



Trustees' Annual Report and Accounts

1 April 2018 - 31 March 2019

CWPLUS Company limited by guarantee registered in England and Wales No.10410134

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Foreword

Welcome to our 2019 Annual Report and Accounts. Thanks to the generosity of our local communities, we have been able to support patients, families and staff at our hospitals and clinics, which you can read more about throughout this report.

With the benefit of the pledges we have secured from donors, we are delighted to have reached our £12.5 million Critical Care Campaign target, just two years after it launched. Construction for the expanded and redeveloped adult and neonatal intensive care units is well underway and, once completed, we will be able to treat 2,000 critically ill adults and babies every year.

Our Sun and Stars Appeal to transform the children's wards at West Middlesex University Hospital has also enjoyed tremendous success. We reached our £100,000 fundraising target and a new teenage space and children's playroom have already been created which our young patients are enjoying.

Our Care of Older People programme has expanded across both sites with new participation workshops and artists-in-residence helping to improve the experience and environment for our older patients. We have also expanded this programme to our younger patients at both hospital sites too.

We were joined by the Mayor of London, Sadiq Khan, to open our Reuben Maternity Centre, which has been created thanks to the generous support from the Reuben Foundation. It offers state-of-the-art facilities and an outstanding environment for mothers and babies.

Our grants programme continues to support exciting new projects throughout the hospitals. To celebrate the NHS 70th birthday, we also established a new Staff Education and Training fund which has been extremely popular with staff.

In close partnership with the Trust we are expanding our innovation programme, CW Innovation. We have developed new partnerships and exciting new initiatives and improvements are being implemented throughout the Trust. The programme aims to deliver operational excellence, and exceptional patient care and patient experience in a world-class clinical environment.

We have enjoyed a year of celebrations. In May 2018, we celebrated Chelsea and Westminster Hospital's 25th birthday, followed by the 70th anniversary of the NHS in July with a variety of events across both our hospital sites. We were delighted to welcome Stephen Fry to Chelsea and Westminster Hospital in September to mark the 30th birthday of the Kobler Clinic, which was the first HIV clinic in the UK.

2019 marks 300 years since the creation of Westminster Hospital, the first hospital in the world funded by charitable donations, which later became Chelsea and Westminster Hospital. We have celebrated this historic milestone with several events including our permanent heritage exhibition and a commemorative service at Westminster Abbey.

The NHS has faced a challenging year, including a continuing growth in demand and a difficult financial climate which we expect to remain for the foreseeable future. These factors have in turn had a direct impact on the demands placed on CW+.

We are extremely grateful for the continued support our communities have given to our patients over the past 300 years, which continues today.

About CW+

Our Vision

To be recognised as leaders in the delivery of innovation in patient care, patient experience and the hospital environment.

Our Mission

CW+ is the official charity of Chelsea and Westminster Hospital NHS Foundation Trust including its hospitals and clinics. Our generous supporters and partners enable us to:

- Build and enhance clinical facilities to create an outstanding healing environment for patients and staff
- Deliver a unique art and design programme to transform the experience and wellbeing of our patients
- Invest in health innovation to deliver exceptional patient care

Our work would not be possible without the wonderful generosity of our supporters, to whom we are immensely grateful.

Achievements, Performance and Impact

In March 2017 the Trustees agreed the charity's strategy for 2017-2020. The strategy sets out clear goals for delivery over three years. The Charity employs a balanced scorecard approach to ensure we consider all aspects necessary for its success.

This encompasses:

- The activities we need to excel at to deliver impact for our beneficiaries
- Ensuring we have sufficient resources to meet our aims
- The areas we need to develop or invest in to excel

This report sets out our goals under these headings and provides a commentary on achievements, performance and impact.



Delivering Impact for our Beneficiaries

There are three key areas of focus for our activities:

1. Fundraising and the Critical Care Campaign
2. Patient environment and experience
3. Grants and innovation

1. Fundraising and the Critical Care Campaign

The Charity aims to be the principal provider and coordinator of capital and revenue fundraising for the Trust. Our goal was to generate a minimum of £4m per annum in fundraised income at a 4:1 income to cost ratio.

The Charity has exceeded this target, having secured £6.068m in legacies and donations in the 12 months to 31 March 2019. Our fundraising expenditure including support costs incurred in raising these funds was £783,000. We are very pleased to report that the income was delivered at an income to cost ratio of 8:1.

A further £2m has been committed by way of pledges of financial support from donors which will be receivable over the next two years.

Central to our fundraising strategy since 2017 has been our £12.5m campaign to expand and redevelop the Intensive Care Unit (ICU) and Neonatal Intensive Care Unit (NICU) at Chelsea and Westminster Hospital (CWH) by 2020. Construction began in July 2018 and we are thrilled to have met our fundraising target after just two years. At 31 March 2019, £10.6m had been received with a further £1.8m in pledges.

We are delighted to have successfully reached our £100,000 fundraising target for our Sun and Stars Appeal at West Middlesex University Hospital. In order to add further enhancements to the transformed children's ward, it was decided to extend the appeal to £150,000, which we are confident we will reach by 31 March 2020. Work has already taken place on the ward to create a new teenage space and children's playroom, with the rest of the work due for completion in 2019.

We received a grant from the Heritage Lottery Fund to support our heritage programme of work throughout 2019 to commemorate the 300th anniversary of Westminster Hospital.

In 2018, the Trustees of St Stephen's AIDS Trust (SSAT) took the decision to wind up. It was agreed that any remaining assets and certain operations would be transferred to CW+. A total of £569,000 was transferred to CW+ in the year ending 31 March 2019.

We would like to extend our thanks to all those who have supported us throughout the past year, without whom none of our work would be possible. A few of these wonderful people are highlighted below.



2. Patient environment and experience

The Charity aims to be the leading evidence-based arts in health practitioner, combining digital, visual and performing arts with innovative design, to transform the patient environment and experience.

We were delighted to open the first phase of the new Reuben Maternity Centre in early May 2019. The transformed maternity wards now offer adaptable environments, with bespoke digital artwork, adjustable lighting levels and the ability to listen to personalised birthing playlists - both in delivery rooms and in the state-of-the-art operating theatres. The new centre includes birthing pools, a home-from-home environment with wooden finishes and calming colours. We commissioned renowned contemporary artist Adam Nathaniel Furman to produce a colourful mosaic for the centre's interior and exterior walls. Calming and welcoming artworks inspired by botanicals and nature have also been created by designer and printmaker Fanny Shorter.

We are continuing to undertake research projects and partnerships to support the designs for the new adult and neonatal intensive care units. These projects include monitoring air quality and sound of the existing units along with testing innovative art interventions to reduce neuropsychiatric conditions which often develop in patients who are treated in intensive care units. We are also designing a garden space as part of the new adult intensive care unit, based on extensive research which demonstrates the impact of the natural world in healthcare environments.

We worked in partnership with local video game company SEGA® to create a brand new, dedicated space for teenage patients at West Middlesex, as part of our Sun and Stars Appeal. We commissioned indoor play manufacturers Tiger Play to transform the play room for younger patients, which promotes traditional play and includes sensory equipment to support children with additional needs. We commissioned graphic artist Supermundane, also known as Rob Lowe, to design and create bespoke wall artwork, signage and colour schemes, which will be installed throughout the ward, creating a fun environment for children being treated in the hospital.

Thanks to a grant from the Heritage Lottery Fund, we were able to install a heritage exhibition at Chelsea and Westminster Hospital. This permanent exhibition showcases historical artefacts from the hospital's archive along with oral accounts from past staff and photographs of hospital life throughout the past 300 years. A timeline was also installed and a short history booklet produced.

Artist Anouk Mercier was commissioned, generously supported by the Tavolozza Foundation, to be our Drawer-in-Residence. She is using drawing as a tool to gather information and learn about hospital life.

Our Care of Older People programme has expanded with new artists and musicians-in-residence delivering participation workshops at both hospital sites. After three years working with this programme, Greg Windle has published his PhD thesis titled 'The Impact of Engagement with the Arts on the Health and Wellbeing of Hospital Inpatients with Dementia.' The thesis demonstrates that engagement with art can reduce isolation, increase quality of life, improves wellbeing and lowers anxiety. We were delighted to welcome James Sanderson, Director of Personalised Care at NHS England, to Chelsea and Westminster Hospital to learn more about our programme.



We installed a five-screen digital installation by renowned artist Isaac Julien CBE. *Stones Against Diamonds* features footage shot in the ice caves of Iceland and encourages a relaxing atmosphere, while showcasing cutting-edge technology within art and film.

We transformed the mental health assessment rooms in the Emergency Department to create safe and calming environments for patients.

Our digital artwork in the paediatric emergency department '*The Zoo*' was selected to be part of The Creative Review Annual 2018 - one of the most respected and trusted awards for the creative industry, celebrating the best creative work from the past year. '*The Zoo*' is now part of a research study which will analyse the impact the commission is making on patients.

Our Arts in Health programme was chosen to be part of a popular Japanese current affairs programme exploring the positive impact arts can have in healthcare environment.

We have continued our partnership with Chelsea Arts Club to create a permanent space to display two exhibitions of the club members' artwork throughout the year.

Our partnerships with cultural organisations has continued to support our Trust staff benefits programme, by providing discounted or complimentary tickets to events and performances, including at the Royal Opera House, Royal Albert Hall and the London Coliseum.

We have curated a book celebrating the last 25 years of our arts in health programme at Chelsea and Westminster Hospital. Published by Unicorn, the book includes chapters written by artists, supporters and hospital staff who were instrumental in establishing the programme in 1993.

The CW+ MediCinema continues to show the latest film releases, free of charge to patients and their loved ones. Our Silver Screenings on Mondays are dedicated to older patients and residents from the Royal Hospital Chelsea also attend these screenings.

We have enjoyed showcasing our work at various national and international conferences and events, sharing our learnings with the wider industry sector and forming new partnerships for future projects and collaborations.



3. Grants and innovation

The Charity met its strategic goal to continue to deliver a discretionary grants programme of at least £500,000 p.a aligned to Trust priorities. It targets the following areas:

- Promotion of innovation, transformation and new service development
- Support staff in the delivery of frontline patient care
- Fast-track awards to support patient care and experience up to £2,000 (Small Change Big Impact)
- Relevant education and development opportunities outside of mandatory training

Grants were awarded totalling £780k during the period. A breakdown of these is shown in note 3.1 to the accounts.

Innovation

Innovation remains a core CW+ theme. Highlights include:

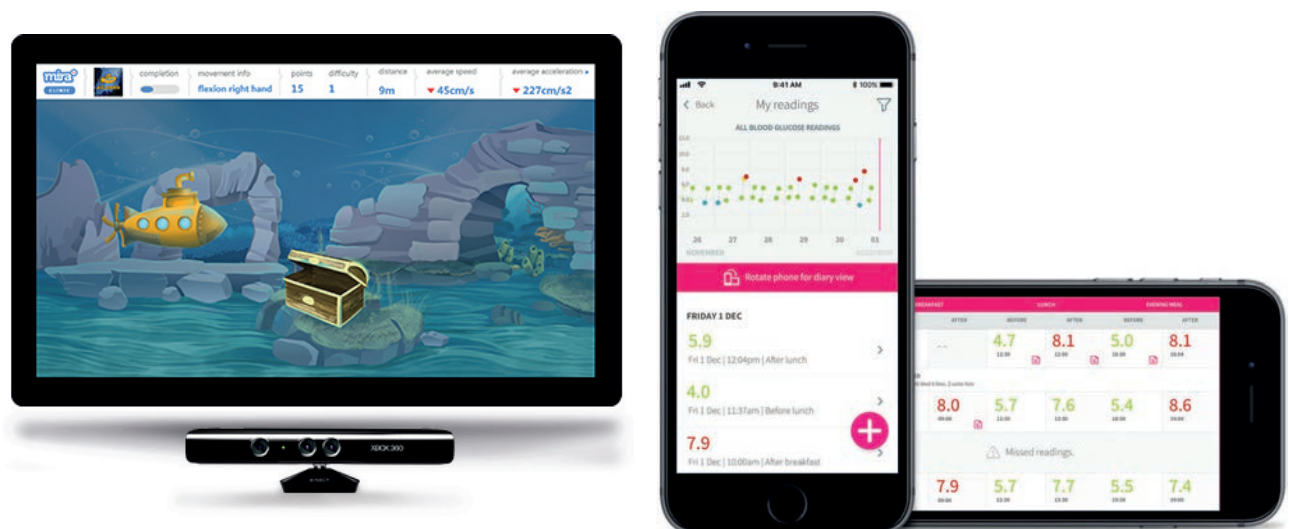
A third version of our Mum and Baby app was adopted by six hospitals in North West London. It was also awarded Highly Commended at the Building Better Healthcare awards in the Best Patient-Centred HealthCare App category. The app is scaled out across the NHS and an adaptation of the Mum and Baby app has also been launched in Poland.

We have funded a one-year cross-site deployment of the Sensyne Gestational Diabetes Mellitus digital solution supported by a dedicated midwife to run the service. This solution will allow the remote monitoring of gestational diabetes patients, decrease pressure on our antenatal clinic whilst targeting operational, patient experience and clinical benefits.

We funded a one-year project that will give the Trust access to 10 novel skin scanners. The devices are able to detect tissue damage and pressure ulcers up to nine days before they are visible.

We funded the creation of the Chelsea and Westminster Hand and Wrist Unit - Microsurgical Skills Training Laboratory. The project aims to build a surgical simulation space to improve the quality of microsurgical skills amongst trainees and hence improve the level of surgical care provided to patients.

We continued to be an active delivery partner in the Digital Health.London Accelerator (DH.LA) and collaborated on a number of projects with the Trust. For example, we funded the introduction of the MIRA Rehab system to paediatric physiotherapy. This system uses the motions of patients performing physiotherapy exercises to control computer games, thus improving compliance and increasing motivation for children doing their exercises.



Special programmes

We staged a hackathon with the Royal College of Art, engaging with postgraduate students to seek innovative solutions for issues in the hospital. One of the winning teams of students developed exciting new designs to renew the adult mental health rooms in the Emergency Department at West Middlesex funded by CW+.

We organised a special call for funding bids from therapists and staged a *Dragons' Den* style event with Suzanne Rastrick, Chief Allied Health Professions Officer at NHS England. The three shortlisted projects were all awarded funding:

- Promoting a healthy lifestyle in the therapies waiting room
- A new Foot and Ankle Tendinopathy Clinic
- STEPS (Stepping To Enhance Patients Success) - a project that uses pedometers to help mobilise stroke patients.

We organised our second Nurse, Midwife and Allied Health Professional Funding Call and awarded funding to the following finalists:

- Bedside resuscitation trolley for pre-term babies
- Sensory equipment for children with additional needs
- A trial of 'Bento boxes' for patients with dementia
- Animation video to improve patient flow in the Emergency Department
- Animation video to answer the common questions that patients have when they are seen in Radiology
- Creation of videos to help with chronic pain management

Staff retention and recruitment

We continue to focus on awards that value and support the Trust staff and volunteers. We have provided significant funding to support the Trust volunteer programmes including a volunteer coordinator and volunteer recognition awards.

We launched a new Staff Education and Development Fund. In 2018-19. We awarded 48 applications, at a total amount of £35,966.

We also fund the Trust's monthly Proud Awards and annual staff awards ceremony to recognise their fantastic achievements.

Other grant making

Our grants programme is available to all staff delivering care across the Trust. Other key areas of support include:

Funding several grant applications to support older patients, which includes a service lead to focus on frailty and fall prevention, ward-based creativity and participation workshops, and a programme of enhanced care and patient engagement. This work dovetails with our Care of Older People programme described earlier.

We have awarded funding to acquire reclining chairs for day surgery patients who have recovered from anaesthetic, improving their overall experience on the unit.



We funded the vCreate neonatal secure parental video update service at the Trust. This software allows nurses to film updates of babies in neonatal intensive care and share the videos with the parents who are unable to be with them.

We funded one year of the Trust's coordinator for domestic abuse. This will not only support patients who are victims of domestic violence but will also support staff.

We have funded one year of paediatric participation activities at West Middlesex to enhance the patient and family experience.

Small grants

In 2018-19, we spent a total of £48,677 on 66 Small Change Big Impact projects for ward enhancements, recreational projects, non-essential equipment and much more including:

- Dysphagia Game – an educational board game for frontline care staff looking after patients with swallowing difficulties, used in training for nurses and healthcare assistants.
- Equipment to use at ICU for patient rehab. The equipment includes games, tablets and physio equipment, allowing therapists to improve rehabilitation and offer stimulation to patients.
- Medical cameras for the Burns Unit to capture changes in scars following intervention.
- Height adjustable table which allows disabled patients to be assessed in a stress free environment and respects the needs of wheelchair users.

Research

Joint Research Committee

£108,000 was granted to the Joint Research Committee to support medical research activity at the Trust through funding fellowships, PhD studentships and other small grants.

Magill Academic Fund

The Magill Academic fund was used to finance research into extracellular microvesicles as a new target in organ injuries in critical care by Professor Masao Takata.

Immunotherapy Lab

In June 2015 the Trustees approved the recommendation to make a £500,000 grant for a new Immunotherapy Lab. However, due to slow progress, plans for the location of the lab falling through, the subsequent closure of St Stephen's AIDS Trust, and Imperial College no longer committing to the project, the Trustees decided to withdraw the remaining funding and write back the grant commitment in March 2019.

Special funds

Outside specific appeals and projects, CW+ holds special purpose funds to support a range of activities across the Trust. These are detailed in notes 10.2 and 10.4. CW+ made awards of £367,833 from these funds in the year. These support a wide range of activities, including staff welfare, patients' welfare, medical equipment, education and training. Fund advisers, who are hospital specialists in the relevant fields, advise CW+ on best use of the funds.



Ensuring we have resources to meet our aims

Our goal is to have maintained our asset base represented by our long-term capital fund to support CW+ programmes and workforce.

The financial strategy and investment policy (page 23) continue to deliver a sound asset base to generate the resources to enable the delivery of our key strategic workstreams:

- An excellent and productive fundraising team
- Delivery of a unique art and design programme to transform the experience and well-being of our patients
- £500,000 per annum to invest in grants and innovation to deliver exceptional patient care

Development and investment

New Constitution and governance

Key to our success is the goal to develop and embed new governance procedures for CW+ in our partnership with the Trust. Since 1st January, 2017, when CW+ became a newly constituted charity, independent from the Department of Health, our constitution, Trustee Board representation and positioning as the official charity for the Trust has helped us to highly successfully coordinate our objectives, outputs and communications in true partnership with the Trust.

Investment in staff and development of fundraising capability

The Charity established an active and successful Development Committee, Art and Design Committee and Innovation Advisory Board, and have continued to secure six-figure gifts this year. We have developed a strong fundraising team to take forward and develop an expanded and diversified portfolio.

During the year we have invested in new staff members to deliver our fundraising and patient environment and experience programmes. A Fundraising Assistant was appointed to support with local community fundraising activities. A Design Manager was appointed to lead on the wayfinding and design standards projects.

Extending our activities to West Middlesex University Hospital (WMUH)

Following the hospitals' merger, we extended our activity to WMUH. We have installed CW+ collateral throughout the hospital and established a focused CW+ Manager. We are transforming the children's wards thanks to our Sun and Stars Appeal. To support our older patients, we are running weekly participation workshops and have transformed the environment on multiple wards. We are working with staff on innovation projects and have awarded multiple grants to fund staff ideas, such as the pressure ulcer skin scanners mentioned earlier.

The Year Ahead

Fundraising

- With the support of the Development Board, Art and Design Committee and CW Innovation Advisory Group, we will identify prospects to secure gifts totalling £2.5m to support our Innovation and Arts in Health programmes.
- We will increase membership to the Henry Hoare Circle by offering multi-year projects for donors to support with £100k+ gifts.
- We will work with the Trust to identify the next capital appeal/substantial projects requiring over £500k of support.
- We will build on the corporate and community connections made in 2018/19 to extend the Sun and Stars Appeal, raising a further £50,000.
- We will install a donor wall and plan the creation of a community hub at West Middlesex, designed to increase our presence in the hospital community, building a network of supporters and securing more regular donors.

Grants and innovation

- We will continue to deliver a discretionary funding programme of at least £500,000 per year to support healthcare delivery in both hospitals.
- We will work in partnership with the Trust to launch CW Innovation, taking the lead role in resourcing and external relationships. We will deliver a major programme launch event in September. We will develop an Advisory Board and build a network of support for the programme.
- We will develop a standardised impact capture and measurement methodology to be applied to all charitable activity.

Arts, environment and patient experience

- We will continue to bring original artwork, innovative arts programming and excellent design into our hospitals, transforming the experience and environment for patients, their families and the staff who care for them.
- Building on the success of our Care of Older People programme we will be extending the participatory offer to all inpatients under the umbrella of 'Arts for All'. As part of this initiative we will be creating the 'CW+ studio' located in the atrium at Chelsea and Westminster Hospital.

- We will commission 4 major residencies with established artists and 12 commissions with emerging artists, of whom a third will be students from the Royal College of Art.
- We continue to work with our partners Arup Associates, Goldsmiths University of London, The Hamlyn Centre, Heriot-Watt University, Imperial Health/Sonitus Systems and UCL Bartlett Faculty - all specialists in health, technology and environmental design, to address the environmental factors which create the optimum healing environment.
- We plan to create a new indoor garden and renovate the existing outdoor garden at Chelsea and Westminster Hospital.
- We will be extending our Relax Digital project to work with immersive and virtual reality. The use of robots in the form of companion pets will be piloted.



Financial Review

Total income for year ended 31 March 2019 at £6.6m represented a pro rata increase of circa 5.5% on the previous period (on a like for like basis). £4.7m was received for the Critical Care Campaign which helped lift the total of CW+ donations and legacies to £6.1m. In the previous period we exceptionally received £899,000 in assets transferred with the merger of the West Middlesex University Hospital Charitable fund on 1 January 2017.

Investment income for the year ended 31 March 2019 was £326,000 (fifteen months to 31 March 2018: £729,000). Net gains on investment assets amounted to £993,000 (fifteen months to 31 March 2018: £2.475m).

Fundraising costs were £783,000 for the year ended 31 March 2019 (fifteen months ended 31 March 2018: £885,000).

Charitable activities are split between our grants programmes and our Patient Experience and Environment programmes. In the year ended 31 March 2019 expenditure on grants payable was £982,000, (fifteen months ended 31 March 2018: £2.426m) and Patient Experience and Environment was £6.706m (£836,000 in 2018). Patient Experience and Environment expenditure included £5.601m towards the works on the Critical Care project.

Support costs, including governance, for the year ended 31 March 2019 at £604,000 (fifteen months ended 31 March 2018: £671,000, showed a pro rata increase of circa 11% on the previous period. The costs were necessary in order to sustain the increased level of charitable activity and still represent under 10% of income. These costs are apportioned against the area of activity to which they related and are therefore included in the figures quoted above. CW+ continues to be satisfied that such costs are being appropriately controlled.

Total charity funds fell from £45.679m at 1 April 2018 to £44.675m at 31 March 2019. £7.205m (2018: £8.027m) is held in restricted funds. This includes funds held for the Critical Care Campaign.

After designations, Free Reserves stood at £438,000 at 31 March 2019 (31 March 2018: £168,000). This includes £18,000 remaining from general reserves transferred from the West Middlesex University Hospital Charitable Fund.

Policies and Procedures

Fundraising Policy

Our approach to fundraising rests on positive supporter engagement in order for us to attract, steward and maintain support, whilst respecting the wishes of our donors. To help us achieve this, we store and segment supporter information using the Harlequin Customer Relationship Management database.

The Charity is registered with the Fundraising Regulator and contributes to the Fundraising Regulator levy on fundraising charities. We adhere to the Fundraising Regulator's Code of Practice and to Charity Commission guidelines. Trustees are aware of the Commission's six fundraising principles and ensure adherence by charity staff:

1. Effective planning
2. Supervision of fundraisers
3. Protection of charity reputation
4. Money and other assets
5. Ensuring compliance with laws and regulations
6. Following recognised standards; openness and accountability

Trustees and staff are aware of the need to protect the public, and especially vulnerable people, hence no cold call, telephone or street fundraising is carried out, and no inducements are made to staff or volunteers. No professional fundraisers or commercial participators carried out any fundraising activities on behalf of the Charity.

Failures to comply with Fundraising Standards will be reported to the Fundraising Regulator if they occur, as will complaints, for which there is guidance for the public on our website and an internal process to follow if received. There have been no complaints nor any recorded failures to comply with fundraising standards in the last financial year or since the Fundraising Regulator was introduced. Detailed preparations are being made to ensure the charity's compliance with the General Data Protection Regulation (GDPR) being introduced in May, particularly with regard to the use of personal data for fundraising purposes.

Our privacy policy covers how we use our donors' data and provides opportunities for all donors to opt out of contact with us or make a complaint at any point. We provide website links to our privacy policy on fundraising materials including: our general charity leaflet, ward donation forms and electronic newsletters which are sent using MailChimp®.

Risk Management Policy

In order to meet their obligations for risk management in relation to the Charity, the Trustees have adopted a framework under which they identify and monitor risks. The Charity carries out a formal risk assessment resulting in the preparation of a detailed risk map. The procedures entail the following:

- Development of a clear link between the Trustees' business plan, objects of the Charity and the identification of risks
- Preparation of an impact analysis once risks are identified
- Quarterly review of existing and proposed business activities to ensure that new risks are identified and that existing documented risks are revised or removed if no longer appropriate.

Using this process, the Trustees have carefully examined the major strategic and operational risks which the Charity faces.

There are as follows:

- The principal risk is maintaining and protecting the value in real terms of its long-term capital funds. There are calls on long term capital to provide for the current needs of the hospital. The Trustees need to carefully balance these needs with the needs of future generations. This risk is managed by developing a clear long-term investment policy with the advice of expert investment consultants with regular monitoring through the Finance and Investment Committee which meets quarterly.
- The Charity has made excellent progress with its £12.5m Critical Care Campaign. This is the largest appeal the Charity has undertaken and a major initiative for both the Trust and the Charity. The Trustees have significant pledges in the pipeline which would achieve the campaign target. The Charity executive team are working with the Trust to ensure the project delivery remains on track.

Grants and Distribution Policy

Grant applications and other awards are considered at the Grants Committee (formerly Performance and Impact Committee) and recommendations made to the Board of Trustees. The Trustees have agreed to proactively focus on the initiatives described in this report. These are in the long-term interests of the hospital's beneficiaries - patients.

Reserves Policy

The Charity normally plans the distribution or designation of all its free reserves through its charitable activities. It therefore does not plan the long-term retention of undesignated free reserves. Free reserves stand at £438,000 at 31 March 2019 (31 March 2018: £168,000).

Funds

Unrestricted funds

The Charity holds £37.470m in unrestricted funds. It has designated the majority of these for different purposes. The breakdown and projected timescales for application of these funds is shown in notes 10.3 to the accounts.

Designated Funds:

- Long Term Capital

The Long-Term Capital Fund has been established over many years to provide for both current and future needs of the patients and communities served by the Trust and the Charity. The £32.804m Long Term Capital Fund is invested to provide stability and liquidity for the Charity's activities in the long-term.

- Arts: Assets

This £2.901 million fund represents the art on display in and around the Trust. It is not readily realisable and therefore does not constitute free reserves.

- Arts: Projects Reserve

This represents assets held for resale.

- Other designated funds

The Charity holds 100 funds totalling £1.311m which are designated to support activity at different parts of the Trust. A full list of the funds is available on request from the Charity.

Restricted Funds

Restricted funds are reserved for specific purposes. Details of the funds are shown in note 10.2.

Investment Performance

The return in the portfolio for the year ended 31 March 2019 was 3.9% versus a policy benchmark of 6.7%. The five year annualised return to 31 March 2019 of the total portfolio was 7.0% versus a benchmark of 6.8% (a target of 4.5% plus inflation). This represented outperformance of 0.2% per annum.

Investment Policy

Our Long Term Capital Fund delivers the resources to enable the Charity to considerably increase its impact and fundraising capacity. This allows voluntary income to be delivered directly to support our charitable priorities in art and design, research and clinical innovations. The Charity invests its Long Term Capital Fund in accordance with its Investment Policy Statement ('IPS'). This is summarised below.

The financial objectives of the overall portfolio are to:

- Preserve and enhance the real (inflation-adjusted) purchasing power of the portfolio, and
- Provide a stream of relatively predictable, stable and constant earnings in support of annual budgetary needs.

The long-term investment objectives of the portfolio are to:

- Preserve real value. The portfolio is targeted to achieve an average annual real total return (net of investment management and consultancy fees) in excess of the annual spending rate. A real return performance target of 4.5%p.a. has been identified over the long-term (defined as a period of 20+ years).

- The portfolio should attempt to achieve these objectives within acceptable risk. Over the long term, it is expected that portfolio risk (volatility), as measured by the standard deviation of annual returns, will be in the range of 10-13%.

Spending Policy

The Charity will target a spending rate of 3.0% of long term capital. To preserve the portfolio's long term value, the target spend rate is smoothed over a 3-year period to ensure that spending volatility is managed within an acceptable range. The Trustees have discretion to increase this spending rate in any one year. 4.5% has been allocated to spending in 2018-2019 to allow the Charity to sustain its fundraising capacity for the future.

Structure, Governance and Management

Objects

The objects of the Charity are set out in its governing document, the Articles of Association of the company dated 4 October 2016. The objects of the Charity are for any charitable purposes relating to the general or specific purpose or purposes of the Trust or the purposes of the health service (as described in Section 1 of the NHS Act 2006 or any statutory modification of that section).

The Trustees also held other charitable funds on trust for specific purposes connected with the Trust and the wider NHS, a number of which are registered with the Charity Commission as part of the Trustees' group.

Governance

The Charity has an independent Board (currently nine Trustees). The Chairman is elected annually by the Trustees. The Trustees are appointed by a Nominations Committee established under its Articles of Association. Trustees can be reappointed for a second four-year term. The Trustees shall normally consist of the following:

- (a) At least seven but not more than thirteen natural persons who are over the age of 18;
- (b) All of whom must be Members, support the Objects and have signed a written declaration of willingness to act as a charity Trustee of the Charity;
- (c) A minority of whom (being one-half of the total number of Trustees at any time excluding the Chairman) shall be appointed from Trust candidates; and
- (d) A majority of whom (being one-half of the total number of Trustees at any time, plus one) shall be independent of the Trust.

The Trust shall identify candidates to constitute one half of the Trustees (not counting the Chairman) at any time. The Trust shall give details of its proposed candidates for Trusteeship to the Nominations Committee, and such candidates shall then (if, after review, they are recommended for appointment by the Nominations Committee) be appointed as Trustees by the Trustees. If the Nominations Committee declines to recommend a candidate of the Trust as Trustee, the Trust shall propose further candidates until the post is filled.

Apart from candidates proposed by the Trust, all other Trustees shall be appointed by the Trustees via the operation of a Nominations Committee. The Nominations Committee will review potential candidates against the Trustees' criteria and make recommendations for appointment, subject always to the Trustees' final approval.

The Chairman must be appointed by the Trustees from the independent Trustees.

New Trustees receive an induction pack and have a series of induction meetings. All Trustees are updated on current issues and are invited to attend relevant seminars and conferences. In addition to attending quarterly meetings of the Board of Trustees, each Trustee is a member of at least one of these Committees:

- Art and Design Committee
- Finance and Investment Committee
- Grants Committee

The Committees meet at least four times a year and make decisions under delegated authority and make recommendations to the Board of Trustees. Each Committee must include at least two Trustees. The minutes of the Committees are formally recorded and submitted to the Board of Trustees.

Pay and Remuneration Arrangements

The Board of Trustees has specific responsibility for remuneration matters. It will agree final recommendations on annual increases to the salary budget at its March meetings through the budget-setting process for the forthcoming financial year.

The Chief Executive and Senior Management Team will make recommendations on starting salaries for new staff, and will make recommendations on increases and performance-related bonuses for existing staff subject to approval of the budget by the Board. The Board of Trustees will agree remuneration matters for the CEO.

The Charity has a flexible salary structure. Each individual's remuneration will be fair and appropriate with reference to prevailing market rates for similar roles and responsibilities. There are no salary scales or set incremental rises.

There will be an annual review of salaries each year. The annual review will not guarantee an increase in salary. The review will take into consideration changes in the cost of living and prevailing market rates for comparable work and performance in the year under review.

Management

Day-to-day operations of the Charity are managed by the Chief Executive, who reports to the Board of Trustees. The heads of the Charity's functional departments all report to the Chief Executive. These individuals form the Senior Management Team.

Related Parties

None of the Trustees receive remuneration or any other benefit from their work with the Charity. Any connection between a Trustee or senior management of the Charity with providers of services to the Charity must be disclosed to the full Board of Trustees. There were no such connections reported in the period ended 31 March 2019.

Volunteers

The Trustees would like to pay tribute to the role of volunteers who have played a key role in delivering our art and design programme. We would also like to thank our committee and advisory panel members who volunteer their time to provide the Charity with valuable advice, guidance and fundraising support.

Reference and Administrative Details

Name

The official name of the Charity is CWPLUS. CW+, Chelsea and Westminster Health Charity and CWHC are also working names on the Charity Commission's register.

Registered Office

4 Verney House, 1B Hollywood Road, London SW10 9HS

Members of the Board of Trustees

Tony Bourne, Chairman

Paul Best

Jonathan Callaway

Sarah Waller CBE

Edwin Wulfsohn

Nicholas Gash *

Zoe Penn *

Elizabeth Shanahan *

Lesley Watts *

*Trustees appointed from candidates proposed by the Trust.

Chief Executive

Chris Chaney

Senior Management Team

Trystan Hawkins, Director of Patient Environment

Kerry Huntington, Fundraising Director

James Varley, Finance Director

Sarah Holland, Head of Communications

Bankers

CAF Bank Limited, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ

Auditors

Kingston Smith LLP, Devonshire House, 60 Goswell Road, London EC1M 7AD

Solicitors

Withers LLP, 16 Old Bailey, London EC4M 7EG

RadcliffesLeBrasseur, 5 Great College Street, Westminster, London SW1P 3SJ

Investment Consultants

Cambridge Associates Limited, 80 Victoria Street, Cardinal Place, London SW1E 5JL

Signed on behalf of the Trustees on

Anthony Bourne, Chairman



Date 8 July 2019

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial period that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements
- State whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The Trustees' Annual Report is approved by the Trustees of the Charity.

Signed on behalf of the Trustees on

Anthony Bourne, Chairman



Date 8 July 2019

Independent Auditor's Report to the Members of CWPLUS

Opinion

We have audited the financial statements of CWPLUS ('the company') for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The Trustees were not entitled to take advantage of the small companies exemption from preparing a Strategic Report

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 28, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees

- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kingston Smith LLP

Luke Holt (Senior Statutory Auditor)
for and on behalf of Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road, London EC1M 7AD

Date: *06/08/19*

Statement of financial activities for the Year ended 31 March 2019

	Note	Year ending 31 March 2019				15 months ending 31 March 2018			
		Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
Income and endowments from:									
Donations and legacies	2.1	502	5,566	-	6,068	586	6,636	-	7,222
Funds transferred from West Middlesex University Hospital Charitable Fund		-	-	-	-	608	291	-	899
Charitable activities	2.2	120	12	-	132	79	1	-	80
Trading activities	2.3	38	-	-	38	1	-	-	1
Investment income	7.3	326	-	-	326	729	-	-	729
Total income and endowments		986	5,578	-	6,564	2,003	6,928	-	8,931
Expenditure on:									
Raising funds									
Fundraising		775	8	-	783	877	8	-	885
Investment management costs		90	-	-	90	128	-	-	128
Charitable activities									
Grants payable	3.1	651	331	-	982	2,236	190	-	2,426
Patient Experience and Environment	3.1	691	6,015	-	6,706	692	144	-	836
Total expenditure	4	2,207	6,354	-	8,561	3,933	342	-	4,275
Net (expenditure)/ income before net gains on investment assets		(1,221)	(776)	-	(1,997)	(1,930)	6,586	-	4,656
Net gains on investment assets	7.1	993	-	-	993	2,475	-	-	2,475
Net income/(expenditure)		(228)	(776)	-	(1,004)	545	6,586	-	7,131
Transfers between funds	10	46	(46)	-	-	(53)	154	(101)	-
Net movement in funds		(182)	(822)	-	(1,004)	492	6,740	(101)	7,131
Reconciliation of funds									
Total funds brought forward at 1 April 2018		37,652	8,027	-	45,679	37,160	1,287	101	38,548
Total funds carried forward at 31 March 2019		37,470	7,205	-	44,675	37,652	8,027	-	45,679

The notes at pages 36 to 51 form part of these accounts. All activities derive from continuing operations.

Balance sheet as at 31 March 2019

	Note	Unrestricted funds	Restricted funds	Endowment funds	Total	Unrestricted funds	Restricted funds	Endowment funds	Total
					31 March 2019				31 March 2018
		£000	£000	£000	£000	£000	£000	£000	£000
Fixed assets									
Intangible assets	5	153	-	-	153	156	-	-	156
Tangible assets	6	2,765	-	-	2,765	2,758	-	-	2,758
Investments	7.2	34,828	7,439	-	42,267	35,697	7,964	-	43,661
Total fixed assets		37,746	7,439	-	45,185	38,611	7,964	-	46,575
Current assets									
Stock: Donated artworks held for resale		16	-	-	16	16	-	-	16
Debtors	8	87	-	-	87	434	44	-	478
Cash at bank and in hand		625	-	-	625	101	299	-	400
Total current assets		728	-	-	728	551	343	-	894
Liabilities									
Creditors: Amounts falling due within one year	9	(916)	(176)	-	(1,092)	(1,361)	(177)	-	(1,538)
Net current assets (liabilities)		(188)	(176)	-	(364)	(810)	166	-	(644)
Creditors: Amounts falling due within more than one year	9.2	(88)	(58)	-	(146)	(149)	(103)	-	(252)
Total net assets		37,470	7,205	-	44,675	37,652	8,027	-	45,679
Funds of the Charity									
Endowment funds	10.1	-	-	-	-	-	-	-	-
Restricted funds	10.2	-	7,205	-	7,205	-	8,027	-	8,027
Unrestricted funds									
Designated funds		37,050	-	-	37,050	37,544	-	-	37,544
General		420	-	-	420	108	-	-	108
Total unrestricted funds	10.3	37,470	7,205	-	44,675	37,652	8,027	-	45,679
Total Charity funds		37,470	7,205	-	44,675	37,652	8,027	-	45,679

Signed: Anthony Bourne
Chairman



Date: 8 July 2019

The notes at pages 36 to 51 form part of these accounts. All activities derive from continuing operations.

Company registration number 10410134

Statement of cash flows 31 March 2019

	Year ending 31 March 2019	15 months ending 31 March 2018
	Total Funds £000	Total Funds £000
Cash flows from operating activities:		
Net cash generated from operating activities (i)	(2,475)	3,600
Cash flows from investing activities:		
Dividends, interest and rents from investments	326	729
Purchase of fixed assets: fixtures, fittings and equipment	(13)	-
Proceeds from the sale of investments	5,759	4,395
Purchase of investments	(3,372)	(9,241)
Net cash inflows from investing activities:	2,700	(4,117)
Change in cash and cash equivalents in the reporting period	225	(517)
Cash and cash equivalents at the beginning of the reporting period (ii)	400	917
Change in cash and cash equivalents in the reporting period	225	(517)
Cash and cash equivalents at the end of the reporting period (ii)	625	400
(i) Net (expenditure)/ income for the reporting period (as per the statement of financial activities)	(1,004)	7,131
Adjustments for:		
Depreciation and amortisation charges	9	7
Gains on investments	(993)	(2,475)
Dividends interest and rents from investments	(326)	(729)
Decrease/(Increase) in debtors	391	(66)
Decrease in creditors	(552)	(268)
Net cash used/provided by operating activities	(2,475)	3,600
(ii) Analysis of cash and cash equivalents		
Cash in hand	625	400
Total cash and cash equivalents	625	400

Notes to the accounts

1 Accounting policies

1.1 Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments and some tangible and intangible assets, being measured at fair value through income and expenditure within the Statement of Financial Activities. The accounting period is the year ended 31 March 2019 whereas prior year comparatives are for a 15 month period ended 31 March 2018.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest one thousand pounds.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

1.2 Income

All income is included in full in the Statement of Financial Activities as soon as the following three factors can be met:

- entitlement - arises when a particular resource is receivable or the Charity's right becomes legally enforceable;
- probability - when it is probable that the income will be received; and
- measurement - when the monetary value of the income can be measured with sufficient reliability.

Legacies

Legacies are accounted for as income once the receipt of the legacy becomes measurable, receipt is probable and the charity has entitlement to income.

Donated goods for resale

Donated goods for resale are recognised on receipt.

Endowment funds

The Charity no longer has endowment funds, but in the previous period income received from permanent endowment funds are treated as restricted income.

1.3 Expenditure

The financial statements are prepared in accordance with the accruals concept. All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. Costs are inclusive of irrecoverable VAT.

Expenditure on raising funds

The cost of raising funds are the costs associated with generating income for the Charity's funds. This will include the costs associated with investment actions.

Charitable activities

Grants payable are payments, made to third parties in the furtherance of the charitable objectives. They are accounted for on an accruals basis where the conditions for their payment have been met or where the grants have been communicated to the recipient and the third party has a reasonable expectation that they will receive the grant. This includes grants paid to NHS bodies.

Operating lease costs

Rentals under operating leases are charged on a straight-line basis over the term of the lease.

Notes to the accounts (continued)

Pension costs

The amount charged to the Statement of Financial Activities in respect of pension costs to the defined contribution schemes is the total of the contributions payable in the year.

1.4 Structure of funds

The Charity's funds are classified under unrestricted funds (including designated funds), restricted funds and endowment funds. The major funds held within these categories are disclosed in note 10.

Unrestricted funds and the designated funds

Unrestricted funds earmarked by the Trustees for particular purposes in the future are classified as designated funds.

Restricted funds

Where there is a legal restriction on the purpose to which a fund may be put, the fund is classified in the accounts as a restricted fund.

Endowment funds

Funds where the capital is held to generate income for charitable purposes and cannot itself be spent, are accounted for as endowment funds. CW+ held endowment funds in the previous period, but these are no longer held.

1.5 Fixed assets

Intangible and tangible arts assets are held as functional assets to provide a service to its beneficiaries. The works of art, selected for display, are all sited in public areas where they can be enjoyed by the patients, visitors, staff and the general public.

No depreciation is charged as the residual value of arts assets is considered to be comparable with the book value and therefore any depreciation charge to the assets is considered to be immaterial.

Computer software and fixtures and fittings and equipment are capitalised at cost and depreciated on a straight line basis at 20% per annum.

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible fixed assets are reviewed for impairment.

The Trustees have reviewed the valuation of the functional assets in 2018-2019 and do not consider there to have been a material change and therefore no adjustment to the valuation has been made.

1.6 Investment fixed assets

Investment fixed assets are shown at market value.

Property assets are not depreciated but are shown at market valuation.

The Trustees revalued their properties at 30 September 2017. This valuation was carried out by Gerald Eve LLP, Chartered Surveyors, see note 7.2.

Other investments are included in the balance sheet at market price.

Notes to the accounts (continued)

1.7 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 value on date of purchase if later). Unrealised gains and losses are calculated as the difference between market value at each period end and opening market value (or value on date of purchase if later).

1.8 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

1.9 Allocation of support costs

Support costs have been allocated between expenditure on raising funds, the charitable activities. The support costs are allocated to the relevant activity cost category they support on the basis detailed in note 4.1.

1.10 Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the Trustees have considered the Charity's forecasts and projections and have taken account of pressures on income. After making enquiries the Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

1.11 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor notes.

1.12 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.13 Critical accounting areas and the use of judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgement is considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Artwork as per note 6 is included at a valuation based on reports provided by third party valuers. The latest valuation was provided by Christie's as at 31 March 2013 and the Trustees believe there has been no material change in values since that date. Subsequent additions have been included at cost which is deemed to also be their market value.

Notes to the accounts (continued)

2 Income

2.1 Donations and Legacies

	Year ending 31 March 2019			15 months ending 31 March 2018		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Donations from individuals	290	480	770	290	600	890
Trusts and foundations	121	4,371	4,492	188	5,843	6,031
Corporate donations and sponsorship	20	90	110	66	94	160
Legacies	71	56	127	42	99	141
Income from St Stephen's AIDS Trust	-	569	569	-	-	-
	502	5,566	6,068	586	6,636	7,222

2.2 Charitable Activities

	Year ending 31 March 2019			15 months ending 31 March 2018		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Courses	16	12	28	20	1	21
Other income from charitable activities	104	-	104	59	-	59
	120	12	132	79	1	80

2.3 Other Trading Activities

	Year ending 31 March 2019			15 months ending 31 March 2018		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Profit on sale of donated assets	6	-	6	-	-	-
Fundraising events	5	-	5	-	-	-
Other	27	-	27	1	-	1
	38	-	38	1	-	1

Notes to the accounts (continued)

3 Details of expenditure including support costs

3.1 Analysis of charitable expenditure

	Year ending 31 March 2019			15 months ending 31 March 2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Grants payable:						
Delivering patient centred care						
Innovation and service improvement	224	134	358	440	245	685
Small Change Big Impact	45	3	48	43	-	43
Burns initiatives	(16)	(3)	(19)	-	84	84
Older people	157	6	163			
Research and Education						
International Maternity	-	-	-	-	27	27
Joint Research Committee	108	-	108	116	-	116
Necrotising enterocolitis (NEC)				-	(300)	(300)
Other research grants	132	-	132	28	54	82
Write back of grant for advanced immunotherapy facility	(473)	-	(473)			
Estates and facilities	4	-	4	1,116	-	1,116
Chelsea Children's Hospital (including MediCinema)	23	18	41	33	90	123
Staff retention and recruitment	50	1	51	29	-	29
Other grants	-	-	-	1	-	1
Other special fund grants in support of activities at Chelsea and Westminster Hospital NHS Foundation Trust	197	170	367	250	(11)	239
Total grants payable	451	329	780	2,056	189	2,245
Support costs	200	2	202	180	1	181
Total grants payable including support costs	651	331	982	2,236	190	2,426
Patient experience and environment	405	86	491	416	94	510
Critical Care	-	5,601	5,601	-	20	20
Sun and Stars	-	47	47	-	1	1
Reuben Maternity Centre	-	254	254	-	25	25
Heritage	25	22	47	-	2	2
Care of Older People	95	-	95	58	-	58
Support costs	166	5	171	218	2	220
	691	6,015	6,706	692	144	836
	1,342	6,346	7,688	2,928	334	3,262

Notes to the accounts (continued)

3.2 Grants made to Institutions and Individuals

	Year ending 31 March 2019	15 months ending 31 March 2018
	Total £000	Total £000
Institution		
Chelsea and Westminster Hospital NHS Foundation Trust	972	1,963
Westminster Medical School Research Trust (JRC)	108	116
Imperial College*	(341)	156
MediCinema	41	10
	780	2,245
Support costs	202	181
	982	2,426

*Includes write back of grant for advanced immunotherapy facility.

4 Total expenditure

4.1 Support costs

	Year ending 31 March 2019			15 months ending 31 March 2018		
	Expenditure on raising funds £000	Charitable expenditure £000	Total £000	Expenditure on raising funds £000	Charitable expenditure £000	Total £000
Unrestricted						
Staffing costs	123	260	383	135	259	394
Other office costs	91	95	186	114	119	233
Governance costs (note 4.2)	10	11	21	19	20	39
Total support costs	224	366	590	268	398	666
Restricted						
General administration	7	7	14	3	3	5

Notes to the accounts (continued)

4.2 Governance costs

	Year ending 31 March 2019	15 months ending 31 March 2018
	Total	Total
	£000	£000
Audit fees	14	13
Trustees' liability insurance	3	3
Legal fees	4	22
Other	-	2
	<u>21</u>	<u>40</u>

The allocation of support costs has been made in line with the charity's strategic objectives. Where appropriate, expenditure has been directly attributed to a cost category. Where this has not been possible expenditure has been allocated on an estimated time basis.

4.3 Salary and pension entitlements of senior managers

	Year ending 31 March 2019	15 months ending 31 March 2018
	No. of employees	No. of employees
Band		
£130,000- £140,000	-	1
£110,000- £120,000	1	-
£100,000- £110,000	-	1
£90,000- £100,000	-	1
£80,000- £90,000	1	-
£70,000- £80,000	1	1
£60,000 - £70,000	2	1

Contributions for the provision of retirement benefits under defined contribution schemes in respect of the above amounted to £23,842 in the year ended 31 March 2019 (fifteen months ended 31 March 2018 £29,413).

Notes to the accounts (continued)

4.4 Analysis of employment costs

Costs

	Year ending 31 March 2019 £000	15 months ending 31 March 2018 £000
Salary costs	872	949
National insurance costs	97	102
Pensions costs (defined contribution schemes)	52	59
	1,021	1,110

Numbers (based on the average number of employees during the respective periods)

	Year ending 31 March 2019 No. of employees	15 months ending 31 March 2018 No. of employees
Charitable activities	7.5	8.0
Fundraising	9.0	6.5
Administration and finance	5.0	4.5
	21.5	19.0

The five senior management team members are the charity's key management personnel. Their total remuneration and employee benefits for the year ended 31 March 2019 was £454,799 (15 months ended 31 March 2018 £605,717).

5 Fixed Assets: Intangible Assets

	Art assets £000	Computer software £000	Total £000
Asset cost or valuation			
Balance brought forward at 1 April 2018	150	15	165
Balance carried forward at 31 March 2019	150	15	165
Accumulated depreciation			
Balance brought forward at 1 April 2018	-	(9)	(9)
Charge for the year	-	(3)	(3)
Balance carried forward at 31 March 2019	-	(12)	(12)
Balance carried forward at 31 March 2019	150	3	153
Balance carried forward at 31 March 2018	150	6	156

The art asset is a digital work, 'Stones against Diamonds', by Isaac Julien. Filmed deep within the remote glacial caves of Iceland, Isaac Julien has created a unique five screen work for our hospital.

Notes to the accounts (continued)

6 Fixed Assets: Tangible Assets

Asset cost or valuation	Art assets £000	Fixtures, fittings and equipment £000	Total £000
Balance brought forward at 1 April 2018	2,751	30	2,781
Disposals in the year	-	(3)	(3)
Additions in the year	-	13	13
Balance carried forward at 31 March 2019	2,751	40	2,791
Accumulated depreciation			
Balance brought forward at 1 April 2018	-	(23)	(23)
Released on disposal	-	3	3
Charge for the year	-	(6)	(6)
Balance carried forward at 31 March 2019	-	(26)	(26)
Balance carried forward at 31 March 2019	2,751	14	2,765
Balance carried forward at 31 March 2018	2,751	7	2,758

The art assets were revalued as at 31 March 2013 by Christie's, 8 King Street, London SW1Y 6QT. The charity's Director of Patient Environment has reviewed the valuation and considers that there is no material change in value with reference to the market value of similar art assets.

7 Analysis of investments

7.1 Investment movements	31 March 2019 £000	31 March 2018 £000
As at 1 April 2018:	43,661	36,340
Less: Disposals at carrying value	(5,759)	(4,395)
Add: Acquisitions at cost	3,372	9,241
Net gain on revaluation	993	2,475
	42,267	43,661

Notes to the accounts (continued)

	Total £000	Total £000
Investment properties - held in the UK	11,880	11,880
Investments listed on Stock Exchange - held in the UK	2,338	3,869
Investments in investment funds - held overseas	19,941	19,126
Cash held as part of the investment portfolio	7,986	8,664
	42,145	43,539

The investment property was re-valued by Gerald Eve LLP on 30 September 2017 in accordance with the Practice Statements and Guidance Notes contained in the Valuation Standards of the Royal Institution of Chartered Surveyors (RICS) 6th Edition. The valuations are based on the market value of the charity's interests subject to the existing tenancies as at 30 September 2017.

7.2 Programme related investments	31 March 2019 £000	31 March 2018 £000
Unlisted investments in RetVas Ltd retinal imaging digital solutions (held in UK)	122	122

7.3 Analysis of gross income from investments

	Year ending 31 March 2019				15 months ending 31 March 2018			
	Unrestricted £000	Restricted £000	Endowment £000	Total £000	Unrestricted £000	Restricted £000	Endowment £000	Total £000
Investment properties	253	-	-	253	688	-	-	688
Investments listed on Stock Exchange - UK	-	-	-	-	20	-	-	20
Cash held as part of the investment portfolio	73	-	-	73	21	-	-	21
	326	-	-	326	729	-	-	729

8 Analysis of debtors

8.1 Amounts falling due within one year:	31 March 2019 £000	31 March 2018 £000
Prepayments and accrued income	21	293
Other debtors	66	185
Total debtors falling due within one year	87	478

Notes to the accounts (continued)

9 Analysis of creditors

	31 March 2019 £000	31 March 2018 £000
9.1 Amounts falling due within one year:		
Trade creditors	92	138
Accruals and deferred income*	16	80
Other creditors	984	1,320
Total creditors falling due within one year	1,092	1,538
*Includes £990 in respect of pension liabilities at 31 March 2019 (31 March 2018:£3,876)		
9.2 Amounts falling due within more than one year:		
Other creditors	146	252

10 Analysis of funds

10.1 Endowment funds

	Balance 1 January 2018 £000	Income £000	Expenditure £000	Transfers £000	Balance 31 March 2019 £000
Parkwood	-	-	-	-	-

The endowment was released by the Charity Commission with effect from 1 January 2017 and the fund was reconstituted as a restricted fund, The Patient Support Fund (see note 10.2).

	Balance 1 January 2017 £000	Income £000	Expenditure £000	Transfers £000	Balance 31 March 2018 £000
Parkwood	101	-	-	(101)	-

This fund originated from the closed Parkwood Convalescent Hospital. The Parkwood fund is now being used to support discharged or convalescent patients.

Notes to the accounts (continued)

10.2 Restricted funds	1 April 2018 £000	Income £000	Expenditure £000	Transfers £000	31 March 2019 £000
Critical Care	5,835	4,685	(5,599)	9	4,930
Reuben Maternity Fund	975	-	(271)	(24)	680
Taylor Eales	270	-	(29)	-	241
Harbord Research Fund	-	202	(11)	-	191
A K Sullivan Fund	-	192	(1)	-	191
Dawn Walk Fund	107	-	32	10	149
Patient Support Fund	129	-	(1)	-	128
Emergency Department Appeal	174	-	(90)	-	84
Mums Appeal Fund	85	-	(6)	-	79
Wynne-Thomas Oncology	67	-	(1)	-	66
Gastroenterology Research	-	64	-	-	64
Sun and Stars Appeal	28	72	(50)	-	50
End of Life Care	42	16	(10)	-	48
Best Family Training and Development Fund	44	-	(2)	-	42
Pears Foundation	40	37	(39)	-	38
Others (33 funds at 31 March 2019)	231	310	(276)	(41)	224
Total	8,027	5,578	(6,354)	(46)	7,205

10.2 Restricted funds	1 January 2017 £000	Income £000	Expenditure £000	Transfers £000	31 March 2018 £000
Critical Care Campaign	342	5,307	(137)	323	5,835
Reuben Maternity fund	-	1,000	(25)	-	975
NEC	22	26	300	(275)	73
Taylor Eales	-	275	(5)	-	270
Emergency Department Appeal	271	-	(97)	-	174
Patient Support	29	-	(1)	101	129
Dawn Walk (Burns fund)	160	40	(84)	(10)	106
International Maternity	136	(22)	(29)	-	85
Wynne-Thomas Oncology	68	-	-	-	68
Best Family Training Development	44	-	-	-	44
End of Life Care	15	29	(1)	-	43
Pears Foundation	-	40	-	-	40
Others (13 funds at 31 March 2018)	200	233	(263)	15	185
Total	1,287	6,928	(342)	154	8,027

Notes to the accounts (continued)

Name of fund	Description
Critical Care Campaign	Appeal to transform adult and neonatal intensive care at Chelsea and Westminster Hospital.
Reuben Maternity fund	For improvements to the maternity unit at Chelsea and Westminster Hospital.
Taylor Eales	For medical equipment at West Middlesex University Hospital.
Harbord Research Fund	For research into twins with IBD.
A K Sullivan Fund	For research on HIV and staff development at sexual health services.
Dawn Walk (Burns fund)	To fund new equipment and services in the Burns Department.
Patient Support	For the relief and assistance of patients
Emergency Department Appeal	For improvements to the Emergency Department at Chelsea and Westminster Hospital.
Mums Appeal Fund	Multidisciplinary Obstetric and Midwifery Simulation research, training and international development.
Wynne Thomas Oncology Fund	To support the work of the oncology unit.
Gastroenterology research	For gastroenterology research.
Sun and Stars Appeal	Appeal to transform the children's inpatient wards at West Middlesex University Hospital.
End of Life Care	To support palliative care team through training, education and support wellbeing.
Best Family Training Development	For paediatric emergency staff training and development.
Pears Foundation Big Lottery	Salaries, marketing materials and volunteer expenses.

10.3 Unrestricted funds

	Balance 1 April 2018 £000	Income £000	Expenditure £000	Transfers £000	Gains £000	Balance 31 March 2019 £000
Designated funds						
Long Term Capital	33,280	-	(90)	(1,379)	993	32,804
Art: Assets	2,901	-	-	-	-	2,901
Art: Project reserves	16	-	-	-	-	16
West Middlesex University Hospital Fund	60	33	(75)	-	-	18
Other designated funds (note 10.4)	1,288	362	(451)	112	-	1,311
	37,545	395	(616)	(1,267)	993	37,050
Free reserves	107	591	(1,591)	1,313	-	420
Total Unrestricted funds	37,652	986	(2,207)	46	993	37,470

Notes to the accounts (continued)

	Balance 1 April 2017 £000	Income £000	Expenditure £000	Transfers £000	(Losses) £000	Balance 31 March 2018 £000
Designated funds						
Long Term Capital	33,156	-	(1,086)	(1,263)	2,475	33,282
Art: Assets	2,901	-	-	-	-	2,901
Art: Project reserves	16	-	-	-	-	16
West Middlesex University Hospital Fund	-	257	(197)	-	-	60
Other designated funds (note 10.4)	1,047	686	(395)	(53)	-	1,285
	<u>37,120</u>	<u>943</u>	<u>(1,678)</u>	<u>(1,316)</u>	<u>2,475</u>	<u>37,544</u>
Free reserves	40	1,060	(2,255)	1,263		108
Total Unrestricted funds	<u>37,160</u>	<u>2,003</u>	<u>(3,933)</u>	<u>(53)</u>	<u>2,475</u>	<u>37,652</u>

Name of fund

Long Term Capital

Art Assets

Arts: Project Reserves

West Middlesex University Hospital Fund

Chelsea Children's Hospital

Description of the nature and purpose of each fund

Assets invested to provide stability and liquidity for the charity's activities in the long-term (more than ten years).

Represented by art on display in and around the hospital. It is not readily realisable and therefore does not constitute free reserves. It is also held for the long term (more than ten years).

Funds received in advance for various arts projects. These will be applied within one year.

Funds designated for West Middlesex University Hospital.

For the benefit of Chelsea Children's Hospital (this will be spent within one year).

10.4 Other designated funds

	Balance 1 April 2018 £000	Income £000	Expenditure £000	Transfers £000	Balance 31 March 2019 £000
Innovation Fund	-	100	(6)	-	94
North West Thames Histopathology Fund	95	3	(3)	-	95
C&W Hospital Postgraduate Centre	88	5	(5)	-	88
56 Dean Street	71	30	(33)	-	68
Burns Research Fellowship	4	51	-	-	55
Kensington Wing Ward Fund	50	-	(1)	-	49
Ron Johnson Ward Fund	23	25	(3)	-	45
W. London Centre for Sexual Health	39	1	(3)	1	38
Burns Bursary fund	35	7	(4)	-	38
Maternity	38	1	(4)	-	35
Obstetric Anaesthesia Fund	35	-	(1)	-	34
Cardiology	33	3	(2)	-	34
Haematology Fund	32	1	-	-	33
Medical Library	26	-	-	-	26
Others (112 funds at 31 March 2019)	719	135	(386)	111	579
Total	<u>1,288</u>	<u>362</u>	<u>(451)</u>	<u>112</u>	<u>1,311</u>

Notes to the accounts (continued)

	<i>Balance</i> <i>1 January</i> <i>2017</i> <i>£000</i>	<i>Income</i> <i>£000</i>	<i>Expenditure</i> <i>£000</i>	<i>Transfers</i> <i>£000</i>	<i>Balance</i> <i>31 March</i> <i>2018</i> <i>£000</i>
<i>North West Thames Histopathology Fund</i>	-	102	(7)	-	95
<i>C&W Hospital Postgraduate Centre</i>	98	-	(9)	-	89
<i>56 Dean Street</i>	68	38	(35)	-	71
<i>Kensington Wing Ward Fund</i>	-	50	-	-	50
<i>Therapy Research, Development and Education Fund</i>	61	-	(14)	-	47
<i>West London Centre for Sexual Health</i>	14	30	(5)	-	39
<i>Maternity Fund (West Middlesex)</i>	-	51	(13)	-	38
<i>Obstetric Anaesthesia Fund</i>	37	1	(3)	-	35
<i>Burns Bursary Fund</i>	-	37	(3)	-	34
<i>Cardiology</i>	-	50	(17)	-	33
<i>Haematology Fund</i>	36	-	(4)	-	32
<i>Medical Library</i>	-	27	-	-	27
<i>Others (98 funds)</i>	733	300	(285)	(53)	695
<i>Total</i>	1,047	686	(395)	(53)	1,285

Name of fund

Description of the nature and purpose of each fund

Innovation Fund	To support the CW Innovation programme.
North West Thames Histopathology Fund	Histopathology services.
C&W Hospital Postgraduate Centre	Staff educational activities including purchase of equipment.
56 Dean Street	To support the operation of the 56 Dean St sexual health clinic.
Burns Research Fellowship	To support burns research.
Kensington Wing Ward Fund	To support the Kensington Wing.
Ron Johnson Ward Fund	To support Ron Johnson Ward.
West London Centre for Sexual Health	To support training and education and equipment purchase.
Burns Bursary Fund	To support staff training and cost of conferences.
Maternity Fund (West Middlesex)	To support patient and staff welfare.
Obstetric Anaesthesia Fund	To support research, education and staff welfare related to obstetric anaesthesia.
Cardiology	Research, staff welfare and service improvement.
Haematology Fund	To support haematology staff and patients.
Medical Library	To support the West Middlesex medical library.

It is not possible to predict the exact timing of expenditure, but we would anticipate that funds would be spent up in under five years.

Notes to the accounts (continued)

11 Commitments and liabilities

With the exception of lease commitments stated in note 15, the charity has no commitments this year ended 31 March 2019 (fifteen month period to 31 March 2018- none). All of the current grant liabilities have been included in the balance sheet. Liabilities for commitments budgeted but not confirmed will be recognised in the balance sheet when grants are notified to recipients.

12 Trustee and connected persons transactions

12.1 No trustee remuneration was paid in the year ending 31 March 2019 (fifteen months to 31 March 2018 - £nil). Expenses of £277 were reimbursed to one trustee in the year ended 31 March 2019 (fifteen months to 31 March 2018 - £365).

12.2 Trustee Indemnity Insurance was taken out in the year ended 31 March 2019 costing £2,591 (fifteen months to 31 March 2018 - £2,536).

12.3 No donations were received from Trustees and connected persons during the year to 31 March 2019 (fifteen months to 31 March 2018: £nil).

13 Related party transactions

Under the Charity's Articles of Association, a number Trustees are nominated by the Chelsea and Westminster Hospital NHS Foundation Trust and include four Trust Board Directors: Zoe Penn, Lesley Watts, Nick Gash and Liz Shanahan. As the principal object of the charity is to benefit the Trust, the bulk of transactions in the accounts either indirectly or directly support that organisation.

14 Taxation

As a registered charity, CW+ is potentially exempt from taxation of income and gains falling within s505 Income and Corporation Taxes Act 1988 and s256 Taxation of Chargeable Gains Act 1992. No tax charge has arisen in either of the fifteen months ended 31 March 2018 or the year ended 31 March 2019.

15 Lease commitments

At the balance sheet date the Charity had the following annual lease commitments which fall due as follows:

	Property		Office equipment	
	31 March 2019 £000	31 March 2018 £000	31 March 2019 £000	31 March 2018 £000
Within one year - for land and buildings and office equipment	96	96	1	1
Within two to five years - for land and buildings and office equipment	96	192	4	1
	<u>192</u>	<u>288</u>	<u>5</u>	<u>2</u>

16 Contingent liabilities

The Charity is in negotiations with the tenant regarding the interpretation of the lease at its property at 82 Vincent Square, London, SW1. At present it is not possible to determine if any amount might be payable by either party as a result of these negotiations and accordingly no provision has been made.

17 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of the members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such as amounts as may be required not exceeding £1.

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CWPLUS Registered Charity No.1169897

CW+ is the charity of Chelsea and Westminster Hospital NHS Foundation Trust



NHS
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