

## Bundle Charity Committee 2 October 2025

### Agenda attachments

- ITEM 00 Charity Committee Agenda 2 October 2025
- 0 09:00 – OPENING ITEMS
- 1 Chair's Welcome, Apologies and Quorum
- 2 Declarations of Interest
  - ITEM 02 PDF Declarations of interest
- 3 Minutes of the Previous Meeting: 03 July 2025
  - 3.2 *Highlight Report: 03 July 2025*
  - ITEM 03.1 2025-07-03 Unconfirmed Draft Charity Committee Minutes1
  - ITEM 03.2 Charity Committee Highlight Report 03 July 2025
- 4 Action Log & Matters Arising
  - 4.2 *Feedback from Corporate Trustee Meeting (July 2025) – Verbal*
  - ITEM 04 Action Log
- 4.1 FOR APPROVAL, ASSURANCE AND DISCUSSION
- 5 09:10 – Bids or Bursary Panel Lived Experience – CWR funding – A focus on the training received
- 6 09:40 – Charity Fundraising Plan
  - ITEM 06 Fundraising Plan\_2 Oct 2025
  - ITEM 06a Charity Fundraising Plan 2025-2028
- 7 10:10 – Charity Performance Update
  - ITEM 07 Charity Performance Update\_2 Oct 2025
  - ITEM 07a Charity Performance Report\_October 2025
- 8 10:20 – Charity Funds Finance Report
  - ITEM 08 SBAR Finance Update Report – OCT 25
- 9 10:30 – Charity Commission – Register of Charities
  - ITEM 09 SBAR Charity Commission Register of Charities\_2 Oct 2025
- 9.1 10:40 – COMFORT BREAK
- 10 10:55 – Risk Management Report
  - ITEM 10 Executive Summary Risk Management Report Charity Committee 021025.
  - ITEM 10.2 Charity Risk Register
  - ITEM 10.3 Annex 3 – CHAR-008 Failure to meet fundraising targets V1.8 220825
- 11 11:10 – Bids Panel Highlight Report
  - ITEM 11 Bids Panel AAA Highlight Report 220925
- 12 11:25 – Bursary Panel Highlight Report
  - ITEM 12 Bursary Panel AAA – 02.10.2025
- 12.1 CONSENT ITEMS
- 13 Committee Priorities & Cycle of Business Monitoring Report 2025/26
  - ITEM 13 Priorities and Cycle Monitoring report Oct 2025
  - ITEM 13.1 Monitoring report
  - ITEM 13.1a Monitoring report notes
- 14 Liability and Indemnity – Internal Guidance for Charitable Activities
  - ITEM 14 Liability and Indemnity\_2 Oct 2025
  - ITEM 14a Liability and Indemnity – Internal Guidance for Charitable Activities\_v1.0
- 15 Volunteer Fundraising – Standard Operating Procedure
  - ITEM 15 Volunteer Fundraising SOP\_2 Oct 2025
  - ITEM 15a Volunteer Fundraising SOP\_1.0
- 15.1 11:40 – CLOSING ITEMS
- 16 Reflections and Summary of Decisions/Actions
- 17 Any Other Business
- 18 Date & Time of the Next Meeting: 13 January 2026

Length of Meeting: 02:50		Agenda Status:	02 October 2025 - [OPEN] CHARITY COMMITTEE					Deadline for Papers: 22 September 2025		
Time	Mins allotted	Agendum Title	Item for	Item requested by	Format of Item	Paper prepared by	Item presented by	Colleagues to cc		
<b>OPENING ITEMS</b>										
09:00	00:10	1	Chair's Welcome, Apologies and Quorum	Information	Standing	n/a	n/a	Peter Curran	n/a	
		2	Declarations of Interest	To State Conflicts	Standing	n/a	n/a	Peter Curran	n/a	
		3	3.1 Minutes of the Previous Meeting: 03 July 2025 3.2 Highlight Report: 03 July 2025	Approval	Standing	n/a	n/a	Peter Curran	Alex Payne	
		4	4.1 Action Log & Matters Arising 4.2 Feedback from Corporate Trustee Meeting (July 2025)	Discussion	Standing	n/a	n/a	Peter Curran	n/a	
<b>FOR APPROVAL, ASSURANCE AND DISCUSSION</b>										
09:10	00:30	5	Bids or Bursary Panel Lived Experience - CWR funding - A focus on the training received	Discussion	CoB	Verbal/Presentation	Partnerships	David Hopkins	n/a	
09:40	00:30	6	Charity Fundraising Plan	Approval	CoB	Paper	Partnerships	Estelle Hitchon	David Hopkins	
10:10	00:10	7	Charity Performance Update	Assurance	CoB	Paper	Partnerships	Estelle Hitchon	David Hopkins	
10:20	00:10	8	Charity Funds Finance Report	Assurance	CoB	Paper	FinCor	Ed Roberts	Jess Price, Bernie Mitchell	
10:30	00:10	9	Charity Commission - Register of Charities	Endorsement	Forward Planner	Paper	Partnerships	Estelle Hitchon	David Hopkins	
10:40	00:15	COMFORT BREAK								
10:55	00:15	10	Risk Management Report	Assurance	CoB	Paper	Gov	Julie Boalch	Marinela Stoichechi	
11:10	00:15	11	Bids Panel Highlight Reports	Assurance	CoB	Paper	Gov	Leanne Smith	n/a	
11:25	00:15	12	Bursary Panel Highlight Report	Assurance	CoB	Paper	People	Jo Kelso	n/a	
<b>CONSENT ITEMS</b>										
		13	Committee Priorities & Cycle of Business Monitoring Report 2025/26	Information	CoB	Paper	Gov	Trish Mills	Steve Owen	
11:40	00:00	14	Liability and Indemnity - Internal Guidance for Charitable Activities	Information	Forward Planner	Paper	Gov	David Hopkins	n/a	
		15	Volunteer Fundraising - Standard Operating Procedure	Information	Forward Planner	Paper	Gov	David Hopkins	n/a	
<b>CLOSING ITEMS</b>										
		16	Reflections and Summary of Decisions/Actions	Discussion	Standing	n/a	n/a	Peter Curran	n/a	
11:40	00:10	17	Any Other Business	Discussion	Standing	n/a	n/a	Peter Curran	n/a	
		18	Date & Time of the Next Meeting: 13 January 2026	Information	Standing	n/a	n/a	Peter Curran	n/a	
<b>11:50</b>	<b>02:50</b>	<b>CLOSE</b>								

#### LEAD PRESENTERS

Name	Position
Peter Curran	Non-Executive Director and Committee Chair
Julie Boalch	Assistant Director of Corporate Governance/ Risk,
Estelle Hitchon	Director of Partnerships & Engagement
David Hopkins	Head of Charity
Jo Kelso	Head of Workforce Education and Development, Chair of Bursary Panel

Trish Mills	Director of Corporate Governance/Board Secretary
Leanne Smith	Assistant Director of Digital, Chair of Bids Panel
Ed Roberts	Assistant Director of Finance

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
<b>BEAUMONT-WOOD, Rhiannon</b>	<b>Non-Executive Director</b> * Member of the Remuneration Committee * Member of the the Audit, Risk and Assurance Committee * Member of the Quality, Patient Experience and Safety Committee	Dorset Integrated Care Board (NHS Dorset), Non-Executive Director	Financial Interest	May 2023		
		Nursing and Midwifery Council (NMC), Designated Council Member for Wales	Financial Interest	June 2024		
		RBW Executive and Professional Coaching Ltd, Company Director (Company No 14938585) and Shareholder	Financial Interest	June 2023		
		Currently on coaching framework with Health Education and Improvement Wales	Financial Interest	June 2024		
		Registered Nurse (NMC)	Non-Financial Professional	January 1985		
		Registered Specialist Community Public Health Nurse	Non-Financial Professional	September 1996		
<b>BEESLEE, Jayne</b>	<b>Non-Executive Director</b> * Chair of the Finance and Performance Committee * Member of the Remuneration Committee * Member of the Academic Partnership Committee	Member of the Royal College of Nursing	Non-Financial Professional	2007		
		Employment for interim assignments via Public Sector Resourcing (an agency) regarding the review of major UK government programmes (remunerated net of tax via an Umbrella Company - Danbro Employment Umbrella Ltd)	Financial Interest	01 October 2023		
		Member Representative on the UK Civil Service Pension Board	Non-Financial Personal	01 October 2019		
		Governor on the Finance & General Purposes Committee of Cardiff and Vale Further Education College	Non-Financial Personal	01 February 2024		
<b>BROOKS, Lee</b>	<b>Executive Director of Operations</b>	Fellow Chartered Institute of Personnel & Development	Non-Financial Personal	01 April 2006		
		Partner employed by Welsh Ambulance Services NHS Trust	Any Other Interest	July 2019		
		Member of the Order of St John	Any Other Interest	01 March 2023		
		Volunteer – St John's Ambulance Cymru	Any Other Interest	06 April 2023		
		Council Member – St John's Ambulance Cymru Gwent Council	Any Other Interest	06 April 2023		
		Trustee of Action for Children [1097940]	Position in Charity or Voluntary Organisation	01 February 2021		
<b>CURRAN, Peter</b>	<b>Non-Executive Director</b> * Chair of the Audit, Risk and Assurance Committee * Chair of the Charity Committee * Member of the Finance and Performance Committee * Member of the Remuneration Committee	Company Director - Action for Children [04764232]	Directorships	01 February 2021		
		Company Director - Action for Children (Wales) Ltd [10011497]	Directorships	05 April 2022		
		Trustee of National Youth Arts Wales [1170643]	Position in Charity or Voluntary Organisation	06 May 2021		
		Company Director - National Youth Arts Wales [10449512]	Directorships	06 May 2021		
		Non-Executive Director for Taff Housing	Position in Charity or Voluntary Organisation	01 May 2022	17 July 2025	
		Chair - Taff Housing Association	Any Other Interest	17 July 2025		
		Company Director - Team Police Ltd [12518812]	Directorships	01 January 2022	31 October 2024	
		Independent Board Member of the Project Board - National Contemporary Art Gallery for Wales	Any Other Interest	01 January 2024		
		Interim Finance Director for Torfaen Leisure Trust	Directorships	01 September 2023	29 February 2024	
		Member of Governing Body / Independent Member – Kaplan International Colleges UK Ltd [05268303]	Directorships	01 March 2024		
		Independent Member - Kaplan Open Learning (inc member of the Audit & Risk Committee)	Directorships	21 March 2024		
		<b>DENNIS, Colin</b>	<b>Chair of Trust Board and Non-Executive Director</b> * Chair of Remuneration Committee	Chair - Citizen Housing [Charity] (previously WM Housing Group)	Position in Charity or Voluntary Organisation	01 January 2015
Company Director - Citizen Treasury PLC (previously WM Housing Treasury Ltd)	Directorships			29 August 2017		
Company Director - Citizen Treasury Vehicle Ltd	Directorships			04 September 2017		
Chair - North Devon Homes	Position in Charity or Voluntary Organisation			01 October 2021	January 2025	
Company Director - North Devon Homes	Directorships			01 April 2022		
Chair - Green Square Accord (Housing Association)	Position in Charity or Voluntary Organisation			26 March 2024		
Company Director - LowCarbonLiving Homes Ltd [04207671]	Directorships			26 March 2024		
Company Director - Green Square Estates Ltd [8719365]	Directorships			26 March 2024		
<b>EVANS, Bethan</b>	<b>Non-Executive Director</b> * Chair of Quality, Patient Experience & Safety Committee * Member of Finance & Performance Committee * Member of People & Culture Committee * Member of Remuneration Committee	Chief Executive Officer (Employed) at My Choice Healthcare Limited.	Any Other Interest	01 June 2019		
		Non-Executive Board Member at Beacon Housing (Social Housing Organisation - Community Benefit Society)	Position in Charity or Voluntary Organisation	01 November 2019		
		Company Director - My Choice Healthcare South Wales Limited	Directorships	11 March 2020		
		Company Director - Moorlands Rehabilitation (Staffordshire) Limited.	Directorships	20 December 2019		
		Company Director - Moorlands Property Ltd	Directorships	16 August 2022		
		Company Director - Springfield (Bargoed) Limited.	Directorships	12 March 2020		
		Company Director - Springfield Property Lettings Ltd	Directorships	16 August 2022		
		Company Director - Homes of Excellence Limited	Directorships	19 March 2021		
		Company Director - Victoria House Care Property Limited	Directorships	05 March 2020		
		Company Director - My Choice Healthcare (Four) Limited	Directorships	27 April 2022		
		Company Director - Luk Ros Property Limited	Directorships	12 March 2020		
		<i>[Previously called Homes of Excellence Healthcare Limited, Company name changed 12.08.2022 - #12513139]</i>	Directorships	12 March 2020		

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
<b>EVANS, Bethan</b> [continued]	<b>Non-Executive Director</b> * Chair of Quality, Patient Experience & Safety Committee * Member of Finance & Performance Committee * Member of People & Culture Committee * Member of Remuneration Committee	Company Director - Hawthorn Court Property Limited	Directorships	27 April 2022		
		[Previously called My Choice Healthcare (Three) Limited, Company name changed 12.08.2022 - #13371375]	Directorships	27 April 2022		
		Company Director - Ocean Living Property Limited	Directorships	22 July 2022		
		Company Director - Hawthorn Court Care Limited	Directorships	22 July 2022		
		Company Director - Glynconel Property Limited	Directorships	01 July 2022		
		Company Director - My Choice Healthcare (Two) Limited	Directorships	01 July 2022		
		Company Director - Carmarthen Care Limited	Directorships	02 January 2024		
		Company Director - Towy Castle Property Limited	Directorships	01 September 2023		
		Company Director - Glamorgan Care Ltd	Directorships	25 October 2024		
		Company Director - The Mountains Care Ltd	Directorships	09 December 2024		
		Company Director - Alexandra House Care Ltd	Directorships	24 June 2024		
		Company Director - Alexandra House Property Ltd	Directorships	24 June 2024		
		Company Director - My Choice Healthcare Seven Ltd	Directorships	22 October 2024		
		Company Director - Danygraig Property Ltd	Directorships	10 December 2024		
Company Director - The Mountains Property Ltd	Directorships	09 December 2024				
<b>HUTCHINGS, Hayley</b>	<b>Non-Executive Director</b> * Member of the Remuneration Committee * Member of the Academic Partnership Committee * Member of the People and Culture Committee		Employed at Swansea University, Professor of Health Services Research	Financial Interest	17 June 1995	31 May 2025
<b>HITCHON, Estelle</b>	<b>Director of Partnerships and Engagement</b>	Member of Academi Wales Expert Panel Independent Governor (Non-Executive Director), Coleg Sir Gar/Coleg Ceredigion	Position in Charity or Voluntary Organisation Non-Financial Personal	15 July 2024 01 January 2025		
<b>JACKSON, Ceri</b>	<b>Non-Executive Director &amp; Vice Chair of the Trust Board</b> * Chair of the People and Culture Committee * Member of the Charity Committee * Member of Audit Committee * Member of Quality, Patient Experience & Safety Committee * Member of Remuneration Committee	Management Consultant primarily working in third sector	Interest in Companies and Securities	01 May 2019		
		Associate Director of SamKat Consulting Ltd in my capacity as self-employed management consultant	Directorships	01 June 2021		
		Charity Trustee - Stroke Association Trustee, Chair Wales Advisory Group.	Position in Charity or Voluntary Organisation	08 October 2020		
		Charitable Company - Stroke Association - Company Director	Directorships	08 October 2020		
<b>KILLENS, Jason</b>	<b>Chief Executive</b>	Honorary Professor - Swansea University	Personal or Departmental Sponsorship	2019	31 May 2025	18 July 2025
		Emeritus Professor - Swansea University	Non-Financial Professional	31 May 2025		
		Chairperson - Association of Ambulance Chief Executives (AACE)	Non-Financial Professional	September 2024		
		Company Director of the Association of Ambulance Chief Executives (AACE), Co No. (07761209)	Directorships	September 2024		
		Officer of the Order of St John	Any Other Interest	January 2024		
		Member of the Order of St John	Any Other Interest	2009	2024	
<b>KNEESHAW, Carl</b>	<b>Director of People</b>	Chartered Fellow of Chartered Institute of Personnel and Development	Personal or Departmental Sponsorship	April 2020		
		Fellow of Institute of Leadership	Personal or Departmental Sponsorship	October 2020		
		Safeguarding Lead for local outreach charity, Brunstad Christian Church - Huntworth, Bridgwater, Somerset	Position in Charity or Voluntary Organisation	September 2018		
<b>LEWIS, Angela</b>	<b>Director of Culture Change</b>	Nil Declaration				
<b>MARSH, Rachel</b>	<b>Executive Director of Strategy, Planning and Performance</b>	Nil Declaration				
<b>MILLS, Patricia (Trish)</b>	<b>Director of Corporate Governance/ Board Secretary</b>	Nil Declaration				
<b>PARRY, Hugh</b>	<b>Trade Union Partner</b>	Nil Declaration				
<b>ROWAN, Hannah</b>	<b>Non-Executive Director</b> * Chair of Academic Partnership Committee * Member of Charity Committee * Member of People & Culture Committee * Member of Remuneration Committee	Director, St Martin's Associates (Business consulting and coaching)	Directorships	04 April 2022		
		Non -Executive Director Qualifications Wales ( regulator for all non degree qualifications in Wales)	Any Other Interest	01 April 2021		
		Trustee MAE Cymru (Christian charity which champions gender equality in church of Wales)	Position in Charity or Voluntary Organisation	13 November 2021	November 2023	
		Elected member, The governing body of the church in Wales (Parliament of church in Wales - voting member)	Any Other Interest	01 April 2021		
		Relative (Parent) is a Non-Executive Director for Social Care Wales	Any Other Interest	01 April 2017		

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
<b>SAMMUT, Jonathan (Jonny)</b>	<b>Director of Digital Services [appointed 26.09.2023]</b>	Fellow of the British Computer Society – FBSCS	Any Other Interest	04 March 2024		
		Panel Member of the UK CIO Advisory Panel – Digital Health	Any Other Interest	05 July 2023	2 June 2025	
		Federation of Informatics Professionals - Leading Practitioner	Any Other Interest	25 April 2024		
		Chair of BCS Hub Wales	Any Other Interest	20 June 2025		
<b>SWINBURN, Andrew (Andy)</b>	<b>Executive Director of Paramedicine</b>	Strategic Advisor to College of Paramedics	Any Other Interest	01 January 2020		
<b>TURLEY, Christopher</b>	<b>Executive Director of Finance and Corporate Resources</b>	Treasurer of Royal Gwent Hospital League of Friends.	Position in Charity or Voluntary Organisation	01 February 2022	05 November 2024	
<b>TURNER, Damon</b>	<b>Trade Union Partner</b>	Nil Declaration				
<b>WILLIAMS, Liam</b>	<b>Executive Director of Quality and Nursing [from 01 August 2022]</b>	Chair/Director - Thornbury Carnival Community Interest Company Voluntary	Position in Charity or Voluntary Organisation	01 August 2019		
		Member Royal College Nursing	Any Other Interest	01 August 2022		
		Committee member - Royal College Nursing, Nurses in Management and Leadership Forum Steering Committee	Position in Charity or Voluntary Organisation	01 August 2022		
		Vice Chair - Royal College of Nursing, Nurses in Management and Leadership Forum Steering Committee	Position in Charity or Voluntary Organisation	03 February 2025		

**MINUTES OF THE MEETING OF THE CHARITY  
COMMITTEE HELD ON 03 JULY 2025 AT CARDIFF MRD AND REMOTELY VIA  
MICROSOFT TEAMS**

**Meeting started at 09:30**

**MEMBERS:**

Peter Curran	Non-Executive Director (Committee Chair)
Ceri Jackson	Non-Executive Director
Hannah Rowan	Non-Executive Director

**IN ATTENDANCE:**

Julie Boalch	Assistant Director of Corporate Governance & Risk
Mark Harris	Assistant Director of Operations (NEPTS)
Estelle Hitchon	Director of Partnerships and Engagement
David Hopkins	Head of Charity
Jo Kelso	Head of Workforce Education and Development
Trish Mills	Director of Corporate Governance/Board Secretary
Steve Owen	Corporate Governance Officer
Alex Payne	Corporate Governance Manager
Jess Price	Head of Financial Accounting
Elain Roberts	Operations Quality Investigator (Lived experience, left after 20/25)
Andy Swinburn	Executive Director of Paramedicine
Chris Turley	Executive Director of Finance and Corporate Resources
Damon Turner	Trade Union Partner
Marcus Viggers	Trade Union Partner
Kelly Wallace	Concerns Quality Assurance Manager (Lived experience, Left after 20/25)

**APOLOGIES:**

Lee Brooks	Executive Director of Operations
Hugh Parry	Trade Union Partner
Liz Rogers	Deputy Director of People and Culture

**OBSERVERS:**

Skye Banks	Compliance Administrator
Sarah Harland	Corporate Governance Officer

## **16/25 WELCOME AND APOLOGIES**

Peter Curran welcomed everyone to the meeting and noted apologies from Lee Brooks, Hugh Parry, and Liz Rogers.

**The Committee RESOLVED To Note the apologies of Lee Brooks, Hugh Parry, and Liz Rogers.**

## **17/25 DECLARATIONS OF INTEREST**

There were no other declarations of interest to those already included in the register of interests.

**The Committee RESOLVED To note there were no other declarations of interest to those already included on the register of interest.**

## **18/25 MINUTES OF PREVIOUS MEETING AND HIGHLIGHT REPORT**

The Minutes of the 02 April 2025 meeting were confirmed as correct record.

The Highlight report of 02 April 2025 was received.

**The Committee RESOLVED To:**

- 1. Approve the minutes of the 02 April 2025 meeting as a correct record.**
- 2. Receive the Highlight report dated 02 April 2025.**

## **19/25 ACTION LOG**

*Action 65/24a Estelle and David would follow up on the conversation with Velindre regarding overall indemnity for the charity and bring back information to the committee. A document has been drafted in conjunction with Legal and Risk colleagues and will shortly be published on Siren. A link to the document will be sent to all Charity committee members after publication. David added that This action was proposed for closure. This action was proposed and agreed for closure.*

*Action 65/24b Estelle Hitchon and David Hopkins were asked to provide clear guidance for staff who undertake charitable fundraising activities, ensuring they are aware of any risks and the context in which these activities should take place. A document has been drafted in conjunction with Legal and Risk colleagues and will shortly be published on Siren. A link to the document will be sent to all Charity Committee members after publication. This action was proposed and agreed for closure.*

Action 06/25 Charity Performance report: Trish Mills agreed to confirm the route for the approval of grant applications and return to the committee to conform the position. She noted that the previous position previously discussed was that they would be signed off by the Executive Leadership Team, but advised she would clarify. Trish Mills has included the following statement in the revised Terms of Reference for the Charity Committee for 2025/26, as follows "Grant applications will be approved by the Executive Leadership Team, or by any other mechanism they determine. The outcomes of those applications will be reported to this committee for information, and the assurance on the monitoring thereof will be reported through the performance report." This amendment has been presented for approval by the committee (via chair's action) and will take effect once the revised terms of reference are approved by the Trust Board on the 29 May 2025. This action was proposed and agreed for closure.

Action 07/25 The committee discussed the charity's position regarding reserves and indicated that it could be helpful to return to both the reserves policy and discussions regarding investment approaches in the coming months, Action not due till October 2025. Chris Turley will provide further details at the next meeting.

Action 20/25 It was agreed that the dates of future Netball matches would be shared with Charity Committee members.

**The Committee RESOLVED To Note the position of the action log.**

## **20/25 BIDS PANEL LIVED EXPERIENCE – NHS CHARITIES TOGETHER SPORTS GRANT AWARD**

Elain Roberts and Kelly Wallace gave a presentation which shared their experience and insight into setting up the WAST Netball Team.

Kelly told the Committee that she ran a Friday evening social netball league in Swansea, which many ambulance staff attend. The idea of creating an ambulance netball team was popular, but previous efforts had struggled. With guidance from David Hopkins, Head of Chairity, they found a grant, applied, and successfully established the team.

Elain informed the Committee she played Netball for Wales from age 14 to 22 and competed with the Cardiff Dragons (formerly Celtic Dragons) in the Super League. Elain has coached for a decade, including at Cardiff University and with the Welsh University squad, as well as various other teams. She also worked as a physio, offering additional expertise. After a four-year break due to health reasons, Elain returned to playing netball through Kelly's team, which inspired her to help form a new team for ambulance service colleagues involved in the league.

In January 2025, once funding was approved, they quickly set up the WAST Team by using an early time slot before the Friday League. Securing the venue was straightforward, and the grant covered weekly court hire through October 2025, allowing to combine training from 6–7 pm with participation in the Friday League. This has boosted player confidence and in June, we played a competitive match against a Bridgend League team. We also partnered with Conga and designed inclusive kits featuring both our charity and team logos.

The funding received was vital in establishing the WAST Netball Team, ensuring court availability and inclusivity for all staff members. The team has adapted training to accommodate diverse needs and fosters an inclusive environment.

Trish Mills asked if there was a mixed league in the Swansea area or were there any plans to start one. Elain explained that Wales does not have a great deal of mixed leagues as yet, but it was being considered going forward.

Peter Curran asked whether this had attracted women who may not have previously participated in physical activity, and if it has encouraged them to join the team. Elain stated that some individuals who had not played netball since school saw this and expressed an interest in joining the team.

Andy Swinburn raised a question about the group's finances, pointing out that the current funds were limited and projected to last until mid-October, which would align with the end of court hire based on current expenditures. Kelly explained that discussions with participating players indicated general agreement to contribute a small amount each. There has been consensus among players that, as the remaining funds decrease, individuals could regularly contribute a minimal weekly amount to cover ongoing court hire expenses. Additionally, organising a mixed tournament in the past generated £500, which covered approximately 12 weeks of court hire and could potentially support activities through 2026 if repeated.

Ceri Jackson asked if there was any advice for the Committee on how the Trust could encourage more staff and volunteers to pursue similar opportunities. Kelly suggested that, from their perspective, improved personal communication to staff would be an important factor in enabling this to happen. She added that being passionate about the project was also a bonus.

Hannah Rowan suggested that from a fundraising approach, perhaps for specific tournaments or events, funds could be split so part directly supports the team, and another portion supports a wider fund, allowing broader use. She also thanked Kelly and Elain for the clear presentation structure. The financial breakdown and distinction between one off expenses and ongoing costs were particularly helpful, as were the impact statements.

Following a query on team numbers, Elain explained that currently, the team has around 25 members, though not everyone was available each week, so attendance varied. For upcoming matches, a poll was taken to see who was available and if more players were available, we could organise two matches. The option for extra games, especially on Fridays, was always open, so there will always be opportunities to play. She added that the teams fixtures list would be advertised.

The Chair thanked Kelly and Elain for their presentation, acknowledging the impact that a relatively small level of investment could have and the positive impact on the wellbeing of our people which was demonstrated.

**The Committee RESOLVED To note the presentation.**

## **21/25 CHARITY STRATEGY DELIVERY PLAN (2 YEARS)**

During a meeting of the Corporate Trustee on 29 May 2025, the Charity's Strategic Objectives and Enablers were approved. It was decided that a Charity Delivery Plan would be developed to outline the practical steps necessary to achieve the Charity's Strategic Objectives.

David Hopkins advised the Committee that the plan highlighted three main objectives focused on staff wellbeing, community resilience, and enhanced patient care, alongside strategic enablers for governance, income generation and communications.

Members were assured that the component parts of the plan would deliver the Charity strategy. David highlighted the importance of articulating the fundraising strategy which underpinned the plan and would ensure focused fundraising efforts. Progress on the delivery plan will be reported biannually, with the next update scheduled for January 2026.

David Hopkins explained that it was originally planned to present a fundraising plan for approval at this meeting, but recruitment delays for the Fundraising and Communications Officer have delayed this. Despite the absence of a formal plan, active fundraising continued, for example, the recent £7k fundraiser for the Wish ambulance.

Ceri Jackson was interested to discover to what extent has feedback received from staff, including those shared during the Chief Executive Road Shows and other interactions been incorporated into the plan. David Hopkins confirmed he had effectively incorporated staff feedback, particularly regarding their priorities for staff well-being and their expressed needs.

Hannah acknowledged the delay in recruiting the Fundraising and Communications Officer and asked for an update on how this delay has affected operations, as well as the plan for addressing the time lost. David Hopkins advised that without a dedicated staff member, this was difficult, but hiring for the role soon will allow greater focus on both strategy and operations. Estelle Hitchon explained that a conditional offer has been made to a candidate, pending completion of required checks.

Mark Harris praised the significant improvements in the charity's operations and professionalism over the past year. He noted the increased awareness and ease of giving donations, highlighting the positive changes under David's guidance. Mark shared a quote from a family expressing gratitude for the Wish Ambulance service, emphasising the charity's impact.

Estelle Hitchon added that the feedback from Mark Harris regarding the Wish ambulance was particularly valuable, especially in highlighting the charity funding processes. The goal remained to facilitate easier engagement for staff, patients, and the public with the charity. It was important to acknowledge the iterative nature of the charity's strategic development and the associated risks.

The Chair sought assurance that the financial targets for the year would still be met and would not be compromised or at risk due to the delay in the new staff member starting. David confirmed that the conservative estimates for community fundraising accounted for the potential delay, and he was confident that the targets could still be reached.

The Chair suggested that it could be helpful for the activities within the Plan be given a Red/Amber/Green (RAG) status, as this would provide a clear snapshot of progress. David agreed and noted that future iterations would include this detail.

The Committee approved the Charity Strategy Delivery Plan 2025-27 aimed at achieving the Charity's Strategic Objectives and Enablers over the next two years.

**The Committee RESOLVED To Approve the Charity Delivery Plan 2025-27.**

## **22/25 CHARITY PERFORMANCE REPORT**

Estelle Hitchon presented the Charity Performance Report with an update on the Charity's three active NHS Charities Together (NHSCT) grants: Development Grant, Stage 3 Recovery Grant and the Ambulance Grant.

1. The Development Grant project has been completed with a total spend of £30,007, resulting in a small overspend of £26, funded from unrestricted funds.

2. Stage 3 Recovery Grant Progress: As of May 2025, £62,782 has been spent out of £88,000 awarded, with various projects ongoing, including a Volunteer Development Programme and Mind over Mountains.
3. The Ambulance Grant has recruited 235 Community First Responders to date, with a target of 400 by February 2026. The project has been extended due to recruitment delays.
4. All grants were being administered according to their conditions; however, there was one red target within the Stage 3 Recovery Grant relating to Mind Over Mountains, and the target remained unlikely to be met. This will not affect future funding decisions and there were currently no proposals to fund any further walks beyond the final planned date of 11 October 2025.
5. Updates were received regarding future grant opportunities available from NHS Charities Together and aimed at enhancing community health and wellbeing. These funds include the Community Resilience Fund, the Innovation Challenge, Work Wellbeing, and Greener Communities fund.

David Hopkins provided further information on the Mind of the Mountains project. Mind over Mountains was committed to continuing the project until the funds ended in October. Currently, there were no plans to fund additional walks beyond October, but peer-led walking groups were beginning to emerge through sports grants.

Hannah Rowan referred to an underspend originally allocated for a project administrator noting this was managed within existing trust staff instead and sought clarity on who handled this work and how it was funded. David Hopkins added that in terms of the project administrator, he understood this was initially designed to support Mind over Mountains and the sports grants, the former has since been delivered by the Organisational Development (OD) Team. The sports grants have been delivered by his team and the finance assistant.

**The Committee RESOLVED To NOTE the progress of the Charity's active grants and noted the key risks and mitigations in place for the Charity's active NHS Charities Together grants.**

## **23/25 CHARITY FUNDS FINANCE REPORT**

Chris Turley advised that the report provided the Committee with an update on fund balances held, along with an update on the Common Investment Fund (COIF) Charity Investment Fund Accumulation Units held by the charity, including a valuation as of 31 May 2025.

The summary of accounts for the financial year 2024-25 showed a total income

of £66,838 and total expenditure of £246,517, which when taken alongside a small investment loss of £5,567 resulted in a net movement of (£185,246). This will now form the basis of the Charity's 2024-25 accounts, which will be drafted and subject to an Independent Examination by Audit Wales.

In terms of the new financial year, 2025-26, total income in the first two months to the end of May 2025 was £5,799 while total expenditure reached £36,859, leading to a net movement of (£31,060). The balance of funds held as of 31 May 2025 was £730,580 comprised of £210,429 unrestricted funds: £177,867 in designated funds, and £342,284 in restricted funds.

Between 01 April 2025 and 31 May 2025, the unit price of the charity's investments had increased by 0.45%, resulting in an overall small gain of c£1.1k. The charity current held 1,090.14 units at a unit price of £252.9766, giving a total market value of £275.8k. The overall trend with the investments remains positive and the lowest risk. The investment strategy aligned with the charity's risk appetite, focusing on low-risk options to ensure stability.

As discussed in prior Charity Committee meetings, the monitoring of long-term investments had increased from weekly to daily during recent market volatility, enabling prompt responses if needed. Despite some losses and gains, total equity remained above £48.8k throughout. Now that the market has stabilised, weekly monitoring and fund updates have resumed.

Peter Curran asked whether the risk exposure was consistent with the stated risk appetite. He also inquired if investment advisors have established specific allocations in equities and gilts to align with investment objectives. Chris Turley added that from his perspective, the investment discussed was considered to have the lowest risk available. While pursuing higher-risk options for greater returns has previously been discussed, even the safest investments have shown volatility during this period due to market fluctuations. The current approach aligned with industry standards followed by the NHS and other charities.

Ceri Jackson referred to the earlier point about risk in relation to the arrangement between Trust funds and Charity funds, commenting that it may be useful to include a brief statement in the finance report outlining progress on this matter.

**The Committee RESOLVED To Note the contents of the finance report.**

## **24/25 RISK MANAGEMENT REPORT - CHARITY RISK REGISTER**

Julie Boalch updated the Committee on the development of the Charity's Risk Register CHRR. The Risk Register had been developed to closely align with the Charity's strategic objectives and enablers, ensuring that potential risks were identified and managed effectively to support the achievement of these goals.

The risks outlined in Annex 1 of the report's risk summary were thoroughly reviewed, discussed, and evaluated by the Executive Leadership Team (ELT) prior to this meeting. The ELT proposed adding two new risks to the CHRR, detailed in Annex 2. These were CHAR-003 *Non-compliance with legal and regulatory framework* and CHAR-005 *Inadequate internal processes and governance structures to meet grant conditions*, which were presented for approval today. The Chair queried how risk management was integrated into the everyday decision-making within the Charity. Estelle Hitchon advised that several risks were central to current considerations, especially as the benefits achieved through awarded funding was evaluated. She was particularly mindful of the risks associated with income generation and fundraising.

David Hopkins added that action items from each risk assessment were incorporated into the delivery plan. This approach guaranteed alignment between the actions identified in the risk assessments and those in the delivery plan, ensuring full integration within the charity's operations.

Trish Mills noted that the Charity Risk Register has been long-awaited and was in a strong position. However, it would take time to mature, due to limited resources and ongoing strategic work within the Trust.

Ceri Jackson noted that this is an important component of organisational health, focusing on overall charity performance and risk management. She mentioned that this contributes to good governance and sustainability. She also expressed appreciation for the quality of the work presented.

The Committee received the Charity Risk Register. It also approved the inclusion of the risks CHAR-003 *Non-compliance with legal and regulatory framework* and CHAR-005 *Inadequate internal processes and governance structures to meet grant conditions* on to the register. Furthermore, the Committee approved the closure of CHAR -001 *Lack of resource and capacity to manage the Charity* noting that the risk had been mitigated.

**The Committee RESOLVED To:**

- 1. Receive the new Charity Risk Register.**
- 2. Approve the inclusion of CHAR-003 and CHAR-005 on the register.**
- 3. Approve the closure of CHAR-001 noting that the risk has been mitigated, and the residual risk has been included in CHAR-008.**

**25/25 BIDS PANEL HIGHLIGHT REPORTS – 02 APRIL 2025, 16 MAY 2025 AND 23 MAY 2025**

Leanne Smith reported that all recent bids were approved within Panel limits, with none requiring approval by the Charity Committee. Three extraordinary meetings

of the Panel took place in April and May; followed by the scheduled June meeting, all of which covered a total of 10 bids. Of these, eight were approved, one was redirected to the Bursary Panel, and one bid which related to pressure washers, was rejected.

Furthermore, Leanne highlighted that further legal advice has clarified liability regarding the issue around kayaks, which have since been securely stored, reducing immediate risk. Secondly, although a final decision on the Barmouth restricted funds was not reached at the 04 June Bids Panel meeting due to insufficient detail and lack of staff consultation, subsequent discussions with the Locality Manager and staff in Barmouth have resulted in a draft proposal being put forward.

Julie Boalch confirmed that the ELT had discussed the Barmouth restricted funds in detail, and she would address these further proposals with David and Leanne after the meeting. David Hopkins confirmed he had met with the Barmouth Locality Manager, and the current proposal was to fund a dedicated training room in the available space.

Ceri Jackson sought clarity on the decision-making process, specifically regarding its efficiency and the level of assurance provided throughout that process. Julie Boalch explained that the Bids panels have collaborated for an extended period, operating within a structured governance framework that allowed every member the opportunity to provide input on each bid. If members were unable to attend a meeting, they could still share their feedback, including their approval status and rationale.

**The Committee RESOLVED To receive the Bids Panel Highlight reports from 02 April 2025, 16 May 2025, and 23 May 2025.**

## **26/25 BURSARY PANEL HIGHLIGHT REPORT – 14 APRIL 2025**

Jo Kelso informed the Committee the panel had met on 14 April 2025, the primary agenda items being a review of the terms of reference, presented for approval, and the planned opening of the first of two bursary application windows.

David Hopkins, following a query on communicating to staff regarding applications, commented that the Communications Team has been very supportive, with the message reaching more staff. Compared to October 2024, when many staff were unaware of the charity, April 2025 saw greater awareness, with staff seeking information and expressing interest in grants.

The Committee received the highlight report and approved the Bursary Panel terms of reference.

**The Committee RESOLVED To receive the highlight report and approve the terms of reference for the Bursary Panel.**

**27/25 COMMITTEE PRIORITIES & CYCLE OF BUSINESS MONITORING REPORT 2025/26**

There were no matters to escalate with respect to the priorities.

**The Committee RESOLVED To note the Committee priorities and the 2025/26 cycle of business monitoring report.**

**28/25 REFLECTIONS AND SUMMARY OF DECISIONS/ACTIONS**

Members provided positive feedback regarding the development, integration, and alignment of the Charity's operations, including areas such as strategy, risk management, delivery plans, and finance. They stressed the significance of establishing robust foundations to support the Charity's ongoing success and recognised the approach to resource allocation across both the Trust and Charity.

**29/25 ANY OTHER BUSINESS**

There was none.

**30/25 DATE OF NEXT MEETING – 2 OCTOBER 2025**

**Meeting closed at: 11:55**

## CHARITY COMMITTEE HIGHLIGHT REPORT TO CORPORATE TRUSTEE

This report provides the Trustees with key escalation and discussion points at the last Committee meeting. A full list of items discussed appears at the end of the report to enable members to raise any questions to the Chair which have not been drawn out in the report. The papers for this meeting can be found by following this [link](#) to the Committee page on the Trust website.

<b>Corporate Trustee Meeting Date</b>	31 July 2025
<b>Committee Meeting Date</b>	03 July 2025
<b>Chair</b>	Peter Curran

### KEY ESCALATION AND DISCUSSION POINTS

#### ALERT

(Alert the Trustees to areas of attention)

#### Charity Strategy

1. The Committee approved the **Charity Strategy Delivery Plan 2025-27** aimed at achieving the Charity's Strategic Objectives and Enablers over the next two years. The plan highlights three main objectives focused on staff wellbeing, community resilience, and enhanced patient care, alongside strategic enablers for governance, income generation and communications. Members were assured that the component parts of the plan will deliver the Charity strategy. They highlighted the importance of articulating the fundraising strategy which underpins the overall plan and will ensure focused fundraising efforts. Progress on the delivery plan will be reported biannually, with the next update scheduled for January 2026.

#### ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

#### Lived Experience

2. Members expressed thanks to **Elain Roberts and Kelly Wallace for sharing their experience and insight into setting up the WAST Netball team** which successfully applied for funding through Round 1 of the WAST Charity Sports Fund and were awarded funding of £2,000 in January 2025. These funds enabled the team to become established and purchase equipment, team kit and pay for the weekly hire of a netball court. It is an example of how charitable funds can be utilised to help improve staff and volunteers physical and mental wellbeing, stress reduction and morale. The enthusiasm demonstrated by Elain and Kelly was palpable, and the positive impact of their engagement in the netball team were commended by Committee. Members hugely enjoyed the presentation and having the opportunity to view the team kit with the WAST Charity logo embossed (images available in Annex 1).

## Reflections

- Members reflected positively on the development, integration and convergence of various aspects of the Charity's operations such as strategy, risk management, delivery plans and finance. Members highlighted the importance of having the right foundations in place for the Charity to thrive and noted the intentionality in resourcing across the Trust and Charity. Excellent assurance was received by committee with a demonstration of good decision-making and organisational health.

## ASSURE

(Detail here any areas of assurance the Committee has received)

### Charity Performance

- The Charity Performance Report was received showing performance against the NHS Charity Together (NHSCT) grants:
  - The Development Grant project has been completed with a total spend of £30,007, resulting in a small overspend of £26, funded from unrestricted funds.
  - Stage 3 Recovery Grant Progress: As of May 2025, £62,782 has been spent out of £88,000 awarded, with various projects ongoing, including a Volunteer Development Programme and Mind over Mountains.
  - Ambulance Grant Update: The Ambulance Grant has recruited 235 Community First Responders to date, with a target of 400 by February 2026. The project has been extended due to recruitment delays.
- All grants are being administered according to their conditions; however, there was one red target within the Stage 3 Recovery Grant relating to Mind Over Mountains, and the target remains unlikely to be met. This will not affect future funding decisions and there are currently no proposals to fund any further walks beyond the final planned date of 11 October 2025. Risks were considered against the grants and members were assured of mitigations.
- Updates were received regarding future grant opportunities available from NHS Charities Together and aimed at enhancing community health and wellbeing. These funds include the Community Resilience Fund, the Innovation Challenge, Work Wellbeing, and Greener Communities fund.

### Charity Finance Update

- The summary of accounts for the financial year 2024-25 shows a total income of £66,838 and total expenditure of £246,517, which when taken alongside a small investment loss of £5,567 results in a net movement of (£185,246). This will now form the basis of the Charity's 2024-25 accounts, which will be drafted over the next couple of months and subject to an Independent Examination by Audit Wales.
- In terms of the new financial year, 2025-26, total income in the first two months to the end of May 2025 was £5,799 while total expenditure reached £36,859, leading to a net movement of (£31,060).

9. The balance of funds held as of 31 May 2025 is £730,580 comprised of £210,429 unrestricted funds; £177,867 in designated funds; and £342,284 in restricted funds. Between 01 April 2025 and 31 May 2025, the unit price of the charity's investments has increased by 0.45%, resulting in an overall small gain of .c1.1k. The charity current holds 1,090.14 units at a unit price of £252.9766, giving a total market value of £275.8k. The overall trend with the investments remains positive and the lowest risk. The investment strategy aligns with the charity's risk appetite, focusing on low-risk options to ensure stability.

### **Bids and Bursary Panels**

10. The AAA reports from extraordinary Bids Panel meetings held on 02 April, 16 May and 23 May 2025 were received. There were no bids over £5,000 for the committee to approve. A total of five bids were considered, with three approved relating to Bryn Tyrion relocation memento, a memorial bench and reclining chairs for a station; one bid was rejected, and one redirected for further consideration. The total funding awarded for approved bids was £4,600.
11. The AAA from the scheduled Bids Panel meeting held on 04 June 2025 was also received noting that five new general charitable fund applications were approved totalling £4,304.50, with specific conditions for some approvals.
12. Round 2 of the NHS Charities Together Sports Fund saw eleven applications reviewed by the panel, resulting in separate approvals with a total spend of £10,837.93, with some applications being rejected or deferred for clarification.
13. Barmouth ongoing risks related to unutilised awards and the need for a spending plan to address the Barmouth Restricted Fund. Action is being taken to mitigate these risks. A meeting was held on 01 July with Locality Manager, Head of Charity, Trade Union Partner and staff at Barmouth Station. ELT discussed this more broadly, including the potential of exploring the lifting of restrictions via the Charity Commission and the purchase of a higher value mannequin for training purposes.
14. The Bursary Panel met on 14 April 2025 advising that the Bursary Rounds for 2025 have now closed with 35 submissions received. Committee approved the revised Terms of Reference.

### **Committee Priorities and Cycle of Business Monitoring report**

15. Members were assured that there were no matters to escalate regarding the Committee's priorities for 2025/26 and the monitoring report was received.

## **RISKS**

**New Risks Identified:** Committee received the new Charity Risk Register and approved inclusion of two new risks:

CHAR-003 - Lack of compliance with legal and regulatory framework.

CHAR-005 - Lack of internal processes and governance structures in place to meet the conditions of grants on the register.

CHAR-001 - Lack of resource and capacity to manage the Charity was closed from the register noting that the risk has been mitigated, and the residual risk has been included in CHAR-008 - Failure to meet financial targets which will be presented at the next meeting.

### COMMITTEE AGENDA FOR MEETING

Charity Strategy Delivery Plan	Charity Performance Report	Charitable Funds Finance Report
Risk Management Report	Bids Panel AAA reports	Bursary Panel AAA report
Committee Priorities and Cycle Monitoring Report 2025/26		

### COMMITTEE ATTENDANCE

Name	2 April 2025	3 July 2025	2 October 2025	13 January 2025
Ceri Jackson				
Peter Curran				
Hannah Rowan				
Estelle Hitchon				
Chris Turley				
Lee Brooks		Mark Harris		
Andy Swinburn				
Liz Rogers	From Finance Item			
Trish Mills				
Hugh Parry				
Damon Turner				
Marcus Viggers	From Performance Item			
Julie Boalch				
Jo Kelso				
David Hopkins				
Leanne Smith				

	Attended
	Deputy attended
	Apologies received
	No longer member/not member

**Annex 1:**



**ACTION LOG - CHARITY COMMITTEE  
WELSH AMBULANCE SERVICES NHS TRUST**

Minute Ref	Date	Agenda Item	Action Note	Responsible	Due Date	Progress/Comment	Status
07/25	2 April 2025	Finance Report	The committee discussed the charity's position regarding reserves and indicated that it could be helpful to return to both the reserves policy and discussions regarding investment approaches in the coming months. The committee received the charity finance update and noted the detail provided.	Chris Turley	2 October 2025	<p><u>Update for October meeting</u></p> <p>The existing Charitable Funds Investment Policy, approved in July 2023, is due for formal review by July 2026.</p> <p>It is also proposed that a brief position on the Charity's reserves and investment approaches should be included within the draft Charitable Funds Policy, which is expected to be tabled for approval in January 2026.</p> <p>It has already been agreed that the Charity's budgets will be formally approved annually by Corporate Trustee, and this will include discussion on reserves held by the Charity.</p>	Complete
23/25	3 July 2025	Finance Report	Ceri Jackson referred to the earlier point about risk in relation to posts commenting that it may be useful to include a brief statement in the finance report to acknowledge there are arrangements to consider potential risks and what the impact of that risk would be. Details of the risk regarding posts were also included in the Risk Register	Estelle Hitchon	2 October 2025	<p><u>Update for October meeting</u></p> <p>The risks relating to the fixed-term charity posts are included within the Charity's Risk Register. The long-term assessment of the sustainability of Charity Team roles has also been included as an action in the Charity Delivery Plan.</p>	Complete

<b>AGENDA ITEM No</b>	<b>6</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>1</b>

## Charity Fundraising Plan

<b>MEETING</b>	Charity Committee
<b>DATE</b>	2 October 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships & Engagement
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. Within the Charity's Delivery Plan, it was agreed that a Fundraising Plan would be drafted, outlining how the Charity plans to increase voluntary income over the next three years, in order to reach its financial targets.
2. The Fundraising Plan is designed to give a detailed framework for the Charity's fundraising activities over the next three years, including:
  - Project funding from NHS Charities Together, and from charitable trusts and foundations
  - Individual giving and community fundraising
  - Corporate giving
  - In-memory giving and legacy giving
3. The Fundraising Plan considers internal and external situational analysis, including potential opportunities. It also includes benchmarking data from the wider fundraising sector.
4. This fundraising plan will be owned by the Charity and many of the outputs can be delivered independently by the core Charity Team. However, so that the Charity can strategically contribute towards the Trust's ambitions, it is recommended that the following action is taken jointly between the Trust and the Charity:
  - a. The Trust and Charity should jointly establish prioritisation processes for Charity projects and appeals.

- b. The Trust and the Charity should agree an approval mechanism for the Charity's grant applications, and ensure it is proportionate and manageable.
- c. The Trust and Charity should jointly establish project monitoring and reporting mechanisms for successful grant applications, and should outline these mechanisms in a short Memorandum of Understanding.

**RECOMMENDATION:**

**Charity Committee is asked to approve the Fundraising Plan, and to endorse the three recommendations within the Plan**

**KEY ISSUES/IMPLICATIONS**

None

**REPORT APPROVAL ROUTE**

Charity Committee – 2 October 2025

**REPORT APPENDICES**

Appendix 1: Charity Fundraising Plan 2025-2028

**REPORT CHECKLIST**

<b>Confirm that the issues below have been considered and addressed</b>		<b>Confirm that the issues below have been considered and addressed</b>	
EQIA (Inc. Welsh language)		Financial Implications	x
Environmental/Sustainability		Legal Implications	x
Estate		Patient Safety/Safeguarding	
Ethical Matters	x	Risks (Inc. Reputational)	x
Health Improvement		Socio Economic Duty	x
Health and Safety		TU Partner Consultation	



**ELUSEN**  
Gwasanaeth Ambiwllans Cymru  
Welsh Ambulance Service  
**CHARITY**



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

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwllans Cymru  
Welsh Ambulance Services  
University NHS Trust

# Charity Fundraising Plan

**2025 – 2028**

***For approval:  
Charity Committee  
2 October 2025***



## Recommendations to the Trust

This fundraising plan will be owned by the Charity and many of the outputs can be delivered independently by the core Charity Team.

However, so that the Charity can strategically contribute towards the Trust's ambitions, it is recommended that the following action is taken jointly between the Trust and the Charity:

1. **The Trust and Charity should jointly establish prioritisation processes for Charity projects and appeals.**
2. **The Trust and the Charity should agree an approval mechanism for the Charity's grant applications, and ensure it is proportionate and manageable.**
3. **The Trust and Charity should jointly establish project monitoring and reporting mechanisms for successful grant applications, and should outline these mechanisms in a short Memorandum of Understanding.**

These recommendations are described in detail later in the Fundraising Plan.

## Charity's Strategic Objectives

### Objective 1:

The Charity will help WAST to support the wellbeing and development of its staff and volunteers, resulting in a healthier, happier and more experienced workforce

### Objective 2:

The Charity will support WAST to build community resilience throughout Wales

### Objective 3:

The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, and through testing new models of delivery

## Context and purpose of Fundraising Plan

The Welsh Ambulance Service Charity has existed for nearly 30 years and has regularly received donations and legacies from grateful patients and their families. However, it has not actively fundraised in that time, and many patients and staff are unaware that they can donate to the Charity.

In January 2023, Tarnside Consulting published a strategic review of the Charity (“the Tarnside Review”). This review highlighted future opportunities available to the Charity to grow its fundraising capacity. In response, the Corporate Trustee chose to invest in two staff roles to increase capacity, so that the Charity could develop to become a “strategic enabler” for the Trust’s work.

The Tarnside Review was clear that before fundraising could start, a clear purpose for the funding should be established. In May 2025, the Corporate Trustee approved a new strategic ambition for the Charity – with three new strategic objectives. This now gives the Charity a clear purpose, which guides its fundraising strategy. This plan strongly emphasises that fundraising is not a goal in its own right, but a vehicle through which the Charity can achieve its strategic objectives.

This Fundraising Plan is designed to give a practical guide to how the Charity will fundraise in pursuit of those strategic objectives. The plan takes recommendations from the Tarnside Review, along with best practice across other NHS charities, and combines them into one document. It does not intend to replace the detailed work of the Tarnside Review, but instead to provide an up-to-date practical response to its recommendations.

This Fundraising Plan will be updated as needed and will be amended to reflect both internal developments and the external fundraising climate. The plan is not intended to exclude further unforeseen opportunities for income generation which may present themselves over the life of the plan.

## Situational analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- National charity with a network of potential ambassadors in every community in Wales</li> <li>- Existing unsolicited donations from patients and families proves the potential for further donations</li> <li>- Potential to build relationships with the Trust's long-term patients (including renal and oncology patients)</li> <li>- Charity is building good internal connections with Trust staff, resulting in developing relationships and mutual respect</li> <li>- Existing grant-funded projects prove that there are innovative pilot projects that could be funded through charitable funds</li> <li>- Large number of supporters wishing to fundraise in aid of Wish Ambulance, demonstrating benefits of specific appeals</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- A small Charity Team with limited capacity for fundraising</li> <li>- Few physical public "touchpoints" with the Charity, outside of ambulances and digital assets</li> <li>- Limited demonstrable impact reporting or existing brand awareness, both amongst Trust staff and the public</li> <li>- Limited awareness amongst Trust staff and the public about the difference between statutory and charitable expenditure</li> <li>- Limited awareness amongst Trust staff about how to fundraise, accept donations, or apply for grants</li> <li>- Limited public awareness, resulting in brand confusion with other charities such as Wales Air Ambulance</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Increasing public awareness of, and support for, NHS charities</li> <li>- Large potential from untapped fundraising streams, including lottery, challenge fundraising and trusts/foundations</li> <li>- Potential for collaboration within NHS Charities in Wales, particularly around corporate giving, lotteries, legacy giving and brand awareness</li> <li>- Supportive UK-wide network of ambulance charities acting as forum for collaboration</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Challenging fundraising climate in the UK with increasing competition for limited funds</li> <li>- Well-established competitors within the healthcare charitable sector in Wales</li> <li>- Charities in the same sector, such as Wales Air Ambulance, already have a more established fundraising structure</li> <li>- NHS Charities Together's new grant strategy is likely to result in lower income from NHSCT compared to 2020-2024 post-Covid period</li> </ul>

## Trends within fundraising sector

The Welsh Ambulance Service Charity must acknowledge that, despite any internal efforts to increase fundraising, it is operating within a sector where, according to sector research, fewer people than ever are giving to charity.

Despite this UK-wide trend, people in Wales are more likely to donate to charity or sponsor someone for charity (61% in 2024) than the UK average (55%). This percentage in Wales was 68% in 2017, representing a decline between 2017-2024 of 7%. Whilst concerning, this decline is the lowest in Wales compared to any other part of the UK.

West Wales and North West Wales were some of the areas where more people had donated to a charity in the past 12 months (the highest was 69% in the Ceredigion Preseli constituency). Some of these areas also had a high proportion of people who had been a charity beneficiary, suggesting a link between a charity's beneficiaries and a motivation to donate. Percentages of people donating to a charity are lower in the south Wales valleys and Gwent (the lowest was 49% in the Blaenau Gwent and Rhymney constituency).

The number of young donors (aged 16-24) has significantly dropped since 2017, and 24% of young donors have never heard of Gift Aid, or do not understand how it works.

### Payment methods to make donations

Whilst cash use in the general economy may be decreasing, it remains an extremely important part of charitable giving. In 2024, 36% of donors said they donated cash in the past four weeks. The only method that more people said they used was Direct Debit / Standing Order, at 47%.

### Motivations for donation

Whilst direct marketing and fundraising campaigns remain important, survey data shows that when asked for the motivations for making their last donation, friends and family recommendations (17%), personal experiences (11%) and a donation in memory of a loved one (11%) were some of the most important factors. This demonstrates the need for a strong case-for-support and storytelling, so that WAST patients and colleagues can act as informal ambassadors for the Charity.

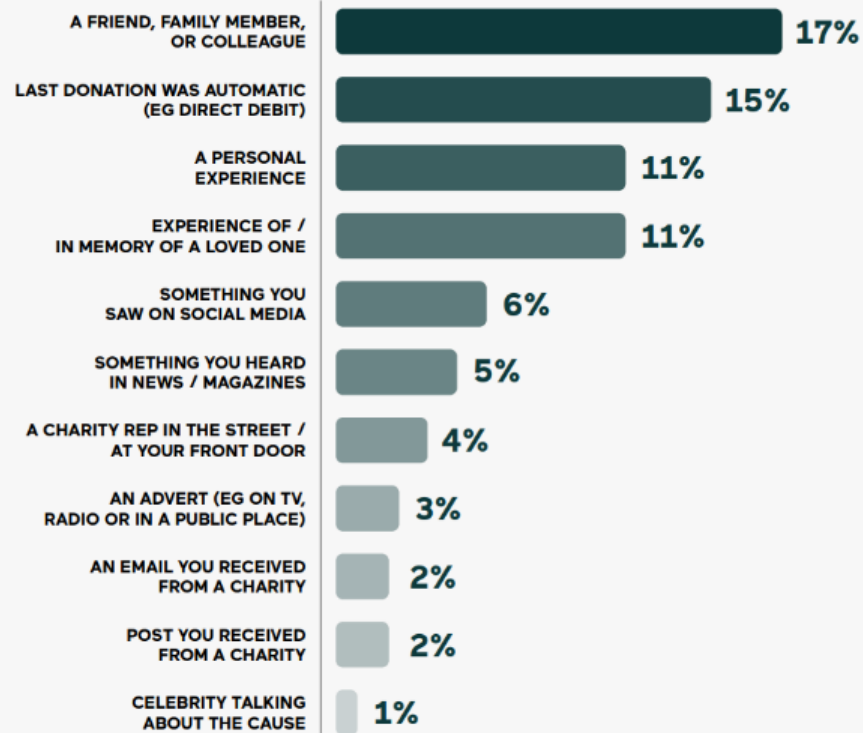
In the case of 15% of responses, a donor's last donation was automated (for example, a Direct Debit payment).

Social media is growing in influence but remains a factor in just 6% of donations. Even amongst 16-24 year olds, this increases to just 12%. It remains the case that personal connections and experiences are most important for encouraging people to make a donation.

*All statistics on this page taken from UK Giving Report 2025 by Charities Aid Foundation.*

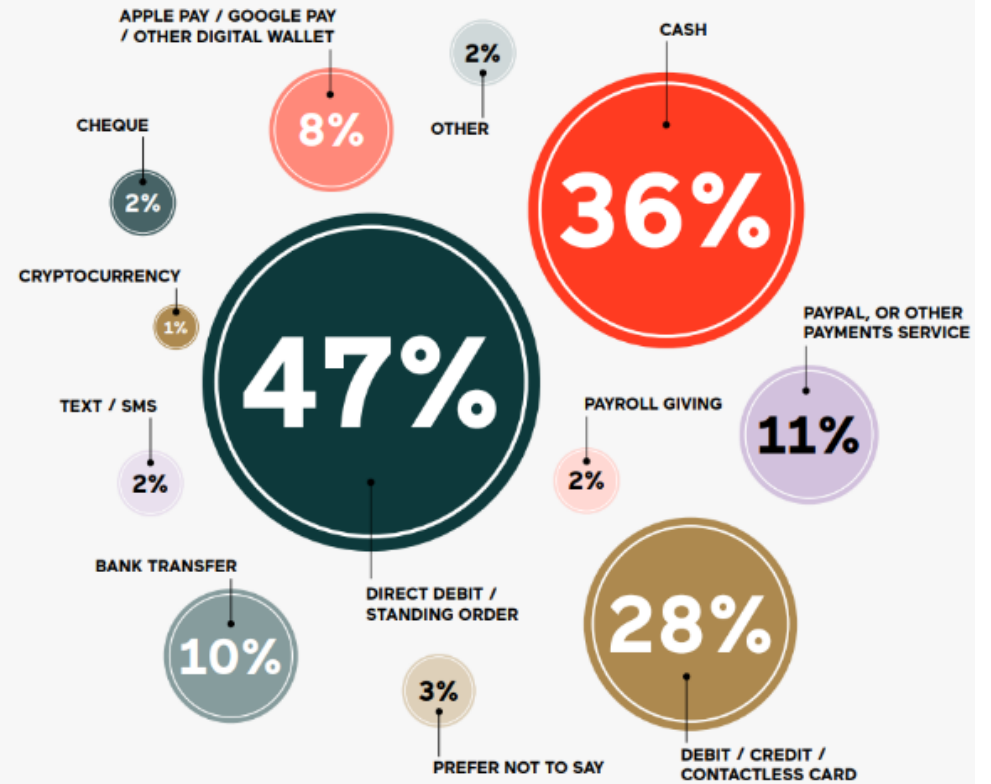
Infographics taken from UK Giving Report 2025, Charities Aid Foundation

Figure 8: Did any of the following prompt your last donation?



Don't know (4%), Other (4%) and none of these (16%) not shown on chart.  
 Base: All respondents who donated or sponsored in the past 12 months, N=7,514.

Figure 5: Payment methods used to make donations



Base: All who donated or sponsored in the past four weeks, aggregated across 2024, N=4,448.

## Income forecasts 2025-2028

	Worst Case Scenario		
	2025 / 2026	2026 / 2027	2027 / 2028
Individual Donations from Public	4,000	5,000	6,000
Individual Donations - WISH	2,000	2,000	2,000
In memory giving	5,000	6,000	7,000
Community Events / Staff Fundraising	3,000	4,000	5,000
Challenge Fundraising - London Marathon	2,000	2,000	2,000
Challenge Fundraising - other races	3,000	3,500	4,000
Regular Giving / Staff Lottery	0	0	0
Volunteer Fundraising - new	0	0	0
Volunteers - transfer of existing funds	0	0	0
Corporate Giving / CSR	0	0	0
Gift Aid	2,375	2,813	3,250
<b>Voluntary Donations / Fundraising</b>	<b>21,375</b>	<b>25,313</b>	<b>29,250</b>
NHSCT - Community Resilience	142,000	0	0
NHSCT - Workplace Wellbeing	0	0	0
NHSCT - other grants available	0	0	0
<b>NHS Charities Together</b>	<b>142,000</b>	<b>0</b>	<b>0</b>
Legacies	0	0	0
External Trusts and Foundations	0	0	0
Bank Interest	12,000	5,000	5,000
<b>TOTAL INCOME</b>	<b>175,375</b>	<b>30,313</b>	<b>34,250</b>

	Most Likely Scenario		
	2025 / 2026	2026 / 2027	2027 / 2028
Individual Donations from Public	5,000	10,000	12,500
Individual Donations - WISH	2,500	5,000	10,000
In memory giving	5,000	15,000	20,000
Community Events / Staff Fundraising	7,500	12,500	15,000
Challenge Fundraising - London Marathon	2,000	4,000	4,000
Challenge Fundraising - other races	7,500	15,000	21,000
Regular Giving / Staff Lottery	0	15,000	30,000
Volunteer Fundraising - new	5,000	10,000	12,500
Volunteers - transfer of existing funds	5,000	0	0
Corporate Giving / CSR	0	7,500	15,000
Gift Aid	4,313	8,938	11,875
<b>Voluntary Donations / Fundraising</b>	<b>43,813</b>	<b>102,938</b>	<b>151,875</b>
NHSCT - Community Resilience	142,000	0	0
NHSCT - Workplace Wellbeing	30,000	0	0
NHSCT - other grants available	0	40,000	40,000
<b>NHS Charities Together</b>	<b>172,000</b>	<b>40,000</b>	<b>40,000</b>
Legacies	10,000	15,000	15,000
External Trusts and Foundations	30,000	75,000	125,000
Bank Interest	15,000	10,000	10,000
<b>TOTAL INCOME</b>	<b>270,813</b>	<b>242,938</b>	<b>341,875</b>

	Best Case Scenario		
	2025 / 2026	2026 / 2027	2027 / 2028
Individual Donations from Public	5,000	12,500	20,000
Individual Donations - WISH	2,500	7,500	12,500
In memory giving	5,000	17,500	25,000
Community Events / Staff Fundraising	7,500	15,000	20,000
Challenge Fundraising - London Marathon	4,000	5,000	6,000
Challenge Fundraising - other races	7,500	20,000	30,000
Regular Giving / Staff Lottery	0	25,000	60,000
Volunteer Fundraising - new	10,000	15,000	25,000
Volunteers - transfer of existing funds	15,000	0	0
Corporate Giving / CSR	0	15,000	40,000
Gift Aid	5,188	11,563	17,313
<b>Voluntary Donations / Fundraising</b>	<b>61,688</b>	<b>144,063</b>	<b>255,813</b>
NHSCT - Community Resilience	142,000	0	0
NHSCT - Workplace Wellbeing	40,000	0	0
NHSCT - other grants available	10,000	60,000	60,000
<b>NHS Charities Together</b>	<b>192,000</b>	<b>60,000</b>	<b>60,000</b>
Legacies	100,000	100,000	100,000
External Trusts and Foundations	50,000	125,000	200,000
Bank Interest	15,000	10,000	10,000
<b>TOTAL INCOME</b>	<b>418,688</b>	<b>439,063</b>	<b>625,813</b>

## Summary of key fundraising priorities

The Charity has limited resources available to invest in its fundraising activities. With this in mind, the Charity's Fundraising Plan will focus on the following key priorities over the next three years:

### 1. Focusing on fundraising campaigns with the greatest ROI

In order to maximise income with limited fundraising resources, the Charity will need to focus only on those fundraising campaigns that bring the greatest return on investment.

Generally, this will include:

- Trusts and Foundations applications
- Long-term investment in legacy fundraising
- Automating as many processes as possible for community fundraising, whilst retaining a personalised and compassionate approach
- Empowering volunteer fundraisers to arrange and coordinate their own "in-aid-of" events, with support and guidance from the core Charity Team.

### 2. Focusing on long-term diversification of income streams

The Charity has been historically reliant on income from legacies, and grants from NHS Charities Together. Over the next three years, the Charity will look to reduce its reliance on this small number of income sources, so that it can be more resilient to any future changes in the external context.

This will include:

- Increasing income from community fundraising and individual giving, year-on-year, over the next three years;
- Increasing income from campaigns which, after initial set-up, can produce a predictable income – such as regular giving, payroll giving, staff lottery and clothing donation banks

### 3. Making it easy for supporters to donate, and for staff to signpost potential donors

We know that donors value convenience when donating to a Charity. Currently, some of the most popular payment methods for donors – including cash donations, Direct Debit and contactless payments – are not possible or are not always convenient for donors when making a donation to the Welsh Ambulance Service Charity.

We also know that WAST colleagues have limited awareness of the Charity, or how to advise those who wish to make a donation to the Charity.

We will prioritise the following:

- Working with colleagues in the Finance Directorate and with Operations colleagues

to ensure that the public can make cash donations at our sites should no other payment methods be practical, and that this cash can be paid in securely with agreed financial processes;

- Establishing agreed procedures so that fundraisers who wish to use secure collection buckets can do so, ensuring that the processes for paying in funds are secure yet remain practical for the volunteer fundraiser;
- Introducing a Direct Debit scheme for regular giving, linked to a new donor CRM system;
- Introducing contactless donation machines for certain fundraising activities, and continuing to use QR codes to encourage online donations where contactless donation machines are not practical;
- Setting up the Charity on additional online giving platforms, to ensure that the Charity is present in all places where donors are looking to choose a cause to donate to (this will also prevent potential disruption from the unexpected closure of any third-party fundraising platform, such as Virgin Money Giving in 2021);
- Provide clear guidance to colleagues on how patients can donate to the Charity, along with case studies of how donations are spent, so that staff and volunteers can act as the Charity's best ambassadors;
- Including information about the Charity as part of the Trust's induction process for staff and volunteers.

#### **4. Developing inspirational and impactful appeals that will encourage donations**

The donations received in aid of the Wish Ambulance can prove that, with a compelling story, donors will give generously towards specific campaigns they feel passionately about.

Other NHS Wales charities have had success recently with specific, time-limited appeals (examples include [Swansea Bay's Cwtsh Clos appeal](#) and [Hywel Dda's Bronglais Cancer Centre appeal](#)).

In order to do this strategically, the Trust and the Charity must agree jointly which appeals the Charity will focus on. A maximum of 3-4 should be selected at any one time, to prevent any dilution of the Charity's messaging. These priorities should be approved at a senior level, and could be informed by the annual IMTP prioritisation processes.

During the IMTP process, as projects are prioritised for the IMTP into "must-do" / "should-do" / "could-do", the Charity could advise on whether any "could-do" projects might be suitable for charitable fundraising and investment. This would ensure that the Charity's work was informed by the Trust's ambitions, but would still demonstrate additionality from statutory funding sources, as is legally required by the Charity.

## **Recommendations to the Trust**

### **1. The Trust and Charity should jointly establish prioritisation processes for Charity projects and appeals.**

This should be agreed as soon as possible, and could potentially be included as part of existing IMTP prioritisation processes. The outcome should be a list of a maximum of 3-4 priority projects for the Charity, that are agreed at a senior level. This would then inform the Charity's public fundraising appeals, and the Charity's Trusts and Foundations pipeline.

## **Project Funding: NHS Charities Together**

Since 2020, Welsh Ambulance Service Charity has received several large grants from NHS Charities Together, which were funded through public donations to NHSCT's Covid-19 Urgent Appeal. NHSCT allocated donations pro rata to each member charity, and invited each member charity to apply for that pre-allocated value based on their grant criteria. Funding was awarded subject to a non-competitive application process and outcome monitoring, meaning that a certain level of funding could be predicted and budgeted.

NHSCT's Covid-19 Urgent Appeal raised more than £162 million in the first few months of the pandemic, of which more than 90% has now been spent. As a result, NHS Charities Together is changing its grant-giving model in future years, with smaller grants awarded on a competitive basis, rather than pre-allocating funds to charities. Whilst NHSCT will continue to be a key partner and a major funder, its income cannot be relied upon – and the Charity will need to produce compelling, innovative funding applications to secure future funding on a competitive basis.

The Charity will continue to respond to suitable grant opportunities as and when they arise, and will report on future grant opportunities quarterly to Charity Committee. As a membership organisation for all NHS charities – the vast majority of which are acute and community hospital trusts - there is no guarantee that any future funding opportunities will match the objectives and priorities of the Charity.

The Charity still expects that NHSCT will be a substantial funder and supporter. However, the Charity will also plan to diversify other income sources in order to create a more sustainable financial model, and to ensure that donations received meet the priorities of the Charity and the Trust.

## Project Funding: Trusts and Foundations

Trusts and Foundations can be a cost-effective way of raising restricted funds towards specific, targeted projects. However, the sector is currently extremely competitive, with more charities relying on Trusts and Foundations to cover core project costs and therefore increasing the overall number of applications.

According to sector research by Gifted Philanthropy in 2025:

- The average success rate for cold applications was 25%, with some individual trusts and foundations reporting that fewer than 10% of applications they receive are successful;
- The average success rate for charities with a warm relationship with a funder was 63%;
- There was a correlation between the number of applications sent and the success rate, strongly indicating that time spent on fewer, quality applications was more fruitful than sending a greater number of more generic applications;
- Funders offering smaller grants (up to £5,000) faced a disproportionately high number of applications, compared to medium-sized and larger grants.

Fundraising through Trusts and Foundations also requires the Charity to have produced project proposals, in advance of application, that closely meet the funder's priorities. Many funders are reporting that they have narrowed their focus in response to overwhelming numbers of unsuitable applications.

Nevertheless, some NHS charities have had success with Trusts and Foundations. This includes South Western Ambulance Charity who have successfully applied for capital funding towards seven response vehicles dedicated to Community First Responders.

### **In order to navigate this challenging environment successfully, the Charity will establish a six-stage process for applying to Trusts and Foundations:**

1. The Charity will identify a limited number of funding priorities over a 2-3 year period, through an agreed project prioritisation process between the Charity and Trust;
2. The Charity will work with nominated project leads within the Trust to develop an agreed budget, funding ask, and project proposal;
3. The Charity will develop a list of prospective Trusts and Foundations to apply to, focusing only on those that closely align with the project's objectives, and develop funding applications for multiple funders at once using the same information;
4. The Charity will obtain approval for the applications and budget from ELT, or any other mechanism that ELT determine is appropriate;
5. If a funding application is approved, the expenditure budget will automatically be delegated to the Head of Charity, as the budget has already been approved at the application stage;
6. The Trust's project lead will be responsible for ensuring project delivery, and for providing the Charity with adequate information so it can fulfil reporting requirements to funders.

It is also anticipated that some Trust colleagues will proactively ask the Charity to support them with grant applications for their own projects. The Charity will aim to facilitate these, however, as the Charity would become the lead applicant in many cases, and therefore responsible for the budget and outcomes, these applications can only be facilitated if the proposed project meets the Charity's objectives. It would also be vital to ensure that conversations allowed adequate time for drafting a good-quality application, for approval, and for a response from the funder (some smaller funders may advise to allow 9-12 months for an application to be assessed).

This process would ensure that grant applications met the strategic ambition of both the Charity and the Trust. **Initial research and conversations with colleagues have identified the following potential areas where the Charity may be able to contribute strategically:**

- Additional infrastructure to help improve cardiac arrest response, particularly community response and bystander CPR in areas of health inequality;
- Volunteer Service infrastructure, potentially with a focus on the Volunteer Car Service;
- Falls response, including potentially lifting chairs or cushions which could enhance community response;
- Pilot projects for new clinical response models, including digital innovation to help improve clinical outcomes;
- Mental health response, including one-off costs for procuring additional response vehicles (ongoing revenue funding would need to be identified in advance in this case);
- Specific strategic projects to enhance staff and volunteer wellbeing;
- Fixed-term staffing to support the expansion of the Wish Ambulance Service.

### **Recommendations to the Trust**

#### **2. The Trust and the Charity should agree an approval mechanism for the Charity's grant applications, and ensure it is proportionate and manageable**

Under the planned six-stage process above, ELT may be required to approve a large number of almost identical, low-value grant applications, which ELT may not feel is proportionate.

It may be determined that an alternative mechanism may be more suitable, particularly for grant applications under £20K, or for groups of applications for the same appeal with large sections of identical information.

#### **3. The Trust and Charity should jointly establish project monitoring and reporting mechanisms for successful grant applications, and should outline these mechanisms in a short Memorandum of Understanding**

This MOU could outline how the Trust's project leads must contribute towards the Charity's reporting and monitoring requirements. Failure to provide adequate reporting could result in consequences for the Charity, despite the Charity not currently having control over these processes. Some funders will also require an MOU between the Trust and the Charity as a condition of funding.

## Voluntary Donations – the Donor Pyramid

The Donor Pyramid is a visualisation tool used in many charities that depicts how supporters can deepen their relationship with a charity over time. These relationships are best developed in a consistent way through regular stewardship and donor care through a dedicated fundraising team. The Donor Pyramid can also help a charity to develop new strategies for donor acquisition and donor retention.

The Welsh Ambulance Service Charity's own Donor Pyramid describes four types of donors at different stages of engagement:

1. **A spontaneous gift** – such as a one-off donation to a friend's online fundraising page, a cash or contactless donation at an event, or a clothes donation at a clothing bank.
2. **A first-time supporter** – including someone fundraising in aid of the Charity for the first time, or someone who volunteers at a Charity bucket collection for the first time.

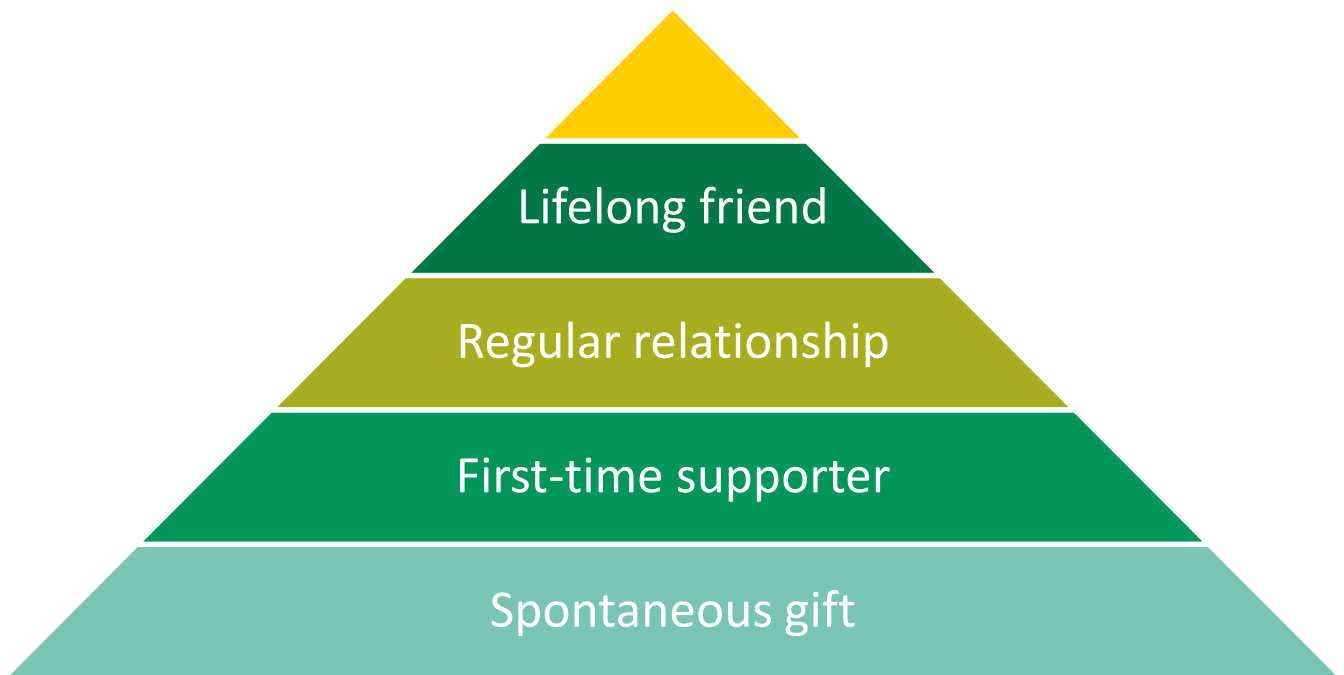
They differ from spontaneous gifts because the activity is usually over an extended period (such as the 3-6 months before a half marathon), and their fundraising involves acting as an informal ambassador for the Charity to others. After the event has finished, they may need further stewardship and encouragement to support the Charity on a more long-term basis.

3. **A regular relationship** – such as a Direct Debit supporter, or someone who fundraises in aid of the Charity regularly.

Within the last few years, they have started supporting the Charity on a regular basis and wish to continue to do so. They think positively of the Charity and act as a long-term ambassador to friends and family.

4. **A lifelong friend** – this would include someone who has left a major gift to the Charity, someone who has left a gift to the Charity in their will, someone who has volunteered or fundraised for a considerable period, or someone who has, unprompted, made several introductions of corporate/business contacts.

They are well-informed of the impact that the Charity has on its beneficiaries, and are loyal supporters (although not necessarily exclusively to one charity – it is common for some of a charity's most frequent donors to be just as generous with several other charities, and will notice differences in stewardship and donor care between charities).



## The Donor Pyramid in practice

Level of Giving	How might we increase donations at this level?	How might we move this donor to the next level?
Spontaneous Gift	<ul style="list-style-type: none"> <li>• Clear guidance for colleagues on how to accept a spontaneous donation from a patient, their family or a member of the public – particularly for EMS, Ambulance Care, PECL, SALC, PTR and Volunteers</li> <li>• Clear call-to-action on all comms, including the Charity’s website, that outlines – in brief examples – how a donation will have impact</li> <li>• Improved online presence including search engine optimisation, social media content, charity listings on third-party donation platforms, and expanded charity website</li> <li>• Reminding donors and fundraisers about benefits of Gift Aid</li> <li>• Gift Aid claims under HMRC’s Gift Aid Small Donations Scheme for cash and contactless donations</li> <li>• Cash collection buckets and boxes at key buildings and stations to enable secure cash deposits</li> <li>• Working together with other NHS charities (including the NHS Charities in Wales collective) to promote the benefits of NHS charities, and to streamline donor acquisition strategies</li> <li>• Working with Communications team to enhance external communications for targeted appeals or campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• QR codes printed on donation buckets to encourage donations online when someone doesn’t have cash – this link includes the option to sign up for donor communications</li> <li>• Clear case studies outlining how donations will be spent, and how a more regular donation could have impact</li> <li>• Clear call-to-action to join an email newsletter (will require DPIA in partnership with Information Governance)</li> <li>• All donations recorded on donor CRM, tracking patterns and motivations for donating</li> </ul>

<b>First-time supporter</b>	<ul style="list-style-type: none"> <li>• Offering challenge fundraising opportunities to WAST colleagues, and outlining the benefits to colleagues through staff welfare projects</li> <li>• Clear impact reporting and case studies on how donations will make a positive impact</li> <li>• Targeted paid social media for prospect generation for challenge fundraising campaigns</li> <li>• Maintaining new relationships through occasional email newsletters, outlining future opportunities to fundraise, and the impact that their donations have made (will need DPIA)</li> <li>• Quotes from previous fundraisers about how they feel afterwards, the benefits of taking part in a challenge fundraising, and impact that donations have made</li> <li>• Coordination with Volunteer Service, developing a pool of fundraising volunteers willing to assist at events and fundraisers</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing regular giving schemes (lottery, Direct Debit) and promoting through ongoing donor stewardship</li> <li>• Email newsletter to donors</li> <li>• Social media content informing of regular giving schemes, quotes from regular donors</li> <li>• All donations, fundraisers, and fundraising volunteering sessions are recorded on donor CRM, tracking patterns and motivations for donating</li> </ul>
<b>Regular relationship</b>	<ul style="list-style-type: none"> <li>• Set up Staff Lottery (potentially in partnership with other NHS Wales charities) and promote to WAST colleagues</li> <li>• Set up regular giving schemes, including Direct Debit via charity's website</li> <li>• Continued, personalised communications to supporters outlining the benefits of regular giving</li> <li>• Targeted donor acquisition for low-value Direct Debits (potentially in partnership with other NHS Wales charities)</li> </ul>	<ul style="list-style-type: none"> <li>• As well as email newsletters, personalised communications, including hand-written notes, thanking regular donors for their support</li> <li>• Once relationships are built up, providing invitations to cultivation events, particularly for legacy giving</li> <li>• Case studies from current legacy pledgers, and from families of previous legacy donors</li> </ul>

## Lifelong friend

- Encouraging stakeholders to “introduce a friend” to the Charity, with clear stewardship, particularly for those who may be in a position to make a major gift
  - Introducing clear, friendly and compassionate guidance on website for those considering a Gift in a Will
  - Case studies outlining the impact that a gift in a will can make
  - Opportunities for personalised “thank you”, invitations to events such as WAST Awards
  - Engaging online with “Remember a Charity” events, establishing a “Free Wills” service
  - Specific legacy events – including those with a focus on asset-rich/cash-poor donors
- Case studies from current pledgers to encourage others to do the same

## Individual Giving and Community Fundraising – specific tools

To increase individual giving and community fundraising, the Charity will develop some specific tools and campaigns to increase income and to maintain donor retention over a longer period of time:

### **Donor relationship management**

If the Charity is to regularly engage with members of the public, and to maintain donor retention over a long period of time, it will need a secure relationship management system in order to store and analyse personal information from donors and supporters.

There are many GDPR-compliant systems that have been used by other NHS charities. The Welsh Ambulance Service Charity intends to commission a similar system and to ensure this can be implemented within the next 6-9 months.

Initial estimates suggest that a cloud-based system like this will cost around £900 per year for a charity of this size. It's proposed that this would be funded from existing fundraising budgets delegated to the Head of Charity.

The Head of Charity is already in discussions with the Trust's Data Protection team on how this could be achieved within the Trust's existing policies. A full Data Protection Impact Assessment will be conducted before any procured system is used to store public data, as well as holding discussions within the Digital Directorate on how different systems will interface.

### **Direct Debit / Payroll Giving**

47% of donors surveyed said that they give to at least one charity through Direct Debit every month. This is by far the most popular method of donation. In order to ensure that donors have a convenient way to make a regular donation, the Charity will introduce a Direct Debit donations scheme and will promote this to existing contacts, as well as on social media and on the Charity's website pages. Gift Aid can be claimed automatically on these donations, increasing the value on eligible donations by 25%.

As part of collaborative working with other NHS Wales charities, there may be ways to collectively engage in donor acquisition campaigns, in order to maximise the reach of a campaign. This is something that will be actively explored in the coming months.

Giving donors an idea of what a £5, £10 or £20 donation could fund each month would help to demonstrate the impact of a gift, and was one of the recommendations of the Tarnside Review. The Charity will look to integrate this into its Direct Debit campaigns.

The Charity will also look to introduce payroll giving for WAST colleagues wishing to donate

directly from their salary. One option could be Microhive (previously known as Pennies from Heaven), which allows staff to donate micro-donations of under £1 from their monthly payslips, through a centralised payroll giving system.

### **Staff Lottery**

Other NHS charities, including Cardiff and Vale Health Charity, have had success with their staff lotteries. Cardiff and Vale Health Charity run their own in-house lottery with dedicated staffing, whereas NHS Charities Together are working to develop a platform for NHS charities that is managed and operated by a third-party company.

The Welsh Ambulance Service Charity will, over the next 12 months, look to develop a new Staff Lottery, managed by a third-party company. There is potential for this to be done in partnership with other NHS charities, sharing expertise as well as management expenses.

### **Community Fundraising**

Community Fundraising can be a powerful way of engaging with local people, including patients and their families, in a cause that they care about. This will require careful communication of the impact that their donations will have, and a carefully planned suite of materials that make it easy for fundraisers to take part on their own terms.

In order to facilitate this, and to maximise income from this, the Charity will:

- Develop a Fundraising Pack which will support in-aid-of fundraisers, providing all of the practical and legal information they need to conduct in-aid-of fundraising safely and within the Code of Fundraising Practice
- Keep a log of all in-aid-of fundraising opportunities to track progress, and to record what support has been offered
- Liaise with WAST teams (such as PECL) to ensure that the Charity's messaging can be included as part of the Trust's public engagement work, where this is appropriate
- Develop a programme of three fundraising events, within 12 months of the Fundraising and Communications Officer starting
- To take part in NHSCT's Big Tea campaign (each July)
- To work closely with other ambulance charities to develop the Outrun an Ambulance brand and to maximise opportunities for fundraising
- To engage with local community stakeholders, such as Rotary and Soroptimist Clubs, town councils, High Sheriffs, WIs and U3A associations, on potential "Charity of the Year" opportunities
- For larger community fundraising events, to offer a photo call with the "giant cheque" to thank the donor, and to use the opportunity to further promote community fundraising internally and externally

## **Challenge Fundraising**

As a pan-Wales charity with limited fundraising resources, the Charity cannot actively participate in every event, but it will focus resource on the following events:

- Capitalising on the Charity's London Marathon Silver Bond (two places each year between 2026-2029)
- Opening challenge fundraising places to general supporters, as well as WAST staff and volunteers
- Within Wales, arranging charity-funded places in the larger, sold-out events (particularly Cardiff Half Marathon), where the Charity can offer a money-can't-buy experience
- Facilitate donors to participate in other events with their own places, rather than charity-funded places, and to offer training plans and support
- Exploring partnerships such as Run for Charity that enable the Charity to participate in events with lower upfront costs
- In the longer-term, creating a "supporter pathway" from couch to 5K, to 10K, half marathon and marathon, so that the health benefits of running can be combined with charitable fundraising

## **Fundraising by Staff and Volunteers**

The Tarnside Review made the following observation:

*"When an NHS charity works well it is also a tremendous vehicle for staff morale. NHS staff tend to be people who want to do good in the world and will often be engaged in fundraising for causes."*

The benefits to the Trust of encouraging staff fundraising are not just related to charitable income, but about a sense of belonging amongst staff, a key part of Our WAST Way.

The Charity is extremely grateful to all colleagues who wish to volunteer in aid of WAST's official charity. It will continue to engage with colleagues by:

- Demonstrating the benefits of charitable expenditure on colleagues, through internal comms aimed at both staff and volunteers, through bespoke case studies including photos of completed work, and through appropriate crediting (including posters or low-cost "plaques" if an item in a station has been funded through the Charity)
- Clearly differentiate the processes for in-aid-of fundraising and accepting donations from patients on behalf of the Charity, and clarifying these processes
- Continue to communicate with volunteers about how their fundraising may benefit volunteers both regionally and nationally, moving away from a local model, in accordance with the recently published Volunteer Fundraising SOP
- Ensure staff have access to the Charity's fundraising pack, with clear guidance for in-aid-of fundraising events
- A clearer Bids Panel process and more transparency to colleagues on how funding decisions are made. This will include volunteer representation at Bids Panel meetings.

## **Clothing Banks**

The Charity has partnered with The Ambulance Service Charity (TASC) to place three clothing recycling banks at WAST sites at Ty Elwy, Tenby Ambulance Station and Newtown Ambulance Station. TASC and the Charity have agreed to extend the trial, with a minimum number of four new sites identified by the end of 2025.

The Charity is currently working with colleagues in Estates to identify appropriate sites. Whilst this will not generate a large amount of additional income on its own, it is felt that by increasing the number of sites, this can generate a regular source of unrestricted income with little further staff resourcing required. It can also contribute towards the Trust's Decarbonisation plans.

## **Corporate Giving**

Corporate Fundraising in Wales is a particularly challenging environment. There is only one FTSE 100 company headquartered in Wales – Admiral Group – and across the UK, outside of the FTSE 100, only 25% of all companies made any charitable donations at all in 2023 [UK Corporate Giving Report 2024, Charities Aid Foundation].

Nevertheless, there are opportunities to promote the Charity's work to the private sector, and to emphasise the value of a donation as part of a company's Corporate Social Responsibility strategies.

### **Potential opportunities could include:**

- A Christmas campaign, by post or email, to communicate with small and medium-sized enterprises (SMEs) and professional services, such as small law firms, media agencies, IT agencies and accountancy practices;
- Providing clear resources on the Charity's website on the benefits to businesses when partnering as a "Charity of the Year";
- Encouraging all staff, NEDs and volunteers to consider who might be working in the private sector amongst their personal and professional networks, and making introductions to the Charity team;
- Asking challenge fundraising participants to consider whether their employer may offer a match-funding programme (such as Admiral's scheme for its employees).

Given the challenges that corporate fundraising is facing in Wales at present, a modest initial target has been set, and no fundraising is expected to commence until 2026/27. These targets could be reviewed if fundraising proves more successful than expected.

## In-memory Giving

In-memory giving is one of the few strands of fundraising income that is currently growing, with a significant growth in the past 10 years according to Legacy Futures and Smee & Ford.

In-memory giving can include donations collated by cash and cheque at funerals, usually collated and sent to charities by funeral directors, but it can also include online fundraising pages and group fundraising challenges that have been motivated in-memory of someone.

In-memory giving is particularly important to the health charity sector - health charities and hospices receive over half of all in-memory donations by volume. NHS Charities Together has recently launched a new in-memory campaign – the Bluebell Appeal – to consolidate the different donation options into one place for those who have recently experienced a bereavement.

Data also seems to suggest that most charities are not always aware of the motivations of someone's fundraising – and that many in-memory gifts could be missed as a result.

Whilst acknowledging that donors will have a variety of reasons for wishing to donate in-memory of a loved one, it is largely expected that the majority of donations will be unrestricted. One notable exception will be designated donations for the Wish Ambulance, acknowledging that this project is greatly appreciated by families of terminally ill patients.

### **To maximise in-memory giving in a compassionate and tactful manner, the Charity will:**

- Provide an information document about the Charity to funeral directors, so that they may suggest the charity if the family of the deceased expresses a wish to donate to those responsible for their care. If handled sensitively with funeral directors rather than directly with families, by increasing brand awareness of the Charity amongst the sector, this may reduce the number of instances where families donate to other charities in a similar sector instead, due to brand confusion;
- Provide clear information and a direct signposting route to the Charity for staff working in PECL, PTR and the All Wales Medical Examiner Service, in case staff are asked about an in-memory donation as part of general enquiries;
- Ensure that a full list of the in-memory options (donating, fundraising, online tribute pages, funeral collections) are included on the Charity's website, giving one place for bereaved families to go to;
- Conduct a full review of the range of third-party online tribute pages and giving platforms designed for in-memory giving, to ensure that the Charity is listed appropriately on all relevant platforms;
- Ensure the Charity's CRM system includes a data field on the donor's motivation, meaning that in-memory fundraising and donations can be tactfully acknowledged and thanked;

- Provide finance colleagues working on accepting charitable donations with a tactful template letter for receiving gifts from funeral directors and bereaved families, to acknowledge the sensitivities of in-memory giving.

## Legacy Giving

According to the Tarnside Review of 2023, Legacy Giving is the single largest source of voluntary income for UK charities, and the most cost-effective. However, due to the nature of gifts-in-wills, it can be up to 7-10 years before any legacy fundraising activity translates into charitable bequests.

The Charity has had very generous gifts in wills over the past few years, although this has varied considerably year-on-year and so cannot be relied upon or budgeted accurately for a charity of this scale. Whilst the Charity's income forecasts for legacy giving will remain modest, the Charity will invest time into developing a long-term strategy, which will generate income over a 10-15 year period.

### **During the lifetime of this plan, the Charity will:**

- Introduce online resources for those considering leaving a gift in their will
- Provide information to solicitors on the Charity (potentially in partnership with other NHS Wales charities)
- Introduce a legacy stewardship scheme, where those who have left a gift in their will, and have informed us, can be thanked appropriately during their lifetime
- Provide a personal contact to anyone considering giving in their will, as evidence shows that this helps potential donors to feel comfortable
- Liaise with solicitors during probate and to, where possible, liaise with executors to ensure that any gifts received are unrestricted gifts. In the event that the executors request that a gift remains restricted to a certain project or locality, the Charity will ensure that before accepting a gift, the conditions of the will can be fulfilled within the Charity's Strategic Objectives.



**ELUSEN**  
Gwasanaeth Ambiwlans Cymru  
Welsh Ambulance Service  
**CHARITY**

**Welsh Ambulance Services NHS Trust Charity**

Ty Elwy, Unit 7, Richard Davies Road  
St Asaph Business Park  
St Asaph, Denbighshire, LL17 0LJ

E: [amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk)

[ambulance.nhs.wales/charity](https://www.ambulance.nhs.wales/charity)

Registered charity number: 1050084

<b>AGENDA ITEM No</b>	<b>7</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>1</b>

## Charity Performance Update

<b>MEETING</b>	Charity Committee
<b>DATE</b>	2 October 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships & Engagement
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. Charity Committee is presented with the Charity's quarterly performance report, in order to provide assurance on the Charity's ongoing work.
2. This quarter's report includes:
  - a. Highlights from the Charity's fundraising activity and staff engagement work since July;
  - b. An update on the Charity's live NHS Charities Together grants, and its most recent application submissions;
  - c. An update on future grant opportunities;
  - d. An update on forthcoming changes to the Code of Fundraising Practice, which take effect on 1 November 2025.
3. This quarterly report has been presented in a new format, designed to showcase the Charity's overall highlights and performance, rather than just focusing on the active NHSCT grants. Feedback from colleagues on the new reporting format would be welcomed.

#### **RECOMMENDATION:**

**Charity Committee is asked to receive assurance on the Charity's performance, and on the key risks and mitigations in place for the Charity's active NHSCT grants.**

### KEY ISSUES/IMPLICATIONS

There are no new risks highlighted by this Performance Report.

### REPORT APPROVAL ROUTE

Charity Committee – 2 October 2025

### REPORT APPENDICES

Appendix 1: Charity Performance Report, 2 October 2025

### REPORT CHECKLIST

Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)		Financial Implications	x
Environmental/Sustainability	x	Legal Implications	x
Estate	x	Patient Safety/Safeguarding	
Ethical Matters	x	Risks (Inc. Reputational)	x
Health Improvement		Socio Economic Duty	x
Health and Safety	x	TU Partner Consultation	



**ELUSEN**  
Gwasanaeth Ambiwllans Cymru  
Welsh Ambulance Service  
**CHARITY**



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

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwllans Cymru  
Welsh Ambulance Services  
University NHS Trust

# Charity Performance Report

**Charity Committee**

**2 October 2025**



## Fundraising Stories – July - September 2025

1. A group of cyclists from local company Trio & Co raised more than **£6,600** in aid of the Wish Ambulance, by cycling from Pontyclun to Tenby in June. The team decided to raise money in memory of Pat Williams, who had been supported by Wish Ambulance volunteers before her death. The team have also been able to apply for match funding of **£249** from Admiral. The Charity hopes to arrange a cheque presentation with the team later in the year.
2. Gemma Schiebe has raised more than **£5,400** in aid of the Wish Ambulance, in memory of her mum Karen, who died in July. Before her death, Karen had been supported by Wish Ambulance to make a final trip to the beach at Tenby with her family.
3. Kieran Reynolds (pictured), a member of the EPCP team in Integrated Care at Ty Elwy, is fundraising in aid of the Charity by walking between Rhyl and Cardiff over seven days. Although his first attempt had to be postponed due to weather conditions, he has already raised more than **£390** in aid of the Charity, and is also fundraising in aid of TASC. The walk has been postponed until October.



4. Samantha Winnett and Corina Roberts (pictured), both Integrated Care clinicians based at Ty Elwy, have raised **£250** in aid of the Charity by riding the Tour de Mon cycling event in Anglesey in August.



5. In September, 10 WAST colleagues ran the CDF 10K in aid of the Charity, raising a total of **£2,600** (inc Gift Aid). [Pictured – Ambulance Care colleagues from Blackwood at the finish line].



On 5 October, 8 more WAST colleagues will take on the Cardiff Half Marathon, having raised more than **£1,200** (inc Gift Aid) so far.

15 of these 18 places were purchased by the Charity, through the NHSCT Development Grant, to raise unrestricted funds for the Charity. If all minimum fundraising targets are met, the runners should reach a collective total of **£4,650** (inc Gift Aid).

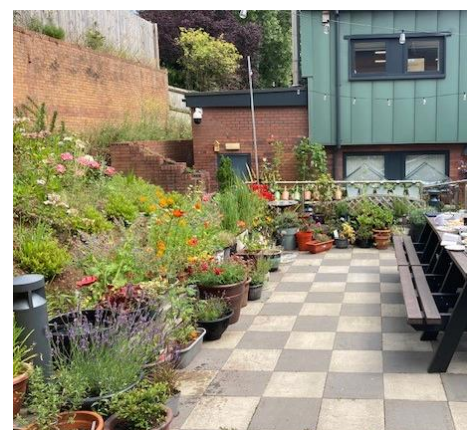
6. Two colleagues have been selected to run the London Marathon in April 2026 in aid of the Charity. This will be the first year that the Charity has places for the London Marathon, as it has obtained a Silver Bond each year between 2026-2029.
7. *All fundraising totals correct as of 22 September 2025.*

## Staff Engagement and Impact Reporting

8. The first sports equipment has arrived in stations, following the award of funding in Round 2 of the Sports Fund. This has included the delivery of a new echo bike for the HART gym (pictured).
9. New gym equipment has also been funded in Aberaeron station and Cardiff MRD. Grants awarded in round 2 of the Sports Fund have also been used to support yoga classes in Ty Elwy and Cardiff MRD, and a new fly-fishing group in north Wales.



10. The Head of Charity met virtually with staff in Barmouth in July to discuss spending plans for the Barmouth Restricted Fund (£53,533). As well as new training equipment for the station, and public access defibrillators for the local area, it has been proposed that the funds be used to convert two rooms in the station into a modern training facility for staff at Barmouth, and nearby stations. Estates colleagues are currently working with the Charity to obtain quotes for the proposed work, which will then inform whether this proposal is feasible. Once fully developed, an expenditure proposal will be brought to Bids Panel, and then to ELT and Charity Committee.
11. The Head of Charity met virtually with EMS managers in Central and West in July, to introduce the work of the Charity and to offer support for any future ideas and proposals. The Head of Charity intends to meet with other colleagues in similar forums over the coming months.
12. The Head of Charity met with staff at Cardiff MRD in July to see their existing wellbeing garden (pictured), and to discuss plans to develop the garden further through charitable funds. Staff at Cardiff have recently successfully applied to Bids Panel for funding to further develop the garden, which is located at the back of the crew room.



## Project Performance: NHSCT Stage 3 Recovery Grant

<b>Grant award</b>	<b>Total awarded</b>	£88,000
	<b>Spend to 31 Aug 2025</b>	£73,467
	<b>Remaining spend</b>	£14,533

<b>Key dates</b>	<b>End of project</b>	15 December 2025
	<b>Final report</b>	15 January 2026

13. Of the £14,533 still to be spent by December 2025:
- £3,790 has been committed towards future planned expenditure
  - Bids to the value of £3,730 have been received in Round 3 of the Sports Fund, to be assessed on 22 September
  - There is currently a projected underspend of £7,013.
14. Within the projected underspend of £7,013:
- £5,751 of this was initially allocated to the costs of a project administrator, but instead the projects have been managed within the Trust's existing staff capacity.
  - There is a projected underspend of £1,262 on Sports Fund expenditure. Even though awards exceeding the original budget (£20,700) have been made, several of the projects have underspent.
  - It is proposed that these underspends be used to purchase additional CFR training kit. These items will need to be purchased ahead of the spending deadline of 15 December.
15. The Stage 3 grant is split into three projects:
- Volunteer Development Programme
  - Mind over Mountains
  - WAST Sports

### Volunteer Development Programme

<b>Targets</b>	<b>Recruit 200 new CFR volunteers between Sept 2023 and Sept 2025</b>	209 new CFRs recruited since Sept 2023	
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16. This target has now been met. 187 CFRs were directly recruited between Sept 2023 – Mar 2025, when the recruitment model changed. Since April 2025, 22 CWRs have been trained to CFRs through the new CWR to CFR pathway model.
17. Since April 2025, the Trust is no longer recruiting CFRs directly into the organisation. Instead, CWRs can progress through the new CFR pathway model, after six months of volunteering as a CWR, and following a skills assessment.

18. All funds connected to this element of the project have been spent on providing Volunteer Training Kits, which have supported the volunteering team to deliver in-person training courses to new CFR volunteers.

19. This kit will be maintained to continue to support Volunteer Training for at least the next 3 years.

20. It is proposed that some of the underspend from the project could be spent on purchasing additional kit, and conversations are ongoing to assess what further equipment would be most appropriate. This has been agreed in principle by NHS Charities Together.

### Mind over Mountains

<b>Targets</b>	<b>To hold 8 walks over 2 years</b>	6 walks taken place to date 2 further walks planned	
	<b>To reach 60 staff*</b>  *This target, down from the original target of 144, has been agreed by NHSCT	54 registrations 24 attendances	

21. There are two final walks planned as part of this project:

<b>Date</b>	<b>Location</b>	<b>Walk Grading</b>
<b>Sunday 28 September</b>	Llanberis, Snowdonia	Moderate
<b>Saturday 11 October</b>	Pontneddfechan, Brecon Beacons	Moderate

22. A walk was planned for Sunday 27 July in Pembrokeshire. Unfortunately, due to low registration numbers, the walk had to be cancelled. This is despite extensive promotion to local colleagues in West Wales.

23. Colleagues will continue to promote the final two walks to colleagues. Internal communications will be aimed at operational and corporate staff, through local posters across nearby sites, through announcements on Siren, and through specific links with individual staff to help disseminate locally.

24. The Head of Charity, as well as colleagues from OD who are leading the project, have held extensive discussions with both the Mind over Mountains delivery team, and NHS Charities Together, to explore how attendance figures could be increased, and how to prevent beneficiaries from withdrawing after registering.

<b>Date</b>	<b>Location</b>	<b>Registrations</b>	<b>Attendances</b>
16 March 2024	Brecon Beacons	8	2
4 May 2024	Llanberis	12	9
24 July 2024	Garreg Ddu, Elan Valley	7	4
16 Nov 2024	Sugar Loaf, Abergavenny	4	4
5 April 2025	Llyn Padarn, Llanberis	10	1
3 June 2025	Marcross at Nash Point, VOG	12	4
27 July 2025	Stackpole, Pembrokeshire	1	<i>Walk cancelled</i>
<b>TOTAL</b>		<b>54</b>	<b>24</b>

25. The project performance was discussed in detail with NHSCT at the 18-month check-in meeting in June. NHSCT remains supportive of the project, and they value the learning from the project as much as the number of beneficiaries. It has been agreed that a brief evaluation paper will be produced to summarise some of the challenges of the project, including some of the potential factors influencing the withdrawal rate between registration and attendance.
26. It has been agreed with NHSCT that the formal target remains at 60 participants (down from the original maximum capacity of 144), but the Head of Charity has been clear that it is extremely unlikely that the target will be met.
27. There are currently no proposals for the Charity to fund Mind over Mountains walks beyond the final planned date of the year (11 October 2025). It is proposed that learning from the project, and momentum from existing internal communications, be directed towards encouraging more peer support groups to form amongst colleagues across Wales. There are currently at least three peer support walking groups across WAST, and the Charity has offered advice on how to apply for small grants from Bids Panel if groups require this in the future.

## Sports Funds

<b>Targets</b>	To award £20,700 to 10 groups	£19,711 awarded to 12 groups in Rounds 1 and 2  Bids to the value of £3,730 received in Round 3, from three groups	
	To reach 150-200 staff and volunteers	Data collection ongoing – est. 200-250 across 12 teams  Confirmed data so far: 85 reached across four teams	

28. A third and final round of applications for the Sports Fund was opened in July, with a deadline of 1 September.
29. Three applications were received to the value of £3,730. These will be assessed at the Bids Panel meeting on 22 September.
30. For this final round of applications only, applicants are aware that they have two months to spend the funds. This is so that any underspends can be redistributed to other elements of the Stage 3 projects before the grant concludes in December.
31. As part of the conclusion of the project, the Charity will work with all successful applicants to establish more sustainable funding from other sources (such as member contributions or sponsorship), so that there remain no ongoing commitments to the Charity.

## Project Performance: NHSCT Ambulance Grant

<b>Grant award</b>	<b>Total awarded</b>	£315,290
	<b>Spend to 31 Aug 2025</b>	£246,352
	<b>Remaining spend</b>	£68,938

<b>Key dates</b>	<b>End of project (extended from 1 Dec 2025)</b>	28 February 2026
	<b>Final report</b>	28 March 2026

<b>Targets</b>	<b>Recruit, onboard and train 400 new CWR volunteers by the end of the project</b>	330 CWRs recruited to date  198 currently live and responding to calls	
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32. Since April 2025, 57 new CWRs have been recruited, bringing the total to 330. 198 of these are currently live and responding to calls. Attrition to date over the two-year period is 15 volunteers.

33. There are currently 47 awaiting training, and 70 volunteers progressing through the initial application process. A recruitment and training programme has been initiated, including targeted social media adverts to help recruit new volunteers from areas of health inequalities, younger volunteers including students, and volunteers from rural communities. The Volunteer Service has also recently implemented a “refer a friend” scheme to help recruit through personal testimony.

34. With the extension of the project (due to the end-dates of the fixed-term staffing contracts), and with the planned training and recruitment in place, the Volunteer Service remains confident that the target of 400 new CWRs will be met by the extended project deadline (28 February 2026).

## Future Grant Opportunities

### NHS Charities Together – Community Resilience Fund

35. The Charity has submitted an application for £142,000 ahead of the deadline (29 August 2025). The application was approved in advance by ELT.

36. This fund has been pre-allocated to the Welsh Ambulance Service Charity, towards projects that would address ways to strengthen community resilience in emergency situations. The Charity has proposed an application that would support the Trust’s work on cardiac arrest response - particularly focused on improving ROSC rates in areas of health inequality.

37. With this funding, the Charity would propose to support two fixed-term contracts employed by the Trust:

- a. 1 OHCA Clinical Review clinician (AfC Band 7) for a fixed-term of 15 months
- b. 1 Training Support Officer, Volunteer Service (AfC Band 4) for a fixed-term of 12 months

38. This funding has been pre-allocated to the Charity, and so if the application is approved by NHSCT’s funding panel, it will be successful. A response is expected by the end of October 2025.

## **NHS Charities Together – Greener Communities Fund**

39. The Charity has submitted an application for £15,823 ahead of the deadline (8 September 2025). The application was approved in advance by ELT.
40. If successful, the application will provide funding towards a project to improve biodiversity in the grounds of Ty Elwy – including wild flower planting, raised beds for staff to design their own mini-gardens, and brush wood piles.
41. This project would also aim to provide a relaxing space for staff at Ty Elwy, for the benefit of staff wellbeing, and provide opportunities for staff to take part in planting and gardening through a new Gardening Club.
42. This is a competitive funding round, and there is only £200,000 to distribute to applications across the UK. A response is expected by the end of December 2025.

## **NHS Charities Together – Workplace Wellbeing Programme**

43. Since the last performance report, there have been no updates from NHSCT on how this programme will be delivered in Wales, Scotland or Northern Ireland. An update is due to be presented to Welsh charities on Tuesday 23 September, and Charity Committee colleagues will be updated verbally at the meeting.
44. In England, Round 1 of the Workplace Wellbeing local grants have been assessed and funding decisions communicated. Round 2 in England is expected to open for applications in autumn 2025.
45. The range of funding for the England-only round is between £10,000 and £250,000 per project, to a total of £4.9 million. In the devolved nations, £1.05 million has been allocated, but the range of funding each charity is permitted to apply for is unclear.

## **The National Lottery Community Fund – Wish Ambulance**

46. The Charity is currently in discussions with the Wish Ambulance team about submitting a grant application to the National Lottery Community Fund. This would look to fund a Development Officer/Manager role for the Wish Ambulance service, for a fixed-term contract.
47. Wish Ambulance enables terminally ill patients across Wales to have a memory-making last journey to their favourite destination. The project is supported by more than 500 off-duty ambulance workers, who volunteer their time to transport patients using non-emergency vehicles not in service that day.
48. Currently, all Wish Ambulance activity is managed in the spare time of senior Trust staff. In addition, when resourcing allows, Wish Ambulance does have access to operations colleagues who are allocated to alternative duties. However, this staffing structure

leaves the project vulnerable to capacity issues, and means that this voluntary service cannot always respond to urgent requests for support.

49. This Development Officer/Manager role would look to provide a more consistent coordination service, and look to expand the service to reach more patients who need support. This would include recruitment and induction of additional volunteers, coordination of urgent requests for support, increasing potential referrals by building relationships with palliative care staff across the sector, and increasing in-kind donations of event tickets through partnerships with event organisers.
50. The Head of Charity has had initial conversations with grant officers at The National Lottery Community Fund, who have been very supportive of the proposed project idea. The next stage will be to produce a full application for approval at ELT.
51. The Head of Charity will aim to submit a full application to the National Lottery Community Fund by the end of December 2025.

## **Charity Governance**

52. As outlined in the Charity Delivery Plan, the Charity is now signed up voluntarily to the Fundraising Regulator.
53. A new Code of Fundraising Practice is due to come into effect on 1 November 2025. The new version is the first time that the Code has been updated since it was first introduced in 2019. The Head of Charity will ensure that all current and future practice adheres to the new Code. The Head of Charity has already attended information seminars hosted by the Fundraising Regulator to learn about the changes, and how to put them into practice.



**ELUSEN**  
Gwasanaeth Ambiwlans Cymru  
Welsh Ambulance Service  
**CHARITY**

**Welsh Ambulance Services NHS Trust Charity**

Ty Elwy, Unit 7, Richard Davies Road  
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E: [amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk)

[ambulance.nhs.wales/charity](http://ambulance.nhs.wales/charity)

Registered charity number: 1050084

<b>AGENDA ITEM No</b>	<b>8</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>0</b>

## Charity Funds Finance Update

<b>MEETING</b>	Charity Committee
<b>DATE</b>	2nd October 2025
<b>EXECUTIVE</b>	Ed Roberts, Acting Executive Director of Finance & Corporate Resources
<b>AUTHOR</b>	Jessica Price, Head of Financial Accounting Bernadette Mitchell, Finance Assistant – Charitable Funds
<b>CONTACT</b>	Edward Roberts <a href="mailto:Edward.Roberts@wales.nhs.uk">Edward.Roberts@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. To present to the Charity Committee an update on the following:
  - Summary of Income & Expenditure for April 2025 – August 2025
  - Summary of Budget vs Actuals for April 2025 – August 2025
  - Details of fund balances held as of 31<sup>st</sup> August 2025
  - COIF Charity Investment Fund

### KEY ISSUES/IMPLICATIONS

2. To present to the Charity Committee an update on the following:
  - **Summary** of Income & Expenditure and variances to budget
  - **Detail of Fund balances** of £695k held as of 31<sup>st</sup> August 2025
  - **Update on COIF Charity Investment Fund** current percentage is 38%

### REPORT APPROVAL ROUTE

Charity Committee – 2nd October 2025

<b>REPORT APPENDICES</b>
N/A

<b>REPORT CHECKLIST</b>			
<b>Confirm that the issues below have been considered and addressed</b>		<b>Confirm that the issues below have been considered and addressed</b>	
EQIA (Inc. Welsh language)	NA	Financial Implications	YES
Environmental/Sustainability	NA	Legal Implications	YES
Estate	NA	Patient Safety/Safeguarding	NA
Ethical Matters	NA	Risks (Inc. Reputational)	YES
Health Improvement	NA	Socio Economic Duty	NA
Health and Safety	NA	TU Partner Consultation	NA

**WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST**  
**CHARITY COMMITTEE**  
**FINANCE UPDATE – APRIL-AUGUST 2025**

**INTRODUCTION**

1. This report provides the Committee with an update on fund balances held, along with an update on the COIF Charity Investment Fund Accumulation Units held by the charity, including a valuation as of 31<sup>st</sup> August 2025.

**BACKGROUND/ASSESSMENT**

2. Below is a summary of the income and expenditure for the period 1st April to 31st August 2025.

**Summary of income and expenditure for 1<sup>st</sup> April 2025 to  
31<sup>st</sup> August 2025**

	<b>Unrestricted £</b>	<b>Designated £</b>	<b>Restricted £</b>	<b>Total £</b>
<b>Income:</b>				
Donations	8,257	12,707	0	20,964
Legacies	0	0	0	0
Grant income	0	0	0	0
Interest Rec'd	0	7,506	0	7,506
<b>TOTAL INCOME</b>	<b>8,257</b>	<b>20,213</b>	<b>0</b>	<b>28,470</b>
<b>Expenditure:</b>				
Raising Funds	0	0	0	0
Charitable activities	7,507	(1,589)	0	5,918
Grant expenditure	0	0	62,179	62,179
Admin / Support	6,116	21,217	0	27,333
<b>TOTAL EXPENDITURE</b>	<b>13,623</b>	<b>19,628</b>	<b>62,179</b>	<b>95,430</b>
Gains/(Losses)				
Transfers				
<b>NET MOVEMENT</b>	<b>(5,366)</b>	<b>585</b>	<b>(62,179)</b>	<b>(66,960)</b>

3. Below is a summary of the income & expenditure compared to the budgets as approved by the Board of Trustees on 29<sup>th</sup> May 2025 for the period 1<sup>st</sup> April 2025 to 31<sup>st</sup> August 2025.

Please note, the budgets have been profiled based on when income & expenditure is likely to be incurred, for example, Grant income is not likely to be received until October/November.

	<b>Annual Budget</b> £	<b>Budget Profiled</b> £	<b>Actual Apr-Aug 25</b> £	<b>Variance</b> £	<b>Comment</b>
<b>Income:</b>					
Donations	43,813	18,255	20,964	2,709	
Legacies	10,000	4,167	0	(4,167)	Including as a guide only as income received from Legacies is unpredictable.
Grant income	202,000	0	0	0	Grant income not expected until Oct/Nov 25 due to timing of applications.
Interest Rec'd	15,000	6,250	7,506	1,256	
<b>TOTAL INCOME</b>	<b>270,813</b>	<b>28,672</b>	<b>28,470</b>	<b>(202)</b>	
<b>Expenditure:</b>					
Raising Funds	37,514	10,475	0	10,475	No costs incurred to date re fundraising.
Charitable activities	132,000	55,000	5,918	49,082	Budget profiled equally across the year as a guide. Actual spend relates to awarded Bursaries and successful Bids Panel awards YTD, with a further Bids Panel scheduled for 22/09/25.
Grant expenditure	241,704	81,169	62,179	18,990	Annual budget is based on expected carry forward at time of budget approval. Variance also due in part to spend on Sports Grant being less than anticipated and project staffing gaps.
Admin / Support	68,918	26,444	27,333	(889)	
<b>TOTAL EXPENDITURE</b>	<b>480,136</b>	<b>173,088</b>	<b>95,430</b>	<b>77,658</b>	
<b>NET MOVEMENT</b>	<b>(209,323)</b>	<b>(144,416)</b>	<b>(66,960)</b>	<b>77,456</b>	

## Update on Fund Balances as of 31<sup>st</sup> August 2025

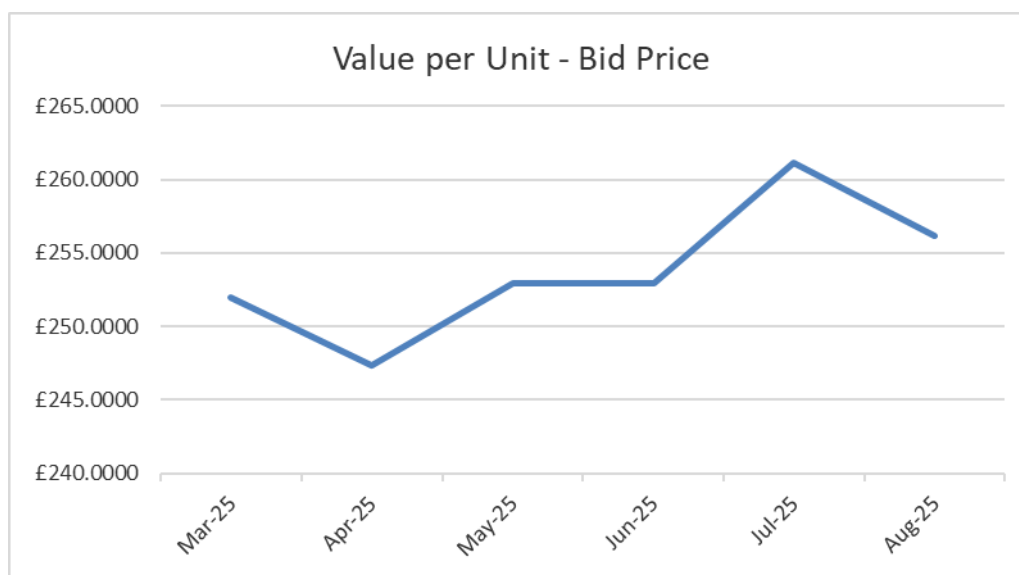
### 4. The table below is a detailed balance sheet as of 31<sup>st</sup> August 2025:

(Please note, the COIF Investment Fund is updated in the Charity Accounts annually therefore, the balance sheet does not reflect the current performance. This information is provided in the COIF update documented from para 5 onwards.)

<b>WAST Charity Balance Sheet as at 31st August 2025</b>			<b>UNRESTRICTED</b>	<b>DESIGNATED</b>	<b>RESTRICTED</b>	<b>TOTAL</b>	
<b>ASSETS</b>	INVESTMENTS	COIF Investment Fund	£218,377	£56,295	£0	£274,672	
	CASH & BANK	COIF Deposit	£0	£142,808	£247,247	£390,055	
		PayPal	£0	£0	£8	£8	
		HIB Account	£0	£0	£73,913	£73,913	
		Current Account	£0	£0	£1,000	£1,000	
	DEBTORS	Accrued Income	£0	£0	£0	£0	
		Recoverable Tax - Gift Aid	£0	£0	£0	£0	
Prepayments		£1,683	£0	£0	£1,683		
<b>TOTAL ASSETS:</b>			<b>£220,061</b>	<b>£199,102</b>	<b>£322,168</b>	<b>£741,331</b>	
<b>LIABILITIES</b>	CREDITORS	Trade Creditors	£60	£4,814	£13,507	£18,381	
		Deferred Income	£0	£0	£0	£0	
		Accruals	£10,722	£12,999	£4,299	£28,021	
		Suspense	£249			£249	
			£11,031	£17,814	£17,806	£46,651	
<b>TOTAL ASSETS LESS LIABILITIES:</b>			<b>£209,029</b>	<b>£181,288</b>	<b>£304,362</b>	<b>£694,680</b>	
<b>FUNDS &amp; RESERVES</b>	AMBU	NORTH FUNDS	£64,449			£64,511	
	AIRA		£61				
	GPCW	CENTRAL & WEST	£22,872			£23,070	
	TENP		£198				
	GPSE	SOUTHEAST	£1,407			£3,149	
	BARY		£1,392				
	CBLT		£350				
	GPHQ	NATIONAL	£50,633			£50,633	
	BYFR	CFR's		£578		£5,824	
	CWFR			£1			
	RESP			£5,246			
	WISH	WISH		£17,748		£17,748	
	BURS	BURSARY		£11,338		£11,338	
	CENT	CENTRAL SERVICES		£146,378		£146,378	
	EMSA	EMS AMBULANCE			£137	£137	
	HHPB	HOLYHEAD PATIENT BENEFIT			£5,000	£5,000	
	HRTV	HEART ATTACK VICTIMS			£13,336	£13,336	
	AMBF	BARMOUTH AMBULANCE EQUIPMENT			£53,533	£53,533	
	CBAY	COLWYN BAY STATION			£148,886	£148,886	
	NHS2	NHSCT DEVELOPMENT GRANT			£0	£0	
	NHS3	NHSCT STAGE 3			£14,533	£14,533	
	NHS4	NHSCT AMBULANCE GRANT			£68,938	£68,938	
	ADMI	2025-26 CENTRAL COSTS APPORTIONED	-£6,116			-£6,116	
	REVL	COIF INVESTMENT REVALUATION RESERVE	£73,783			£73,783	
	<b>TOTAL FUNDS &amp; RESERVES:</b>			<b>£209,029</b>	<b>£181,288</b>	<b>£304,362</b>	<b>£694,680</b>
	<b>TOTAL LIABILITIES &amp; FUNDS &amp; RESERVES</b>			<b>£220,061</b>	<b>£199,102</b>	<b>£322,168</b>	<b>£741,331</b>

## Update on COIF Investment Fund as of 31<sup>st</sup> August 2025

5. CCLA announced in July 2025 that subject to regulatory approval, they will be acquired by Jupiter Investment Management Group Limited, a leading European investment manager. A webinar is to be held by CCLA to discuss the new partnership and what this means going forward. Further updates will be provided to the committee in due course.
6. Between 1<sup>st</sup> April 2025 and 31<sup>st</sup> August 2025, the unit price of the Charity's investments increased by 1.67%, resulting in an overall small gain of c£4.6k. We currently hold 1,090.14 units at a unit price of £256.1682, giving a total market value of £279.3k.



7. As noted in previous Charity Committee meetings, we have further enhanced our scrutiny of these longer-term investments, which includes weekly monitoring of the market value and the frequency with which the fund is updated.

## RECOMMENDATIONS

8. That the committee:
  - **Notes** the contents of this finance report.

<b>AGENDA ITEM No</b>	<b>9</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>0</b>

## Charity Commission: Register of Charities

<b>MEETING</b>	Charity Committee
<b>DATE</b>	2 October 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships & Engagement
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. As part of the Charity's Delivery Plan, it was agreed that the entry on the Charity Commission's Register should be reviewed as part of a charity governance review. It is a legal requirement to ensure that the Register of Charities is kept up to date.
2. Two proposed changes are recommended, and require the approval of Corporate Trustee:
  - a. The addition of two new "working names" for the charity, when the official name of the Charity is not used in full
  - b. The amendment of the Charity's activities description on the Register of Charities, to better reflect its Strategic Objectives
3. It is recommended that Charity Committee **endorses** the paper, and **endorses** the proposed changes to the Charity's working names and activities description.
4. Any proposed changes will need to be approved by Corporate Trustee before amended on the Register of Charities.

### KEY ISSUES/IMPLICATIONS

None

### REPORT APPROVAL ROUTE

Charity Committee – 2 October 2025  
Corporate Trustee – 27 November 2025

### REPORT APPENDICES

None

### REPORT CHECKLIST

Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)	X	Financial Implications	X
Environmental/Sustainability		Legal Implications	X
Estate		Patient Safety/Safeguarding	
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement		Socio Economic Duty	
Health and Safety		TU Partner Consultation	

## SITUATION / BACKGROUND

5. As part of the Charity's Delivery Plan, it was agreed that the entry on the Charity Commission's Register should be reviewed as part of a charity governance review.
6. It is a legal requirement to ensure that the Register of Charities is kept up to date, as a public record of all registered charities.
7. This information is separate from the Charity's governing document and its charitable objects. The charitable objects are below, and there is no proposal to request that these be amended:

### **Charitable Objects**

#### ***For any charitable purpose or purposes relating to the National Health Service***

8. To make any changes to the charity's main name or working name, a resolution must be made by Corporate Trustee and submitted to Charity Commission. Changes to the Charity's main name will also require amendments to the Charity's governing documents.
9. The register of charities can be found using the link below, or by visiting [register-of-charities.charitycommission.gov.uk](https://register-of-charities.charitycommission.gov.uk).  
[WELSH AMBULANCE SERVICES NHS TRUST CHARITY - 1050084](#)

## ASSESSMENT

10. As part of this review, it is recommended that four areas be considered:
  - a. The Charity's official name
  - b. The Charity's working names
  - c. The activities description on the register
  - d. The linked charity

### Official name of the Charity

11. The official name of the Charity is:  
**Welsh Ambulance Services NHS Trust Charity**
12. The charity's official name has not been updated since the Trust was awarded university status in April 2024.
13. To incorporate the university status in the legal name of the Charity would require amendment to the Charity's governing documents. As the official

name is used in very few places, other than the annual report and other Charity Commission documents, and is not used in the Charity's logo (unlike the Trust), it is believed that there would be limited benefits to updating the name to reflect the university status.

14. The Trustees listing on the Register of Charities has already been separately updated to reflect the new name of the Corporate Trustee, which includes the university status.
15. It is therefore recommended that the official name of the Charity is not changed.

#### Working names of the Charity

16. Charities are permitted to register working names, for occasions where the full official name of the Charity is not used. The Charity currently does not have any listed working names on the Charity Commission register.
17. Working names can also be used to ensure that the Charity's working name in Welsh is registered with the Charity Commission.
18. In its general communications, the Charity does not use the full official name, but instead uses:  
**Welsh Ambulance Service Charity**  
**Elusen Gwasanaeth Ambiwylans Cymru**
19. It is recommended that these two names be adopted formally as the Charity's working names. This will require a resolution agreed by Corporate Trustee to be submitted to the Charity Commission.
20. The term "WAST Charity" is sometimes used informally but is generally avoided in the Charity's communications, and it is not proposed that this would be included as a working name.

#### Activities description

21. The current activities description on the public register is:

*Ambulance services in Wales receive numerous voluntary donations and gifts mainly from local communities within the principality. These are principally used to purchase amenities for the benefit of ambulance staff, together with providing additional training resources to further enhance the quality and standards of care provided by ambulance services in Wales.*

22. A charity's activities description is separate from its charitable objects, which

can only be changed by resolution and with permission from the Charity Commission.

23. It could be argued that the current activities description does not appropriately match the Charity's approved strategic objectives. It is recommended that a new activities description be adopted instead:

***The Welsh Ambulance Service Charity supports the services provided by the Welsh Ambulance Service Trust, enhancing what is possible through statutory funding. The Charity funds projects that benefit patients and their families throughout Wales, as well as projects that support the wellbeing and development of WAST staff and volunteers.***

24. If approved by Corporate Trustee, this can be updated on the Charity Commission website without any further governance requirements.

#### Linked charities

25. The Charity Commission register has one linked charity attached to the Charity's main listing, relating to the Charity's unrestricted funds:

**Welsh Ambulance Services NHS Trust General Fund**

26. This is common practice amongst NHS charities, due to the unique nature of their governance structure, and has previously been reviewed by Charity Committee and as part of the external audit process. Therefore, no changes are recommended at this time.

#### **RECOMMENDATIONS**

27. It is recommended that Charity Committee **endorses** the paper, and **endorses** the proposed changes to the Charity's working names and activities description.



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

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

Agenda Item No. 10

## REPORT TITLE

Risk Management Report

## MEETING

Name of meeting	Charity Committee
Date of meeting	02 October 2025
Public or Private	Public
If private - <a href="#">rationale</a>	n/a

## REPORT SPONSOR

Executive sponsor	Trish Mills, Director of Corporate Governance/Board Secretary
Author(s) of report	Julie Boalch, Assistant Director of Corporate Governance & Risk

## PURPOSE OF REPORT

- |  |                                      |
|--|--------------------------------------|
| <input type="checkbox"/> Approval                            | <input type="checkbox"/> Endorsement |
| <input checked="" type="checkbox"/> Assurance                | <input type="checkbox"/> Discussion  |
| <input type="checkbox"/> Information (goes in consent items) | <input type="checkbox"/> Noting      |

## REPORT SUMMARY:

[See writing and presentation guidance [here](#) to inform this section]

1. The purpose of the report is to provide assurance in respect of the management of the Charity's risks which are aligned to the Charity Committee for oversight.
2. A summary of these risks is set out in Annex 1 of the report.



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CYMRU  
**NHS**  
WALES

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwllans Cymru  
Welsh Ambulance Services  
University NHS Trust

3. The Executive Leadership Team, acting as the Charity Executive Risk Group, in the absence of any other formal mechanism to consider Charity Risks, recommended the inclusion of one new Charity risk on the Charity Risk Register (CHRR) which is detailed at Annex 2. This is **CHAR-008** *Failure to raise sufficient funds to deliver the Charity's strategic objectives* which is before members today for approval.
4. The risk assessment form is attached to this report at Annex 3 and provides a detailed description of the risk including controls, assurances, gaps and mitigating actions that will, or have, reduced the risk to target.

## RECOMMENDATION(S)

See writing and presentation guidance [here](#) to inform this section

The Charity Committee is requested to:

1. Receive the Charity Risk Register.
2. Approve the inclusion of CHAR-008 on the register.

## ADDITIONAL PAPER(S)

Set out here any annexes. See writing and presentation guidance [here](#) regarding materiality and use of the Reading Room

The Charity Committee is requested to receive the following:

1. Annex 1 – Charity Risk Register Summary
2. Annex 2 – Charity Risk Register
3. Annex 3 – Risk Assessment Form CHAR-008

Governance and assurance checks to support decision-making and demonstrate alignment and risk mitigation

## STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Narrative here (select all that apply) [[link to objectives and what good looks like](#)]

SO1: Providing the right care or advice, in the right place, every time

SO2: Enabling our people to be the best they can be

SO3: Being at the forefront of innovation and technology

SO4: Developing services in collaboration



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

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

SO5: Being quality driven and clinically led

SO6: Delivering exceptional value

## RISK(S) THIS REPORT MITIGATES

Where relevant note the local, directorate, corporate or BAF risk number

See Charity Risk Register

## HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

Quality Domains (select all that apply) [[link to standards](#)]

Safe

Timely

Effective

Efficient

Equitable

Person Centred

Quality Enablers (select all that apply) [[link to standards](#)]

Leadership

Workforce

Culture

Information

Learning Improvement and Research

Whole Systems Approach

## WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

Narrative here (select all that apply) [[link to goals](#)]

A socially responsible and inclusive employer

An innovative and sustainable organisation

A pro-active, accessible and equitable care provider

n/a

n/a

n/a

## IMPACT ASSESSMENTS FOR CONSIDERATION

Where a strategic decision is being sought, an Equality Impact Assessment must accompany this paper. You may need to do other impact assessments also so please refer to this signpost document [here](#) for further details.

Does this paper require an impact assessment

No

Yes

If yes, what impact assessment is attached

## APPROVAL/SCRUTINY ROUTE

Date

Person/Group/Committee

27 August 2025

Executive Leadership Team acting as Charity Executive Risk Group



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

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

## Annex 1 – Charity Risk Register Summary

CORPORATE RISK REGISTER				
RISK ID	NEW RISK TITLE	NEW SUMMARY DESCRIPTION	EXECUTIVE OWNER	RISK SCORE
CHAR-003	Lack of compliance with legal and regulatory framework	<p><b>IF</b> the Trust's Charity lacks robust awareness and active monitoring of the current legislation and regulations</p> <p><b>THEN</b> it is at risk of non-compliance with legal and statutory obligations</p> <p><b>RESULTING IN</b> potential enforcement action including financial penalties, reputational damage and possible restrictions on charitable activities</p>	Director of Partnerships & Engagement	<p><b>10</b> <b>(2x5)</b></p> <p>➔</p>
CHAR-005	Lack of internal processes and governance structures in place to meet the conditions of grants	<p><b>IF</b> robust governance arrangements are not in place for the oversight of charity grants including due diligence, monitoring of spend and accurate reporting</p> <p><b>THEN</b> there is potential for the conditions of the grant to be breached</p> <p><b>RESULTING IN</b> damage to the Charity's reputation, potential for grants to be reclaimed and an inability to secure grants in the future.</p>	Director of Partnerships & Engagement	<p><b>6</b> <b>(2x3)</b></p> <p>➔</p>
CHAR-008	Failure to raise sufficient funds to deliver the Charity's strategic objectives	<p><b>IF</b> the Charity fails to meet its fundraising targets</p> <p><b>THEN</b> it will be unable to sustain core staffing levels or fund strategic charitable projects</p> <p><b>RESULTING IN</b> the Charity being unable to meet its strategic objectives, with reduced overall impact and damage to its credibility</p>	Director of Partnerships & Engagement	<p><b>12</b> <b>(3x4)</b></p>

RISK ID	Details	Title	Summary Description	Risk Status/Level	Executive Owner	Current Risk Score	Target Score	Notes
CHAR-001	Resource and capacity to manage the Charity	Lack of resource and capacity to manage the Charity	<p><b>IF</b> the Trust fails to recruit a Charity Manager and other necessary staff</p> <p><b>THEN</b> the Charity will fail to meet its objectives</p> <p><b>RESULTING IN</b> financial management difficulties and loss of reputation</p>	Closed		<p>12 (3x4)</p> <p>↓ 4 (1x4)</p>	4 1x4	<p>This is approved for closure by the ELT 11/06/2025</p> <p>The risk is mitigated with the appointment of a Head of Charity.</p> <p>A new risk on resources has been developed and residual risk will transfer to CHAR-008</p>
CHAR-002	Corporate Trustee – skills, roles and responsibilities and training	Lack of training amongst the Corporate Trustee	<p><b>IF</b> the role of the Corporate Trustee is not defined and understood</p> <p><b>THEN</b> there is potential for failure of it to fulfil its control functions</p> <p><b>RESULTING IN</b> potential for the Corporate Trustee failing to fulfil its legal and regulatory obligations</p>	Draft				This risk is in draft and not yet fully articulated
CHAR-003	Compliance with legal and regulatory framework	Lack of compliance with legal and regulatory framework	<p><b>IF</b> the Trust's Charity lacks robust awareness and active monitoring of the current legislation and regulations</p> <p><b>THEN</b> it is at risk of non-compliance with legal and statutory obligations</p> <p><b>RESULTING IN</b> potential enforcement action including financial penalties, reputational damage and possible restrictions on charitable activities</p>	Approved		10 (2x5)	5 1x5	
CHAR-004	Grants – administration, meeting conditions and evidence	Lack of necessary administration, meeting conditions and providing evidence for the grants received	<p><b>IF</b> the Charity fails to properly administer and meet the conditions of the grants received</p> <p><b>THEN</b> there is a potential to not be compliant with the donors imposed restrictions and supplying evidence</p> <p><b>RESULTING IN</b> negative impact on future funding, potential for claw back of funding, regulatory action and loss of reputation.</p>	Closed		6 (2x3)		Amalgamated into 5
CHAR-005	Governance and management of funds	Lack of internal processes and governance structures in place to meet the conditions of grants	<p><b>IF</b> robust governance arrangements are not in place for the oversight of charity grants including due diligence, monitoring of spend and accurate reporting.</p> <p><b>THEN</b> there is potential for the conditions of the grant to be breached</p> <p><b>RESULTING IN</b> damage to the Charity's reputation, potential for grants to be reclaimed and an inability to secure grants in the future.</p>	Approved	Director of Partnerships and Engagement	6 (2x3)	3 1x3	
CHAR-006	Volunteer Risk	Lack of sufficient governance, guidance, and assurance in	<b>IF</b> there fails to be sufficient governance and assurance in place in respect of volunteer funds and fundraising activities	Corporate	TBC			This risk sits with the Trust rather than the Charity and is closed from this register
CHAR-007	Late filing of Charity Annual Accounts submission – Reputational Risk	Reputational damage of the Trust's Charity and Trustees due to the late filing of the Annual Return	<p><b>IF</b> the Trust fails to submit its annual return and the Charity Accounts receive a qualified opinion from Audit Wales</p> <p><b>THEN</b> the public register of charities will show that the Trust's annual return has been filed late</p> <p><b>RESULTING IN</b> the Charity potentially being unable to attract funds because of perceived deficiencies in the Charity's reporting mechanisms</p>	Closed	Director of Finance & Corporate Resources	6 (2x3)		This risk was worked up in April 2024; presented to CC and now closed from the CHRR
CHAR-008	Failure to meet fundraising targets	Failure to meet fundraising targets	<p><b>IF</b> the Charity fails to meet its fundraising targets</p> <p><b>THEN</b> the Charity will be unable to sustain core staffing levels or fund strategic charitable projects</p> <p><b>RESULTING IN</b> the Charity being unable to meet its strategic objectives, with reduced overall impact and damage to its credibility</p>	Draft	Director of Partnerships and Engagement	12 (3x4)	8 (2x4)	This risk is recommended for approval by Committee for inclusion on the register 02/10/25

**Risk Assessment Form**

Reference	Exec Owner/ Directorate	BAF / Strategic	Title	Date of Initial Assessment	Rating with existing control measures Likelihood x Consequence							Commentary
					Controls Assurance Rating	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/24	Target Rating	
CHAR-008	Director of Partnerships and Engagement		Failure to raise sufficient funds to deliver the Charity's strategic objectives	Risk Reviews	I E							<p><b>IF</b> the Charity fails to meet its fundraising targets</p> <p><b>THEN</b> it will be unable to sustain core staffing levels or fund strategic charitable projects</p> <p><b>RESULTING IN</b> the Charity being unable to meet its strategic objectives, with reduced overall impact and damage to its credibility</p>

## Detailed Risk Assessment

1. Risk ID	2. BAF & Strategic Aim	3. Risk Owner (Executive)	4. Source	5. Date of initial entry or Date first identified	6. Date of last review	7. Local Delivery Plan (LDP) Key Deliverable	8. Health & Care Standards and CM*/ NEPTS**Step or Core Requirement (CR)	9. Assuring Board Committee & Responsible Group	
<b>10. Risk Title</b>									
Failure to raise sufficient funds to deliver the Charity's strategic objectives									
<b>11. Risk Description – Cause &amp; effect</b>							<b>12. Inherent risk rating (No controls in place)</b>		
<b>CAUSE:</b>							<b>Likelihood</b>	<b>Consequences</b>	<b>Score</b>
<ol style="list-style-type: none"> <li>1. Lack of fundraising campaigns that fail to engage or inspire donors, resulting in reduced likelihood of establishing a regular giving relationship.</li> <li>2. Donors may feel unable to give in a method that suits them, resulting in potential reduction of donations.</li> <li>3. Potential for unclear strategy for fundraising, and unclear to donors how their donations will be used</li> <li>4. Frontline staff may be unclear of process for accepting donations.</li> <li>5. Increased competition with other charities for funding, particularly voluntary donations, Trusts and Foundations.</li> <li>6. Insufficient marketing or brand visibility, including brand confusion with other charities.</li> <li>7. Lack of awareness of how NHS charities in general support statutory services, and how their donations are additional to statutory funding.</li> <li>8. Over reliance on limited income streams.</li> <li>9. Donor fatigue – long term supporters reduce giving due to external economic factors and pressures including disposable income levels, tax policy, trust in the charitable sector as a whole, changes to cash usage, and changes to statutory NHS provision.</li> <li>10. Potential for financial loss if investments fall below their initial value due to market fluctuations</li> <li>11. Reputational damage – negative publicity or reduced trust in the sector affecting willingness to give.</li> <li>12. Limited fundraising capacity or specialist expertise, or resources dedicated to income generation.</li> </ol>							<b>5</b>	<b>4</b>	<b>20</b>

13. Current Controls	14. Gaps in Controls
<ol style="list-style-type: none"> <li>1. Head of Charity recruited to lead the Charity’s operations, including its fundraising</li> <li>2. New Charity website enabling ease of online donations to the Charity</li> <li>3. Increase in staff fundraising in aid of the Charity since Head of Charity started in October 2024</li> <li>4. Charity has a previous track record of success in obtaining grant funding from NHS Charities Together</li> <li>5. Charity has a track record of receiving generous legacies from members of the public through gifts-in-wills</li> <li>6. Fundraising targets in place, and approved by Corporate Trustee</li> <li>7. Robust financial controls in place for receipt of charitable donations</li> <li>8. New visual identity in place for the Charity brand and unique impact.</li> <li>9. The Charity’s investment arrangements are subject to the Charitable Funds Investment Policy, and are monitored on a regular basis.</li> </ol>	<p>1/ Head of Charity’s other functions (including governance and project delivery) mean capacity for fundraising is limited. Additional staff capacity is required.</p> <p>1/ Head of Charity is recruited on a fixed-term contract to October 2026</p> <p>1/ Charity staff structure does not allow for professional fundraisers to be able to cover all of Wales, therefore reliance on network of Trust staff and volunteers to act as charity ambassadors</p> <p>2/ No clear “call-to-action” on the website – Charity’s strategic objectives have been approved but this has not yet been translated into public comms through tangible examples and case studies</p> <p>2/ Currently no process for collecting and storing donor data, reducing ability to solicit donors to make a regular donation</p> <p>3/ Income is not guaranteed and is dependent on third-party fundraisers.</p> <p>3/ No current campaigns for the general public</p> <p>4/ NHS Charities Together funding cannot be relied upon in future years, and is likely to reduce as Covid emergency funds are spent down</p> <p>5/ Gifts-in-wills by their nature are unexpected and unpredictable.</p> <p>5/ Legacy income can come with restrictions, meaning it can be sometimes difficult to spend in a way that aligns with the Charity’s strategic goals</p>

	<p>7/ Financial controls are necessary for audit purposes but current financial controls may make it too difficult for some donors to make a donation in the manner they choose, particularly donations by cash or card.</p> <p>8/ Anecdotal evidence of brand confusion between the Charity and other similar charities (including Wales Air Ambulance and The Ambulance Staff Charity)</p>
<p><b>15. Assurance on current controls (Internal (I) &amp; External (E))</b></p>	<p><b>16. Gaps in Assurance Internal (I) &amp; External (E)</b></p>
<p>1. Workplan of the Head of Charity is scrutinised by Charity Committee. Head of Charity has track record in previous organisations of meeting and exceeding income targets, including through Trusts and Foundations fundraising</p> <p>2. Donations have increased since new website page went live. Provides a secure platform for online donations which can be easily audited. Data from financial accounts shows that donations from the public are being received without active fundraising campaigns, showing appetite for public fundraising does exist.</p> <p>3. A register of “in-aid-of” fundraising is kept, to ensure that all donations are banked within an appropriate timeframe.</p> <p>4. More than £400,000 in grants pledged by NHS Charities Together since 2021</p>	<p>1/ Trusts and Foundations fundraising requires that there be projects suitable for restricted fundraising. The Charity has a solid track record in applications to NHS Charities Together, however, there is no track record of applying for funding from external trusts and foundations. Sector-wide success rate of Trusts and Foundations applications is c. 10-20%.</p> <p>2/ No control over external market factors that could affect fundraising income from the public.</p> <p>3/ Limited staff capacity to manage in-aid-of fundraising and provide support required for fundraisers</p> <p>4/ Previous grants have been largely funded by NHS Charities Together’s emergency Covid appeal – these funds are being spent down. Future grants will be more competitive and likely to be lower amounts. A clear compelling case for support will need to be developed in order to attract further funding.</p>

<p>5. More than £400,000 in legacies received by the Charity since 2020.</p> <p>6. Reporting of income against targets quarterly to Charity Committee</p> <p>7. Financial controls monitored internally by Finance Directorate, and subject to independent examination by Audit Wales</p> <p>8. Visual identity has been used in both internal and external communications</p> <p>9. Investment performance monitored weekly by Finance Directorate with quarterly reporting to Charity Committee</p>	<p>5/ Previous track record is not a guarantee of future performance. Gifts in wills by their nature are unexpected and unpredictable.</p>			
<p><b>17. Level of Assurances on current controls (Internal (I) &amp; External (E))</b></p>	<p><b>18. Current risk rating (With current controls in place &amp; gaps in controls)</b></p>			
<p>Robust controls in place but with limited effectiveness, due to lack of staff capacity. Charitable income cannot be increased substantially without additional staff capacity.</p> <p>The appointment of a Fundraising and Communications Officer (due by end of October 2025) will increase staff capacity, and the impact of this increased capacity will be monitored through the Charity's Delivery Plan and through financial KPIs.</p>	<p><b>Likelihood</b></p>	<p><b>Consequences</b></p>	<p><b>Score</b></p>	
	<p><b>4</b></p>	<p><b>4</b></p>	<p><b>16</b></p>	
<p><b>19. Rationale for Current Risk Score</b></p>	<p>Some robust controls in place but lack of staff capacity is likely to result in limited ability to meet fundraising targets</p>			
<p><b>20. Risk proximity: Current/ 0-3 months/3-12 months/12 months+ When is the risk likely to materialise?</b></p>	<p>Current</p>			
<p><b>21. Further actions to reduce risk score or address gaps in controls / assurances</b></p>	<p><b>22. Action Owner</b></p>	<p><b>23. Proposed Implementation Dates/</b></p>	<p><b>24. Notes</b></p>	<p><b>25. Predicted risk reduction score</b></p>
<p>1. Recruitment of Fundraising and Communications Officer</p>	<p>Head of Charity</p>	<p>By end of October 2025</p>	<p>Postponed from June 2025 due to a failed appointment</p>	
<p>2. Financial plans – including fundraising targets approved for 2025-26 and 2026-27 by Charity Committee and Corporate Trustee</p>	<p>Head of Charity  Executive Director of Finance and</p>	<p>By end of May 2025 (2025-26)  By end of March 2026 (2026-27)</p>	<p>2025-26 targets approved by Corporate Trustee on 29 May 2025</p>	

	Corporate Resources			
3. Charity Strategy approved to better articulate the Charity's purpose	Head of Charity	Strategic Direction approved by end of May 2025	Approved by Corporate Trustee on 29 May 2025	
4. Fundraising Plan approved by Charity Committee, to include diversification of income sources to prevent reliance on any individual funding stream	Head of Charity Fundraising and Communications Officer	By end of October 2025	Deferred from July Charity Committee meeting by agreement	
5. Developing public "case for support" for internal and external comms, to better articulate why donors should support the Charity	Fundraising and Communications Officer	By end of December 2025	Postponed from September 2025 due to delays in recruitment	
6. Trusts and Foundations fundraising pipeline in place and first applications submitted to prospective donors, with endorsement from Directorate leads	Head of Charity	By end of March 2026	Agreed in Charity Delivery Plan	
7. Gifts-in-wills / in-memory-giving resources available on website	Fundraising and Communications Officer	By end of March 2026		
8. Cash Handling SOP / Charitable Funds Policy in place and communicated to staff	Head of Charity	By end of March 2026		
9. Review of Charity's presence on third-party online donation platforms such as JustGiving and Donatis, including for in-memory giving, challenge fundraising, donations by QR code, regular giving – to make it easier for donors to make a donation online	Head of Charity Fundraising and Communications Officer	By end of October 2025		
10. Feasibility review of payroll giving and staff/public lotteries, to create regular sources of income	Head of Charity	By end of March 2026		

	Fundraising and Communications Officer			
11. New Charity social media accounts and communications plan to increase brand awareness, and provide case studies of how donations are spent	Fundraising and Communications Officer	By end of December 2025		
12. New network of Charity champions amongst staff and volunteers to help promote the Charity more locally, and to support with fundraising activity	Fundraising and Communications Officer	By end of March 2026		
13. Feasibility review of donor data collection and regular giving, in partnership with Information Governance colleagues, to enable campaigns aimed at the general public	Head of Charity	By end of June 2026		
14. Review of collection procedures for cash and card donations, balancing ease of use for donors with the need for robust financial procedures	Head of Charity Finance Directorate	By end of December 2025		
15. Fundraising Pack for in-aid-of fundraisers	Fundraising and Communications Officer	By end of December 2025		
16. External environment scanning for new fundraising opportunities	Head of Charity	Informal reporting as part of quarterly Charity Performance Report  Fundraising Plan to be updated by October 2027 to take into account external market factors		

17. Launch of new, compelling fundraising campaigns to attract new donors			Fundraising and Communications Officer	By end of March 2026		
<b>26. Target risk rating</b>			<b>27. Is this within risk appetite?</b>	<b>28. Target date to achieve risk rating</b>	<b>29. Shift in position? (↑ ↔ ↓)</b>	<b>30. Next review date</b>
Likelihood	Consequence	Score	Yes / No <i>Currently no risk appetite statement. Please refer to risk scoring matrix to determine whether risk within tolerable limits.</i>		<b>Current Risk Rating:</b> <b>16</b>	
2	4	8	Board/ ELT consideration		<b>Target Risk Rating:</b> <b>8</b>	
<b>31. Rationale for Target Risk Score</b>						
<b>32. Linked Risks</b>						
<b>Details</b>						

## Controls Assurance Assessment

Level of Control	Definition	Examples (Not exhaustive)
Weak	Assurances indicates poor effectiveness of controls.	<ul style="list-style-type: none"> <li>• No active controls in place</li> <li>• No assurance process in place</li> <li>• Approved policy/procedure in place but no/minimal evidence of implementation</li> <li>• Compliance with Trust/National targets &lt;50%</li> <li>• Internal audit opinion – Unsatisfactory / limited.</li> </ul>
Moderate	Some assurances in place, but controls are still maturing so effectiveness cannot be fully assured currently.	<ul style="list-style-type: none"> <li>• Evidence (Clinical / local audits) available of partial implementation of policy/procedure but not Trust-wide</li> <li>• Compliance with Trust/National targets at 50%-74%</li> <li>• Internal audit opinion - moderate assurances.</li> </ul>
Strong	Substantial assurance provided over the effectiveness of controls.	<ul style="list-style-type: none"> <li>• Evidence of implementation Health Board / Trust wide</li> <li>• Compliance with Trust/National targets &gt;75%</li> <li>• Internal audit opinion – substantial assurance</li> <li>• External assurance / external audit / inspection / accreditation /evaluation assessment rated as substantial</li> </ul>

## Risk Scoring Matrix

Consequence:	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
<b>Safety &amp; Well-being - Patients/ Staff/Public</b>	Minimal injury requiring no/minimal intervention or treatment. No time off work. Physical injury to self/others that requires no treatment or first aid. Minimum psychological impact requiring no support. Low vulnerability to abuse or exploitation - needs no intervention. Category 1 pressure ulcer.	Minor injury or illness, requiring minor intervention. Requires time off work for >3 days Increased hospital stay 1-3 days. Slight physical injury to self/others that may require first aid. Emotional distress requiring minimal intervention. Increased vulnerability to abuse or exploitation, low level intervention. Category 2 pressure ulcer.	Moderate injury/professional intervention. Requires time off work 4-14 days. Increased hospital stay 4-15 days. RIDDOR/Agency reportable incident. Impacts on a small number of patients. Physical injury to self/others requiring medical treatment. Psychological distress requiring formal intervention by MH professionals. Vulnerability to abuse or exploitation requiring increased intervention. Category 3 pressure ulcer.	Major injury leading to long-term disability. Requires time off work >14 days. Increased hospital stay >15 days. RIDDOR Reportable. Regulation 4 Specified Injuries to Workers. Patient mismanagement, long-term effects. Significant physical harm to self or others. Significant psychological distress needing specialist intervention. Vulnerability to abuse or exploitation requiring high levels of intervention. Category 4 pressure ulcer.	Incident leading to death. RIDDOR Reportable. Multiple permanent injuries or irreversible health effects. An event which impacts on a large number of patients.
<b>Quality/ Complaints/ Assurance/ Patient Outcomes</b>	Peripheral element of treatment or service suboptimal. Informal complaint/inquiry.	Overall treatment/service suboptimal. Formal complaint (Stage 1). Local resolution. Single failure of internal standards. Minor implications for patient safety. Reduced performance.	Treatment/service has significantly reduced effectiveness. Formal complaint (Stage 2). Escalation. Local resolution (poss. independent review). Repeated failure of internal standards. Major patient safety implications.	Non-compliance with national standards with significant risk to patients. Multiple complaints/independent review. Low achievement of performance/delivery requirements. Critical report.	Totally unacceptable level or quality of treatment/service. Gross failure of patient safety. Inquest/ombudsman/inquiry. Gross failure to meet national standards/requirements.
<b>Workforce/ Organisational Development/ Staffing/ Competence</b>	Short-term low staffing level that temporarily reduces service quality (< 1 day).	Low staffing level that reduces the service quality.	Late delivery of key objective/service due to lack of staff. Unsafe staffing level (>1 day)/competence. Low staff morale. Poor staff attendance for mandatory/key professional training.	Uncertain delivery of key objective/ service due to lack/loss of staff. Unsafe staffing level (>5 days)/competence. Very low staff morale. Significant numbers of staff not attending mandatory/key professional training.	Non-delivery of key objective/service due to loss of several key staff. Ongoing unsafe staffing levels or competence/skill mix. No staff attending mandatory/professional training.
<b>Statutory Duty, Regulation, Mandatory Requirements</b>	No or minimal impact or breach of guidance/statutory duty.	Breach of statutory legislation. Reduced performance levels if unresolved.	Single breach in statutory duty. Challenging external recommendations/improvement notice.	Enforcement action. Multiple breaches in statutory duty. Improvement notices. Low achievement of performance/ delivery requirements. Critical report.	Multiple breaches in statutory duty. Zero performance rating. Prosecution. Severely critical report. Total system change needed.
<b>Adverse Publicity or Reputation</b>	Rumours. Low level negative social media. Potential for public concern.	Local media coverage - short-term reduction in public confidence/trust. Short-term negative social media. Public expectations not met.	Local media coverage - long-term reduction in public confidence & trust. Prolonged negative social media. Reported in local media.	National media coverage <3 days, service well below reasonable public expectation. Prolonged negative social media, reported in national media, long-term reduction in public confidence & trust. Increased scrutiny: inspectorates, regulatory bodies and WG.	National/social media coverage >3 days, service well below reasonable public expectation. Extensive, prolonged social media. MP/MS questions in House/Senedd. Total loss of public confidence/trust. Escalation of scrutiny status by WG.
<b>Business Objectives or Projects</b>	Insignificant cost increase/ schedule slippage.	<5 per cent over project budget. Schedule slippage.	5–10 per cent over project budget. Schedule slippage.	Non-compliance with national targets. 10-25 per cent over project budget. Schedule slippage. Key objectives not met.	>25 per cent over project budget. Schedule slippage. Key objectives not met.
<b>Financial Stability &amp; Impact of Litigation</b>	Small loss. Risk of claim remote.	Loss of 0.1–0.25% of budget Claim less than £10,000.	Loss of 0.25–0.5% of budget. Claim(s) between £10,000 and £100,000.	Uncertain delivery of key objective. Loss of 0.5-1.0% of budget. Claim(s) between £100,000 and £1 million. Purchasers failing to pay on time.	Non-delivery of key objective. Loss of >1 per cent of budget. Failure to meet specification. Claim(s) >£1 million. Loss of contract/payment by results.

<b>Service/ Business Interruption</b>	Loss/interruption of >1 hour. Minor disruption.	Loss/interruption of >8 hours. Some disruption manageable by altered operational routine.	Loss/interruption of >1 day. Disruption to a number of operational areas in a location, possible flow to other locations.	Loss/interruption of >1 week. All operational areas of a location compromised, other locations may be affected.	Permanent loss of service or facility. Total shutdown of operations.
<b>Environment/Estate/ Infrastructure</b>	Minimal or no impact on environment/service/property.	Minor impact on environment/ service/property.	Moderate impact on environment/ service/property.	Major impact on environment/ service/property.	Catastrophic impact on environment/service/property.
<b>Health Inequalities/ Equity</b>	Minimal or no impact on attempts to reduce health inequalities/improve health equity.	Minor impact on attempts to reduce health inequalities or lack of clarity on the impact on health equity.	Lack of sufficient information to demonstrate reducing equity gap, no positive impact on health improvement or health equity.	Validated data suggests no improvement in the health of the most disadvantaged, whilst supporting the least disadvantaged, no impact on health improvement and/or equity.	Validated data demonstrates a disproportionate widening of health inequalities, or negative impact on health improvement and/or equity.

<b>Risk Scoring Matrix (Likelihood x Consequence = Risk Score)</b>		<b>Consequence:</b>				
<b>Likelihood:</b>	<b>Frequency:</b>	<b>1 Negligible</b>	<b>2 Minor</b>	<b>3 Moderate</b>	<b>4 Major</b>	<b>5 Catastrophic</b>
<b>1 Highly Unlikely: Will probably never happen/recur</b>	<b>Not for years</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2 Unlikely: Do not expect it to happen/recur but it is possible</b>	<b>At least annually</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
<b>3 Likely: It might happen/recur occasionally</b>	<b>At least monthly</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>	<b>15</b>
<b>4 Highly Likely: Will probably happen/recur, but not a persisting issue</b>	<b>At least weekly</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>	<b>20</b>
<b>5 Almost Certain: Will undoubtedly happen/recur, maybe frequently</b>	<b>At least daily</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>

## Risk Review Framework

Risk Score	Review Frequency	Risk Rating
15 – 25 Red	Review monthly	High
8 – 12 Amber	Review quarterly	Medium
1 – 6 Green	Review every 6 months	Low



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## **BIDS PANEL**

### **HIGHLIGHT REPORT FOR CHARITY COMMITTEE**

<b>Executive Leadership Team</b>	N/A
<b>Charity Committee Meeting Date</b>	2 <sup>nd</sup> October 2025
<b>Bids Panel Meeting Dates</b>	22 <sup>nd</sup> September 2025
<b>Bids Panel Meeting Chair</b>	Leanne Smith, Assistant Director of Digital Services

#### **KEY ESCALATION AND DISCUSSION POINTS**

##### **ALERT**

(Alert the ELT to areas of escalation)

1. An update was provided on the Account Balances, highlighting the low funds now in the Southeast unrestricted pot. Clarity will be given to the panel on the process for approving spend from national funds, and will supplement the new guidance which is in development for applications.
2. A question was raised on whether charity funds were unintentionally being awarded to similar areas or staff groups more frequently than others, noting that this might be due to less awareness of the Charity and Bids process in some areas of WAST. Historic bids data will be analysed to identify if concentrations of applications do exist, and strategies explored to promote applications in underrepresented areas to ensure equity long-term.

##### **ADVISE**

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

##### **3. Declarations of Interest**

<b>Name (Position)</b>	<b>Bid</b>	<b>Declaration</b>
Damon Turner	<b>Bid 2517</b> – Replacement TV (Porthcawl Amb Stn)	Noted Porthcawl as home station although had no involvement with the bid.
David Hopkins	<b>S3-R3-02</b> ~ Men of North Walking Group	Involved in the helping draft the bid, abstained from the vote.

#### 4. Outcome of General Charitable Fund Applications Considered by Bids Panel

Bids Panel received six new general charitable fund applications for consideration. The Panel's decisions on each of these applications are detailed here.

Bid Description	Amount Awarded	Directorate	Outcome of Bids Panel
Bid 2516 – HART Garden Project	£1,990	Operations - HART	<b>Approved</b> [South East fund – noting sufficient but limited available funds]
Bid 2517 – Replacement TV (Porthcawl Amb Stn)	£500 [requested £400]	Operations	<b>Approved</b> [C&W fund] noting support up to £500 to ensure quality of equipment.
Bid 2518 – Furniture (Neath Amb Stn)	n/a	Operations	<b>Postponed</b> [C&W fund] pending clarity on standardised approach to station furniture replacement.
Bid 2519 – Replacement TV x2 (Haverfordwest & Fishguard Amb Stns)	£1000 [requested £1200-£1500]	Operations	<b>Approved</b> [C&W fund] noting support to £500 per item to ensure matching with known procurement options.
Bid 2520 – Picnic Bench (Tenby Amb Stn)	£500 [requested £400]	Operations	<b>Approved</b> [C&W fund] noting support up to £500 to ensure quality and sustainability (e.g. recycled plastic).
Bid 2521 – Training Manikins (Maesteg CFR)	n/a	CFR	<b>Postponed</b> [CFR C&W fund] pending further conversation on availability of funds, quality of proposed equipment (and costs) and standardised approach to clinical equipment requests.

**Total amount of funding awarded to approved new General CF bids = £3990.00**

### 5. NHS Charities Together Sports Fund Applications – Round 3

A total of 3 applications were received for NHSCT Sports Fund grant monies. The Panel’s decisions on each of these applications are detailed overleaf.

Application Description	Amount Awarded	Outcome of Bids Panel
<b>S3-R3-01</b> ~ Appln S3-R3-01 Gym Equipment (Aberystwyth)	£2000 [requested £1000]	<b>Approved</b> with offer up to £2000 to ensure quality of equipment.
<b>S3-R3-02</b> ~ Men of North Walking Group (resubmission)	£830 [requested £1730]	<b>Partially approved</b> with support of the equipment listed, but pending a further conversation on the leadership courses requested.
<b>S3-R3-03</b> ~ Gym Equipment (Lampeter)	£1000	<b>Approved</b> pending a further conversation on Health & Safety given the proposed location of the equipment.

**Total amount of NHSCT Sports Fund grants awarded to approved new applications = £3,830**

6. The next meeting of the Bids Panel is scheduled for 8th December 2025; however, the Panel noted that it is likely an extraordinary meeting will be required before that date to consider a Christmas dinners / hampers related bid, potentially requiring a Charity Committee Chair’s Action outside of normal meeting schedules should the bid be beyond the expenditure limits of the Bids Panel.
7. Additionally, work is ongoing to develop updated guidance on the bids and awards processes, which will also require an Extraordinary meeting before December to approve. The high priority of this work is due to the volume of bids being processed and ambition to ensure the panel is operating efficiently, whilst also offering clearer guidance to applicants on more complex areas, supporting them earlier in the process, and releasing some capacity for the core Charity team.

### ASSURE

(Detail here any areas of assurance the Committee has received)

8. The Panel received a verbal update on bids which have typically been received annually at this time of year, including:
  - a. Remembrance Wreaths – which are now to be funded by the Trust following an earlier decision by the Executive Leadership Team, and so the Charity will not be receiving a bid this year, and no further bids are expected.
  - b. Christmas dinners and hampers – a bid is being prepared, with the support of the Head of Charity, focusing on value for money and ability to audit, with the Panel expecting to review the bid at a future meeting. (This will likely be an Extraordinary meeting given timelines and pre-scheduled Committee dates).

9. The group noted that clarity on requests related to new station furniture was needed. A meeting is being arranged between Estates and Charity representatives to explore the balance of essential furniture provision and additionality, and to clarify the process, so this can be integrated into the future Charity bids and awards guidance.
10. There is no requirement on the Charity Committee to approve any of the bids highlighted in this report given they are all within the Bids Panel approved expenditure limits as set out in its Terms of Reference.
11. Committee can be assured that the Bids Panel, when making decisions about charitable expenditure has given due regard to the guidance on public benefit and applied it when approving bids within its remit.
12. The Bids Panel continues to:
  - a. Act within its powers.
  - b. Act honestly and with good intentions, and only in the charity's interest.
  - c. Be sufficiently informed, taking any necessary advice.
  - d. Take account of all relevant factors.
  - e. Ignore irrelevant factors.
  - f. Manage conflicts of interest.
  - g. Make a decision that is within a range of decisions that the panel could make.
13. The panel applied the HFMA guidance to each application to assure itself that the bid was being considered in relation to benefits such as for the relief of sick patients as well as staff and patient benefit.

#### 14. Risks:

18.1 **Blaenau Ffestiniog Kayaks** – risk identified previously and action being taken to resolve the risk.

18.2 **Barmouth Restricted Fund** – risk identified previously and action being taken to resolve the risk.

18.3 **Unspent funding awards** – risk identified previously and treatments in progress to mitigate risk.

18.4 **NEW: Inequitable awarding patterns** – risk that awards granted to similar groups or areas given awareness of the Charitable Funds is higher in some localities / services / departments. Actions identified to assess this risk in more detail, and an update will be provided to the Panel at a future meeting.

## APPENDICES

None	
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## MEETING AGENDA ITEMS

Introduce New Bids Panel member – Chris Davies, Estates.	Declarations of Interest	Dashboard: Review Action Log & Decision Log [Updates given ahead of the meeting]
Feedback from Charity Committee [Deferred]	Outstanding Awards – Quarterly Report [Due next meeting]	Charitable Funds Account Balances (as of 31.08.25)
New General CF Applications (x6) for consideration	NHSCT Sports Fund Applications – Round 3 (x3 applications)	Barmouth Restricted Fund [Deferred to next meeting]
Colwyn Bay Restricted Fund [Deferred to next meeting]	Liability [Due next meeting]	Any Other Business

ATTENDANCE						
Meeting Date:	06/03/25 [Ex-ord]	02/04/25 [Ex-ord]	16/05/25 [Ex-ord]	23/05/25 [Ex-ord]	04/06/25	22/09/25
<b>Julie Boalch</b> [Chair]						
Lisa Trounce						
<b>Leanne Smith</b> [Chair]					Introduction	
Assistant to the chair					Introduction Nicola Attewell Sarah Botterill	Sarah Botterill
Lois Hough						
Bernadette Mitchell						
Karen Jones				*		
Elliot Miller					*	
Aled Williams						
Kataya Miura				Ian McMurtrie		
Chris Davies						Kataya Miura replacement
Damon Turner						
Hugh Parry						
David Hopkins						
OTHER ATTENDEES						
Greg Lloyd	Barmouth Restricted Fund	Barmouth RF				
Jo Kelso						

	Attended
	Deputy Attended
	Apologies Received
	No longer member

*\*Indicates where Bids Panel members who were unable to attend the meeting considered the bids submitted and provided comments in advance of the meeting.*

## BURSARY PANEL REPORT TO CHARITY COMMITTEE

<b>Charitable Funds Meeting Date</b>	02 October 2025
<b>Bursary Panel Meeting Date</b>	18 July 2025
<b>Chair</b>	Jo Kelso, Head of Workforce Education & Development

### KEY ESCALATION AND DISCUSSION POINTS

#### ALERT

(Alert the Committee to areas of escalation)

1. No items to Alert

#### ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

2. The Bursary Panel was convened to review applications for the First Bursary round of 2025/26. A total of 35 applications were reviewed with 6 gaining support from the Panel for financial support against the costs of the opportunity.
3. The Panel agreed a minimum compliance rate of 85% to have been achieved for all submissions that are subsequently scored. 8 submissions did not meet this threshold; individuals received feedback stating that their non-compliance invalidated their submission.
4. The funds allocated via this process total £7,283.86. The successful applications are outlined in the following table:

Bursary Request Description	Amount requested	Directorate	Outcome of Bursary Panel
MSc - Infection Prevention and Control – 30 credit module	£1,544	QSPE	Funding support at 33% of the request - £510
Advanced Child Protection- UK Child protection and advanced practise skills: Legal Frameworks and practice challenge in multi agency working.	£1,550	QSPE	Funding support at 33% of the request - £512
MSc - Digital Transformation for the Health and Care Professions	£2,167	QSPE	Funding support at 33% of the request - £715.11
MSc - Emergency Management and Resilience	£6,775	Operations	Funding support at 33% of the request - £2,235.75



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MSc - Digital Transformation for the Health and Care Professions	£2,167	QSPE	Funding support at 50% of the request - £1,083.50
MSc - Health and Care Management, Value Based	£6,750	Operations	Funding support at 33% of the request - £2,227.50

5. As the full fund available has not been allocated, the Bursary Panel will open a second round of applications in Q3.

### ASSURE

(Detail here any areas of assurance the Panel has received)

6. The Bursary Panel continues to:
- Act within its powers.
  - Act honestly and with good intentions, and only in the charity's interest.
  - Be sufficiently informed, taking any necessary advice.
  - Take account of all relevant factors.
  - Ignore irrelevant factors.
  - Manage conflicts of interest.
  - Make a decision that is within a range of decisions that the panel could make.

### RISKS

7. Risks Discussed: None  
8. New Risks Identified: None

### PANEL AGENDA FOR 18 JULY 2025 MEETING

1. Scoring of Round 1 2025/26 submissions	2.
3.	4.

Name	03.04.2024	13.01.2025	14.04.2025	18.07.2025
Jo Kelso	Green	Green	Green	Green
Judith Bryce	Black	Black	Green	Green
Jill Gill	Red	Black	Black	Black
Bernie Mitchell	Green	Red	Green	Green
Jessica Price	Green	Green	Green	Red
James Gough	Green	Green	Red	Red
Kerry Robertshaw	Green	Black	Black	Black
Hannah Lowther	Black	Green	Green	Red
Faz Tahir	Red	Black	Black	Black
Sara Mills	White	White	White	Green
Hugh Parry	Green	Red	Red	Red
Damon Turner	Green	Green	Green	Green
Marcus Viggers	Green	Green	Green	Red



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Claire West					
Sian Jones					
Luke Watkins					
Andrew Morgan					
Martin Mulholland					
David Hopkins		In attendance		In attendance	
Deb Armstrong					

	Attended
	Deputy attended
	Apologies received
	No longer member



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Agenda Item No. 13

## REPORT TITLE

Committee Cycle of Business Monitoring and Priorities Report 2025/26

## MEETING

Name of meeting	Charity Committee
Date of meeting	2 October 2025
Public or Private	Public
If private - <a href="#">rationale</a>	n/a

## REPORT SPONSOR

Executive sponsor	Julie Boalch, Assistant Director of Corporate Governance and Risk
Author(s) of report	Steve Owen, Corporate Governance Officer

## PURPOSE OF REPORT

- |  |  |
|--|--|
| <input type="checkbox"/> Approval                            | <input type="checkbox"/> Endorsement       |
| <input type="checkbox"/> Assurance                           | <input type="checkbox"/> Discussion        |
| <input type="checkbox"/> Information (goes in consent items) | <input checked="" type="checkbox"/> Noting |



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## REPORT SUMMARY:

[See writing and presentation guidance [here](#) to inform this section]

1. The report updates the Committee on progress against its priorities and against the agreed Cycle of Business for 2025/26. There are no matters to escalate with respect to the agreed priorities for the Committee for the 2025/26 year.
2. The Cycle of Business for the Committee has been amended in line with the revised terms of reference following the 2024/25 effectiveness review and approved at its meeting on 02 April 2025. The Cycle of Business Monitoring report has been presented, as follows: -
  - 2.1 The 'pre-agenda setting' key indicates that items in green show where they are cycled for a particular meeting. Items in beige indicate they are a prompt at agenda setting as they may be ad hoc items such as business cases or external reports.
  - 2.2 The 'post-agenda setting' key indicates that items in blue were either on the agenda as scheduled or is an *ad hoc* item which was discussed in agenda setting and scheduled. The orange indicates where an item was programmed for receipt but has been deferred to a future meeting.
3. With regards to the consideration of the Reserves Policy for the charity, it has been confirmed that the charity's reserves position will be further articulated within the Charitable Funds Policy which is due for review and will be brought to the committee in January 2026.

Priority	Progress
1. Governance of the Bids and Bursary Panels' operating arrangements, including their new terms of reference.	<ul style="list-style-type: none"> <li>➤ The revised Terms of Reference for the <b>Bids Panel</b> were approved by the Charity Committee at the April 2025 meeting.</li> <li>➤ Leanne Smith, Chair of the Bids Panel, is expected to draft new expenditure guidance in consultation with Bids Panel and to review operational effectiveness of the panel. This new guidance is expected to be reviewed by the Bids Panel at its next meeting. It is anticipated this will therefore be ready to share with Charity Committee in January 2026.</li> </ul>



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Welsh Ambulance Services  
University NHS Trust

- The Terms of Reference for the **Bursary Panel** were revised and approved by the Charity Committee in July 2025.
  - Conversations are ongoing with the Chair, Jo Kelso, to review guidance documents and application processes. It is anticipated that the revised guidance will be implemented by the end of September 2025.
2. A development session for the Corporate Trustee, initially planned for last year, which has now been rescheduled with Withers Worldwide for February 2026 to explore the role of the Corporate Trustee.
- This has been booked and is in the diary as part of the Board Development day on 26 February 2026. The arrangements for this session are being progressed by the Head of Charity.

## RECOMMENDATION(S)

See writing and presentation guidance [here](#) to inform this section

The Committee is requested to NOTE the update.

## ADDITIONAL PAPER(S)

Set out here any annexes. See writing and presentation guidance [here](#) regarding materiality and use of the Reading Room

The Committee is requested to receive the following:

1. Charity Committee Cycle of Business Monitoring Report – October 2025



Governance and assurance checks to support decision-making and demonstrate alignment and risk mitigation

### STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Narrative here (select all that apply) [ <a href="#">link to objectives and what good looks like</a> ]	
<input checked="" type="checkbox"/> SO1: Providing the right care or advice, in the right place, every time	<input type="checkbox"/> SO2: Enabling our people to be the best they can be
<input type="checkbox"/> SO3: Being at the forefront of innovation and technology	<input type="checkbox"/> SO4: Developing services in collaboration
<input checked="" type="checkbox"/> SO5: Being quality driven and clinically led	<input checked="" type="checkbox"/> SO6: Delivering exceptional value

### RISK(S) THIS REPORT MITIGATES

Where relevant note the local, directorate, corporate or BAF risk number
n/a

### HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

Quality Domains (select all that apply) [ <a href="#">link to standards</a> ]		
<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input checked="" type="checkbox"/> Effective
<input checked="" type="checkbox"/> Efficient	<input type="checkbox"/> Equitable	<input type="checkbox"/> Person Centred
Quality Enablers (select all that apply) [ <a href="#">link to standards</a> ]		
<input checked="" type="checkbox"/> Leadership	<input type="checkbox"/> Workforce	<input type="checkbox"/> Culture
<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Learning Improvement and Research	<input type="checkbox"/> Whole Systems Approach

### WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

Narrative here (select all that apply) [ <a href="#">link to goals</a> ]		
<input type="checkbox"/> A socially responsible and inclusive employer	<input type="checkbox"/> An innovative and sustainable organisation	<input type="checkbox"/> A pro-active, accessible and equitable care provider
<input checked="" type="checkbox"/> n/a	<input checked="" type="checkbox"/> n/a	<input checked="" type="checkbox"/> n/a

### IMPACT ASSESSMENTS FOR CONSIDERATION

Where a strategic decision is being sought, an Equality Impact Assessment must accompany this paper. You may need to do other impact assessments also so please refer to this signpost document <a href="#">here</a> for further details.	
Does this paper require an impact assessment	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
If yes, what impact assessment is attached	



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## APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
2 October 2025	Charity Committee

PAPER	PRE or POST-C'EE FORUM	FREQUENCY	Q1	Q2	Q3	Q4	LEAD	PURPOSE	COMMENT/COMPLIANCE
<b>CHARITY COMMITTEE - CYCLE OF BUSINESS 2025-26</b>									
<b>TERMS OF REFERENCE NOTED IN RED TEXT</b>									
<b>STRATEGY DEVELOPMENT AND DELIVERY</b>									
Initial strategy	ELT/Trustees	One-Off					DPE	Endorsement	Committee will oversee initial strategy development and periodic reviews of strategy. First strategy due in Q2 2025.
Strategy implementation	ELT/Trustees	Bi-annually from Q4					DPE	Assurance	Reporting to be developed in 2025/26 from Q4 but thereafter bi-annually in 2026/27
<b>FUNDRAISING</b>									
Fundraising plan	ELT/Trustees	One-Off					DPE	TBC	Fundraising plan to align to charity strategy and first plan due in Q2 2025
Fundraising implementation	ELT/Trustees	Each Meeting from Q3					DPE	Assurance	Reporting will be <b>combined with charity performance report</b> from Q3 2025/26 (not separate report) and re-evaluate in 2026/27
<b>CHARITABLE FUNDS AND INVESTMENT</b>									
Income and expenditure budget	ELT/Trustees	Annually					HoC/EDOF	Endorsement	For approval by Corporate Trustee
Financial accounts and annual report	ELT/Trustees	Annually					EDOF	Endorsement	For final submission to Charities Commission by 31 January each year.
Auditors report on accounts	ELT/Trustees	Annually					Auditors	Assurance	Independent examination by Audit Wales
Finance Update	ELT	Each Meeting					EDOF	Assurance	Includes income and expenditure, and investment performance
Charity Performance Update	ELT	Each Meeting					DPE	Assurance	To include grants and reporting on fundraising as above (see note 4)
Sub-committee highlight (AAA) reports	Relevant Committee	Each Meeting					Relevant Chair	Assurance/Escalation	Bids Panel and Bursary Panel
Lived experience Bids or Bursary Panel	Relevant Committee	Each Meeting					Relevant Chair	Assurance	Template required: see note 3 and note 4
Applications as appropriate from time to time	Bids/Bursary Panel	Ad Hoc					Relevant Director	Approval	See note 3 re demonstrating adherence to guidance on public benefit
Investment strategy	ELT/Trustees	Annually					EDOF	Approval	serves as an update on the investment
Investment report	TBC	Each Meeting					EDOF	Assurance	Report encompassed in finance report for 2025/26 as above
<b>POLICY</b>									
Set reserves policy annually	N/A	Annually	→	→	→		EDOF	Approval	See note 4
Policies for review and approval	Policy Group/ELT	Ad Hoc					Relevant Director	Approval	To include fundraising policy, investment policy, etc; Q3 Policy/Guidance/SOP for CFR
<b>RISK AND AUDIT</b>									
Charity Risk Register	Trustees	Each meeting					DCG	Assurance	
Audit tracker reporting	ADLT	Each meeting					DCG	Assurance	Only where charity audits are in place
Audits within purview of Committee	Audit Committee	Ad Hoc					Relevant Director	Assurance	
<b>GOVERNANCE</b>									
Committee effectiveness review annual report	Audit/Board	Annually					DCG	Approval	
Review of Terms of Reference	Audit/Board	Annually					DCG	Approval	
Committee Cycle of Business	N/A	Annually					DCG	Approval	
Committee Cycle of Business Monitoring	N/A	Each Meeting					DCG	Approval	
Committee Review of Annual Priorities	None	Quarterly					DCG	Assurance	
<b>PROMPTS</b>									
External Reports	n/a	As required					TBC	TBC	

EDOF = Executive Director of Finance  
DPE = Director of Partnerships and Engagement  
DCG = Director of Corporate Governance/Board Secretary

**Key: Pre-agenda setting**  
 Cycled for each meeting  
 Ad hoc item - prompt for agenda setting  
 Reporting developing

**Key: Post-agenda setting**  
 Presented as cycled  
 Ad hoc / item considered - not programmed  
 Item deferred  
 Reporting developing

<b>No.</b>	<b>General</b>	These cycles are developed with reference to the specific lines of the TOR for this Committee. This methodology seeks to ensure that all responsibilities in the TOR are discharged by the Committee on behalf of the Board.
<b>1</b>	<b>Approval of expenditure</b>	When making decisions about charitable expenditure Bids Panel, Bursary Panel, CC and Trustees must have regard to the guidance on public benefit and be able to demonstrate that in decisions - see TOR 4.2
<b>2</b>	<b>Lived Experience</b>	It was agreed in the October Committee agenda setting meeting that it was necessary to develop a template for the lived experience items so that contributors understand what is required. Additionally, it was agreed that if it isn't possible for an appropriate experience to be agreed then it wouldn't be programmed; alternating meetings would be acceptable.
<b>3</b>	<b>Reporting</b>	Reporting should include tangible examples of how funds have benefited patients and staff.
<b>4</b>	<b>Reserves policy</b>	Reserves policy should be set annually. This is not an actual policy document, but a policy position on reserves. See CC 2 April 25 meeting discussion on reserves policy.

<b>AGENDA ITEM No</b>	<b>14</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>1</b>

## Liability and Indemnity – Internal Guidance for Charitable Activities

<b>MEETING</b>	Charity Committee
<b>DATE</b>	2 October 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships & Engagement
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. At the Charity Committee meeting in January 2025, it was agreed that guidance would be issued to staff concerning liability and indemnity for those taking part in voluntary fundraising, and participating in sporting activities supported by the Charity.
2. Following consultation with the Trust's Solicitor and the Welsh Risk Pool (part of NHS Wales Shared Services Partnership), the Charity has now published an internal guidance document that outlines its position on these matters.
3. In summary, the internal guidance states that:
  - a. Neither the Welsh Ambulance Service Charity, nor the Welsh Ambulance Services University NHS Trust, accepts any responsibility or liability for any injury sustained whilst participating in voluntary sporting activities funded by the Charity;
  - b. Sports teams that are supported by the Charity are actively encouraged to consider the purchase of indemnity insurance (Bids Panel will consider applications for these purchases);
  - c. Any staff or volunteers conducting their own voluntary fundraising activities do so outside of their usual WAST duties, and as such, are classed as "in-aid-of" volunteers for the purposes of the Code of Fundraising Practice;
  - d. In line with the Code of Fundraising Practice, registered charities do not accept any liability relating to "in-aid-of" fundraising
  - e. Participants who choose to participate in a physical fundraising event (such as running in aid of the Charity) do so at their own risk and must take reasonable steps to ensure their own safety.

- f. Where small public fundraising activities are directly organised by the Charity, such as bucket collections on private land, the Charity has been advised that this would generally be covered by NHS Indemnity and supported by reimbursement from losses from the Welsh Risk Pool.
- g. For other larger fundraising events where the Charity is the main organiser and promoter, the Charity will ensure that adequate commercially acquired Public Liability Insurance is in place.

**RECOMMENDATION: The Charity Committee is asked to note the internal guidance document.**

### KEY ISSUES/IMPLICATIONS

None

### REPORT APPROVAL ROUTE

This internal guidance document is provided to Charity Committee for information.

The Welsh Risk Pool and the Trust's Solicitor have provided feedback as part of the drafting of this guidance.

### REPORT APPENDICES

Appendix 1: Liability and Indemnity - Internal Guidance for Charitable Activities

### REPORT CHECKLIST

Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)		Financial Implications	
Environmental/Sustainability		Legal Implications	X
Estate		Patient Safety/Safeguarding	X
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement		Socio Economic Duty	
Health and Safety	X	TU Partner Consultation	



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**CHARITY**



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Welsh Ambulance Services  
University NHS Trust

# Liability and Indemnity

## Internal Guidance for Charitable Activities

September 2025

v1.0



## Scope of Guidance

1. The Welsh Ambulance Services NHS Trust Charity (“Welsh Ambulance Service Charity” or “the Charity”) is a registered charity in England and Wales (registered charity number 1050084).
2. The Welsh Ambulance Service Charity is the official NHS charity of the Welsh Ambulance Services University NHS Trust (“WAST” or “the Trust”). The Trust is the sole Corporate Trustee of the Charity.
3. Many of WAST’s staff and volunteers are involved in the Charity’s work - either through benefitting from its charitable activities, or by choosing to fundraise in aid of the Charity. This guidance is designed to help staff and volunteers understand the legal position regarding liability and indemnity when participating in these ancillary activities.
4. This guidance has been developed by the Charity after consultation with the Welsh Risk Pool, which is part of the NHS Wales Shared Service Partnership Legal and Risk service and advises health bodies on indemnity & insurance matters. It refers to the Code of Fundraising Practice (2025 version) which is set by the Fundraising Regulator.
5. For any queries relating to this guidance, contact [amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk).

## Participating in voluntary sporting and wellbeing activities

6. Through its charitable income, the Welsh Ambulance Service Charity can decide to purchase small items of sports equipment, and to fund other expenses such as training and pitch hire costs, in order to support some of WAST’s sports teams and physical activity groups.
7. All individuals participating in WAST’s sports teams or physical wellbeing activities, do so voluntarily. These ancillary activities take place outside a staff member’s usual duties as an employee, recognising that they may train or compete in their own time alongside other WAST colleagues. Therefore, neither the Welsh Ambulance Service Charity, nor the Welsh Ambulance Services University NHS Trust, accepts any responsibility or liability for any injury sustained whilst participating in the activities.
8. Individuals have a responsibility to take reasonable care with their own safety, to assess their own fitness and to ensure that they participate only if sufficiently fit.
9. Teams are actively encouraged to consider the purchase of indemnity insurance in order to provide a safeguard in the event of a personal injury claim from any participating individual.
10. Where teams are provided with small items of equipment by the Charity (such as rugby balls, sports clothing and kit, training equipment), it is the responsibility of teams to

ensure that it is stored correctly, that the equipment used is fit-for-purpose, and that it is suitable for the proposed activity.

11. The Welsh Ambulance Service Charity will not purchase or store any sports equipment where regular maintenance is required to ensure its safety, and/or whereby a failure to maintain appropriately could cause severe injury (e.g. kayaks, paddleboards, climbing ropes, safety helmets, lifejackets).
12. Where the Charity provides funding towards coaching or tuition by an external trainer, teams are expected to select a provider that is appropriately qualified and/or insured for the appropriate activity. Evidence of this may be required to draw down funding.

## Fundraising in aid of the Charity

13. All WAST staff and volunteers who choose to fundraise in aid of the Welsh Ambulance Service Charity do so voluntarily, and outside of their usual WAST duties.
14. According to the Fundraising Regulator:  
*'In aid of' volunteer fundraising is when you have not been instructed (asked or directed) by an organisation to fundraise.*
15. According to the Fundraising Regulator's Code of Fundraising Practice (section 4.1):  
*If you [a charity] become aware of an in-aid-of volunteer's fundraising activity beforehand, you [the charity] must take all reasonable steps to make sure they:*
  - *use the expression 'in aid of' when describing the fundraising they are doing for your charitable institution, to distinguish their fundraising from yours;*
  - *know they are responsible for organising all aspects of their fundraising and you will not accept any liability relating to it; and*
  - *can find information on how to fundraise legally and safely.*
16. Unless otherwise specified, all WAST staff and volunteers who choose to fundraise for the Charity will be treated as "in-aid-of" volunteer fundraisers for the purposes of the Code of Fundraising Practice. In this document they will be referred to as "*volunteer fundraisers*", even though they may have a paid employment with the Trust unrelated to the Charity or official fundraising roles.
17. Volunteer fundraisers should inform the Charity Team in advance of their planned fundraising activity, and must follow all guidance and advice offered by the Charity Team. Whilst the Charity will provide support and guidance to all those fundraising in aid of the Charity, volunteer fundraisers remain personally responsible for ensuring that all their fundraising is conducted legally and safely.
18. Depending on the circumstances, volunteer fundraisers organising public events may wish, and/or may be advised by the Charity, to take out Public Liability Insurance to

cover their event.

19. For fundraising events that require physical fitness (including running in aid of the Charity), it is each participant's own responsibility to assess their fitness and to ensure that they participate only if sufficiently fit. Should any medical or physical condition arise prior to the event which is likely to affect a participant's ability to compete in the event, the participant should withdraw from the event.
20. Participants who choose to participate in a physical fundraising event, or train in preparation for a physical fundraising event (such as running in aid of the Charity), do so at their own risk and must ensure they take reasonable steps to ensure their own safety. Neither the Trust nor the Charity will be held liable for any injury caused by training for, or participating in, a physical fundraising challenge in aid of the Charity.
21. The Charity may choose to cover a participant's entry fee for a fundraising event, such as an organised road race. It is the responsibility of the participant to follow the terms and conditions provided by race organisers in this instance, and to take reasonable steps to ensure their own safety. The race organisers will be responsible for ensuring the overall safety of the event.

## Fundraising on behalf of the Charity

22. According to the Fundraising Regulator:  
*'On behalf of' volunteer fundraising is when you [the charity] have instructed (asked or directed) the volunteer to fundraise for you. In the code we use the term 'under the instruction of a charitable institution'. This means you have asked or directed the volunteer to fundraise on your behalf.*
23. Where colleagues support an event or activity that is directly organised, supervised and/or coordinated by the Charity Team, this will be classed as "on-behalf-of" fundraising. Where colleagues coordinate their own fundraising activity - including fundraising as part of a third-party event, or organising their own events - this will be classed as "in-aid-of" fundraising.
24. Where small public fundraising activities are directly organised by the Charity, such as bucket collections on private land, this would generally be covered by NHS Indemnity and supported by reimbursement of losses from the Welsh Risk Pool. Health Bodies are exempt from statutory insurance requirements and are generally restricted from purchasing commercial insurance for core activities. Where evidence of indemnity is requested by a third party, assistance can be obtained from the Welsh Risk Pool team.
25. For other larger fundraising events where the Charity is the main organiser and promoter, the Charity will ensure that adequate commercially acquired Public Liability Insurance is in place for the event.



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Welsh Ambulance Service  
**CHARITY**

**Welsh Ambulance Services NHS Trust Charity**

Ty Elwy, Unit 7, Richard Davies Road  
St Asaph Business Park  
St Asaph, Denbighshire, LL17 0LJ

E: [amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk)

[ambulance.nhs.wales/charity](http://ambulance.nhs.wales/charity)

Registered charity number: 1050084

<b>AGENDA ITEM No</b>	<b>15</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>1</b>

## Volunteer Fundraising Standard Operating Procedure

<b>MEETING</b>	Charity Committee
<b>DATE</b>	2 October 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships & Engagement
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. In November 2024, a Volunteer Fundraising Task and Finish Group (TFG) was established, chaired by the National Volunteer Manager. The objective of this TFG was to review the recommendations of internal audit, which highlighted the lack of clear guidance and processes for volunteers wishing to fundraise.
2. A Volunteer Fundraising Standard Operating Procedure (SOP) has been developed by the TFG, and was approved by the Senior Operations Team in August 2025.
3. In summary, the SOP states that:
  - a. Volunteers that fundraise in uniform, or otherwise use the WAST brand, must pay donations into the Welsh Ambulance Service Charity, as WAST's only official charity;
  - b. Volunteers must no longer use their own local team bank accounts for paying in donations raised through their role as a CFR;
  - c. Those local teams that have established themselves as independent registered charities may continue to fundraise through this route, but must not use the WAST brand or uniform whilst fundraising.
4. Local teams are expected to follow the guidance for any new fundraising activity from 1 October 2025. For any funds already raised and held in local team bank accounts, there will be a one-year transition period, after which all funds must be held by a registered charity.

5. The Head of Charity will attend the Volunteer Conference in Swansea on 27 September to present the new guidance and to answer any questions from volunteers.

**RECOMMENDATION: The Charity Committee is asked to note the SOP**

**KEY ISSUES/IMPLICATIONS**

None

**REPORT APPROVAL ROUTE**

This SOP is provided to Charity Committee for information.  
The SOP was approved by the Senior Operations Team on 26 August 2025.

**REPORT APPENDICES**

Appendix 1: Volunteer Fundraising SOP v1.0

**REPORT CHECKLIST**

<b>Confirm that the issues below have been considered and addressed</b>		<b>Confirm that the issues below have been considered and addressed</b>	
EQIA (Inc. Welsh language)		Financial Implications	X
Environmental/Sustainability		Legal Implications	X
Estate		Patient Safety/Safeguarding	X
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement		Socio Economic Duty	X
Health and Safety		TU Partner Consultation	



## Volunteering

# Volunteer Fundraising *Standard Operating Procedure*

Version 1.0

26 August 2025



## Version Control Sheet

Version	Date	Author	Summary of Changes	Review Due
0.1	16/01/25	David Hopkins	Initial draft for TFG consultation	31/01/25
0.2	24/04/25	David Hopkins	Amended draft for TFG comment	
0.3	16/05/25	David Hopkins	Amended draft for TFG approval	
0.4	03/06/25	David Hopkins	Final draft ready for volunteer consultation	16/07/25
0.5	17/07/25	David Hopkins	Incorporating feedback from Volunteer Steering Group and TFG	
1.0	26/08/25	David Hopkins	Publishing version approved by SOT	
<b>Keywords</b>	Volunteer, Fundraising, Charity, charitable			

## Document Approval Route

Meeting Title	Meeting Date	Purpose/Outcome
Volunteer Steering Group	16/07/25	Volunteer Consultation
Volunteer Fundraising TFG	18/07/25	Drafting and endorsement
Senior Operations Team	26/08/25	Approved
Charity Committee	02/10/25	For information

### Disclaimer:

**If the review date of this document has passed, please ensure that the version you are using is the most up to date either by contacting the document author or the Operations Support Manager**

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## 1. INTRODUCTION

Volunteers are a crucial part of the Welsh Ambulance Services University NHS Trust (“the Trust or WAST”), providing support in their local communities. Our Community First Responders (CFRs), Community Welfare Responders (CWRs) and Volunteer Car Drivers (VCDs) all contribute their spare time to help support Team WAST and its patients across Wales.

In recent years, the Trust’s volunteering strategy has evolved, with volunteers becoming more integrated into its structures, policies and procedures. All volunteers are issued with the essential training, uniform and equipment they need to fulfil their important role.

Whilst volunteers are not required to fundraise as part of their roles, we know that many volunteer teams do choose to fundraise, including to provide extra equipment and support for their local communities. This enables local volunteer teams to purchase additional items, beyond the essential equipment that is already provided by the Trust.

As the official NHS charity of WAST, all fundraising conducted using the WAST brand or uniform must be in aid of the Welsh Ambulance Service Charity (“the WAST Charity”).

This Standard Operating Procedure (SOP) is designed to provide volunteers with the guidance they need should they wish to undertake fundraising. It is designed to help them fundraise with confidence, and within the applicable fundraising regulations and charity law.

## 2. SCOPE AND OBJECTIVES

- 2.1 This document is intended for use by all Trust volunteers providing guidance should they wish to fundraise. This includes, but is not limited to:
- Community First Responders
  - Community Welfare Responders
  - Volunteer Car Drivers
- 2.2 Fundraising undertaken by the Trust’s staff in aid of the WAST Charity is subject to different procedures. Colleagues should contact the Charity Team for further support.
- 2.3 The objectives of the document are:
- To give volunteers the confidence to carry out fundraising in aid of the WAST Charity, should they wish to, in an effective and transparent manner,

- To inform volunteers of their responsibilities and duties when fundraising,
- To ensure that all fundraising is compliant with charity law, and complies with the Code of Fundraising Practice,
- To outline the procedures for volunteers to make an application to charitable funds
- To ensure that all volunteer fundraising meets the public's expectations of the Trust, and the reputation of Welsh Ambulance Service Charity ("the WAST Charity"),
- To ensure that all funds are seen to be spent in an effective, efficient and transparent manner, and that funds raised are spent for the public benefit.

### 3. FUNDRAISING AS A WAST VOLUNTEER

To ensure public confidence in all fundraising, and to ensure that charitable funds are seen to be spent effectively, all volunteers are required to follow key fundraising principles:

#### 3.1 Fundraising whilst in uniform

- 3.1.1 All fundraising conducted by volunteers, whilst wearing a WAST uniform, must be banked into the accounts of the Welsh Ambulance Service Charity ("the WAST Charity"), following the procedures in section 4. This is to ensure transparency, to prevent confusion by the public, and to ensure that the public can have confidence in all fundraising undertaken using the WAST brand.
- 3.1.2 Volunteers wishing to fundraise for any other charity must not use the WAST uniform or brand when fundraising. This includes where volunteers are fundraising for their local teams through independent registered charities.

#### 3.2 Authorised bank accounts

- 3.2.1 All fundraising by WAST's volunteers must be paid into a charity that is registered with the Charity Commission. If teams do not have their own registered charity (as described in Section 6 – Independent Registered Charities) then all donations must be paid directly to the Welsh Ambulance Service Charity.
- 3.2.2 It is not permitted for WAST volunteer teams to hold donated funds outside of a registered charity. This includes the use of personal bank accounts, or community bank accounts intended for unconstituted groups.
- 3.2.3 This is to provide transparency and assurance in conjunction with NHS Wales's Counter Fraud policies, and to protect volunteers from potential allegations of fraudulent

activity. It is also to ensure that all funds can be traced and audited effectively, thus providing further assurance that charitable funds are being effectively spent.

### **3.3 Applying for funds as a local volunteering team**

- 3.3.1 Volunteers are able to access charitable funds through the WAST Charity, through a simplified application process. This ensures that funds are spent in a way that meets the charitable purpose, whilst ensuring volunteers can access funding in a timely way.
- 3.3.2 Where designated local funds are held by the WAST Charity, the funds must be spent in a timely manner and cannot be held in perpetuity on behalf of local teams. Local teams will be required to spend donations in a way that will provide benefit to patients in their local community.
- 3.3.3 Where local teams have access to designated local funds through the WAST Charity, or access to funds through an independent registered charity, they will be required to spend these funds in their entirety before applying for funding from any unrestricted funds.
- 3.3.4 In cases where there is no clear expenditure plan, the WAST Charity reserves the right to redesignate local team funds into regional or national volunteering funds. This is to ensure that funds are spent appropriately as intended by donors, and that the public can have confidence that their donation will be spent in a timely manner.

### **3.4 Fundraising as independent registered charities**

- 3.4.1 Volunteer teams who choose to fundraise as independent registered charities must ensure that they are compliant with charity law and fundraising regulations. These independent charities are not permitted to use the WAST uniform, the WAST logo, crown badge, or any other branding identifiable as WAST, in their fundraising materials. This is to ensure transparency, to prevent confusion by the public, and to maintain public confidence in the WAST brand.
- 3.4.2 Where donations are offered spontaneously during standard WAST volunteering duties, these should be paid to the WAST Charity as the official charity of WAST, and not into any separate independent registered charities operated by local volunteering teams.

### 3.5 Grants, bequests, sponsorship and non-cash donations

- 3.5.1 Volunteers must not apply for a project grant, from any source (including government grants, trusts and foundations, and local authorities) without the express prior permission of the Charity Team.
- 3.5.2 On occasion, volunteer teams or individual volunteers may be left bequests in a service user's will. They may become aware of these bequests before the service user is deceased, or because they have been informed by the deceased service user's legal representative. In such circumstances the volunteer must immediately inform the WAST Volunteer Service, who will take advice from the Charity Team and the Board Secretary. As per the Trust's Standards of Business Conduct Policy, individual volunteers cannot benefit from a bequest by virtue of their position as a Trust volunteer, undertaking their duties.
- 3.5.3 All donations and gifts should be accepted without an expectation of providing something in return to the donor. Volunteer teams are not permitted to accept sponsorship from a business without the express prior permission of the Charity Team.
- 3.5.4 Volunteers should consult and comply with the Trust's Standards of Business Conduct Policy before accepting any non-cash donation on behalf of a local volunteering team. As per the Trust's Standards of Business Conduct Policy, volunteers are not permitted to accept cash gifts on a personal basis.

### 3.6 Charity law, governance and problem solving

- 3.6.1 Volunteers must take steps to ensure that all fundraising is conducted ethically, transparently, and following all appropriate guidance and charity law.
- 3.6.2 Where the WAST Volunteer Service determines that an individual or team is not compliant with this SOP, the Volunteer Problem Solving process will be used. As a last resort, in cases of deliberate non-compliance, this may result in a volunteer or team being stood down.
- 3.6.3 In addition, the WAST Volunteer Service and/or Charity Team must report suspected illegal or fraudulent activity to appropriate agencies, which may include Action Fraud, the Charity Commission, the Police and/or the NHS Counter Fraud Authority.
- 3.6.4 For the avoidance of doubt, this SOP does not cover WAST volunteers where they wish to fundraise for other unrelated causes, outside of their WAST volunteering role. In these

instances, volunteers are reminded that they are not permitted to use WAST uniform, the WAST logo or Crown Badge, or to in any way imply endorsement from the Trust.

- 3.6.5 Volunteer teams are welcome to contact the WAST Volunteer Service or the Charity Team at any time for support and guidance.

### **Charity Team**

[amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk)

### **WAST Volunteer Service**

Responders in Central Territory: [amb\\_volunteer.central@wales.nhs.uk](mailto:amb_volunteer.central@wales.nhs.uk)

Responders in North Territory: [amb\\_volunteer.north@wales.nhs.uk](mailto:amb_volunteer.north@wales.nhs.uk)

Responders in South East Territory: [amb\\_volunteer.southeast@wales.nhs.uk](mailto:amb_volunteer.southeast@wales.nhs.uk)

Responders in South Central Territory: [amb\\_volunteer.southcentral@wales.nhs.uk](mailto:amb_volunteer.southcentral@wales.nhs.uk)

Volunteer Car Service Drivers: [amb\\_volunteering.vcs@wales.nhs.uk](mailto:amb_volunteering.vcs@wales.nhs.uk)

## **4. FUNDRAISING IN AID OF THE WELSH AMBULANCE SERVICE CHARITY**

The Welsh Ambulance Service Charity is registered with the Charity Commission for England and Wales (registered charity number 1050084). It is the only official NHS charity for the Trust. It provides support for volunteers, patients and staff that goes beyond what is possible through statutory NHS funding.

### **4.1 Planning fundraising activity in aid of the Welsh Ambulance Service Charity**

- 4.1.1 All volunteers and volunteer teams planning fundraising activity must inform the Charity Team, wherever practicable, 3 weeks' notice is required.
- 4.1.2 This will enable the Charity Team to provide appropriate guidance and advice, plus branding and fundraising materials should they be required. The Charity Team can be contacted by email on [amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk)
- 4.1.3 All fundraising activity should be clearly marked:  
"In aid of the Welsh Ambulance Service Charity (registered charity number 1050084)".
- 4.1.4 Volunteer teams must not imply to a donor that their donation will be legally restricted for a specific local team or a specific project.

- 4.1.5 Volunteer teams must ensure that they follow the Code of Fundraising Practice, and that they have the necessary permissions from the landowner to carry out the fundraising activity.
- 4.1.6 Once the Charity Team has been informed of a planned fundraising activity, volunteers must ensure that their activity is compliant with any guidance issued by the Charity Team.
- 4.1.7 Volunteers should encourage potential donors to make their donation through the WAST Charity's online giving platforms, by BACS or by cheque wherever possible. Cash donations should be accepted only where other payment methods are not feasible.
- 4.1.8 Unless with prior approval from the Charity Team, all donations received will be held as unrestricted funds, and will not be designated to a specific local volunteer team.
- 4.1.9 In line with the Trust's Information Governance policies, volunteers are not permitted to routinely collect or store donor data (such as the email addresses of donors), or to establish mailing lists of donors for email communications.

## 4.2 Donations by cheque

- 4.2.1 All cheques should be made payable to "Welsh Ambulance Services NHS Trust Charity".
- 4.2.2 To pay a cheque into the WAST Charity's funds, they should be sent by post to the address below:

Welsh Ambulance Services NHS Trust Charity  
c/o Finance Department  
Ty Elwy, Unit 7  
Richard Davies Road  
St Asaph Business Park  
St Asaph, Denbighshire  
LL17 0LJ

## 4.3 Collecting donations by bank transfer or online

- 4.3.1 Any offers of an online donation should be paid directly into the WAST Charity's giving page on Give as you Live.  
[Donate to Welsh Ambulance Services NHS Trust Charity | Give as you Live Donate](#)

4.3.2 To make a bank transfer by BACS, please contact the Charity Team by emailing [amb\\_charity@wales.nhs.uk](mailto:amb_charity@wales.nhs.uk)

4.3.3 No volunteer teams are permitted to set up or to use their own banking facilities in the name of the Charity or Trust, without the express written permission of the Trust's finance directorate. For the avoidance of doubt, this would include opening new bank accounts, continuing to use existing local team bank accounts, setting up contactless payment devices and/or setting up new online donation platforms.

#### 4.4 Collecting cash donations

4.4.1 Cash donations should only be collected or accepted where other payment methods are not feasible. When collecting cash, volunteers must follow any guidance issued by the WAST Charity on cash collections.

4.4.2 The Charity Team must be informed at least three weeks in advance of a planned cash collection. Before undertaking a planned cash collection, volunteers must engage with the Charity Team to jointly agree a process for how cash will be collected, securely stored, counted, and then paid into the WAST Charity bank account.

4.4.3 Cash collections must only be conducted in teams of two or more fundraisers, and must be conducted with the landowner's permission.

4.4.4 All cash collections must be conducted using securely sealed buckets or boxes. These must be appropriately labelled, including with the WAST Charity's registered charity number. Volunteers should contact the Charity Team at least three weeks in advance of any planned events in order to arrange collection of appropriate containers and resources for cash collections.

4.4.5 Once sealed, boxes should not be opened unless by prior agreement with the Charity Team. Boxes should only be opened in the presence of two individuals, who must immediately count and record the amount in each collection box.

4.4.6 The amount collected should be paid in full, without deduction of any expenses or incidental costs.

4.4.7 Once counted, the money should be paid in as soon as possible into the WAST Charity's bank account. This must take place at the earliest opportunity, and within a maximum of 10 working days. Volunteers must agree with the WAST Charity Team in advance how they will pay in any cash collected, and this agreement must be in place in writing before a cash collection starts.

4.4.8 Local volunteer teams may wish to collaborate with local businesses to place a static collection box for a countertop. Only official WAST Charity collection boxes may be used for this purpose. They must be placed with the express consent of a representative of the business, who must sign for the box. The box must then be collected periodically by the same local volunteer team, and the contents paid in immediately to the WAST Charity's bank account.

#### **4.5 Donations from the public or community groups**

4.5.1 It is recognised that on occasion, volunteers will be offered a donation spontaneously from members of the public, or from community groups in the course of public engagement, such as when providing Basic Life Skills training. In these instances, if the donation is offered in the line of WAST duties, it must be paid into the WAST Charity as soon as possible.

4.5.2 Where possible, these donors should be directed to donate via the WAST Charity's online giving page, by BACS, or by cheque. As a last resort, cash donations can be accepted but must be reported as soon as possible to the Charity Team and paid in to the WAST Charity's bank account.

### **5. APPLYING TO THE WELSH AMBULANCE SERVICE CHARITY FOR FUNDING**

#### **5.1 Applying for unrestricted charitable funds through the Bids Panel**

5.1.1 Volunteer teams can apply for charitable funds for local projects through the Charity's Bids Panel. These projects must be additional to funding and equipment already provided by the Trust, and must relate to volunteer wellbeing or to patient benefit.

5.1.2 Applications made to the Bids Panel should contribute towards improving health outcomes for patients in their local area, as per the objects of the WAST Charity. This can include (but is not limited to):

- Training equipment for use by volunteers, where this is not already available or accessible from local ambulance stations
- The cost of purchasing and installing Public Access Defibrillators in the local community, plus any ongoing maintenance or consumables
- Costs associated with providing public awareness sessions in the community, where volunteers have been appropriately trained to provide these sessions

- Costs associated with the welfare and wellbeing of volunteers, where this can be directly linked to the retention and morale of volunteers and therefore patient wellbeing.

5.1.3 For up-to-date advice on Bids Panel funding guidance, and the application process, volunteers should contact the Charity Team.

5.1.4 All volunteer bids to the Bids Panel must be endorsed by one of the WAST Volunteer Service team, who will support the project based on its suitability, and on whether it is additional to current Trust expenditure.

5.1.5 Volunteer teams must consider the safe storage and maintenance of training equipment as part of their application process.

5.1.6 The approval process will be dependent on the expenditure level, as per the WAST Charity's scheme of delegation:

- Applications for **up to £5,000** can be made by applying to the WAST Charity's Bids Panel, upon the endorsement of a member of the WAST Volunteer Service management team. The Bids Panel meets at least quarterly, so applicants are advised to allow a minimum of three months for this approval process.
- Applications for **£5,000 and over** must be submitted to the Bids Panel for endorsement. If deemed appropriate, these bids will be submitted for further endorsement from the National Volunteer Manager, Head of Charity, and the Trust's Executive Leadership Team. Once endorsed, applications for £5,000 and over are approved by the Charity Committee. Applicants are advised to allow a minimum of six months for this approval process.

5.1.7 For approved applications, volunteers should ensure all purchases are made through existing NHS Wales procurement procedures. This is to ensure value for money, transparency and quality. Volunteers will not be reimbursed for unauthorised expenditure outside of these procurement processes. The Charity Team will provide guidance on procurement to all successful applicants.

## 5.2 Designated funds held by local volunteer teams

5.2.1 In most cases, donations to the WAST Charity are unrestricted, meaning that they can be spent by the WAST Charity on any of its charitable aims. Volunteers are able to apply for these unrestricted charitable funds through the Bids Panel (see section 5.1).

- 5.2.2 For the avoidance of doubt, unless otherwise stated and agreed in advance, all donations received via volunteer teams will be received as either unrestricted funds, or as designated regional or national volunteering funds. Local teams will not be required to fundraise a particular amount to finance their bid, nor will they have exclusive access to any funds that they have raised locally.
- 5.2.3 In some limited cases, the WAST Charity may hold designated funds for a local team, or for WAST's volunteering service at a regional or national level. This will include where a legacy fund is transferred into the WAST Charity by a local team. Where an application can be funded through these designated funds, the Charity Team will prioritise spending designated funds before accessing the Charity's unrestricted funds.
- 5.2.4 Where local teams hold a designated fund through the WAST Charity, they will be required to provide a spending plan at least annually to the Trust's Volunteer Service. Designated funds must not accumulate in perpetuity, and where there is no clear spending plan, the Trust reserves the right to redesignate local funds into a regional or national volunteering fund, upon advice from the Head of Charity and National Volunteer Manager.
- 5.2.5 Where local teams wish to apply for funding through a designated fund, they must ensure that the proposed spending meets the funding criteria in sections 5.1.1 and 5.1.2.
- 5.2.6 Applications are subject to the same Bids Panel application and approval processes as in Section 5.1, but may be funded from designated funds where they are available.
- 5.2.7 Volunteer teams may request the current balance of their designated fund by contacting the Charity Team.
- 5.2.8 In the event that designated funds cannot be spent by any volunteering teams, locally or nationally, and all other solutions have been exhausted, then the Head of Charity shall seek approval from the Charity Committee to use the designated funds for the WAST Charity's general purposes, and to undesignate the funds.
- 5.2.9 Unless a donation is accepted with a legally binding restriction (ie a bequest), any donations to a designated fund shall be accepted without imposing any trust.

## 6. INDEPENDENT REGISTERED CHARITIES

### 6.1 Fundraising and governance as an independent registered charity

- 6.1.1 Some CFR teams have already established separate charities, outside of the scope of the WAST Charity, to help support activity in their local community, and have registered these charities with the Charity Commission (these are referred to in this document as **independent registered charities**).
- 6.1.2 All volunteer teams choosing to fundraise through this route must ensure that they register with the Charity Commission and must ensure that all annual reporting is completed accurately and on time.
- 6.1.3 Where volunteer teams choose to fundraise as independent charities, the Trust can provide limited advice and support, but the trustees of independent charities remain legally responsible for ensuring that they comply with all appropriate charity law and fundraising regulations. A summary of Charity Commission guidance can be found on the Charity Commission website: <https://www.gov.uk/guidance/charity-commission-guidance>
- 6.1.4 As independent charities, trustees must not reference WAST within their online listing on the Charity Commission website.
- 6.1.5 Independent charities must not use the WAST logo, crown badge, or WAST uniform, at any point during their fundraising activities. Any promotional materials must not imply a connection with WAST.
- 6.1.6 Any independent charity that no longer has the capacity or infrastructure to manage a separate charity may choose to dissolve the charity. In this case, they may request to donate their funds to Welsh Ambulance Service Charity upon dissolution, if their governance documents allow for this.

### 6.2 Expenditure as an independent registered charity

- 6.2.1 Independent registered charities remain legally responsible for ensuring that their expenditure meets the public benefit test and is legally charitable.
- 6.2.2 The trustees of these independent charities are able to spend their charitable funds according to their own policies, as long as these are legally charitable and meet the public benefit test. Whilst the Trust acknowledges this independence, WAST volunteers must still ensure that they remain within their scope of practice, and that any uniform

or equipment they use is approved by the Trust. This is to ensure the safety of all patients attended by WAST volunteers.

- 6.2.3 Whilst responding to a call on behalf of the Trust, and attending directly to a patient, volunteers should only use the equipment, uniform and supplies provided by the Trust. Independent registered charities should therefore consider carefully how the purchase of equipment for direct use on patients would fit their charitable objectives, bearing in mind it would not be appropriate to use as part of WAST duties.
- 6.2.4 Independent charities may choose to purchase Public Access Defibrillators, defibrillator cabinets or consumables from their charitable funds, for wider use in the community by the general public. WAST does not endorse or require any particular model of defibrillator or cabinet for this purpose, but can offer informal guidance if requested.
- 6.2.5 Independent registered charities may decide to purchase training equipment from their charitable funds. Before using this equipment for WAST volunteer training, volunteers should check with the WAST Volunteer Service to ensure that the proposed training equipment meets the required specifications and scope of practice for WAST volunteer training. If independent registered charities do choose to purchase equipment that does not meet WAST's standards, it must not be used during WAST training or during any other duties as a WAST volunteer.
- 6.2.6 Volunteers, whilst on WAST duties, must not use blue lights for their vehicles, or medical or training equipment that goes beyond a volunteer's scope of practice. Independent registered charities should therefore consider carefully whether the purchase of such equipment would fit their charitable objectives, bearing in mind it would not be appropriate to use during their WAST duties.
- 6.2.7 Whilst acknowledging the independence of these charities, the Trust discourages using charitable funds for activities that do not benefit patients, such as alcohol for social events, retirement parties, leaving gifts, or items benefiting only individuals or a few volunteers.
- 6.2.8 To promote transparency, independent charities are asked to provide annual returns on expenditure to the Head of Charity and National Volunteer Manager for information only.



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwllans Cymru  
Welsh Ambulance Services  
University NHS Trust

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## 7. REFERENCES

Code of Fundraising Practice, Fundraising Regulator:  
[Code of Fundraising Practice | Fundraising Regulator](#)

Charity Commission: Guidance for Trustees  
[Charity Commission guidance - GOV.UK](#)