director
J	Surgical Directorate	benefit of the Surgical Directora
Κ	Clinical Support	benefit of Clinical Support Serv
L	Wolverhampton Medical Institute	benefit of the Wolverhampton N
		benefit of Accident & Emergeno
М	Other smaller funds	Training, Chaplaincy etc.
Ν	Community Nursing	benefit of the Community Nursi
0	Research Funds	to support Research projects at

Unrestricted funds - Non designated funds

Р	General Funds	benefit of New Cross Hospital

16 Related party transactions

During the year neither the Corporate Trustee nor members of the key management staff or parties related to it has undertaken any material transactions with or received any remuneration or expenses from The Royal Wolverhampton NHS Trust Charity.

As part of the normal course of business the Charity has made payments totalling £1,600,000 (2015-16 £943,363) to The Royal Wolverhampton NHS Trust as Corporate Trustee of the Charity. In 2016-17 an amount of £403,436 (2015-16 £541,013) was owing to the Trust at 31 March 2017.

The total income of the Corporate Trustee in the year ended 31 March 2017 amounted to £536,028,000 (2015-16 £509,405,000) and the adjusted retained surplus amounted to £8,542,000 (2015-16 £153,000).

17 Commitments

The Charity has commitments totalling £94,717 at 31 March 2017 (2015-16 £85,171) arising from requisitions placed for which the relevant goods and services have not been received. These commitments relate to unrestricted funds.

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and Cancer Services			
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aecology Directorate			
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ectorate			
orate			
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vices			
Medical Institute			
cy, Ambulatory Care, Ear Nose	and Throat, Theatr	es, Therapy Serv	vices, Nurse
ing Teams			
at the Trust			



