

Bundle Charity Committee 13 January 2026

Agenda attachments

- Item 00 Charity Committee Agenda
- 0 09:30 – OPENING ITEMS
- 1 Chair's Welcome, Apologies and Quorum
- 2 Declarations of Interest
 - Item 02 Board Member Register of Interests Updated 18 November 2025
- 3.1 Minutes of the previous meeting: 02 October 2025
 - Item 03.1 2025–10–02 Draft Charity Committee Minutes
- 3.2 Ratification of the Chair's Action [Expend request from Bids panel 06112025]
 - Item 03.2 Ratification of Chairs Action from Bids Panel
 - Item 03.2a Annex 1, file 1 request for Chairs Action
 - Item 03.2b Annex 1, file 2 Bids Panel AAA
- 3.3 Highlight Report: 02 October 2025
 - Item 03.3 Charity Committee Highlight Report 02 October 2025
- 4.1 Action Log and Matters Arising
 - Item 04.1 Action Log
- 4.2 Feedback from Corporate Trustee Meeting [27 November 2025]
- 4.3 FOR APPROVAL, ASSURANCE AND DISCUSSION
- 5 09:40 – Charity Accounts and Annual Report 2024/25 and Independent Examination Report from Audit Wales for 2024/25
 - Item 05 Annual Report Accounts
 - Item 05 Annex 1 Charity Annual Report 2024–25
 - Item 05 Annex 2 Charity Annual Accounts 2024–25
 - Item 05 Annex 3 Audit Wales Independent Examination Report 2024–25
- 6 10:10 – Bids or Bursary Panel Lived Experience – Staff fundraising regarding Cardiff Half Marathon Sponsorship – Michelle Morgan, Business Support Officer (Operations) / Fundraiser for WAST Charity *Michelle Morgan is a Business Support Officer based in Vantage Point House. In October 2025, she ran the Cardiff Half Marathon in aid of the WAST Charity, raising £335. This was Michelle's first official half marathon, but had run in other local events in the past. In this presentation, Michelle will share her experiences of training for the half marathon, fundraising in aid of the Charity, and the support she received from the Charity. This was one of eight Cardiff Half Marathon places that was funded by the Charity through the NHSC Development Grant, with the objective of raising unrestricted income for the Charity. Michelle is intending to continue her fundraising in aid of the WAST Charity, and other charities, through self-funded running places in 2026.*
 - Item 06 Michelle Morgan Fundraising and Training Journey for WAST Charity January 2026
- 7 10:40 – Charity Delivery Plan – Update on progress
 - Item 07 Charity Delivery Plan – Update on progress
 - Item 07 Annex 1 Charity Delivery Plan – Update on progress
- 7.1 11:00 – COMFORT BREAK
- 8 11:15 – Charity Performance Update
 - Item 08 Charity Performance Update 13 January 2026
 - Item 08 Annex 1 Charity Performance Report 13 January 2026
- 9 11:25 – Charity Funds Finance Update
 - Item 09 Charity Funds Finance Update
 - Item 09 Annex 1 CCLA Quarterly Bulletin
 - Item 09 Annex 2 CCLA Values-based Restrictions
 - Item 09 Annex 3 CCLA Acquisition from Jupiter Investment Group
- 10 11:35 – Charity Financial Plans 2026/29
 - Item 10 Charity Financial Plans 2026/27
 - Item 10 Annex 1 Charity Financial Plans 2026/29
- 11 11:55 – Bids Panel Expenditure Guidance
 - Item 11 Bids Panel Expenditure Guidance
 - Item 11 Annex 1 Bids Panel Expenditure Guidance (v 0.6 for approval)

- 12 12:10 – 2025/26 Quality Governance Review
Item 12 2025–26 Quality Governance Review
Item 12 Annex 1 Charity Committee Terms of Reference 2026–27
- 13 12:25 – Risk Management Report and Board Assurance Framework
Item 13 Risk Management Report Charity Committee
Item 13 Annex 2 Charity Risk Register
Item 13 Annex 3 CHAR Risk Register (Detailed)
- 14 12:40 – Bids Panel Highlight Reports [20 October 2025 & 8 December 2025]
Item 14 Bids Panel AAA Highlight Report 201025
Item 14 Bids Panel AAA Highlight Report 081225
- 15 12:50 – Bursary Panel Highlight Report [VERBAL]
- 15.1 CONSENT ITEMS
- 16 Committee Priorities and Cycle of Business Monitoring Report 2025/26
Item 16 Committee Priorities and Cycle Monitoring Report – January 2026
Item 16 Annex 1 Charity Committee Cycle of Business
Item 16 Annex 2 Charity Committee Cycle of Business Notes
- 16.1 CONSENT ITEMS
1. *Governance of the Bids and Bursary Panels' operating arrangements, including their new terms of reference.*
 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.*
- 17 13:00 – Any Other Business
- 18 Date & Time of the next meeting: TBC [April 2026]

Length of Meeting: 03:40		Agenda Status:		13 January 2026 - [OPEN] CHARITY COMMITTEE				Deadline for Papers: 02 January 2026		Last good practice Exec Review: 17 December 2025	
Time	Mins allotted	Agendum	Title	Item for	Item requested by	Format of Item	Paper prepared by	Item presented by	Colleagues to cc	Scheduled at ELT	Further approval route
OPENING ITEMS											
		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		
09:30	00:10	3	3.1 Minutes of the previous meeting: 02 October 2025 3.2 Ratification of the Chair's Action (Expend request from Bids Panel 06112025) 3.3 Highlight Report: 02 October 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 (27 November 2025)	Discussion	Standing	n/a	n/a	Peter Curran	n/a		
FOR APPROVAL, ASSURANCE AND DISCUSSION											
09:40	00:30	5	Charity Annual Report and Accounts 2024/25 and Independent Examination Report from Audit Wales for 2024/25	Endorsement Assurance	CoB	Paper	FinCor	Chris Turley	Jill Gill, Jess Price, Bernie Mitchell, David Hopkins, and Audit Wales		
10:10	00:30	6	Bids or Bursary Panel Lived Experience [Staff Fundraising - Cardiff Half Marathon Sponsorship - Michelle Morgan Business Support Officer (Operations) / Fundraiser for WAST Charity]	Discussion	CoB	Verbal/Presentation	Partnerships	David Hopkins	n/a		
10:40	00:20	7	Charity Delivery Plan - Update on progress	Assurance	CoB	Presentation	Partnerships	Estelle Hitchon	David Hopkins		
11:00	00:15	COMFORT BREAK									
11:15	00:10	8	Charity Performance Update	Assurance	CoB	Paper	Partnerships	Estelle Hitchon	David Hopkins		
11:25	00:10	9	Charity Funds Finance Update (to include resolution of action 38/25)	Assurance	CoB	Paper	FinCor	Chris Turley	Ed Roberts, Jill Gill, Bernie Mitchell		
11:35	00:20	10	Charity Financial Plans 2026/29 [To include revised forecast for income targets for the next three years, and for the income and expenditure budget for onward approval by the Corporate Trustee at the end of January 2026]	Endorsement	Forward Planner	Paper	Partnerships	Estelle Hitchon	David Hopkins, Andrew Cotton, Ed Roberts, Jill Gill		
11:55	00:15	11	Bids Panel Expenditure Guidance	Approval	Ad hoc	Paper	Partnerships	Estelle Hitchon	David Hopkins		
12:10	00:15	12	2025/26 Quality Governance Review	Endorsement	CoB	Paper	Gov	Trish Mills	Julie Boalch, Alex Payne		
12:25	00:15	13	Risk Management Report and Board Assurance Framework	Assurance	CoB	Paper	Gov	Julie Boalch [David Hopkins]	n/a		
12:40	00:10	14	Bids Panel Highlight Reports (20 October 2025 and 8 December 2025)	Assurance	CoB	Paper	Gov	Leanne Smith	n/a		
12:50	00:10	15	Bursary Panel Highlight Report	Assurance	CoB	Verbal	People	Jo Kelso	n/a		
CONSENT ITEMS											
13:00	00:00	16	Committee Priorities and Cycle of Business Monitoring Report 2025/26 1.Governance of the Bids and Bursary Panels' operating arrangements, including their new terms of reference. 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.	Information	CoB	Paper	Gov	Trish Mills	Alex Payne		
CLOSING ITEMS											
13:00	00:10	17	Any Other Business	Discussion	Standing	n/a	n/a	Peter Curran	n/a		
		18	Date & Time of the Next Meeting: TBC (April 2026)	Information	Standing	n/a	n/a	Peter Curran	n/a		
13:10	03:40	CLOSE									

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 Services Data and Analytics, Chair of Bids Panel
Chris Turley	Executive Director of Finance and Corporate Resources

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
BEAUMONT-WOOD, Rhiannon	Non-Executive Director * 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		
BEESLEE, Jayne	Non-Executive Director * 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		
BROOKS, Lee	Executive Director of Operations	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		
CURRAN, Peter	Non-Executive Director * 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	Trustee of Action for Children [1097940]	Position in Charity or Voluntary Organisation	01 February 2021		
		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	30 September 2025	
		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 I05268303	Directorships	01 March 2024		
		Independent Member - Kaplan Open Learning (inc member of the Audit & Risk Committee)	Directorships	21 March 2024		
		DENNIS, Colin	Chair of Trust Board and Non-Executive Director * 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		
Chief Executive Officer (Employed) at My Choice Healthcare Limited.	Any Other Interest			01 June 2019		
EVANS, Bethan	Non-Executive Director * Chair of Quality, Patient Experience & Safety Committee * Member of Finance & Performance Committee * Member of People & Culture Committee * Member of Remuneration Committee	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		
		[Previously called Homes of Excellence Healthcare Limited, Company name changed 12.08.2022 - #12513139]	Directorships	12 March 2020		

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
EVANS, Bethan [continued]	Non-Executive Director * 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		
HITCHON, Estelle	Director of Partnerships and Engagement	Member of Academi Wales Expert Panel	Position in Charity or Voluntary Organisation	15 July 2024		
		Independent Governor (Non-Executive Director), Coleg Sir Gar/Coleg Ceredigion	Non-Financial Personal	01 January 2025		
HUTCHINGS, Hayley	Non-Executive Director * 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	
		Emeritus Professor, Swansea University	Non-Financial Professional	31 May 2025		
		Consultancy (temporary cover for the Director of Operations - Clinical Trials Unit) at Wolverhampton University	Financial Interest	10 October 2025	31 December 2025	
JACKSON, Ceri	Non-Executive Director & Vice Chair of the Trust Board * 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		
KNEESHAW, Carl	Director of People	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		
LEWIS, Angela	Director of Culture Change	Nil Declaration				
MARSH, Rachel	Executive Director of Strategy, Planning and Performance	Nil Declaration				
MILLS, Patricia (Trish)	Director of Corporate Governance/ Board Secretary	Nil Declaration				
PARRY, Hugh	Trade Union Partner	Nil Declaration				
ROBERTS, Edward	Interim Finance Director (from 09 September 2025)	Nil Declaration				
ROWAN, Hannah	Non-Executive Director * 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		
SAMMUT, Jonathan (Jonny)	Director of Digital Services [appointed 26.09.2023]	Relative (Parent) is a Non-Executive Director for Social Care Wales	Any Other Interest	01 April 2017	31 March 2025	
		Fellow of the British Computer Society – FBCS	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		
SWINBURN, Andrew (Andy)	Executive Director of Paramedicine	Co-opted into the BCS Community Board	Any Other Interest	12 August 2025	11 August 2026	
		Strategic Advisor to College of Paramedics	Any Other Interest	01 January 2020		
TURLEY, Christopher	Executive Director of Finance and Corporate Resources	Treasurer of Royal Gwent Hospital League of Friends.	Position in Charity or Voluntary Organisation	01 February 2022	05 November 2024	
TURNER, Damon	Trade Union Partner	Nil Declaration				

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
WILLIAMS, Liam	Executive Director of Quality and Nursing [from 01 August 2022]	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		
WOOD, Emma	Chief Executive (from 01 October 2025)	Chartered Fellow of CIPD (Chartered Institute of Personnel and Development)	Non-Financial Professional	2000		
		External Moderator for HR Masters modules for University West of England	Financial Interest	September 2024		

**MINUTES OF THE MEETING OF THE CHARITY
COMMITTEE HELD ON 02 OCTOBER 2025 AT CARDIFF MRD AND REMOTELY VIA
MICROSOFT TEAMS**

Meeting started at 09:00

MEMBERS:

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

IN ATTENDANCE:

Julie Boalch	Assistant Director of Corporate Governance & Risk
Lee Brooks	Executive Director of Operations
Andrew Cotton	Fundraising and Communications Officer
Jackie Hatton-Bell	Volunteer Steering Group Member
David Husband	Support Officer (Volunteering) (Item 35/25 only)
Estelle Hitchon	Director of Partnerships and Engagement
David Hopkins	Head of Charity
Georgi Howard	Community Welfare Responder (Item 35/25 only)
Trish Mills	Director of Corporate Governance/Board Secretary
Steve Owen	Corporate Governance Officer
Alex Payne	Corporate Governance Manager
Hugh Parry	Trade Union Partner (Left during Item 35/25)
Jess Price	Head of Financial Accounting
Ed Roberts	Assistant Director of Finance
Leanne Smith	Assistant Director of Digital (Item 41/25 only)
Andy Swinburn	Executive Director of Paramedicine
Damon Turner	Trade Union Partner (Left during Item 35/25)
Marcus Viggers	Trade Union Partner (Left during Item 35/25)
Sara Williams	Workforce Policy and Governance Lead
Jenny Wilson	National Volunteer Manager

APOLOGIES:

Jo Kelso	Head of Workforce Education and Development
Liz Rogers	Deputy Director of People and Culture
Hannah Rowan	Non-Executive Director
Chris Turley	Executive Director of Finance and Corporate Resources

OBSERVERS:

Daniel King	Risk Manager
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31/25 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting and noted apologies from Jo Kelso, Liz Rogers, Hannah Rowan and Chris Turley.

The Committee RESOLVED: To Note the apologies of Jo Kelso, Liz Rogers, Hannah Rowan and Chris Turley.

32/25 DECLARATIONS OF INTEREST

There were no other declarations of interest to those already included in the Trust Register of Interests.

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

33/25 MINUTES OF PREVIOUS MEETING AND HIGHLIGHT REPORT

The minutes of the 03 July 2025 meeting were confirmed as correct record.

The highlight report of 03 July 2025 was received.

The Committee RESOLVED To:

- 1. Approve the minutes of the 03 July 2025 meeting as a correct record;**
- 2. Receive the Highlight report dated 03 July 2025.**

34/25 ACTION LOG

Action 07/25 – 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. *The existing Charitable Funds Investment Policy, approved in July 2023, is due for formal review by July 2026. 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. 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.* Action to remain open, a further discussion was held under Any Other Business.

Action 23/25 – 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. *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.* Action Closed.

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

35/25 BIDS PANEL LIVED EXPERIENCE – CWR FUNDING - A FOCUS ON THE TRAINING RECEIVED

Members welcomed Jenny Wilson (Volunteering Manager), David Husband (Volunteer Support Officer), and Georgi Howard (Community Welfare Responder) to give details of the Community Welfare Responder (CWR) project, which was possible due to the receipt of the £315,290 NHS Charities Together Grant.

Jenny explained that the original objective of this grant was to recruit, onboard, and train 600 new Community Welfare Responders (CWR) by the end of the project period. However, due to the additional funding from the Welsh Government (WG) not being secured, the team decided to pause that target. After renegotiations with NHS Charities Together, a revised goal of 400 was agreed upon.

The Committee was informed of the project's progress: 330 volunteers have been recruited, with 198 currently active. There were 47 volunteers prepared for training after completing onboarding and Disclosure Barring Service (DBS) checks, and an additional 70 were undergoing the onboarding process. The CWR project has made a substantial positive contribution to patient care; in the first year alone, over 1,100 patients received support, with more than half able to remain at home following a 999 call.

David Husband explained that he has been involved with the project from the beginning, with a focus on the onboarding of CWR, which included handling recruitment, training, and operations. As the project expanded, managing these tasks became more complex. After a restructure this year, a functional model has been adopted; one team handles all volunteer recruitment, while support officers collaborate with operational assistants.

The need for effective mentoring of volunteers was quickly recognised. While training courses were helpful, transitioning to real-life situations required ongoing support, and a mentorship programme was developed. Community First Responders (CFR) now act as mentors, but coordinating volunteer availability with those needing mentorship remained a challenge; despite having a strong pool of mentors, timing does not always align.

David added that CWR appreciated the Support Officers who were now available across all services provided; but they also expressed a desire for consistency. Frequent changes in team members due to different contracts and secondments disrupted rapport, support, and ongoing knowledge development.

Georgi Howard, serving as a volunteer CWR and CFR, provided a comprehensive overview of her responsibilities and, during her presentation, highlighted several operational challenges confronting the project. These included issues related to volunteer mentoring and the need for consistent support. She offered a balanced evaluation, acknowledging the positive contributions of volunteers while also addressing ongoing concerns regarding underutilisation, retention, and the importance of targeted recruitment initiatives.

Georgi noted an issue of recruitment, highlighting that targeting recruitment efforts was important; as recruiting CWR solely to meet numbers may not be sustainable or beneficial for volunteers or the Trust. She suggested focusing recruitment on local requirements, available positions, and the team's capacity to mentor new members. Regarding retention, she noted that in her area, retention was approximately 50%, with many CWRs leaving due to a lack of suitable roles, skill fade, and administrative delays. These issues resulted in reduced confidence and missed opportunities to use newly acquired skills.

Ceri Jackson observed that the project's scope extended beyond the responsibilities assigned to volunteers and offered support in her capacity as Chair of the People and Culture Committee.

Ceri Jackson was keen to learn more about the approach to equality, diversity and inclusivity (EDI) in the recruitment process and was particularly interested in learning how these principles were being applied in relation to volunteer recruitment. Jenny Wilson stated that the Trust was fully aware of its EDI commitments and noted that the volunteer workforce has generally been more diverse than the staff workforce. She acknowledged that considerable progress remains to be made and that certain challenges persist in this area, adding that she was happy to discuss these matters further with Ceri.

The Committee welcomed the honest and candid feedback, acknowledged the initiative's clear benefits for patients and families, and recognised the importance of addressing operational teething issues.

Members expressed their gratitude for the team's contributions and recognised the essential role volunteers played. Additionally, they extended their appreciation to the wider CWR group, acknowledging and valuing the ongoing efforts, even when outcomes may not always fully align with intentions.

The Committee RESOLVED: To note the presentation.

36/25 CHARITY FUNDRAISING PLAN

Estelle Hitchon stated that this document represented a significant milestone, as it was the first instance of formally articulating the charity's fundraising ambitions and detailing approaches to actively increase its revenue.

David Hopkins explained that the Fundraising Plan was 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

The Fundraising Plan considered internal and external situational analysis, including potential opportunities. It also included benchmarking data from the wider fundraising sector.

David Hopkins added that the Memorandum of Understanding (MOU) was valuable for strengthening internal governance and clarifying structures to external funders. The prioritisation process, with CWR as a case study, supported this. The MOU helped explain the relationship between the Charity and the Trust, which can be unfamiliar to organisations like the National Lottery, as they received few NHS charity applications.

David Hopkins added that the Plan was designed to deliver results, ensuring continued growth and development over the years. Its focus extended beyond increasing revenue to include diversifying income streams and exploring collaborative opportunities with other charitable organisations.

Ceri Jackson inquired about potential barriers related to fundraising expenditure. David Hopkins replied that this was an area requiring further examination and will be reviewed for the 2026/27 budget, which will be presented to the Committee in January 2026. Currently, fundraising expenditure, excluding staffing costs, remained low. Efforts were being made to identify activities that can be

implemented at little or no cost, with support from the NHS Charities Together Development Grant.

Estelle Hitchon added that a focus was on return on investment (ROI), which was not solely financial. The Committee needs to consider what ROI meant beyond just funding. Estelle assured members that the issues were discussed in the Executive Leadership Team (ELT) meetings and will be addressed further as solutions developed.

In terms of the recommendations, Trish Mills suggested that the Committee consider options beyond solely adopting an MOU. While an MOU might be an appropriate approach, for the final recommendation, instead of specifying that it must be addressed in an MOU, it could state that a process for joint monitoring and reporting should be established. By not specifying the format at this stage, flexibility would be maintained to explore additional solutions. It was agreed that Trish Mills, Estelle Hitchon and David Hopkins would work together to define the appropriate governance strictures going forward.

David clarified that the figures presented in the table within the report were sourced from the budget previously approved by the Corporate Trustee; therefore, these were not new numbers. His intention was to illustrate how these targets would be met through the fundraising plan. All amounts have been authorised by the Corporate Trustees.

David Hopkins added that discussions with other Health Boards and charities were underway, highlighting the potential to learn from their experience and share best practices.

The Chair added that Trusts and Foundations represented an area that have not previously been engaged with. He acknowledged this was a developing area and asked how confident the Charity was about finding viable Trusts and Foundations for success. David Hopkins explained that the outcomes will become clear over time. These targets were considered achievable given the potential opportunities available. The area of Trusts and Foundations was currently challenging and specialised. However, with focused pipeline efforts and further relationship development, there may be opportunities to utilise existing connections for the charity.

The Committee RESOLVED: To

Approve the Fundraising Plan, and endorse the three recommendations within the Plan:

- 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, with details of these mechanisms of the structure to be determined.**

37/25 CHARITY PERFORMANCE REPORT

The Charity Performance Report was received showing performance against the NHS Charity Together (NHSCT) grants:

Stage 3 Recovery Grant Progress: As of 31 August 2025, £73,467 has been spent out of £88,000 awarded, with various projects ongoing, including a Volunteer Development Programme and Mind over Mountains. The remaining funds were to be spent by December 2025 with a projected underspend of £7,013.

Ambulance Grant Update: The Ambulance Grant has recruited 330 Community First Responders to date, with a target of 400 by February 2026. The project has been extended due to recruitment delays.

In addition to the two active grants, two further grant applications have been submitted to NHS Charities Together since the last meeting - one for £142,000 (Community Resilience Fund) and one for £15,823 (Greener Communities Fund). Members also received a verbal update on NHS Charities Together Workplace Wellbeing fund, and on plans to submit an application towards Wish Ambulance to the National Lottery Community Fund.

David Hopkins added that Mind Over Mountains was currently the only project where performance against Key Performance Indicators (KPI) was marked in red. This issue has been discussed in previous meetings, but to clarify, it was not intended to continue this project beyond the final walk, which was scheduled for next weekend.

Regarding workplace well-being grants, David Hopkins explained there have been further updates since the report. While England used a competitive grant process, with many charities involved, Wales only has nine charities. The Trust was discussing a possible joint project supporting broader NHS Wales well-being services, which may benefit the Charity but might not bring direct funding to the charity. The Charity budget currently included £30K for workplace well-being, but this was under review, and further updates will be provided as discussions progress.

Estelle Hitchon drew attention to the WISH Ambulance which provides highly valuable services, with many people regularly using or having used them.

Currently, the Charity needs both unrestricted funds and donations for specific initiatives like WISH. The challenge is communicating the importance of general contributions, which help support staff and enhance services overall. While the Charity receives generous donations from families who have benefited from WISH, the aim was to highlight ways everyone can support this work and bring comfort to those at the end of life.

The Committee RESOLVED: To receive assurance on the Charity's performance, and on the key risks and mitigations in place for the Charity's active NHSCT grants.

38/25 CHARITY FUNDS FINANCE REPORT

Ed Roberts outlined details of the report:

From 01 April 2025 to 31 August 2025, total income amounted to £28,000, comprising donations of approximately £21,000 and interest received of £7,500. No legacy or grant income was recorded during this period.

The total expenditure for the period amounted to £95,000, with charitable activities accounting for just under £6,000. Grant expenditure was approximately £62,000, primarily funded through restricted funds. Administrative and support costs totalled £27,000. Overall, there was a negative net movement of just under £67,000 for the period.

Regarding the fund balances, the total funds currently held amount to £695,000. This comprises £209,000 in unrestricted funds, £181,000 in designated funds, and £304,000 in restricted funds.

Between 01 April 2025 and 31 August 2025, the unit price of the Charity's investments increased by 1.67%, resulting in a gain of approximately £4.6k. The current holding is 1,090.14 units at a unit price of £256.1682, with a total market value of £279.3k. The investment strategy is aligned with the charity's identified risk appetite and focuses on low-risk options to maintain stability.

The Chair queried the current process in terms of profiling budgets. Jessica Price stated that the team will review the profile and budget to provide clarification regarding the initial approach, which was based on considerations from the bursaries and bids panel earlier in the year. She noted that the actual awards in the first round were less than anticipated, so the budget will be reprofiling in response to feedback and aligned with upcoming bursary panels and related activities throughout the year.

The Chair raised a question about the 1.67% return on investments, observing that higher yields are available from bank deposits. Ed Roberts responded by

noting that, in general, the stock market tends to yield higher returns over time compared to leaving funds in a bank account. The report also indicates the occurrence of a recent downward trend; however, under typical conditions for this portfolio type, returns are generally higher than standard bank interest rates. Over the recent period, however, the bank would have provided a higher return than the current investment results.

The Committee requested that it would be useful to review longer-term performance data that includes forward-looking forecasts, rather than focusing only on the current reporting period. Jessica Price reported that weekly investment monitoring showed a slight loss last week, but share equity remained at £70K. She agreed to include this longer-term data in future reports. Ed Roberts suggested adding a stock market plot and comparing current trends with returns to help identify if the portfolio aligned with the market and spot any warning signs of poor investments.

Members noted that funding for the strategy was apportioned across year one and year two, but recruitment delays have shifted timelines. It had also been noted that assurance had previously been given that funds can be carried over into future years, which was important context for the committee and should be included in the next report. Jessica Price clarified that apportionment covered staff costs for two years from the appointment date, not the original agreement date, and confirmed this detail would appear in the next financial update.

The Committee RESOLVED: To Note the contents of the report.

39/25 CHARITY COMMISSION - REGISTER OF CHARITIES

Estelle Hitchon explained that as part of the Charity Strategy 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 was a legal requirement to ensure that the Register of Charities was kept up to date.

Two proposed changes were recommended, and required 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 Objective.

The Committee RESOLVED: To endorse the paper and endorse the proposed changes to the Charity's working names and activities description to be approved by the Corporate Trustee at its meeting in November 2025.

40/25 RISK MANAGEMENT REPORT - CHARITY RISK REGISTER

The Committee received the new Charity Risk Register and approved inclusion of one new risk - CHAR-008 - Failure to raise sufficient funds to deliver the Charity's strategic objectives scored at 12 (3x4).

The Committee RESOLVED: To Receive the Charity Risk Register and approve the inclusion of CHAR-008 on the Risk Register for the Charity.

41/25 BIDS PANEL HIGHLIGHT REPORT – 22 SEPTEMBER 2025

Leanne Smith drew attention to the following points from the report

There were no bids over £5,000 for the Committee to approve. A total of six bids were considered, with four approved relating to the Hazardous Area Response Team (HART) Garden Project, three TVs and a picnic bench; two bids were redirected for further consideration. The total funding awarded for approved bids was £3,990.

Round 3 of the NHS Charities Together Sports Fund saw three applications reviewed by the panel, resulting in separate approvals with a total spend of £3,830.

A new risk was identified in relation to Inequitable Awarding Patterns with the potential for awards granted to similar groups or areas given awareness of the Charitable Funds is higher in some localities, services or departments. An update will be provided to the Bids Panel at a future meeting on actions to mitigate this risk and to consider the process of approving national funds which will supplement new guidance in development for applications.

Leanne Smith also noted that Christmas hamper and dinner-related bids were expected in the coming weeks. An extraordinary meeting may be required due to the associated timelines. If any bid exceeds the expenditure limit, a Chair's Action may be required by the Charity Committee before the next committee meeting in January due to the timelines involved

Following a query on the volume of bids Leanne Smith stated that the current volume appeared reasonable and consistent with past trends.

Following a conversation around regional funding, David Hopkins added that the regional funds were legacy funds, with the North historically having higher amounts for at least the past decade. He planned to review more data on the geographic distribution of bids adding that the high fund levels in the North may have resulted from an initially larger allocation, not a lack of bids.

The Committee RESOLVED: To receive and take assurance from the Bids Panel Highlight report from 22 September 2025.

42/25 BURSARY PANEL HIGHLIGHT REPORT – 18 JULY 2025

David Hopkins provided the Committee with the following update in lieu of Jo Kelso, Chair of the Bursary Panel:

The Bursary Panel met on 18 July 2025 advising that of the 35 Bursary Rounds submissions for 2025, 6 received financial support totalling £7,283.86 contributing partial funding to five MSc programmes and an Advanced Child Protection course. A second round of applications will be invited for Q3 to ensure the full fund was allocated.

David Hopkins added that the number of applications received were being closely monitored, especially those not funded or failing to meet statutory training requirements. He was working closely with Jo Kelso to improve processes and clarify guidance to reduce unnecessary rejections, aiming to approve as many applications as funding allowed.

The Committee RESOLVED: To receive and take assurance from the highlight report from 18 July 2025.

43/25 CONSENT ITEMS

The following items were presented to the Committee for information:

1. Committee Priorities & Cycle of Business Monitoring Report 2025/26

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

Trish Mills brought the following ongoing action to the Committee's attention: *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.*

It was agreed that Jessica Price would ascertain what it currently stated in the 2023/24 Annual Audit Accounts regarding the charity's position in terms of reserves- and this would be proactively brought back in Q4 as part of the annual report.

Trish Mills agreed that this represented a proactive policy position concerning reserves for the upcoming year. If it coincided with the timing of

the annual report, it would naturally fall within Q4 and would not require adjustment. Therefore, the Committee should consider updating the cycle of business and accompanying notes to specify that this was not an official policy, but rather a policy position articulated in the annual report. Trish advised that this will be followed up with the Chair after this meeting to provide clarification and indicate where the relevant information was documented.

2. Liability and Indemnity - Internal Guidance for Charitable Activities

The Committee welcomed this guidance which was presented for noting.

David added this document was provided to those who took part in fundraising activity, or sporting activities supported by the Charity.

3. Volunteer Fundraising - Standard Operating Procedure (SOP)

The Committee welcomed this SOP which was presented for noting.

The Committee RESOLVED To:

- 1. Note the Committee priorities and the 2025/26 cycle of business monitoring report.**
- 2. Receive the Liability and Indemnity - Internal Guidance for Charitable Activities report**
- 3. Receive the Volunteer Fundraising - Standard Operating Procedure**

44/25 REFLECTIONS AND SUMMARY OF DECISIONS/ACTIONS

Members reflected that the Charity was making strong progress in governance and operational maturity, with positive impacts on patients and staff. Members emphasised the need to support further growth by ensuring adequate capacity within the Charity, highlighted the benefits of cross-departmental collaboration, and expressed gratitude for everyone's contributions and the quality of reporting received.

45/25 ANY OTHER BUSINESS

There were none

46/25 DATE OF NEXT MEETING – 13 January 2026

Meeting closed at: 11:15



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CHARITY

Agenda Item No. 3.2

REPORT TITLE

Ratification of Charity Committee Chair's Action: Charitable Expenditure

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Julie Boalch, Assistant Director of Corporate Governance and Risk
Author(s) of report	Alex Payne, Corporate Governance Manager

PURPOSE OF REPORT

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



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REPORT SUMMARY:

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

1. The Committee approved a bid for charitable funds applied for through the Bids Panel by Chair's Action on the 06 November 2025. This request was dealt with via this mechanism as the funds were required before the January 2026 meeting of the Committee.
2. The funding request was for the provision of Christmas dinners, festive food and refreshments for staff and volunteers working over the Christmas period. The application was for a total sum of £18,700, which was approved by Members. The papers issued with the Chair's Action are annexed to this report.

RECOMMENDATION(S)

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

The Charity Committee is requested to:

1. Ratify the decision made by Chair's Action on the 06 November 2025.

ADDITIONAL PAPER(S)

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

1. Annex 1: Chair's Action Request * 2 documents (request and Bids Panel AAA)



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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:	
<input checked="" type="checkbox"/> SO1: 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	<input type="checkbox"/> SO2: The Charity will support WAST to build community resilience throughout Wales
<input type="checkbox"/> SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery	

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:	
<input type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input checked="" type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY 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) [link to standards]		
<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input checked="" type="checkbox"/> Efficient	<input type="checkbox"/> Equitable	<input type="checkbox"/> Person Centred
Quality Enablers (select all that apply) [link to standards]		
<input 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



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WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
13 January 2026	Charity Committee

AGENDA ITEM No	n/a
OPEN or CLOSED	OPEN
No of ANNEXES ATTACHED	1

Chair's Action – Approval of funding for Christmas dinners and vouchers

MEETING	Charity Committee
DATE	Distributed via Chair's Action, 3 November 2025
BIDS PANEL CHAIR	Leanne Smith, Assistant Director of Digital Services
AUTHOR	David Hopkins, Head of Charity
CONTACT	Leanne.Smith4@wales.nhs.uk David.Hopkins4@wales.nhs.uk

EXECUTIVE SUMMARY

1. Charity Committee is asked to consider an application for charitable funding received from the Christmas Planning Group. This funding would provide Christmas dinners, festive food and refreshments to staff and volunteers working over the Christmas period.
2. The application is for a total of **£18,700**:
 - a. £10,000 for Christmas Hamper Vouchers
 - b. £8,700 for Christmas Day Dinners

RECOMMENDATIONS:

It is recommended that Charity Committee APPROVES the application for £18,700 of charitable funding

It is recommended that Charity Committee awards the funding with the following conditions:

- **All receipts to be supplied for gift voucher expenditure, with Service Managers and Heads of Service responsible for 100% compliance.**
- **Feedback from staff is sought to inform future applications, to ensure value for money and inform sustainability of funding**
- **Christmas Planning Group meets with the Head of Charity from early Spring 2026 to establish how the costs of any future provision could be lowered, and/or met through in-kind donations from corporate partners.**

KEY ISSUES/IMPLICATIONS
None

REPORT APPROVAL ROUTE
Bids Panel – 20 October (endorsed) ELT – 29 October (endorsed) Charity Committee – via Chair’s Action

REPORT APPENDICES
Appendix 1: AAA from Bids Panel, 20 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	
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	x

SITUATION

1. Charity Committee is asked to approve an application for **£18,700** of charitable funding, which would provide Christmas dinners, festive food and refreshments to staff and volunteers working over the Christmas period.

BACKGROUND

2. For a number of years, Charitable Funds have been used to fund the purchase of food and non-alcoholic beverages for stations and clinical contact centres across Wales, as a gesture to those staff working over the Christmas and New Year periods.
3. In recent years, Christmas Day dinners for staff who were rostered to work on

Christmas Day have also been included in the Charitable Funds bid for staff winter welfare.

4. Both the Christmas extras and Christmas Day dinners are welcomed and very much appreciated by staff and supported by the Operations Senior Leadership and Management Teams.
5. A breakdown of previous expenditure since 2019 is provided below:

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Christmas Hampers	£5,330.00	£5,922.17	£8,417.02	£10,684.38	£487.98	
Christmas Meals (Hot Meals)		£5,358.50	£5,068.30	£5,148.78	£9,625.82	£8,520.55
Christmas Gift Cards					£6,880.00	£9,600.00
	£5,330.00	£11,280.67	£13,485.32	£15,833.16	£16,993.80	£18,120.55

Christmas Hampers – this was when food was ordered centrally through NHS Wales procurement, and distributed by Business Management staff. Since Christmas 2023, localities have instead been provided with gift cards from Tesco, to enable local managers to make purchases.

6. After extensive discussions with the Head of Charity, and with the Christmas Planning Group, it is therefore proposed that Christmas Day dinners for those rostered to work and Christmas Extras (vouchers) are again provided and funded from charitable funds.

ASSESSMENT

7. The funding application proposed will provide:
 - a. Around 700 Christmas Dinners, purchased from local restaurants and delivered to stations, for all staff starting shifts between 0600-1500 on Christmas Day.
 - b. The distribution of Tesco vouchers to each station and CCC, to provide food and non-alcoholic beverages for staff working between Christmas and New Year.

	2025 budget	2024 budget	2024 actual
Christmas Hamper Vouchers	£10,000	£11,000	£9,600
Christmas Day Dinners	£8,700	£7,700	£8,521
TOTAL	£18,700	£18,700	£18,121

8. The purchase and distribution of meals and vouchers will be the responsibility of the Operations Business Management team.
9. This budget will be the maximum amount available to spend. If possible, the team will aim to reduce this spend by:
 - a. Asking Christmas Dinner providers for a discount where possible
 - b. Asking staff to opt-out if they do not require a Christmas Dinner

- c. Seeking discounts for the bulk purchase of gift vouchers where possible
10. If approved, the Charity will use its regional funds (North, Central and West, South East) to fund these meals, to reduce the impact on its unrestricted funds.

Benefits to staff

11. The following benefits have been identified:
- a. Increased staff morale for those working over the festive period who may not be fortunate enough to spend this time with their family or loved ones
 - b. Staff feel valued, respected and that the organisation cares about them
 - c. Even though they are in work, staff are more likely to feel happy and festive which in turn is likely to help contribute to positive experiences for patients who have the misfortune of requiring our services over the Christmas and New Year period.
 - d. Staff would be able to access a hot meal during their shift which may not be possible, especially Christmas Day, when there is reduced hours of operation of normal facilities/food vendors/etc.
12. Feedback will be collected from staff after Christmas, and this detailed feedback will be used to ensure that any future provision remains suitable for staff and well-appreciated.

Potential options to reduce costs in future years

13. To try to reduce costs, the Head of Charity and the Operations Business Management team have worked closely together to explore cost-saving options. However, none of these have proven viable for Christmas 2025. It is acknowledged that costs will need to be reduced in future years and some of the ideas brought forward this year will be explored in more detail for Christmas 2026.
14. Ideas explored included:
- a. Providing high-quality chilled or frozen meals, instead of meals provided by restaurants. Currently, meals are collected from restaurants hours in advance and then reheated on station when needed. This option was explored but a suitable supplier could not be identified in time
 - b. Providing festive food and drink from NWSSP preferred suppliers (such as Lyreco) through WAST's procurement systems, rather than through providing local management with Tesco gift vouchers. The Operations Business Management team conducted a price comparison on the most regularly bought items, and concluded that – of those items that

were available on Oracle – many were substantially more expensive. Many items were not available, and Lyreco cannot be used to buy fresh or chilled food.

- c. Reducing the scope or value of either the vouchers or the Christmas Day dinners. This was discounted as feedback from the Christmas Planning group and from TU partners was that this was an important gesture for staff working over the Christmas period, and should be retained.

Potential risks and mitigation

15. **Christmas Dinners** - There has been feedback in the past that some of the meals provided by restaurants have been poor quality. This feedback will be taken into account when selecting restaurants in 2025.
16. **Christmas Dinners** - There is a risk of wastage, as meals are purchased on an opt-out basis for those rostered, rather than an opt-in. This was chosen as it was felt that staff should not miss out if they have not completed an opt-in form. The opt-out form will be heavily promoted through local management and through Siren, to ensure as little wastage as possible.
17. **Christmas Vouchers** - In previous years, locality managers have been asked to provide receipts when spending from the gift vouchers, in order to provide an audit trail for the Charity's finances. Last year, around 10% of localities failed to provide a receipt. This year, it has been agreed that Service Managers and Heads of Service will be responsible for ensuring compliance, with a target of 100% of receipts returned. This will provide assurance that the gift vouchers are being spent as intended by local management.

RECOMMENDATIONS

18. It is recommended that Charity Committee **approves** the application for £18,700 of charitable funding.
19. It is recommended that Charity Committee awards the funding with the following conditions:
 - a. All receipts to be supplied for gift voucher expenditure, with Service Managers and Heads of Service responsible for 100% compliance.
 - b. Feedback from staff is sought to inform future applications, to ensure value for money and inform sustainability of funding
 - c. Christmas Planning Group meets with the Head of Charity from early Spring 2026 to establish how the costs of any future provision could be lowered, and/or met through in-kind donations from corporate partners.



BIDS PANEL HIGHLIGHT REPORT FOR ELT & CHARITY COMMITTEE

Distributed under Chair’s Action to Charity Committee	3 rd November 2025
Charity Committee Meeting Date	Planned for 13 th January 2026
Bids Panel Meeting Date	20 th October 2025
Bids Panel Meeting Chair	Leanne Smith, Assistant Director of Digital Services

KEY ESCALATION AND DISCUSSION POINTS

ALERT (Alert the ELT to areas of escalation)

1. An extra-ordinary meeting of the Bids Panel was held on the 20th October, primarily to consider a **Christmas Dinners & Hampers bid**. The bid itself accompanies this AAA. The Panel decided to support the bid, and are now seeking the approval of Charity Committee due to the value of this bid being above the expenditure limits for the panel (a total of £18,700).
2. The bid was discussed at ELT on 29th October and was endorsed.
3. The bid seeks:
 - a. £10,000 for Christmas Hamper Vouchers
 - b. £8,700 for Christmas Day Dinners
4. The Panel supported the bid, subject to:
 - a. All receipts to be supplied, with Service Managers and Heads of Service responsible for 100% compliance.
 - b. Feedback to inform future applications to ensure value for money and inform sustainability of funding
5. The Panel sought two further points of clarification:
 - a. Volunteer eligibility for the Christmas Day Dinner arrangements – since the meeting, it has been clarified by the Christmas Planning Group that volunteers will be included under the same eligibility guidance as EMS staff
 - b. Corporate staff inclusion for the Christmas Hamper offer (e.g. those from Resourcing, Fleet, Estates, ICT teams etc working on-site over the festive period) – since the meeting, it has been clarified by the Christmas Planning Group that only those teams working on-site over 25th/26th December would be eligible.

ADVISE

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

6. **Declarations of Interest**

Name (Position)	Bid	Declaration
David Hopkins	Bid 2524 – Christmas Day Dinners and Christmas Extras Vouchers (WAST)	David assisted with the development and writing of the bid, so abstained from the vote.

7. **Outcome of General Charitable Fund Applications Considered by Bids Panel**

Bids Panel received one new general charitable fund applications for consideration. The Panel's decisions on the application is given here:

Bid Description	Amount Awarded	Directorate	Outcome of Bids Panel
Bid 2524 – Christmas Day Dinners and Christmas Extras Vouchers (WAST)	£18,700		Approved [to be split across the regional funds]

Total amount of funding awarded to approved new General CF bids = £18,700

8. A verbal update was provided on the **Expenditure Guidance** that is in development. This highlighted proposed changes from previous guidance, and explained to the panel that once ready, the guidance would be shared with members as part of the consultation process.
9. Whilst reviewing the action log, the Panel considered progress with the **Blaenau Ffestiniog Kayaks** and **Barmouth Legacy Fund** actions.
- 10.
- a. Regarding the kayaks, the panel was informed of a feeling of dissatisfaction from staff regarding communication. A request was made to share the Liability and Indemnity guidance (a document endorsed Legal & Risk, and previously noted by Charity Committee) with the panel.
 - b. Several action items related to the Barmouth Legacy Fund and the plan for a wellbeing room have dependencies on the receipt of quotes from suppliers for estates work. It was agreed that a more detailed discussion would be planned for the next Bids Panel meeting, and in the meantime a follow-up conversation would take place with Estates colleagues. It was noted that prior to September, many contractors were booked for school estates work, and so the Estates team had advised to revisit in the autumn.
 - c. Several other items on the action log were closed.

ASSURE

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

11. The **next meeting** of the Bids Panel is scheduled for 8th December 2025.

12. ELT and 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.

13. 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.

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 **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 in more detail.

APPENDICES

None

MEETING AGENDA ITEMS

Introduce New Bids Panel member – Bev Flood and Andrew Cotton	Declarations of Interest	Dashboard: Review Action Log & Decision Log [Updates given ahead of the meeting]
Feedback from Charity Committee	New General CF Applications (x1) for consideration	Any Other Business

ATTENDANCE						
Meeting Date:	02/04/25 [Ex-ord]	16/05/25 [Ex-ord]	23/05/25 [Ex-ord]	04/06/25	22/09/25	20/10/25 [Ex-ord]
Julie Boalch [Chair]						
Lisa Trounce						
Leanne Smith [Chair]				Introduction		
Assistant to the chair				Introduction Nicola Attewell Sarah Botterill	Sarah Botterill	Sarah Botterill
Lois Hough						
Bernadette Mitchell						
Karen Jones			*			
Bev Flood						
Elliot Miller				*		
Aled Williams						
Kataya Miura			Ian McMurtrie			
Chris Davies					Kataya Miura replacement	
Damon Turner						
Hugh Parry						
David Hopkins						
Andrew Cotton						
OTHER ATTENDEES						
Greg Lloyd	Barmouth RF					

	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.*

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.

Corporate Trustee Meeting Date	27 November 2025
Committee Meeting Date	02 October 2025
Chair	Peter Curran

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Trustees to areas of attention)

1. Committee endorsed the proposed changes to be made to the entry on the **Charity Commission Register of Charities** which are before the Corporate Trustee for approval. These include the addition of two new working names for the charity, when the official name of the Charity is not used in full, and an amendment of the Charity's activities description, to better reflect patient benefit and the Charity's Strategic Objectives.

ADVISE

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

2. Committee received and approved the first **Charity Fundraising Plan** translating the Charity's ambitions into practical steps to increase and diversify income, aiming for long term sustainability as NHS Charities Together funding reduces, and legacy income remains unpredictable. Members highlighted the importance of the development of new income streams, clear governance arrangements between the Trust and the Charity, and recognised that additional investment in fundraising activities and staff capacity will be necessary to achieve the Charity's ambitions.
3. Members welcomed Jenny Wilson (Volunteering Manager), David Husband (Volunteer Support Officer), and Georgi Howard (Community Welfare Responder) to give details of the **Community Welfare Responder (CWR) project**, which was possible due to the receipt of the £315,290 NHS Charities Together Grant. The target with this grant was to recruit, onboard and train 400 new CWRs by the end of the project period. The Committee received an update on the project progress, and noted that 330 volunteers have been recruited, with 198 currently active. The significant positive impact on patient care was noted because of the CWR project; with over 1,100 patients supported in the first year, over half of which were able to remain at home after a 999 call. Operational challenges within the project were noted, such as volunteer mentoring and the need for consistent support; while Georgi candidly shared both the positive difference volunteers make and the frustrations around underutilisation, retention, and the need for targeted recruitment. The Committee welcomed the

honest feedback, acknowledged the initiative's clear benefits for patients and families, and recognised the importance of addressing operational teething issues. Members commended the passion and commitment of volunteers, affirmed the value of the CWR role, and noted that the learning from this project will inform future developments and funding strategies.

- Members **reflected** that the Charity is making strong progress in governance and operational maturity, with positive impacts on patients and staff. Members emphasised the need to support further growth by ensuring adequate capacity within the Charity, highlighted the benefits of cross-departmental collaboration, and expressed gratitude for everyone's contributions and the quality of reporting received.

ASSURE

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

- The **Charity Performance Report** was received showing performance against the NHS Charity Together (NHSCT) grants:
 - Stage 3 Recovery Grant Progress: As of 31 August 2025, £73,467 has been spent out of £88,000 awarded, with various projects ongoing, including a Volunteer Development Programme and Mind over Mountains. The remaining funds are to be spent by December 2025 with a projected underspend of £7,013.
 - Ambulance Grant Update: The Ambulance Grant has recruited 330 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 continues to be 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.
- Two grant applications have been submitted to NHS Charities Together since the last meeting - one for £142,000 (Community Resilience Fund) and one for £15,823 (Greener Communities Fund). Members also received a verbal update on NHS Charities Together Workplace Wellbeing fund, and on plans to submit an application towards Wish Ambulance to the National Lottery Community Fund.
- The **Charity Finance Update** was received noting that the balance of funds held as of 31 August 2025 is £741,331 comprised of £209,029 unrestricted funds; £181,288 in designated funds; and £304,362 in restricted funds. Between 01 April 2025 and 31 August 2025, the unit price of the charity's investments has increased by 1.67%, resulting in an overall small gain of .c£4.6k. The charity currently holds 1,090.14 units at a unit price of £256.1682, giving a total market value of £279.3k. 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.
- The **Bids Panel AAA** report from the 22 September 2025 meeting was received noting that there were no bids over £5,000 for the committee to approve. A total of six bids were considered, with four approved relating to the HART Garden Project, three TVs and a picnic bench; two bids were redirected for further consideration. The total funding awarded for approved bids was £3,990.

10. Round 3 of the NHS Charities Together Sports Fund saw three applications reviewed and approved by the panel, with a total spend of £3,830.
11. A new risk was identified in relation to Inequitable Awarding Patterns highlighting the potential for awards to be granted to similar groups or areas because awareness of the Charitable Funds is higher in some localities, services or departments. An update will be provided to the Panel at a future meeting on actions to mitigate this risk and to consider the process of approving national funds supplemented by the new application guidance in development.
12. The **Bursary Panel** met on 18 July 2025 advising that of the 35 Bursary Rounds submissions for 2025, six received financial support totalling £7,283.86 contributing partial funding to five MSc programmes and an Advanced Child Protection course. A second round of applications will be invited for Q3 to ensure the full fund is allocated.
13. Members received the **Committee Priorities and Cycle of Business Monitoring** report and 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 one new risk on the register: CHAR-008 - Failure to raise sufficient funds to deliver the Charity's strategic objectives scored at 12 (3x4).

A new risk on Inequitable Awarding Patterns was discussed in item 11 above.

COMMITTEE AGENDA FOR MEETING

Charity Fundraising Plan	Charity Performance Report	Charitable Funds Finance Report
Charity Commission Register of Charities	Risk Management Report	Bids Panel AAA report
Bursary Panel AAA report	Committee Priorities and Cycle Monitoring Report 2025/26	Liability and Indemnity – Internal Guidance for Charitable Activities
Volunteer Fundraising – Standard Operating Procedure		

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			Ed Roberts	
Lee Brooks		Mark Harris		

COMMITTEE ATTENDANCE				
Name	2 April 2025	3 July 2025	2 October 2025	13 January 2025
Andy Swinburn				
Liz Rogers	From Finance Item		Sara Williams	
Trish Mills				
Hugh Parry			Left meeting at 09:30	
Damon Turner			Left meeting at 09:30	
Marcus Viggers	From Performance Item		Left meeting at 09:30	
Julie Boalch				
Jo Kelso				
David Hopkins				
Leanne Smith			Attended for item 11	

	Attended
	Deputy attended
	Apologies received
	No longer member/not member

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	<p>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.</p> <p><u>Actions from 2 October meeting:</u> The action agreed was to check whether there is already a statement on the reserves policy in the annual report or audited accounts. Trish Mills and Jessica Price will review these documents and report back after the meeting to provide clarity on the current reserves policy position.</p>	Chris Turley Trish Mills Jessica Price	13 January 2026	<p><u>Update at October 2025 meeting:</u> It was mentioned by Jessica Price during the meeting that there was a statement in the 2023/24 Audited Annual Report regarding Reserves Policy and that further clarity on this would be brought to the next meeting. Given the action generated at the October meeting supersedes this; it is proposed this action is closed and replaced by action 43/25 on the same area. Status updated as completed (AP 171225) to be closed subject to committee agreement.</p> <p><u>Update for October 2025 meeting:</u> The existing Charitable Funds Investment Policy, approved in July 2023, is due for formal review by July 2026. 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. 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
43/25	2 October 2025	Charity Committee Cycle of Business	<p>Action: Ed Roberts and Jess Price to update the Committee on the reserves policy position. This action relates to action 07/25 generated at the April 2025 committee. It was agreed to bring back a proactive reserves policy position, ideally in Q4 alongside the annual report, and to update the cycle of business to reflect the action to be taken.</p>	Trish Mills Ed Roberts Jessica Price	13 January 2026	<p><u>Update 6 January 2026</u> Ed Roberts advised this will be picked up on Chris Turley's return as there were a number of discussions regarding this that he wasn't involved in.</p>	Open
36/25	2 October 2025	Charity Fundraising Plan	<p>Action: It was agreed that Trish Mills, Estelle Hitchon and David Hopkins would work together to define the appropriate governance structures going forward. In terms of the recommendations, Trish Mills suggested that the Committee consider options beyond solely adopting a Memorandum of Understanding (MOU). While an MOU might be an appropriate approach, for the final recommendation, instead of specifying that it must be addressed in an MOU, it could state that a process for joint monitoring and reporting should be established. By not specifying the format at this stage, flexibility would be maintained to explore additional solutions.</p>	David Hopkins	13 January 2026	<p><u>Update for January 2026 meeting</u> As suggested at the October meeting, the reference to an MOU has been removed from the final recommendations of the Charity Fundraising Plan. This allows flexibility as conversations continue about the most appropriate governance structures.</p> <p>Recommendation 3 now reads: The Trust and Charity should jointly establish project monitoring and reporting mechanisms for successful grant applications.</p> <p>Trish Mills, Estelle Hitchon, Edward Roberts, Julie Boalch and David Hopkins met in November 2025 to discuss options for appropriate future governance structures, and this work is ongoing.</p>	Complete
38/25	2 October 2025	Charity Funds Finance Report	<p>Action: Ed Roberts would include a stock market plot and comparing current trends with returns to help identify if the portfolio aligned with the market and spot any warning signs of poor investments in the next report. The Committee requested that it would be useful to review longer-term performance data that includes forward-looking forecasts, rather than focusing only on the current reporting period. Jessica Price reported that weekly investment monitoring showed a slight loss last week, but share equity remained at £70K. She agreed to include this longer-term data in future reports.</p>	Ed Roberts Jessica Price	13 January 2026	<p><u>Update 6 January 2026</u> Ed Roberts confirmed this action is addressed within the finance update papers.</p>	Complete
38/25a	2 October 2025	Charity Funds Finance Report	<p>Action: Jessica Price clarified that apportionment covered staff costs for two years from the appointment date, not the original agreement date, and she confirmed this detail will appear in the next financial update. Members noted that funding for the strategy was apportioned across year one and year two, but recruitment delays have shifted timelines. It had also been noted that assurance had previously been given that funds can be carried over into future years, which was important context for the committee and should be included in the next report.</p>	Ed Roberts Jessica Price	13 January 2026	<p><u>Update 6 January 2026</u> Ed Roberts confirmed this action is addressed within the finance update papers.</p>	Complete



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Agenda Item No.

5

REPORT TITLE

Charity Annual Report and Accounts 2024/25;
and Independent Examination Report from Audit Wales for 2024/25

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Chris Turley Executive Director of Finance and Corporate Resources
Author(s) of report	Edward Roberts Interim Assistant Director of Finance and Corporate Resources Bernadette Mitchell Finance Assistant – Charitable Funds

PURPOSE OF REPORT

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



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REPORT SUMMARY:

1. This paper presents to the Committee the final Annual Report and Accounts for the WAST Charity for the financial year ended 31 March 2025. The annexes include the Audit Wales Independent Examination Report 2024/25.

RECOMMENDATION(S)

The Charity Committee is requested to:

1. Scrutinise, comment and receive assurances on these documents; and
2. Endorse the Charity Annual Report and Accounts for 2024/25 and recommend their approval by the Corporate Trustee at its meeting on 29 January 2026, ahead of submission to the Charity Commission by 31 January 2026.

ADDITIONAL PAPER(S)

The Charity Committee is requested to receive the following:

1. Annex 1 – Charity Annual Report 2024/25
2. Annex 2 – Charity Annual Accounts 2024/25
3. Annex 3 – Audit Wales Independent Examination Report 2024/25

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

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

NA

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input type="checkbox"/> Efficient	<input type="checkbox"/> Equitable	<input checked="" type="checkbox"/> Person Centred

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

<input type="checkbox"/> Leadership	<input checked="" type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Culture
<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Learning Improvement and Research	<input checked="" type="checkbox"/> Whole Systems Approach

WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

<input type="checkbox"/> A socially responsible and inclusive employer	<input checked="" 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 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 [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
13 January 2026	Charity Committee
29 January 2026	Corporate Trustee



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SITUATION

1. The Welsh Ambulance Services NHS Trust Charity Final Annual Report and Accounts for 2024/25, along with the Audit Wales (AW) report following their Independent Examination (IE) of these, are attached at Appendices 1, 2 and 3. The Report and Accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.
2. The Committee is asked to scrutinise, comment, and receive assurances on these documents, and recommends that the Trust Board, as full trustees of the charity, approve these at its meeting on 29 January 2026, for submission to the Charity Commission by no later than 31 January 2026.

BACKGROUND/ASSESSMENT

3. A Charity Filings 2024/25 Task and Finish Group was established to coordinate the production and delivery of the Annual Report and Annual Return responses for the charity for the 2024/25 reporting period. The development of the Annual Accounts has been managed separately by finance colleagues but was aligned to the Annual Report delivery schedule.
4. The Task and Finish Group completed its work in November 2025 with the draft Annual Return responses having been produced, the draft Annual Accounts being completed and submitted to AW on 1 December 2025 and the draft Annual Report completed and submitted to AW on the 5 December 2025 to inform their Independent Examination.
5. The key points to note within the accounts are as follows:
 - £66.8k income during the year.
 - £246.5k expenditure during the year.
 - Net COIF Investment loss of £5.5k.
 - Resulting net movement in funds of (£185k)
 - A prior period adjustment of £8.4k made to correctly represent a newly identified restricted fund received via a legacy in 2011/12.



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6. The Audit Wales (AW) team have carried out an Independent Examination (IE) of the attached Annual Report and Accounts, during December 2025, and no material changes were required. A copy of the AW report following the IE is attached at **Annex 3**. The key element of this being the fact that AW propose that the Auditor General for Wales will certify the 2024/25 Charity Accounts with an unamended and unqualified independent examination opinion.
7. Given the outcome of this IE by Audit Wales, it is now proposed that the Auditor General for Wales will sign this off on 29 January 2026, following final Corporate Trustee approval of the Annual Report and Accounts, ahead of submission to the Charity Commission by 31 January 2026.

RECOMMENDATION

8. The recommendation(s) are as set out in the front cover above.

NEXT STEPS

9. The Corporate Trustee should approve and sign off the Charity's Annual Report and Accounts for 2024/25 at its meeting on **29 January 2026**.
10. Following Corporate Trustee sign off, the Auditor General should then sign off.
11. Following steps 9 and 10 above the Annual Report & Accounts should be submitted to the Charity Commission no later than **31 January 2026**.



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Welsh Ambulance Services NHS Trust Charity

Annual Report and Accounts **2024-25**

Charity Registration
Number 1050084



THANK YOU AND WELCOME

We are delighted to bring you the Welsh Ambulance Services NHS Trust Charity's Annual Report for 2024-25.

We would like to extend our heartfelt and sincere thanks to everyone in our communities who has supported our charity. Thanks to your generosity, the Welsh Ambulance Service Charity was able to provide invaluable support to our patients, staff and volunteers, and improve the ways in which they provide vital services to our patients.

We would also like to thank the Trust's staff and volunteers. The way in which you consistently deliver high standards of patient care is often directly linked to the additional support that can be provided to you, thanks to the donations and legacies that the Charity receives.

In October 2024, we welcomed our first Head of Charity – a key milestone for the development of the Charity. The Charity has an exciting future ahead, as we look to capitalise on new opportunities for fundraising and for collaboration between the Trust and Charity.

The Charity's new strategic ambition sets out a clear path for how the Charity can provide additional benefit to patients throughout Wales, and we look forward to seeing the fruits of this work over the coming years.

With the appointment of a new Fundraising and Communications Officer (in October 2025), and the development of a new Fundraising Plan, the Charity's main priority is to increase income and financial resilience over the next three years – which will in turn enable the Charity to invest in new, innovative projects that will benefit patients, staff and volunteers throughout Wales.

We sincerely hope that you will continue to support us. Please look out for more ways to do that over the coming year by keeping an eye [on our website](#) and on social media.

Many thanks again and I hope you enjoy reading this year's report.

Colin Dennis

Colin Dennis
Chair of the Corporate Trustee

Peter Curran

Peter Curran
Non-Executive Director and Chair of Charity Committee

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Pictured: Colleagues from Blackwood Ambulance Station run the CDF10K 2025 in aid of the Welsh Ambulance Service Charity

1. OUR PURPOSE, ACHIEVEMENTS AND PLANS

1.1 Our Purpose

The Welsh Ambulance Service Charity is the official charity of the Welsh Ambulance Services University NHS Trust (WAST). The charity has the following charitable object:

The Trustee shall hold the trust fund upon trust to apply the income and at their discretion so far as may be permissible, the capital, for any charitable purpose or purposes relating to the National Health Service.

1.2 How we help

The Charity works closely with WAST to ensure that it allocates funding to areas where it can make the greatest impact.

We do not replace NHS funding but use the generous donations we receive to support WAST to provide services and activities over and above what the NHS can provide.

Ultimately, as per our charitable objects, all of the Charity's expenditure benefits the patients and communities served by WAST. This includes projects that support our **staff and volunteer wellbeing**, where this has a demonstrable impact on the ability of our staff to care for sick patients.

In 2024-25, the Charity continued to use its donations to provide practical and emotional support for staff. This is always appreciated, particularly through the challenging winter period. The wellbeing support we funded supported our people to continue to be able to provide the highest quality of care for our patients during this very difficult period.

The Charity also purchased items to provide more **welcoming surroundings for crews**, which supported their wellbeing and provided additional training resources to further enhance the quality and standards of care provided by our people.

Thanks to a grant from NHS Charities Together, awarded in 2023-24, the Charity launched its **Sports Fund** during 2024-25. This fund is open to WAST staff and volunteers who wish to take part in sports or physical activities with other colleagues, benefitting their mental and physical wellbeing. In 2024-25, five sports teams benefitted from this funding, with further awards due to be made during 2025-26.

A further grant from NHS Charities Together, also awarded during 2023-24, means that the Charity can continue to support the Trust's **Volunteer Service** through equipment and staffing costs. Thanks to this generous funding, the Charity has funded staffing costs to support the training and induction of the Trust's Community Welfare Responders. This allows these vital volunteer roles to be able to respond to appropriate calls within the community, providing on-scene observations to remote clinicians.

1.3 Our plans for 2025-26 and beyond

In May 2025, the Corporate Trustee approved the Charity's Strategic Objectives, which will guide our future growth and charitable activities. With the development of a new strategic purpose for the

Charity, the Trust and Charity will work together to establish how this can be achieved in practice, through close partnership.

One of the goals for the next year will be to establish a series of flagship public fundraising appeals that clearly demonstrate how charitable funding can enhance the statutory and commissioned services provided by the Trust.

With the appointment of a new Head of Charity, and a Fundraising and Communications Officer, the Charity aims to develop new fundraising streams over the coming years. A new Fundraising Plan and Charity Delivery Plan have been developed, demonstrating how the Charity plans to meet its Strategic Objectives over the next three years.

The outlook for fundraising in the UK in 2025-26 is still expected to remain challenging and competitive. A key priority will be ensuring that the Charity can reach new audiences through marketing and communications, and demonstrate its impact more effectively, through a strong case-for-support. The Charity also plans to diversify its income streams to ensure that it is not over-reliant on any one funding source.

The Charity continues to benefit from grant funding from NHS Charities Together. In October 2025, the Charity was one of 13 NHS ambulance charities supported by the Community Resilience Grants Fund, made possible thanks to a successful partnership with Omaze. We are incredibly grateful to NHS Charities Together for this continued investment in our work.

1.4 Our Strategic Objectives

In May 2025, the Corporate Trustee approved three new strategic objectives for the Charity. These objectives were developed in consultation with staff and volunteers, and will help to define the purpose of the Charity. As the Charity continues to grow, the objectives will be used to prioritise charitable expenditure, and to inform how the Charity plans its future fundraising activities.

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

2. OUR IMPACT

2.1 Thank you for your generosity

Every year, many patients and their families choose to make a donation to the Welsh Ambulance Service Charity, as a way of saying thank you to the Trust's staff and volunteers. We are so grateful for your support, which in turn helps us to support our staff, volunteers and patients right across Wales.

Here is a selection of some of the messages we received during the past year.

"You're making a difference. Thank you. It is tough out there but please keep going."

"This donation is for the Wish Ambulance to say a very big thank you from our family for helping our dad get to our mum's funeral. It meant so much to him and to all of us and it would not have been possible without the generosity of ...the two lovely volunteers."

"A BIG thank you to...the wonderful paramedics who accompanied us to our daughter's wedding at the weekend in the 'Wish Ambulance.' Their presence enabled us to have the most wonderful day - an absolute gift."

"For the brilliant off-duty paramedic that was so calm on the train when helping {a patient}. What would we do without people like you?"

2.2 Case Study – Community Welfare Responders

The introduction of Community Welfare Responders (CWRs) to WAST is an example of how the Welsh Ambulance Service Charity can support WAST to deliver innovative projects that support emergency patient care. Thanks to funding from NHS Charities Together's Ambulance Grant, WAST has recruited, trained, and supported more than 300 new volunteers, bringing compassionate, community-based help directly to patients across Wales.

CWR volunteers are trained to attend appropriate 999 calls in their local communities. They carry out initial observations and relay this information directly to clinicians in our contact centres. This immediate assessment helps clinicians determine the safest and most appropriate care pathway for each patient, whether that is dispatching an ambulance, arranging a GP follow-up, or providing alternative clinical advice.

The NHS Charities Together Ambulance Services Grant has funded:

- Recruitment of four dedicated Support Officers who train volunteers, provide day-to-day operational support, and act as a single point of contact
- Purchase of essential observation equipment, uniforms, and resources
- Development of the systems and infrastructure required to safely deploy volunteers to urgent care calls

Without the support of the Welsh Ambulance Service Charity and the grant funding it can access, this innovative project and the community benefit it delivers simply could not exist.



CWRs have already supported thousands of calls across Wales, offering reassurance to patients and valuable clinical insight to control room teams. Each interaction demonstrates how volunteer-led urgent care can strengthen system capacity, reduce pressure on frontline crews, and improve patient experience.

For clinicians, the presence of a trained volunteer on scene provides real-time intelligence that improves decision-making and ensures ambulances are targeted to the patients who need them most.

“What the volunteers do is help us get to that safest solution. It makes a significant impact on how safely we are able to care for patients and it makes a difference to how we are best able to support patients who are at home...and are concerned for their health.” Liam Williams, Executive Director of Quality and Nursing

The CWR programme demonstrates the real impact that the Welsh Ambulance Service Charity can make within the Trust by helping to test and pilot a model that builds resilience, supports patients closer to home, and contributes directly to the Trust's strategic ambitions. It is a clear example of how the Charity can support the Trust to create long-term and meaningful improvements to the services it provides.

2.3 Case Study – WAST South Wales Netball Team

The WAST South Wales Netball Team is a brand-new sports team that provides staff with the opportunity to develop wellbeing, teamwork and connection across the Welsh Ambulance Service.

Prior to the Welsh Ambulance Service Charity's support, the team didn't exist. The need for the club and people wanting to get involved were always there, but efforts to get a team up and running had always fallen short. There were just too many barriers, with the initial start-up costs being the biggest barrier of all.

Thanks to the Charity's support, and funding from NHS Charities Together, the team's founders were finally able to realise their vision and bring the netball team to life. Support from the Charity covered kit, training equipment, court hire and match costs, ensuring that finances weren't a barrier for anyone wanting to take part.

The result is a team that now brings together colleagues from across all directorates and provides a space where staff can stay active, socialise, and unwind from the pressures of frontline and support roles. Players describe the netball sessions as a weekly outlet for both mental and physical wellbeing.

“WAST Netball has played a huge role in improving both my mental and physical health. Being part of a supportive team has lifted my confidence and helped me build relationships outside my usual work area. Without the charity's support, I wouldn't have access to such a positive and empowering space.”

Since forming, the team has already won three of its first four matches, boosting morale especially for those new to the game. Players describe it as exactly what they need after a long week. But the real victory is the tangible impact it has had on staff wellbeing.

“WAST Netball has greatly improved my physical and mental health. It's made WAST come together from all areas and I've made new friends. The support from the Charity has made a massive difference.”

The Welsh Ambulance Service Charity has been able to remove the barriers that had historically prevented a netball team getting off the ground. Through the Charity's support, all staff members, including shift workers who are often excluded from participating in team sports, can enjoy the physical, mental, and social benefits that netball offers. Plus, through providing funding for a new kit, the Charity has helped give the team its identity which in turn has helped create a community where colleagues support each other both on and off the court.



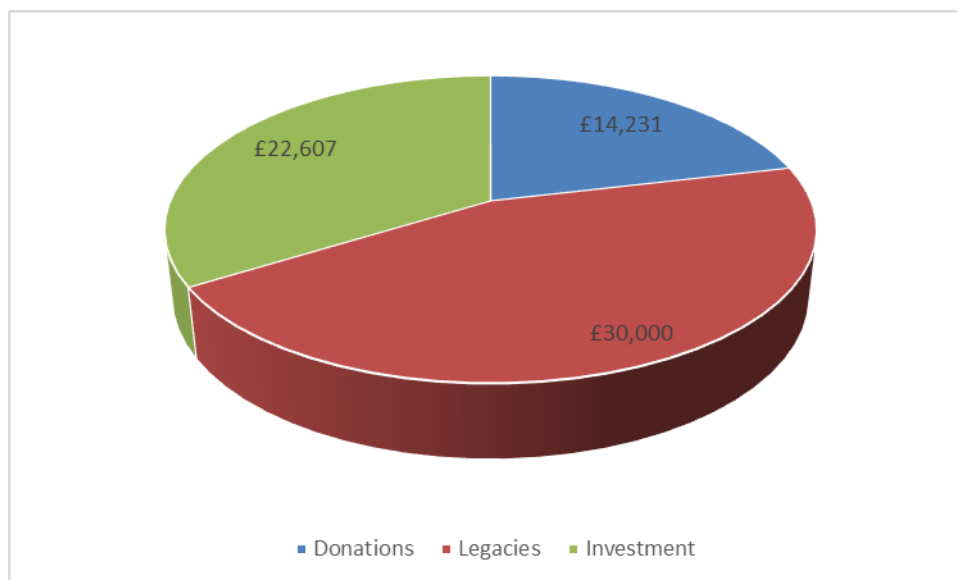
3. OUR FINANCES

3.1 Income

All income received is held in either unrestricted, designated, or restricted funds, dependent on conditions (if any) of the donation, legacy, or grant.

During 2024-25, 100% of the charity's voluntary income (donations and legacies) was unrestricted. The Charity is grateful for all donations received, which enable us to deliver activities that will benefit staff, volunteers and patients. Wherever possible, the Charity will always encourage donors to make unrestricted donations, as this allows the Charity to utilise those funds where they are most needed at the time. Please note that the charity's grant income is restricted for the purposes of that set-out within its grant applications.

The chart below shows our main sources of income in 2024-25 which total £66,838:



Donations £14,231 (2023/24 £19,435)

21% of the charity's income has come from patients and their families wanting to show appreciation for the care and support they have received from our people.

We remain extremely grateful for all the support the public and staff have given us to help realise our aims.

Legacies £30,000 (2023/24 £164,886)

The charity received one legacy during 2024-25. The Welsh Ambulance Service Charity is grateful for all legacies and thankful to those who think of us when making their will.

Investment Income £22,607 (2023/24 £10,799)

This investment income comes in the form of dividends and interest from investment and cash balances held by the charity.

3.2 Expenditure

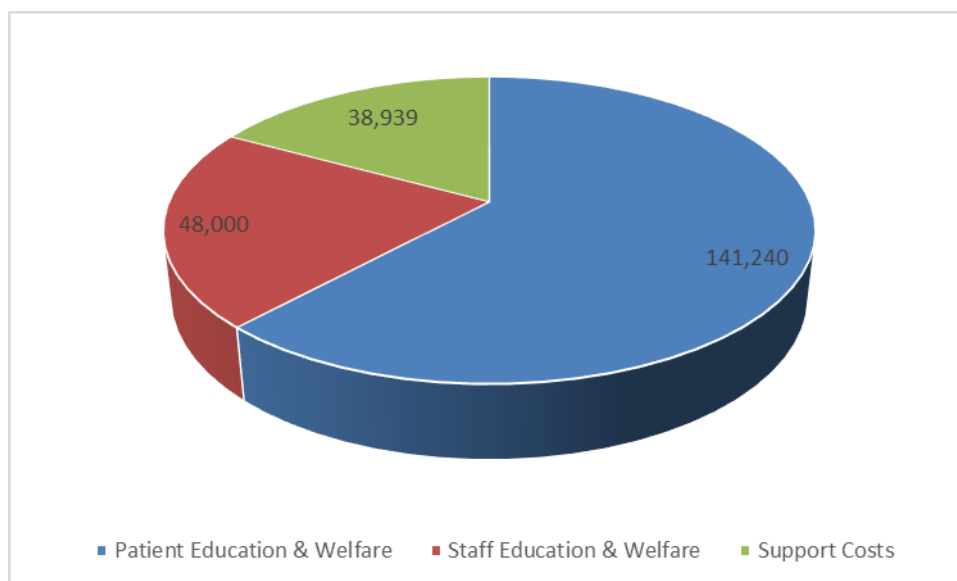
During 2024-25 the charity has continued to support a wide range of charitable and health related activities across the WAST. Charitable expenditure is made with consideration given to public benefit and a process of review and evaluation is carried out on funding requests to ensure they align with the charity's objects.

Examples of projects funded by the Charity during this period include:

- Project and staffing costs to help recruit and train Community Welfare Responders as part of the Trust's Volunteer Service. Funded by NHS Charities Together, this project helps to support better remote clinical decision making through on-scene observations by volunteers.
- Wellbeing and mindfulness activities for our staff and volunteers, and practical wellbeing support for colleagues.
- The launch of the Charity's Sports Fund, supported by NHS Charities Together. In 2024-25 the Charity awarded funding to five of WAST's sports teams, to help support colleagues with their physical and mental wellbeing.
- Training bursaries for two staff members, enabling them to continue their professional development above and beyond what's possible through NHS funding, and therefore helping to provide improved patient care.

Analysis of expenditure on charitable activities

In 2024-25 expenditure on charitable activities totalled £228,179 (2023/24 £105,039). The expenditure categories were as follows:



Raising Funds

The total amount spent raising funds for 2024-25 was £18,338, of which £3,129 are support costs.

Management and administration costs

The total management and administration costs for 2024-25 were £42,068. This represents 4.4% of the opening fund balances held as at 1st April 2024.

Investments and performance

The charity holds investment units with CCLA Good Investment. These investments are managed by CCLA. No additional purchases were made during 2024-25. During 2024-25 the market value of the investments decreased by £5,567.

3.3 Overall Financial Position as at 31 March 2025

The value of the Charity as at 31 March 2025 was £761,640. This is a decrease of £185,246 from the previous year. This decrease in the value of the Charity is mainly due the planned expenditure of restricted grants received in previous years, including major grants from NHS Charities Together.

3.4 Reserves Policy

There were no recurrent commitments in 2024-25, other than the £10,000 management fee (and similarly into 2025-26) against unrestricted charitable fund balances. Note that the Charity's commitment to invest in a Head of Charity and Fundraising Officer have been allocated to a designated fund to ensure these costs are met for the 2-year fixed term periods on which the positions have been awarded.

The Corporate Trustee considers that donations should be applied within a reasonable period of receipt, as long as there are no approved long-term plans that require accumulation of balances, and that expenditure represents appropriate use of funds.

4. OUR GOVERNANCE

4.1 Structure, Governance and Management of the Charity

Corporate Trustee

The charity has a sole Corporate Trustee which is the Welsh Ambulance Services University NHS Trust. Responsibility for the management and use of funds held on trust lies with the Trust as the sole Corporate Trustee.

The Chair and Non-Executive Directors of the Trust Board are appointed by the Cabinet Secretary for Health and Social Care in Wales, with the Executive Directors being appointed in accordance with the Trust's Standing Orders.

New members of the Trust Board are provided with appropriate induction and training. Orientation documentation provided for new members includes the previous year's annual reports and financial statements, and relevant charity information. Membership of the Trust Board from 1 April 2024 to 31 March 2025 is set out in Annex 1.

The charity does not make any payment for remuneration, nor does it reimburse expenses to the above individuals for activities undertaken in their capacity as Corporate Trustee.

Trustees are required to disclose all relevant interests, register them with the Trust and withdraw from decisions where a conflict arises. Any related party transactions are referred to in the accounts.

Linked Charity

The Charity's registration includes a linked charity, Welsh Ambulance Services NHS Trust General Fund, with registration number 1050084-1.

Serious Incident Reporting

The Charity Commission requires all charities to report any serious incidents, including any adverse events that may cause significant harm to a charity's beneficiaries, operations, reputation or finances. There were no such reportable incidents during 2024-25.

Charity Committee

The Charity Committee met four times in 2024-25 and reported to the Corporate Trustee on each occasion. The Corporate Trustee delegates to the Charity Committee to:

Strategic Development and Delivery

- Oversee and contribute to the development of the Charity's long-term strategy
- Receive assurance on the implementation of the strategy.

Fundraising

- Approve and regularly review the fundraising plan for the charity, ensuring its compliance with Charity Commission legislation and guidance, and all other relevant regulatory requirements.
- Receive assurance on the implementation of the fundraising plan.
- Ensure systems, processes and communication are in place around fundraising, staff engagement and funding commitments.

Charitable Funds

- Ensure the management of charitable funds is carried out within the terms of its Declaration of Trust and relevant legislation, including any Charity Commission regulations.
- Be aware of and have regard to the guidance on public benefit.
- Endorse income targets and expenditure budgets for approval by the Corporate Trustee.
- Ensure systems and processes are in place to receive, account for, deploy and invest charitable funds, and review periodic income and expenditure statements.
- Receive assurance from any panels or sub-committees established by the Committee on the use of charitable funds in accordance with their terms of reference to ensure that any such use is in accordance with the aims and purposes of the charitable fund or donation.
- Consider and authorise expenditure with a value above £5,000, subject to a recommendation from the Executive Leadership Team.
- Receive and endorse the annual report, annual return and financial accounts, and consider the annual report from the auditors before submission to the Corporate Trustee for approval.

Investment

- Consider and agree an investment strategy for the safe and secure investment of funds not immediately required for use, taking into account any appropriate ethical considerations.
- Consider the appointment of external investment advisors and operational fund managers.
- Review the performance of investments on a regular basis (with the external investments advisors where appointed) to ensure the optimum return from surplus funds.

Policy and Risk

- Approve appropriate policies and monitor principal risks to the charity.

Membership of Charity Committee

Membership of the Charity Committee from 1 April 2024 - 31 March 2025 was:

Committee Members

(from 01 April 2024-31 December 2024)

Ceri Jackson	Committee Member (Chair from 05 May 2022-31 December 2024)
Bethan Evans	Committee Member
Hannah Rowan	Committee Member

Committee Members

(from 01 January 2025-31 March 2025)

Peter Curran	Committee Member (Chair from 01 January 2025)
Ceri Jackson	Committee Member
Hannah Rowan	Committee Member

Prescribed Attendees for the Committee

Chris Turley	Executive Director of Finance and Corporate Resources (Treasurer)
Lee Brooks	Executive Director of Operations
Andy Swinburn	Executive Director of Paramedicine
Estelle Hitchon	Director of Partnerships & Engagement
Trish Mills	Director of Corporate Governance / Board Secretary
Liz Rogers	Deputy Director of People and Culture

Julie Boalch	Chair of Bids Panel
Jo Kelso	Chair of Bursary Panel
David Hopkins	Head of Charity (from 7 October 2024)
Damon Turner	Trade Union Partner
Hugh Parry	Trade Union Partner
Marcus Viggers	Trade Union Partner

The Corporate Trustee keeps under review the membership of the Charity Committee as part of its annual effectiveness review.

The Trust does not currently operate a system whereby fund managers are delegated responsibility for administration of certain funds. Instead, the Charity Committee established the Bids Panel and the Bursary Panel for the granting of applications for use of charitable funds. The Panels report respectively into the committee at each meeting. Guidance is in place to aid the Panels in the application of funds.

The object of the charity is such that all expenditure is for the benefit of the National Health Service and as such is for public benefit. The Corporate Trustee, Charity Committee and Panels are aware of their duties in relation to public benefit.

Registered address

The registered address of the Charity is Ty Elwy, Ffordd Richard Davies, St Asaph Business Park, St Asaph, Denbighshire, LL17 0LJ

4.2 Our advisors

Bankers

The charity has retained the banking services during the year of Barclays Bank plc, Corporate Banking Centre, 70 Kingsway, Swansea SA1 5JB

External Auditors

The charity auditors during the year were Audit Wales, 1 Capital Quarter, Tyndall Street, Cardiff, CF10 4BZ.

Investment Manager

CCLA Good Investment, One Angel Lane, London, EC4R 3AB

4.3 Risk Management

The Charity is committed to actively and effectively managing risk as a key element in the successful delivery of its business and strategic objectives. Managing risk is a key, collective responsibility of the Charity Committee and is an integral part of the governance arrangements and activities to support decision making, and to strengthen and positively impact the development of its future ambitions.

Work has been undertaken throughout 2024-25 to progress the development and management of a suite of risks that the Charity faces. A Charity Risk Register has been established and is presented to the Charity Committee at each meeting. An increased focus on identifying and articulating risks will continue as the strategic direction evolves.

Risk Profile

The risk profile of the Charity is subject to senior management and committee scrutiny. As at the end of the financial year, there was one open risk relating to the application of grants and one closed risk relating to Charity accounts. Work was ongoing to develop risks relating to themes including compliance with legal and regulatory frameworks, governance and management of funds and fundraising targets. This profile is in addition to two key risks relating to financial controls and investments, the detail of which is set out below.

Financial controls risk

The financial controls which operate in relation to the charitable funds are the same as those which apply to the Trust and are determined in the Standing Orders and Standing Financial Instructions. The purpose of these controls is to ensure that the charitable fund is not exposed to any major financial risks. The controls in place are subject to continuous review by the Finance Directorate and subject to annual external audit review.

Financial reports detailing income and expenditure together with analysis of significant financial changes are reported to each Charity Committee meeting. The Corporate Trustee approves the annual accounts and annual report of the Charity every year prior to submission to the Charity Commission.

Audit Wales undertakes the annual, external audit of charity accounts. Given the size of the Charity this is typically carried out as an independent examination, with a full audit performed periodically. A full audit was completed in 2021-22 after which the process reverted to independent examinations in the following financial years.

Investment risk

The risk relates to the uncertainty in the investment markets and volatility in yield. This is mitigated by investing in a portfolio of investments through the professional advice of investment managers. Our investment managers are CCLA and an update on the investment is included in the finance reports considered at each Charity Committee meeting with monthly monitoring of the investment by the Finance Team.

The Charity's investment policy is to hold a minimum of 20% in interest earning bank accounts and a maximum of 50% in fixed income or equity funds. This is to obtain the maximum return on investment with the minimum of risk to the funds.

The Charity does not currently have a policy of making grants to bodies other than to the Trust and none were made during the 2024-25 financial year. A report to the Charity Committee in 2023 provided assurance to the Corporate Trustee on the ethical investment.

4.4 Annex 1 – Membership of the WAST Trust Board as Corporate Trustee

Voting members (between 1 April 2024 - 31 March 2025) included:

- Colin Dennis, Chair of the Trust Board
- Rhiannon Beaumont-Wood, Non-Executive Director from 11 November 2024
- Jayne Beeslee, Non-Executive Director from 19 August 2024
- Peter Curran, Non-Executive Director
- Bethan Evans, Non-Executive Director
- Professor Hayley Hutchings, Non-Executive Director from 11 November 2024
- Ceri Jackson, Interim Vice-Chair until 30 June 2024, and Vice-Chair from 01 July 2024
- Hannah Rowan, Non-Executive Director
- Jason Killens, Chief Executive Officer of the Trust
- Lee Brooks, Executive Director of Operations
- Rachel Marsh, Executive Director of Strategy, Planning & Performance
- Chris Turley, Executive Director of Finance & Corporate Resources
- Andy Swinburn, Executive Director of Paramedicine
- Liam Williams, Executive Director of Quality & Nursing
- Joga Singh, Non-Executive Director until 31 August 2024
- Professor Kevin Davies, Non-Executive Director until 30 September 2024

Non-voting members (between 1 April 2024 - 31 March 2025) included:

- Estelle Hitchon, Director of Partnerships and Engagement
- Carl Kneeshaw, Director of People from 01 November 2024
- Angela Lewis, Director of People and Culture until 31 October 2024, Director of Culture Change from 01 November 2024
- Jonny Sammut, Director of Digital Services
- Trish Mills, Director of Corporate Governance / Board Secretary
- Hugh Parry, Trade Union Representative
- Damon Turner, Trade Union Representative

5. ANNUAL ACCOUNTS



ELUSEN
Gwasanaeth Ambiwylans 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

ambulance.nhs.wales/charity

Registered charity number: 1050084

WELSH AMBULANCE SERVICES NHS TRUST CHARITY

The accounts for Funds Held on Trust.

FOREWORD

The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

STATUTORY BACKGROUND

The NHS Trust is the corporate trustee of the funds held on trust under paragraph 16c of Schedule 2 of the NHS and Community Care Act 1990.

The Trustee has been appointed under s11 of the NHS and Community Care Act 1990.

The Welsh Ambulance Services NHS Trust charitable funds held on trust are registered with the Charity Commission and include funds in respect of Ambulance services throughout Wales.

MAIN PURPOSE OF THE FUNDS HELD ON TRUST

The main purpose of the charitable funds held on trust is to apply income for any charitable purposes relating to the National Health Service wholly or mainly for the services provided by the Welsh Ambulance Services NHS Trust. On the 1st April 2024 the Trust's name was changed to Welsh Ambulance Services University NHS Trust.

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2024-25 £	Total 2023-24 £
Incoming resources						
Incoming resources from generated funds						
Donations and legacies	2	44,231	0	0	44,231	184,321
Charitable activities	3	0	0	0	0	427,080
Investment income	4	22,607	0	0	22,607	10,799
Total incoming resources		66,838	0	0	66,838	622,200
Expenditure on						
Raising Funds	5	3,129	15,209		18,338	
Charitable activities	6	65,771	162,408	0	228,179	105,039
Total resources expended		68,900	177,617	0	246,517	105,039
Gains/(Losses) on investment assets		(5,567)	0	0	(5,567)	30,715
Net incoming /(outgoing) resources before transfers		(7,629)	(177,617)	0	(185,246)	547,876
Transfers between funds		0	0	0	0	0
Net movement in funds		(7,629)	(177,617)	0	(185,246)	547,876
Fund balances brought forward as at 1 April 2024		394,305	552,581	0	946,886	399,010
Fund balances carried forward as at 31 March 2025		386,676	374,964	0	761,640	946,886

BALANCE SHEET AS AT 31 MARCH 2025

		Unrestricted funds	Restricted funds	Endowment funds	Total 2024-25	Total 2023-24 *restated
		£	£	£	£	£
	Note					
Fixed assets						
Investments	11/12	274,672	0	0	274,672	280,239
Total fixed assets		<u>274,672</u>	<u>0</u>	<u>0</u>	<u>274,672</u>	<u>280,239</u>
Current assets						
Debtors	13	3,032	86,514	0	89,546	278,199
Investments	14	121,604	321,053	0	442,657	376,492
Cash at bank and in hand		16,839	0	0	16,839	71,554
Total current assets		<u>141,475</u>	<u>407,567</u>	<u>0</u>	<u>549,042</u>	<u>726,245</u>
Liabilities						
Creditors: Amounts falling due within one year	15	29,471	32,603	0	62,074	59,598
Net current assets		<u>112,004</u>	<u>374,964</u>	<u>0</u>	<u>486,968</u>	<u>666,647</u>
Total assets less current liabilities		<u>386,676</u>	<u>374,964</u>	<u>0</u>	<u>761,640</u>	<u>946,886</u>
Funds of the charity:						
Unrestricted income funds		386,676	0	0	386,676	394,305
Restricted income funds		0	374,964	0	374,964	552,581
Total funds	16	<u>386,676</u>	<u>374,964</u>	<u>0</u>	<u>761,640</u>	<u>946,886</u>

Chris Turley
Executive Director of Finance & Corporate Resources

Colin Dennis.....
Chair of Corporate Trustee

29th January 2026

29th January 2026

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Note	Total Funds 2024-25 £	Total Funds 2023-24 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	17	<u>11,450</u>	<u>183,397</u>
Cash flows from investing activities:			
Purchase of Investments	11	0	0
Sale of Investments		0	0
Net cash provided by (used in) investing activities		<u>0</u>	<u>0</u>
Change in cash and cash equivalents in the reporting period		11,450	183,397
Cash and cash equivalents at the beginning of the reporting period	18	448,046	264,649
Cash and cash equivalents at the end of the reporting period	18	<u>459,496</u>	<u>448,046</u>

NOTES TO THE ACCOUNTS

Accounting policies

1.1 Accounting convention

Basis of preparation

The financial statements have been prepared under the historic cost convention, with the exception of investments which are included at fair value.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. There are no material uncertainties affecting the current year's accounts.

In future years, the key risks to the Charity are a fall in income from donations or investment income but the trustees have arrangements in place to mitigate those risks (see the reserves sections of the annual report for more information).

1.2 Funds structure

Where there is a legal restriction on the purpose to which a fund may be put, the fund is classified either as:

- A restricted fund or
- An endowment fund.

Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified charitable purpose. The Charity's restricted funds usually result from legacies for specified purposes.

Endowment funds arise when the donor has expressly provided that the gift is to be invested and only the income of the fund may be spent. These funds are sub analysed between those where the Trustees have the discretion to spend the capital (expendable endowment) and those where there is no discretion to expend the capital (permanent endowment).

The charity has no permanent endowment funds, and has nine restricted funds. Of the nine, six have arisen from legacies; one during 2011/12 (identified in 24/25), one during 2015/16, one during 2017/18, one during 2020/21, and two created in 2023/24. The other three are grants from NHS Charities Together.

Those funds which are neither endowment nor restricted income funds, are unrestricted income funds which are sub analysed between designated (ear-marked) funds where the Trustees have set aside amounts to be used for specific purposes or which reflect the non-binding wishes of donors and unrestricted funds which are at the Trustees' discretion, including the general fund which represents the charity's reserves. The major funds held in each of these categories are disclosed in note 16.

Accounting policies (continued)

1.3 Incoming resources

- a) All incoming resources are recognised once the charity has entitlement to the resources, it is probable (more likely than not) that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability.

Where there are terms or conditions attached to incoming resources, particularly grants, then these terms or conditions must be met before the income is recognised as the entitlement condition will not be satisfied until that point. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

b) Legacies

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

Receipt is probable when:

- Confirmation has been received from the representatives of the estate(s) that probate has been granted
- The executors have established that there are sufficient assets in the estate to pay the legacy and
- All conditions attached to the legacy have been fulfilled or are within the charity's control.

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

c) Intangible income

Intangible income (e.g. the provision of free accommodation) is included in the accounts with an equivalent amount in outgoing resources, if there is a financial cost borne by another party. The value placed on such income is the financial cost of the third party providing the resources.

1.4 Resources expended

Expenditure is recognised when and to the extent that a liability is incurred. In accounts prepared on the accruals basis, liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure as described in Financial Reporting Standard 5 and 12. A liability will arise when a charity is under an obligation to make a transfer of value to a third party as a result of past transactions or events

b) Support Costs

In undertaking any activity there may be support costs incurred that, whilst necessary to deliver an activity, do not themselves produce or constitute the output of the charitable activity. Similarly, costs will be incurred in supporting income generation activities such as fundraising, and supporting governance of the charity.

Support costs do not, in themselves, constitute an activity, instead they enable output-creating activities to be undertaken.

c) Governance costs

Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory account preparation and audit together with strategic management costs. Governance costs are apportioned as described in note 7 to the accounts.

Accounting policies (continued)

1.5 Investment fixed assets

Investment fixed assets are shown at market value. The following points should be taken into account when the valuations are being undertaken:-

- (i) Quoted stocks and shares are included in the balance sheet at bid-market price, ex-div;
- (ii) Other investment fixed assets are included at the trustee's best estimate market value.
- (iii) The date and amounts of the valuations;
- (iv) Where historical cost records are available, the carrying amount that would have been included in the financial statements had the investment assets been carried at historical cost less depreciation;
- (v) Whether the person(s) carrying out the valuation is (are) internal or external to the entity;
- (vi) Where the trustee is not aware of any material change in value and therefore the valuation(s) have not been updated, a statement to that effect; and
- (vii) Where the valuation has not been updated, or is not a full valuation, the date of the last full valuation.

2. Donations and legacies

	Unrestricted funds	Restricted Income funds	Endowment funds	Total 2024-25	Total 2023-24
	£	£	£	£	£
Donations	14,231	0	0	14,231	19,435
Legacies	30,000	0	0	30,000	164,886
	44,231	0	0	44,231	184,321

There was a material legacy of £30k received in 2024/25 (£149k 2023/24).

3. Income from charitable activities

	Unrestricted funds	Restricted Income funds	Endowment funds	Total 2024-25	Total 2023-24
	£	£	£	£	£
Activity					
Grants & Contracts Patient Education and Welfare	0	0	0	0	333,889
Grants & Contracts Staff Education and Welfare	0	0	0	0	93,191
	0	0	0	0	427,080

All grants received in the above are from NHS Charities Together

4. Investment income

	Unrestricted funds	Restricted Income funds	Endowment funds	Total 2024-25	Total 2023-24
	£	£	£	£	£
Investments in a common deposit/investment fund	22,607	0	0	22,607	10,799
	22,607	0	0	22,607	10,799

5. Details of resources expended - Raising Funds

	Unrestricted funds £	Restricted funds £	Total 2024-25 £	Total 2023-24 £
Fundraising Office	0	0	0	0
Fundraising Events	0	15,209	15,209	0
Support Costs	3,129	0	3,129	0
Total	3,129	15,209	18,338	0

6. Details of resources expended - Charitable Activities

	Activities undertaken directly £	Support costs £	Total 2024-25 £	Total 2023-24 £
Patient Education and Welfare	141,240	29,062	170,302	35,230
Staff Education and Welfare	48,000	9,877	57,877	69,809
Total	189,240	38,939	228,179	105,039

7. Allocation of support costs

Support and overhead costs are allocated over charitable activities. Governance costs are those support costs which relate to the strategic and day to day management of the charity.

	Raising funds £	Charitable activities £	Total 2024-25 £	Total 2023-24 £
External audit	149	1,851	2,000	2,000
Internal audit	126	1,567	1,693	1,330
Producing statutory accounts	149	1,851	2,000	1,700
Strategic management cost	320	3,987	4,307	5,570
Total Governance	744	9,256	10,000	10,600
Finance & Administration	2,385	29,683	32,068	0
Other costs	0	0	0	0
	3,129	38,939	42,068	10,600

Of the above a recharge of £10,000 (2023/24 £10,000) was made during the year from the Welsh Ambulance Services University NHS Trust to the Charity.

Support costs are significantly higher this year compared to 2023-24 due to the charity employing a new head of charity in October 2024.

	Unrestricted funds £	Restricted funds £	Total 2024-25 £	Total 2023-24 £	Basis of apportionment
Raising Funds	3,129	0	3,129	0	Expenditure
Charitable activities	30,889	8,050	38,939	10,600	Expenditure
	34,018	8,050	42,068	10,600	

8. Auditor's remuneration

The auditor's remuneration for 2024-25 is £2,000 (2023-24 £2,000).

9. Staff Costs

	Total 2024-25 £	Total 2023-24 £
Wages and salaries	130,294	21,219
Social security costs	12,860	1,882
Pension costs	18,434	3,051
	<u>161,588</u>	<u>26,152</u>

The average number of employees during the year was as follows:

	2024-25	2023-24
Support Staff	5	5
Governance	<u>0</u>	<u>0</u>
	<u>5</u>	<u>5</u>

Employees who undertake work for charitable activities are directly employed by The Welsh Ambulance Services NHS Trust. Their costs are then recharged to the charity.

10. Transfer between funds

There has been one transfer of £8,422 from unrestricted to restricted. This is from a legacy received in 2011/12, which has been newly identified as restricted. This has been presented as a prior period adjustment in the accounts.

11. Analysis of fixed asset investments

	Total 2024-25 £	Total 2023-24 £
Market value at 1 April 2024	280,239	249,524
Less: Disposal at carrying value	0	0
Add: Acquisitions at cost	0	0
Net gain / (loss) on revaluation	(5,567)	30,715
Market value at 31 March 2025	274,672	280,239

12. Analysis of market value

	Total 2024-25 £	Total 2023-24 £
Investments in a common deposit/investment fund	274,672	280,239
Total market value of fixed asset investments	274,672	280,239

The investment fund above is invested in the COIF Charities Investment Fund and the investment valuation has been performed by CCLA Good Investment.

13. Analysis of debtors

	Total 2024-25 £	Total 2023-24 £
Amounts falling due within one year:		
Trade debtors	0	0
Prepayments	2,580	750
Accrued income	86,966	190,935
Other debtors	0	0
Sub-total	<u>89,546</u>	<u>191,685</u>
Amounts due over one year:		
Trade debtors	0	0
Prepayments	0	0
Accrued income	0	86,514
Other debtors	0	0
Sub-total	<u>0</u>	<u>86,514</u>
Total debtors	<u>89,546</u>	<u>278,199</u>

14. Current asset investments

The current asset investments of £442,657 (2023-24 - £376,492) are sums held on deposit to facilitate cash flow.

No current asset investments were held in non cash investments or outside the UK during the year.

15. Analysis of creditors

	Total 2024-25 £	Total 2023-24 £
Amounts falling due within one year:		
Trade creditors	25,521	750
Other creditors	36,553	58,848
Sub-total	<u>62,074</u>	<u>59,598</u>
Amounts due over one year:		
Loans and overdrafts	0	0
Trade creditors	0	0
Other creditors	0	0
Accruals	0	0
Deferred income	0	0
Sub-total	<u>0</u>	<u>0</u>
Total creditors	<u>62,074</u>	<u>59,598</u>

16. Analysis of funds - unrestricted, unrestricted designated and restricted funds

	Balance at 1 April 2024 *restated £	New designation /receipts £	Utilised/ released £	Gross transfer between funds £	Gains and losses £	Balance at 31 March 2025 £
Unrestricted Funds						
General Funds	128,074	42,162	(38,046)	0	0	132,190
Designated Funds & Reserves	266,231	24,676	(30,854)	0	(5,567)	254,486
	394,305	66,838	(68,900)	0	(5,567)	386,676
Restricted Funds						
NHSCT Development	23,259	0	(23,259)	0	0	0
NHSCT Stage 3 Grant	43,682	0	(16,539)	0	0	27,143
NHSCT Ambulance Grant	256,326	0	(137,819)	0	0	118,507
Heart Attack Victims	13,336	0	0	0	0	13,336
Holyhead Patient Benefit	5,000	0	0	0	0	5,000
Colwyn Bay Station	148,886	0	0	0	0	148,886
EMS Ambulance	137	0	0	0	0	137
Ambulance Equipment Fund	53,533	0	0	0	0	53,533
Blaenau Ffestionig Fund	8,422	0	0	0	0	8,422
	552,581	0	(177,617)	0	0	374,964
Total Funds	946,886	66,838	(246,517)	0	(5,567)	761,640

17. Reconciliation of net income / expenditure to net cash flow from operating activities

	Total 2024-25 £	Total 2023-24 £
Net income / (expenditure) (per Statement of Financial Activities)	(185,246)	547,876
Adjustment for:		
(Gains) / losses on investments	5,567	(30,715)
(Increase) / decrease in debtors	188,653	(275,457)
Increase / (decrease) in creditors	2,476	(58,307)
Net cash provided by (used in) operating activities	11,450	183,397

18. Analysis of cash and cash equivalents

	Total 2024-25 £	Total 2023-24 £
Cash at bank and in hand	16,839	71,554
Notice deposits (less than 3 months)	442,657	376,492
	459,496	448,046

19. Pooling scheme

An official pooling scheme is operated for investments relating to the following schemes:

COIF Charities Deposit Fund

The scheme was registered with the Charity Commission on 28th March 2000.

20. Related party transactions

During the year neither the trustee or members of the key management staff or parties related to them has undertaken any material transactions with the Welsh Ambulance Services University NHS Trust Funds Held on Trust.

Board Members (and other senior staff) take decisions both on Charity and Exchequer matters but endeavour to keep the interests of each discrete and do not seek to benefit personally from such decisions. Declarations of personal interest have been made in both capacities and are available to be inspected by the public.

A recharge of governance costs of £10,000 (2023/24 £10,000) was made during the year from the Welsh Ambulance Services University NHS Trust to the charity.

The Summary Financial statements of the Welsh Ambulance Services University NHS Trust are included in the annual report and accounts.

21. Post balance sheet events

The accounting statements are required to reflect conditions applying at the end of the financial year. No adjustments have therefore been made in respect of changes to the market value of investments following the end of the accounting period.

The Charity receives a quarterly portfolio report from its investment managers and the investments held by the Charity have increased by £2,863 to the end of September 2025, as detailed below:

	31 March 2025 £	Purchase / (Sale) of Units £	30 September 2025 £	Movement 0	Movement %
Investments	<u>274,672</u>	<u>0</u>	<u>277,535</u>	<u>2,863</u>	<u>1.04%</u>

In addition to receiving the half-yearly portfolio report, the Charity also reviews the market value of the investments on a weekly basis to ensure the impact of any market movements are kept to a minimum.

22. Trustees' remuneration, benefits and expenses

The charity does not make any payments for remuneration nor to reimburse expenses to the charity trustees for their work undertaken as trustee.

STATEMENT OF TRUSTEE'S RESPONSIBILITIES

The trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements ;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

By order of the trustee

Signed:

Colin Dennis
Chair of Corporate Trustee

29th January 2026

Chris Turley
Executive Director of Finance and Corporate Resources

29th January 2026

--

Report of the independent examiner to the trustee of the Welsh Ambulance Services NHS Trust Charity

I report on the accounts of Welsh Ambulance Services NHS Trust Charity for the year ended 31 March 2025 which are set out on pages 1 to 14.

Responsibilities and basis of report

As the charity's trustee, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 (the Act). You are satisfied that the accounts are not required to be audited by charity law and have chosen instead to have an independent examination.

I report in respect of my examination of your charity's accounts as carried out under section 150(3) of the Act. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept as required by section 130 of the Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the applicable requirements concerning the form and content set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Adrian Crompton
Auditor General for Wales
19 January 2026

1 Capital Quarter
Tyndall Street
Cardiff
CF10 4BZ

Welsh Ambulance Services University NHS Trust

My Fundraising & Training Journey for the WAST Charity



GIG
CYMRU
NHS
WALES

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

Charity Committee – Michelle Morgan
Version 1.0
Released: January 2026

by Michelle Morgan
Michelle.Morgan9@wales.nhs.uk

Why I Took on the Challenge

Personal Motivation

Wanted to push myself beyond my comfort zone

Running was something I had never been confident in

Aiming to build discipline, resilience, and confidence

Supporting the WAST Charity

Wanted my effort to support colleagues and communities across Wales

Fundraising gave me purpose and accountability

Proud to represent the charity publicly



The Journey: From Novice to Runner

Early 2024

- Couldn't run 200 meters without getting out of breath
- Started with walk–run intervals and small milestones

Finding Community

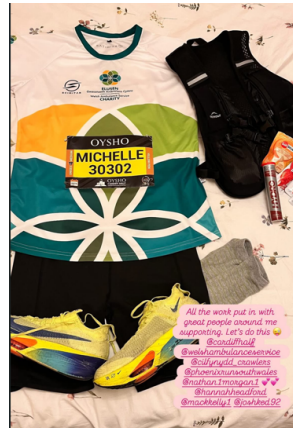
- Became a regular runner and volunteer at parkrun
- Joined a running club in mid 2025 for support and structure

February 2025

- Applied for the Cardiff Half charity spot via the Siren
- Fundraising target: **£300**

October 2025

- Completed Cardiff Half with a PB
- Total raised: **£335**
- More running events coming up in 2026



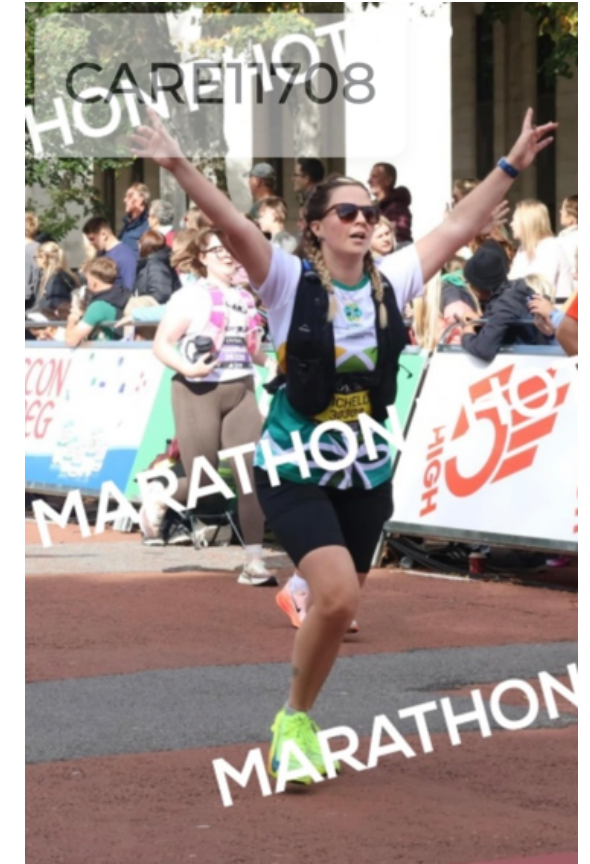
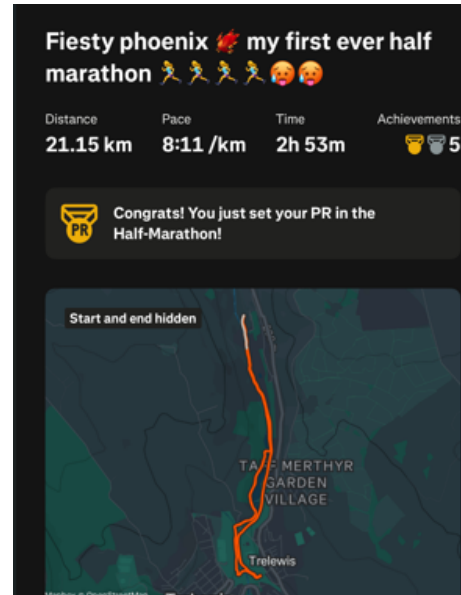
Training & Events (2025)

Building Distance

- Gradually increased mileage
- Ran my first half marathon at a local event

A Year of Progress

- Completed **15–20 running events** throughout 2025
- Achieved multiple PBs
- Gained confidence, endurance, and enjoyment



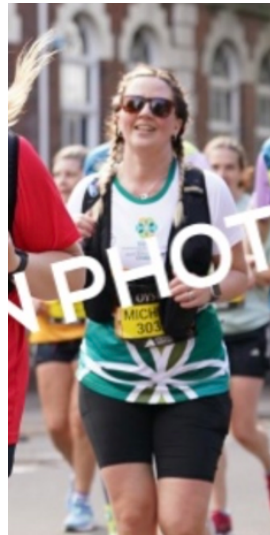
How I Found the Experience

Challenges

- Physical difficulty at the start
- Balancing training with work and life
- Moments of doubt

What Helped Me Succeed

- Support from running club
- Encouragement from family, friends, and colleagues
- Determination and discipline



Impact & Future Opportunities for the WAST Charity

Personal Impact

- Improved fitness, confidence, and wellbeing
- Running is now part of my lifestyle
- Stronger sense of community and purpose

How the WAST Charity Can Support Future Fundraisers

- Continue offering charity places for major events
- Provide training resources or beginner-friendly guidance
- Share fundraiser stories to inspire others
- Build peer support networks for participants



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Thank you for listening

For any questions and/or support, please contact Michelle Morgan.

Michelle.Morgan9@wales.nhs.uk



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**My Fundraising & Training Journey for the
WAST Charity**



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Agenda Item No. **7**

REPORT TITLE

Charity Delivery Plan – update on progress

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Estelle Hitchon, Director of Partnerships & Engagement
Author(s) of report	David Hopkins, Head of Charity

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



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Welsh Ambulance Services
University NHS Trust

REPORT SUMMARY:

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

1. Charity Committee is presented with an update on progress against the Charity Delivery Plan, which was approved in July 2025.
2. The slide deck is divided into two sections:
 - a. A summary of the Charity's achievements since October 2024, which was the point when the Head of Charity joined the Trust
 - b. An update on the specific items listed in the Charity Delivery Plan, with a progress report on each item
3. Key achievements to note since October 2024 include:
 - a. **An increase in voluntary donations of 108% between Oct 2024 – Sept 2025**, compared to the previous 12-month period
 - b. **Two new grants from NHS Charities Together, totalling £157,823**, from the Community Resilience and Greener Communities Funds
 - c. Delivering the **Charity Sports Fund scheme**, which reached around **1 in 10 WAST staff** members
4. The Charity Delivery Plan has been updated, for the Committee's assurance, with details on progress against each activity.
5. Of the 39 tasks identified in the July 2025 version of the Delivery Plan, 29 have either been completed or are on schedule to be completed.
6. Of the 8 tasks that have been rescheduled, 5 of these are due to the delayed appointment of the Charity's Fundraising and Communications Officer, and are due to be completed by March 2026.
7. Whilst endeavoring to ensure that the Charity Delivery Plan is met in full, the Charity team will focus efforts on tasks which increase unrestricted regular income sources for the Charity, such as payroll giving, regular giving and a staff lottery.
8. The Charity Delivery Plan will be reviewed in its entirety ahead of the Q2 2026-27 Charity Committee meeting, accounting for progress to date. The refreshed Delivery Plan will include new actions and areas of focus to build upon positive progress to date.



RECOMMENDATION(S)

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

Charity Committee is requested to:

1. **RECEIVE ASSURANCE** on the Charity's progress against the actions set in the Charity Delivery Plan
2. **NOTE** that the Charity Delivery Plan will be refreshed in July 2026, at which point the Committee's approval will be sought for the updated plan.

ADDITIONAL PAPER(S)

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

Charity Committee is requested to receive the following:

Annex 1 Charity Delivery Plan 2025-2027 – Jan 2026 update

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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:

SO1: 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

SO2: The Charity will support WAST to build community resilience throughout Wales

SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:

SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically

SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues



<input checked="" type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input checked="" type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY RISK(S) THIS REPORT MITIGATES

Where relevant note the local, directorate, corporate or BAF risk number
CHAR-003, CHAR-005, CHAR-008

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
13 January 2026	Charity Committee



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CHARITY

Charity Strategy Update

Charity Committee

13 January 2026

David Hopkins

Head of Charity





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Welsh Ambulance Service

CHARITY

Charity's achievements and progress since October 2024

Strategy and Communications

- Development and launch of the **Charity's first visual identity** – with less than eight weeks between the first workshop with designers and final design approval by Corporate Trustee.
- Development of the **Charity's first Theory of Change and Strategic Objectives**, approved by Corporate Trustee, and developed with feedback from staff, volunteers, TU partners and execs.
- In July 2025, a new two-year **Charity Delivery Plan** was approved by Charity Committee.
- Attendance at all **CEO Roadshow** events since October 2024, and station visits in Cardiff, Neath and Bridgend, to gather staff feedback and increase awareness of the Charity.
- Development of a **Charity Champions** network of around 100 staff, with future potential for direct information dissemination and feedback gathering.
- Creating the Charity's first sections on **Siren** and on the **Trust's public website**, helping increase awareness.





Voluntary Fundraising

- Donations between Oct 24 – Sept 25 **increased by 108%** (from £15.5K to £32.4K) compared to previous 12 months, with just Head of Charity in post.
- Successful appointment of **Fundraising and Communications Officer**, starting 1 October 2025.
- New **Fundraising Plan** agreed by Charity Committee, and advice given offered to staff wishing to fundraise, ensuring Charity meets legal and indemnity obligations under Code of Fundraising Practice.
- **More than 50 staff expressed an interest** in running in aid of the Charity, demonstrating increased staff engagement. 18 took part in CDF10K and Cardiff Half Marathon in Sept-Oct 2025, **raising nearly £5,000**.
- Two colleagues will run the **London Marathon 2026** in aid of the Charity, with two further places each year until 2029.

(Pictured right – Ambulance Care staff from Blackwood at the CDF10K finish line)





Grant Expenditure and Prospects

- Successfully applied for an additional **£142,000 from NHS Charities Together** towards a new Community Resilience project, designed to help reduce health inequalities for cardiac arrest patients.
- An additional **£15,823 from NHS Charities Together** towards a new Greener Communities Fund project, focusing on staff wellbeing and biodiversity at Ty Elwy.
- Managing **project delivery for three existing NHS Charities Together grants** – some with significant historic delays to project delivery.
- Design, promotion and delivery of the **Charity Sports Fund** scheme, funded by NHS Charities Together – with more than £23,500 awarded to 15 teams across three funding rounds – around **1 in 10 WAST staff** have benefitted from the scheme.
- Successful delivery of **NHSCT Development Grant** on time, helping to fund communications and fundraising resources.
- New conversations with senior leaders about onward project fundraising strategy – including potential future bid for **Wish Ambulance to the National Lottery Community Fund**.



WAST Netball Team, Swansea



WAST Central and West Football team



Expenditure Processes

- Personalised support and advice for **more than 40 Bids Panel applications**, including individual guidance on navigating Trust's procurement processes for charitable expenditure.
- Work in progress to **redesign Bids Panel and Bursary Panel processes and procedures**, and to develop clearer expenditure guidance, to make the application process more user-friendly and accessible for staff.
- Charity's first **annual income targets and expenditure budget** approved by Corporate Trustee, now added to annual cycle of business.
- Review ongoing of **dormant designated and restricted funds**, simplifying some funds that have been dormant for 10+ years.

"Thank you so much for everything you are doing to support this. You are really going above and beyond."

Feedback from senior leader
on Bids Panel process



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Improving charity governance

- Producing new guidance, in partnership with Legal and Risk, to resolve a long-standing question over **liability and indemnity for sports teams** funded by the Charity.
- Launching a **new Volunteer Fundraising SOP and new Good Practice Documents for volunteers**, resolving a long-standing issue over the banking of volunteer fundraising. A twelve-month transition period ends in September 2026.
- Creating the Charity's **first audit registers for in-aid-of fundraising and cash donations**, providing assurance and improved financial control.
- Work in progress with operational colleagues to co-create a £53,000 spending proposal for **Barmouth station**, to spend a long-standing restricted legacy. Current draft proposal would create a new training facility for staff in south Gwynedd.



Volunteering

Volunteer Fundraising *Standard Operating Procedure*

Version 1.0

26 August 2025





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Charity priorities for 2026

- **Meeting income targets** set out in Charity Financial Plans 2026-2029
- Launch of new **regular giving and staff lottery**, using a new CRM system to manage donor and supporter records
- Working with Trust colleagues to develop **specific fundraising appeals**, and to create a Trusts and Foundations pipeline for priority projects
- Better **monitoring and evaluation processes** of expenditure, to help with stronger communication of the Charity's impact
- Approval of a **Charitable Funds Policy** and **further procedural documents** to further improve the Charity's governance

(Pictured right – Keith Ellingham, Sarah Cooper and Adam Lightfoot at the Cardiff Half Marathon start line)





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CHARITY

Charity Delivery Plan 2025 – 2027

Update for Charity Committee, 13 January 2026



Strategic Objectives and Enablers

Approved at Corporate Trustee, May 2025

Strategic Objectives

SO1: 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

SO2: The Charity will support WAST to build community resilience throughout Wales

SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, and through testing new models of delivery





Progress against Delivery Plan (as of December 2025)

Total number of tasks identified	39
Completed	12
On track / Ongoing	15
Rescheduled	8
Removed from delivery plan	1
Not yet started	3

Delivery Plan 2025 - 2027

SO1: Wellbeing and development of staff and volunteers

Activities	Timescale	Description / Progress	Colleagues responsible	RAG Rating
Income Generation: NHSCT Workplace Wellbeing application	tbc (expected by Dec-2025)	Funding no longer available through competitive grant scheme – instead, NHSCT proposing to invest in one pan-Wales project		Grant terms changed
Income Generation: Grant application to Blue Light Card Foundation	Within 12 months	Grants up to £25,000 awarded for projects supporting health and wellbeing of emergency services staff and volunteers	<ul style="list-style-type: none"> Head of Charity Wellbeing / OD 	Not yet started
Project Delivery: Delivery and evaluation of Sports Fund	Delivery by Dec 2025 / Evaluation by Mar 2026	More than £23,000 awarded to 15 teams across three funding rounds. More than 400 staff have benefitted. Evaluation on track to be completed by end of March 2026.	<ul style="list-style-type: none"> Head of Charity Bids Panel 	On track
Impact Evaluation: Closure report for Mind over Mountains project	Oct 2025 - Jan 2026	Additional evaluation report to consolidate learning from the project.	<ul style="list-style-type: none"> Fundraising and Comms Officer 	On track
Impact Evaluation: Case studies from previous Bids Panel applications	Nov – Dec 2025	Helping to showcase impact of funding to staff / potential donors, to build support for the Charity's fundraising and reputation. To include review of standardised impact reporting for future bids.	<ul style="list-style-type: none"> Fundraising and Comms Officer 	Rescheduled – end of March 2026
Governance: Review of guidance for Bids Panel applications and eligibility	Within 12 months	Review of guidance in consultation with Bids Panel Approval by Charity Committee	<ul style="list-style-type: none"> Head of Charity Bids Panel 	Tabled in Jan Charity Committee
Governance: Review of guidance for Bursary Panel applications and eligibility	Within 12 months	Review of guidance in consultation with Bursary Panel Timeline tbc	<ul style="list-style-type: none"> Head of Charity Bursary Panel 	On track
Development: Assessing potential for future grants to fund strategic workplace wellbeing projects	2026 - 2027	To include discussions with Workplace Wellbeing and Organisational Development colleagues	<ul style="list-style-type: none"> Head of Charity Wellbeing / OD 	Ongoing

Delivery Plan 2025 - 2027

SO2: Community resilience

Activities	Timescale	Description / Progress	Colleagues responsible	RAG Rating
Income Generation: Application to NHSCT Community Resilience Fund	By end of August 2025	Application successful – project commences in January 2026, with Project Leads in Clinical Directorate and Volunteer Service	<ul style="list-style-type: none"> Head of Charity Project Leads 	Completed
Income Generation: National Lottery Community Fund application for Wish Ambulance	By end of December 2025	Positive conversations ongoing with National Lottery team. Charity and Wish Ambulance team are currently building a robust business case for a Large Grant application under People and Places scheme (£100,000 - £500,000).	<ul style="list-style-type: none"> Head of Charity Wish Ambulance team 	Rescheduled – end of March 2026
Impact Evaluation: Evaluation and case studies of existing NHSCT-funded volunteering projects	By end of December 2025	In line with existing reporting timelines for NHSCT-funded projects. Project has been extended – reporting required by NHSCT by end of March 2026	<ul style="list-style-type: none"> Fundraising and Comms Officer Volunteer Service 	Rescheduled – end of March 2026
Development: Working cross-directorate to assess potential for future community resilience projects	January 2026 onwards	Focus on projects that support improving ROSC rates, in line with Trust's priorities. To include conversations with clinical teams, Save a Life Cymru, PECL and Volunteer Service. Support to be funded by applications to Trusts and Foundations.	<ul style="list-style-type: none"> Head of Charity Colleagues across directorates 	Ongoing

Delivery Plan 2025 - 2027

SO3: Enhanced patient care through additional projects and capital development

Activities	Timescale	Description / Progress	Colleagues responsible	RAG Rating
Income Generation: Application to NHSCT Greener Communities fund	By end of Sept 2025	Application successful – project commences in January 2026, with Project Leads in Clinical Directorate and Volunteer Service	<ul style="list-style-type: none"> Head of Charity Environmental and Sustainability Manager 	Completed
Income Generation: Developing Trusts and Foundations pipeline	By end of March 2026	Establishing links cross-directorate to be able to respond when appropriate to funding opportunities.	<ul style="list-style-type: none"> Head of Charity 	On track
Governance: Establish processes for agreeing the Charity's project prioritisation	Oct – Dec 2025	Process agreed as part of IMTP development for 2026-2027 for identifying projects suitable for charitable investment. Charity intends to test and refine this approach as part of ongoing strategy development.	<ul style="list-style-type: none"> Head of Charity 	Completed
Project Delivery: Review of existing restricted funds – Barmouth, Colwyn Bay, Holyhead, Aberystwyth, "treatment of heart attacks"	Jan 2026	Paper to Q1 meeting of Charity Committee to outline existing restricted funds, update on progress, and present options for approval or endorsement	<ul style="list-style-type: none"> Head of Charity 	Rescheduled – Q1 Charity Committee

Delivery Plan 2025 - 2027

Enablers: Income Generation

Activities	Timescale	Description / Progress	Colleagues responsible	RAG Rating
Challenge Events programme for 2026	Ongoing	To include London Marathon (two places), plus other races across Wales.	• Fundraising and Comms Officer	On track
Fundraising events programme	By end of Oct 2026	A minimum of three bespoke fundraising campaigns, to include Outrun an Ambulance and NHS Big Tea.	• Fundraising and Comms Officer	On track
Voluntary registration with Fundraising Regulator	By end of Aug 2025	Nominal fee of <£100 per year. Provides public assurance that a charity meets the standards in the Code of Fundraising Practice.	• Head of Charity	Completed
Improved online giving functionality, review of third-party donation platforms	By end of Sep 2025	To include review of suitable online platforms for challenge fundraising, in-memory giving, donations via QR code, regular giving, and give-as-you-live.	• Fundraising and Comms Officer	Completed
Approval of Fundraising Plan	By end of Oct 2025	Approved by Charity Committee in Oct 2025.	• Fundraising and Comms Officer	Completed
In-memory fundraising / Legacy giving	Resources online by end of Oct 2025	Resources available online and distributed for information to funeral directors and solicitors.	• Fundraising and Comms Officer	Rescheduled – by end of March 2026
Approval of 2026/27 fundraising targets	By end of Jan 2026	Annual fundraising targets to be approved by Corporate Trustee in Q4 each year, with quarterly monitoring by Charity Committee.	• Head of Charity	Tabled in Jan Charity Committee
Exploring options for staff lottery and/or payroll giving	By end of March 2026	To include review of Pennies from Heaven. Options paper to be developed by end of July 2026 on both Pennies from Heaven and a new lottery provider.	• Fundraising and Comms Officer	On track

Delivery Plan 2025 - 2027

Enablers: Governance and Policy

Activities	Timescale	Description / Progress	Colleagues responsible	RAG Rating
Review of Charity's Scheme of Delegation	By end of Aug 2025 TBC	To include consideration of whether there is appetite for a separate review / separate SORD document. To be reviewed to align with approved delegated authorities. <i>Included in Risk Register action plan: CHAR-005</i>	<ul style="list-style-type: none"> Head of Charity Finance / Corporate Governance 	TBC – not yet started
Developing staff fundraising / volunteer fundraising SOPs	By end of December 2025	Volunteer Fundraising SOP completed Staff fundraising - no separate SOP, redirecting to Fundraising Pack	<ul style="list-style-type: none"> Head of Charity 	Completed
Board Development session	February 2026	Date booked as part of forthcoming Board Development Day. <i>Included in Risk Register action plan: CHAR-003</i>	<ul style="list-style-type: none"> Board Secretary / Head of Charity 	On track
Bids Panel and Bursary Panel – review of TOR and processes	Within 12 months	Bids Panel TOR approved by Charity Committee in April 2025 Bursary Panel TOR approved by Charity Committee in July 2025	<ul style="list-style-type: none"> Head of Charity Chairs of Panels 	Completed
Charitable Funds Policy	By end of March 2026	<i>Included in Risk Register action plan: CHAR-003</i>	<ul style="list-style-type: none"> Head of Charity Policy Group 	Rescheduled – by end of Aug 2026
Long-term assessment of sustainability of Charity Team roles	By end of October 2026	<i>Included in Risk Register action plan: CHAR-005</i>	<ul style="list-style-type: none"> Corporate Trustee 	Not yet started
New reserves policy / Cash Handling SOP / review of existing Charitable Funds investment policy	TBC	To be reviewed alongside new Charitable Funds policy <i>Cash Handling SOP – to be accompanied by official notice to staff</i>	<ul style="list-style-type: none"> Head of Charity Finance colleagues 	Ongoing

Delivery Plan 2025 - 2027

Enablers: Communications and Impact

Activities	Timescale	Description / Progress	Colleagues responsible	RAG Rating
Internal communications programme	Ongoing	To include charity attendance at each CEO roadshow, programme of station visits, building network of Charity Champions	• Fundraising and Comms Officer	Ongoing
Recruitment of Fundraising and Communications Officer	By end of Jun 2025	Initially failed to appoint– readvertised and subsequent appointment made, starting October 2025.	• Head of Charity	Completed
Opening new social media accounts for the Charity	By end of Aug 2025	Led by new Fundraising and Communications Officer, in conjunction with Trust’s communications team. Completed in December 2025.	• Fundraising and Comms Officer	Completed
Creation of supporter fundraising materials	By end of Sep 2025	To produce fundraising pack and guidance for in-aid-of fundraisers	• Fundraising and Comms Officer	Completed
Review of Charity Commission listing	By end of Oct 2025	Approved by Corporate Trustee	• Corporate Trustee	Completed
Expanding existing pages on Trust’s website	By end of Nov 2025	To include case studies on expenditure, and further ways to donate and support. Further work required to establish technical requirements.	• Fundraising and Comms Officer	Rescheduled – by end of March 2026
Developing stronger “case-for-support” for fundraising	By end of Dec 2025	To include development of key messaging for fundraising communications, plus launch of designated appeals for public fundraising.	• Fundraising and Comms Officer	Rescheduled – by end of March 2026
Assessing options for donor CRM platform / email comms / regular giving schemes	Research by end of Jun 2026	Research complete. Ongoing work with Information Governance, ICT and procurement ahead of any potential procurement decision.	• Head of Charity • Fundraising and Comms Officer	On track



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Agenda Item No. **8**

REPORT TITLE

Charity Performance Update

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Estelle Hitchon, Director of Partnerships & Engagement
Author(s) of report	David Hopkins, Head of Charity

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



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REPORT SUMMARY:

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

1. Charity Committee is presented with the Charity's quarterly performance report, to provide assurance on the Charity's ongoing work.
2. One of the key developments since the last meeting is the confirmation that the Charity has been awarded £142,000 by NHS Charities Together, as part of the Community Resilience Fund.
3. The Charity has also been awarded a separate grant of £15,823 from NHS Charities Together from the Greener Communities Fund.
4. This quarter's report also includes:
 - a. Highlights from the Charity's fundraising activity and staff engagement work since September;
 - 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. Assurance that the Charity has considered the changes to the Code of Fundraising Practice, which took effect on 1 November 2025.

RECOMMENDATION(S)

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

Charity Committee is requested to:

1. **RECEIVE ASSURANCE** on the Charity's performance, and on the key risks and mitigations in place for the Charity's active NHSCT grants.

ADDITIONAL PAPER(S)

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

Charity Committee is requested to receive the following:

- Annex 1** Charity Performance Report 13 January 2026



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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SO1: 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	<input checked="" type="checkbox"/> SO2: The Charity will support WAST to build community resilience throughout Wales
<input checked="" type="checkbox"/> SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery	

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input checked="" type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY RISK(S) THIS REPORT MITIGATES

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

None

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input checked="" type="checkbox"/> Effective
<input type="checkbox"/> Efficient	<input checked="" type="checkbox"/> Equitable	<input checked="" type="checkbox"/> Person Centred

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

<input type="checkbox"/> Leadership	<input checked="" type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Culture
<input type="checkbox"/> Information	<input type="checkbox"/> Learning Improvement and Research	<input checked="" type="checkbox"/> Whole Systems Approach



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WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

<input checked="" type="checkbox"/> A socially responsible and inclusive employer	<input checked="" type="checkbox"/> An innovative and sustainable organisation	<input checked="" type="checkbox"/> A pro-active, accessible and equitable care provider
<input type="checkbox"/> n/a	<input type="checkbox"/> n/a	<input 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 [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
13 January 2026	Charity Committee



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Charity Performance Report

Charity Committee

13 January 2026



Fundraising Stories – September - December 2025

1. The Charity has been awarded a grant of **£142,000** by NHS Charities Together, towards a new Community Resilience Fund project. The project, designed in partnership with the Clinical Directorate and the Volunteer Service, will support the Trust's work on cardiac arrest response - particularly focused on improving ROSC rates in areas of health inequality. With this funding, the Charity will provide funding towards the costs of two fixed-term posts, employed by the Trust:
 - 1 OHCA Clinical Review clinician (AfC Band 7) for a fixed-term of 15 months
 - 1 Training Support Officer, Volunteer Service (AfC Band 4) for a fixed-term of 12 months
2. The Charity has successfully applied for **£15,823** from NHS Charities Together, through the Greener Communities Fund, which is supported by Starbucks and Hubbub. This will fund a new project to create a new green space at Ty Elwy, designed to improve staff wellbeing and biodiversity on the site.

3. The Charity met with siblings Gemma and Matthew Schiebe, who have raised **£6,931** in aid of the Wish Ambulance in memory of their late mother, Karen. [Gemma and Matthew met with WAST colleague Emma Eatwell](#) [pictured], who along with Robert Lineham, had volunteered to help take Karen on an emotional final journey with her family to Tenby earlier this year.



4. Some of the Charity's volunteers met Welsh television presenter Gethin Jones [pictured] at the New Theatre, Cardiff, as the team were invited to collect in aid of the Charity at this year's pantomime. A team of volunteers collected **£710** in cash and card donations at the end of two performances of Sleeping Beauty. The Charity anticipates that this amount will be eligible for further tax relief via the Gift Aid Small Donations Scheme. More than 90% of donations were cash, demonstrating that cash is still dominant in these situations.



5. In October, 8 WAST colleagues ran the Cardiff Half Marathon in aid of the Charity, raising a total of **£2,145** (inc Gift Aid) [Pictured – Keith Ellingham, Sarah Cooper and Adam Lightfoot at the Cardiff Half Marathon starting line]. Earlier in September,



10 WAST colleagues raised a total of more than **£2,800** (inc Gift Aid) in aid of the Charity at the CDF 10K.

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. The Charity is also currently recruiting runners to take part in other running events throughout 2026.
7. *Some of the fundraising campaigns above are ongoing - all fundraising totals are correct as of 15 December 2025.*

Staff Engagement and Impact Reporting

8. The Head of Charity attended the Volunteer Conference in Swansea in September, and met with volunteers to discuss fundraising opportunities and support for volunteers through the Charity. The Head of Charity also spoke at the conference about recent changes to fundraising guidance for volunteers. This is part of a wider joint strategy between the Charity and the Volunteer Service, to encourage volunteers to continue to fundraise in aid of the Charity under the new guidance.
9. Both the Head of Charity and the Fundraising and Communications Officer attended the CEO Roadshows, meeting with colleagues across six events in October. The aim was to inform colleagues of the progress made so far by the Charity, and to continue to gather feedback on how the Charity can support staff and their wider teams.
10. The Charity is currently working with the Wellbeing Service to gather feedback on the Zen Rooms in VPH, which were funded by the Charity. This is part of an ongoing project to evaluate the impact of the Zen Rooms, and to recommend areas for potential further development.

Project Performance: NHSCT Stage 3 Recovery Grant

Grant award	Total awarded	£88,000
	Spend to 30 Nov 2025	£81,082
	Remaining spend	£6,918

Key dates	End of project	15 December 2025
	Final report	15 January 2026

11. This project has now finished, and all spending complete. The Charity Team is currently preparing a final evaluation report, which must be submitted to NHS Charities Together

by 15 January 2026.

12. As of 30 November, there was a remainder of £6,918 to spend. This was spent in its entirety before 15 December, and consisted of:
 - a. £6,104 towards further equipment for volunteer training, as indicated in previous Performance Reports;
 - b. £804 to be reallocated as an additional contribution towards management costs
13. In the Charity Performance Report for Q1 26/27, the project will be formally closed. At this point, a breakdown of expenditure will be shared along with a summary of learning from the impact reporting stage.
14. The Stage 3 grant is split into three projects:
 - Volunteer Development Programme
 - Mind over Mountains
 - WAST Sports

Volunteer Development Programme

Targets	Recruit 200 new CFR volunteers between Sept 2023 and Nov 2025	220 new CFRs recruited since Sept 2023	
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15. This target has now been met. 187 CFRs were directly recruited between Sept 2023 – Mar 2025, when the recruitment model changed. Since April 2025, 33 CWRs have been trained to CFRs through the new CWR to CFR pathway model.
16. 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.
17. 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.
18. This kit will be maintained to continue to support Volunteer Training for at least the next 3 years.
19. The Volunteer Service have since purchased some additional kit for CFR training, using the underspend from the other elements of the Stage 3 grant.

Mind over Mountains

Targets	To hold 8 walks over 2 years	8 walks taken place	
	To reach 60 staff* *This target, down from the original target of 144, has been agreed by NHSCT	58 registrations 27 attendances	

20. Since the last project report, two final walks took place as part of this project:

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

21. The numbers of WAST colleagues attending each walk since March 2024 are below:

Date	Location	Registrations	Attendances
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>
28 Sept 2025	Llanberis, Snowdonia	3	2
11 Oct 2025	Pontneddfechan, Brecon Beacons	1	1
TOTAL		58	27

22. The Head of Charity met with the Mind over Mountains (MOM) team in November. At this meeting, the Charity communicated that there are no current plans to continue funding future walks reserved exclusively for WAST colleagues. However, the Charity will continue to signpost individuals who have found these walks beneficial, as MOM also provide open walks for the public, and specific walks reserved for the wider blue-light community. The Charity has also connected MOM with the Occupational Health service to encourage further signposting opportunities.
23. A short evaluation is currently underway as part of the overall reporting for the Stage 3 Recovery Grant. This will explore the potential barriers to participation, and summarise some of the challenges of the project, including potential factors influencing the withdrawal rate between registration and attendance. The Charity is aware of several walking groups led by colleagues within WAST, including one supported by the Charity Sports Funds, and the Charity intends to continue to support peer-led groups in the future.
24. Despite not reaching the initial target, NHST remains supportive of the project, and they value the learning from the project as much as the number of beneficiaries. This is not expected to have any impact on future funding opportunities.

Sports Funds

Targets	To award £20,700 to 10 groups	£23,542 awarded to 15 groups across three rounds	
	To reach 150-200 staff and volunteers	415 colleagues reached across 15 teams	

25. A third and final round of applications for the Sports Fund was assessed in July, with three teams awarded grants to the value of £3,830.
26. All funds have now been allocated, and a total of £19,226 has been spent by 15 teams. The number of colleagues reached has substantially exceeded expectations, with more than 400 colleagues reached through the 15 funded projects.
27. There is an underspend of £1,474, which has been redirected towards the costs of purchasing additional volunteer training kit through the Volunteer Development Programme strand of the grant.
28. As part of the conclusion of the project, the Charity will work with all successful applicants to gather data and testimonials as part of its impact reporting. The Charity will also look to encourage teams to establish more sustainable funding from other sources (such as member contributions or sponsorship), as no ongoing commitments to the Charity can remain.

Project Performance: NHSCT Ambulance Grant

Grant award	Total awarded	£315,290
	Spend to 30 Nov 2025	£280,748
	Remaining spend	£34,542

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

Targets	Recruit, onboard and train 400 new CWR volunteers by the end of the project	<p>516 CWRs recruited to end of November</p> <p>Of these:</p> <ul style="list-style-type: none"> • 260 currently live and responding to calls • 76 awaiting training • 74 in onboarding process 	
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29. Between April-November 2025, 120 new CWRs have been recruited and trained, bringing the total to 260 volunteers that are currently live and responding to calls. This is an increase of 62 since the last report.

30. As of 30 November 2025, there were 76 volunteers awaiting training, and a further 74 volunteers progressing through the initial application process.

31. In addition to the 516 CWRs already recruited, there are a total of 307 incomplete applications currently in progress on Trac, the NHS Wales platform used to facilitate staff and volunteer recruitment.

32. 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.

33. 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).

34. There remains a projected underspend of £13,800 within the grant, due to unfilled vacancies within the fixed-term posts. The Charity and the Volunteer Service are currently in discussions to decide how this can most effectively be spent before the end of the project.

35. Out of the 516 volunteers initially recruited, a total of 106 applicants have withdrawn or were rejected through the application process, either through an unsatisfactory DBS check, through an unsatisfactory interview, or by not passing the training process. This percentage of withdrawn or rejected volunteers is to be expected and does not pose any unwarranted concern or unmitigated risk.

Project Performance: NHSCT Community Resilience Fund

Grant award	Total awarded	£142,000
	Spend to 30 Nov 2025	£0
	Remaining spend	£142,000

Key dates	Project start date	1 January 2026
	Mid-point conversation with Grants Officer	December 2026 – January 2027
	End of project	31 December 2027
	Final report due	January – April 2028 (tbc)

Targets	KPIs to be confirmed with NHSCT	tbc	
	Appointment of OHCA Clinical Review clinician	By April 2026	
	Appointment of Training Support Officer	Est. start date – Oct 2026	

36. The Charity has been awarded £142,000 by NHS Charities Together towards this new project. This follows a successful application designed in collaboration with the Clinical Directorate and the Volunteer Service. The application was approved in advance by ELT before submission.

37. The project is designed to support the Trust's work on cardiac arrest response - particularly focused on improving ROSC rates in areas of health inequality.

38. With this funding, the Charity will provide funding towards the costs of two fixed-term posts, employed by the Trust:

- 1 OHCA Clinical Review clinician (AfC Band 7) for a fixed-term of 15 months

- 1 Training Support Officer, Volunteer Service (AfC Band 4) for a fixed-term of 12 months

39. As with the Charity's other NHSCT grants, performance will be monitored on a quarterly basis as part of the Charity Performance Report. A series of quarterly meetings will be established with the Trust's project leads, in order to monitor performance, expenditure and any emerging project risks.

Project Performance: NHSCT Greener Communities Fund

Grant award	Total awarded	£15,823
	Spend to 30 Nov 2025	£0
	Remaining spend	£15,823

Key dates	Project start date	19 January 2026
	End of project	15 January 2027
	Final report due	February – April 2027 (tbc)

Targets	KPIs to be confirmed with NHSCT	tbc	
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40. In late December 2025, the Charity was awarded a grant of **£15,823** towards a new Greener Communities Fund project based at Ty Elwy. This project has been designed in partnership with the Trust's Environmental and Sustainability Manager, and in consultation with the Estates team. The application was approved in advance by ELT before submission.

41. The project will include specific interventions to help 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.

42. 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.

Future Grant Opportunities

NHS Charities Together – Workplace Wellbeing Programme

43. Since the last performance report, it has been indicated to NHS charities in Wales that there will be no funding awarded to individual charities through this funding programme. Instead, NHS Charities Together is proposing to fund one workplace wellbeing project that will benefit all NHS Wales staff. More details on this proposal will be shared once confirmed.
44. It should be noted that this is different to what was previously indicated to the Charity by NHSCT, and is a different method of distributing the available funds to that which colleagues in England are benefitting from.
45. In the Charity's "most-likely" income scenario for 2025-2026, it was anticipated that £30,000 of this forecast would be met from grant funding through this programme. As this is now no longer possible, this will have an impact on the total income raised – however, there will also be a reduction in associated restricted expenditure planned for this project and so there will be no material financial impact.

The National Lottery Community Fund – Wish Ambulance

46. The Charity is currently in advanced discussions with the Wish Ambulance team about submitting a grant application to the National Lottery Community Fund. This would look to fund a coordinator role for the Wish Ambulance service, for a fixed-term. The Head of Charity has had several 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.
47. 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.
48. Following initial feedback from the National Lottery Community Fund team, the Charity intends to submit an application for one full-time role (proposed at AfC Band 5) for a period of 3-4 years.
49. This 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.

Charity Governance

50. A new Code of Fundraising Practice came into effect from 1 November 2025. As the Charity has voluntarily registered with the Fundraising Regulator, it must comply with the new code.
51. The new Code is driven by four key principles, which state that all fundraising by participating charities must be **legal, open, honest** and **respectful**.
52. The Code provides guidance on how participating charities must:
- behave when fundraising, and their responsibilities to act in a respectful manner;
 - process donations in a fair and transparent way;
 - work with volunteers, and those fundraising in-aid-of the charity;
 - manage any complaints from the public about specific fundraising activities.
53. The Charity has considered these changes to the Code, and will ensure that the new Code is referenced to maintain compliance as the Charity continues to strengthen its governance procedures over the coming months.



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Agenda Item No.

9



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Welsh Ambulance Service
CHARITY

REPORT TITLE

Charity Funds Finance Update

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Chris Turley Executive Director of Finance and Corporate Resources
Author(s) of report	Edward Roberts Interim Assistant Director of Finance and Corporate Resources Bernadette Mitchell Finance Assistant – Charitable Funds

PURPOSE OF REPORT

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



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1. **REPORT SUMMARY:** To present to the Charity Committee an update on the following:

- Summary of income & expenditure for April 2025 to November 2025
- Summary of budget vs actuals for April 2025 to November 2025
- Details of fund balances held as of 30th November 2025 including details of designated funds for Head of Charity (HoC) and Fundraising Officer (FO) posts.
- COIF Charity Investment Fund

RECOMMENDATION(S)

The Charity Committee is requested to:

1. **Note** the contents of this finance report.
2. **Note and discuss** the funding of the Head of Charity (HoC) and Fundraising Officer (FO) posts beyond the 2-year fixed term appointment.

ADDITIONAL PAPER(S)

The Charity Committee is requested to receive the following:

Annex 1 – CCLA Quarterly Bulletin

Annex 2 – CCLA Values-based Restrictions

Annex 3 – CCLA Acquisition from Jupiter Investment Group



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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](#)]

<input type="checkbox"/> SO1: Providing the right care or advice, in the right place, every time	<input checked="" 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 checked="" 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

NA

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input type="checkbox"/> Efficient	<input type="checkbox"/> Equitable	<input checked="" type="checkbox"/> Person Centred

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

<input type="checkbox"/> Leadership	<input type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Culture
<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Learning Improvement & Research	<input checked="" type="checkbox"/> Whole Systems Approach

WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

<input checked="" type="checkbox"/> A socially responsible and inclusive employer	<input checked="" type="checkbox"/> An innovative and sustainable organisation	<input type="checkbox"/> A pro-active, accessible and equitable care provider
<input type="checkbox"/> n/a	<input 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 [here](#) 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	

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
13 January 2026	Charity Committee



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SITUATION

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 30 November 2025.

BACKGROUND/ASSESSMENT

2. Below is a summary of the income and expenditure for the period 1 April to 30 November 2025.

	Unrestricted £	Designated £	Restricted £	Total £
Income:				
• Donations	17,382	16,010	0	33,392
• Legacies	501	0	0	501
• Grant income	0	0	142,000	142,000
• Interest Rec'd	2,549	9,141	0	11,690
TOTAL INCOME	20,432	25,151	142,000	187,583
Expenditure:				
• Raising funds	0	2,919	0	2,919
• Charitable activities	29,918	(1,589)	0	28,329
• Grant expenditure	0	0	104,189	104,189
• Admin/Support	9,267	38,610	0	47,877
TOTAL EXPENDITURE	39,185	39,940	104,189	183,314
Transfers				
NET MOVEMENT	(18,753)	(14,789)	37,811	4,269



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3. Below is a summary of the income & expenditure compared to the budgets as approved by the Board of Trustees on 29 May 2025 for the period 1 April 2025 to 30 November 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

	Budget Approved by Corporate Trustee	Budget Profiled	Actual YTD	Variance to Profiled	Budget Remaining	Comments provided by Head of Charity
Income:						
Donations	43,813	29,208	33,392	4,184	10,421	Currently on track to exceed projections. Further fundraising activities planned in Q4 including Christmas appeal and London Marathon fundraising.
Legacies	10,000	6,666	501	(6,165)	9,499	Average annual unrestricted legacy income over the past six years is £10,953. The Charity has been informed of a legacy currently in administration, valued at c. £12,500, but this may not be received before the end of 2025-26.
Grants	202,000	172,000	142,000	(30,000)	60,000	Successful application to NHSCT Community Resilience Fund (£142,000) confirmed. Charity is awaiting the result of one further application, valued at c. £15,800. Further applications have not been possible as there has been limited success to date in identifying suitable specific projects for fundraising. Any unmet restricted targets will have a corresponding reduction in restricted expenditure.
Interest Rec'd	15,000	10,000	11,690	1,690	3,310	



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TOTAL INCOME	270,813	217,874	187,583	(30,290)	83,229	
Expenditure:						
Raising funds	37,514	22,064	2,919	(19,145)	34,595	Lower than projected costs due to delayed appointment of Fundraising and Communications Officer, and as 50% of these staffing costs now apportioned as "admin/support" as opposed to "raising funds".
Charitable activities	132,000	88,000	28,329	(59,671)	103,671	£60,000 of this budget was allocated towards expenditure of restricted legacy funds (Barmouth/Colwyn Bay), now expected to fall within 2026-27.
Grant expenditure	241,704	137,468	104,189	(33,279)	137,515	Expected to total £156,704 by year end. £50,000 of Community Resilience fund expenditure has been postponed to 2026-27. Remainder of restricted expenditure will not be spent due to unmet restricted income projections.
Admin/Support	68,918	44,126	47,877	3,751	21,041	50% of the costs of the Fundraising and Communications Officer post are now apportioned to admin/support, rather than raising funds
TOTAL EXPENDITURE	480,136	291,658	183,314	(103,056)	296,822	
NET MOVEMENT	(209,323)	(73,784)	4,269	78,053		

Update on Fund Balances as of 30 November 2025

4. The table below is a detailed balance sheet as of 30 November 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 11 onwards)

WAST Charity Balance Sheet as at 30th November 2025			UNRESTRICTED	DESIGNATED	RESTRICTED	TOTAL	
ASSETS	INVESTMENTS	COIF Investment Fund	£217,111	£57,561	£0	£274,672	
	CASH & BANK	COIF Deposit	£0	£129,398	£264,520	£393,918	
		PayPal	£0	£0	£0	£0	
		HIB Account	£0	£0	£141,772	£141,772	
		Current Account	£0	£0	£1,000	£1,000	
	DEBTORS	Accrued Income	£0	£0	£28,400	£28,400	
		Recoverable Tax - Gift Aid	£0	£0	£0	£0	
		Prepayments	£860	£0	£0	£860	
	TOTAL ASSETS:			£217,971	£186,959	£435,692	£840,622
	LIABILITIES	CREDITORS	Trade Creditors	£2,788	£8,045	£17,806	£28,639
Deferred Income			£0	£0	£0	£0	
Accruals			£27,963	£12,999	£5,112	£46,074	
Suspense			£0	£0	£0	£0	
			£30,751	£21,044	£22,918	£74,713	
TOTAL ASSETS LESS LIABILITIES:			£187,220	£165,915	£412,774	£765,909	
FUNDS & RESERVES	AMBU	NORTH FUNDS	£42,119			£42,180	
	AIRA		£61				
	GPCW	CENTRAL & WEST	£16,411			£16,609	
	TENP		£198				
	GPSE	SOUTHEAST	-£635				
	BARY		£1,392			£1,107	
	CBLT		£350				
	GPHQ	NATIONAL	£62,808			£62,808	
	BYFR	CFR's		£578			
	CWFR			£1		£5,825	
	RESP			£5,246			
	VTRS	VOLUNTEERS - NATIONAL		£161		£161	
	WISH	WISH		£20,890		£20,890	
	BURS	BURSARY		£11,338		£11,338	
	CENT	CENTRAL SERVICES		£127,701		£127,701	
	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	
	BLAE	BLAENAU FFESTINIOG			£8,422	£8,422	
	CBAY	COLWYN BAY STATION			£148,886	£148,886	
	NHS2	NHSCT DEVELOPMENT GRANT			£0	£0	
	NHS3	NHSCT STAGE 3			£6,918	£6,918	
	NHS4	NHSCT AMBULANCE GRANT			£34,542	£34,542	
	NHS5	NHSCT COMMUNITY RESILIENCE			£142,000	£142,000	
	ADMI	2025-26 CENTRAL COSTS APPORTIONED	-£9,267			-£9,267	
	REVL	COIF INVESTMENT REVALUATION RESERVE	£73,783			£73,783	
	TOTAL FUNDS & RESERVES:			£187,220	£165,915	£412,774	£765,909
	TOTAL LIABILITIES & FUNDS & RESERVES			£217,971	£186,959	£435,692	£840,622

Please note that this is now showing the residual restricted legacy for Blaenau Ffestiniog of £8,422. Previously included within the North Fund (AMBU).



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Details of Designated Funds for HoC and FO posts

(Action log 38/25a)

5. In July 2023 the Charity's Corporate Trustee approved to designate unrestricted funds for the purpose of funding the HoC and FO staff posts for 2-year fixed term periods on the following basis:

Year	Charity Funded	Trust Funded
Year 1 (from point of appointment)	70%	30%
Year 2 (from point of appointment)	85%	15%
Year 3 onwards	100%	0%

6. The funding for these posts will be fully utilised at the end of September 2026 and the end of September 2027 for the HoC and FO respectively. Below is a breakdown of how the designated "Central services" fund has been and will be utilised.

	Head of Charity		Fundraising Officer		TOTALS
	Year 1 70%	Year 2 85%	Year 1 70%	Year 2 85%	
	Oct 24 To Sep 25	Oct 25 To Sep 26	Oct 25 To Sep 26	Oct 26 To Sep 27	
Actuals*	48,682	10,252	5,839		64,773
Future Forecasted Costs**		52,193	29,728	44,503	126,424
Totals	48,682	62,445	35,567	44,503	191,197
Funds Held					127,701
Buffer/(Deficit) (Forecast less Funds Held)					1,277

**Please note actuals are from Oct 24 to Nov 25*

***From December 2025 onwards & assumes the following salary scales plus on costs. Does not include any provision for travel and/or subsistence.*

7. Salary costs beyond the 2-year fixed term contracts for the HoC (from Sep 26) and the FO (from Sep 27) are estimated to be c£75k and c£56k respectively. This will need to be funded from the Charity's unrestricted income.



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Update on COIF Investment Fund as of 30th November 2025

8. 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. CCLA anticipates that the acquisition will be completed at the end of February 2026. Further details shown in **Annex 3**.
9. Between 1st April 2025 and 30th November 2025, the unit price of the Charity's investments increased by 2.26%, resulting in an overall gain of c£6.2k. We currently hold 1,090.14 units at a unit price of £257.6636, giving a total market value of c£280.9k.

10. Action log 38/25

As noted in the previous Charity Committee meeting, the Committee requested a comparison of our investments against market trends. **Annex 1** is CCLA's quarterly bulletin (Sep 25) which shows the analysis of their investment portfolio and comparison. The Committee should note that CCLA's investment policy follows a set of client-driven, values-based investment restrictions. Please see **Annex 2**. (Investment Limitations)

RECOMMENDATION

11. The recommendation(s) are as set out in the front cover above.

NEXT STEPS

12. The Charity and Trust should discuss and conclude if and how the role of the HoC should be funded beyond the 2-year fixed term appointment.

CCLA

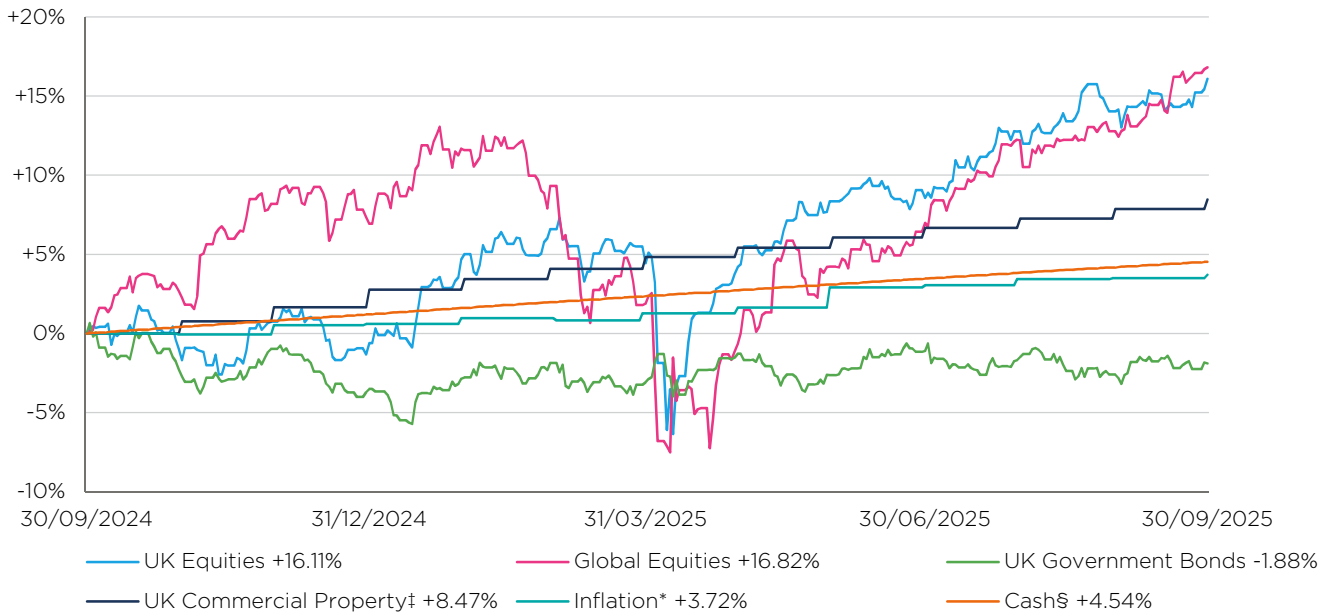
QUARTERLY BULLETIN

30 September 2025

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Market review and outlook



General Market Indices

	Current quarter (%)	Last twelve months (%)	Last three years annualised (%)	Last five years annualised (%)
UK Equities (MSCI UK Investable Markets Index)	+6.94	+16.11	+14.39	+13.22
Global Equities (MSCI World Index)	+9.19	+16.82	+16.23	+13.49
Global Equities ex UK (MSCI World ex UK Index)	+9.24	+16.80	+16.29	+13.44
UK Govt. Bonds (Markit iBoxx £ Gilts Index)	-0.80	-1.88	+1.11	-6.30
Sterling Bonds ex UK Govt, (Markit iBoxx £ Non-Gilts Index)	+0.69	+3.70	+6.77	-1.10
UK Commercial Property (AREF/MSCI™ All Prop Monthly) †	+1.69	+8.47	-1.19	+4.41
Inflation (CPI) *	+0.65	+3.72	+4.21	+5.11
Cash (SONIA) §	+1.03	+4.54	+4.63	+2.91

Source: Bloomberg (Data shown is daily except for Inflation and UK Commercial Property where data shown is monthly)

§ SONIA (Sterling Overnight Index Average) is estimated for the most recent month. From 1/1/21: SONIA. Prior to 1/1/21: 7-Day London Interbank Sterling Bid Rate (7-Day LIBID).

* CPI (Consumer Price Index) is reported on a 1m lag.

† MSCI UK Monthly Property is estimated for the most recent month.

World share prices rose 9.2% during the third quarter of 2025, as measured by the MSCI World Index⁽¹⁾, in pound sterling.

US share prices rose 8.0% over the third quarter. By sector, performance resembled the first half of the year. Shares prices rose most in the IT sector, in communications services and for producers of consumer discretionary goods. Share prices fell for consumer staples firms and rose only slightly

for real estate firms.

In July, President Trump's 'One Big Beautiful Bill' became law, which we believe will boost free cash flows for large US companies by c. 10% in 2025 and 2026. After a three-month pause, his 'reciprocal tariffs' came into force on 1 August. But financial markets saw nothing like April's tariff-related volatility: the impact of these tariffs on consumers, importers and exporters will, it seems, only gradually become clear. In

September, America's central bank ('the Fed') cut interest rates for the first time since 2024. US inflation rose to 2.9%, year on year (yoy) in August, but the jobs market weakened over the quarter. The Fed has a dual mandate, targeting both inflation and employment, so it appears to have prioritised employment in its September decision.

UK-listed shares advanced 6.9%. Mining shares such as Fresnillo, Antofagasta and Anglo American were among the best performers. The pound weakened versus the US dollar and the euro, which boosted returns on assets denominated in foreign currencies.

UK consumer price (CPI) inflation rose to 3.8%, year on year, in both July and August. But the Bank of England cut interest rates in August, because it sees inflation fall to its 2.0% target in 2026.

Eurozone shares returned 4.3% over the quarter, led by European banks, which performed unexpectedly well despite falling interest rates. Other companies, such as immunology firm argenx, consumer technology group Prosus and semiconductor firm ASML, delivered strong returns because of their international operations.

Economic growth within the eurozone itself remained mediocre, at 1.5%, yoy, in the second quarter. However, inflation was stable at 2%, yoy, in August, for a third month in a row. As a result, the European Central Bank hasn't cut interest rates since June, and is expected to keep them on hold for the foreseeable future.

⁽¹⁾ Sources of share prices: MSCI (net total return in local currency), except where stated

Outlook

In July, we raised the equity exposure in our multi-asset portfolios to the full 75% weight that it has in the benchmark.

- We raised our equity holdings in June because we expect President Trump's OBBBA to raise companies' free cash flow by c. 10% in 2025 and 2026.
- In addition, our analysis shows that share prices have the potential to continue their current rally. This year's rally has survived a historic tariff shock, several conflicts in the Middle East and an impending US government shutdown. Despite these obstacles, US companies'

earnings are expected to have grown 7.9% in the third quarter.

- The economic backdrop is strong enough to sustain the rally. Recent purchasing manager index (PMI) readings indicate further economic expansion. The Fed's rate cut may be the first in a series.

But this year's share price rally has been remarkably concentrated: only 38% of companies in the S&P500 have made up all the index's gains. That raises concerns for investors with diversified portfolios, like us:

- Valuations have returned to their 2021 post-lockdown highs. Buying the current market as a whole would mean investing in Tesla at more than 250 times the company's earnings or surveillance firm Palantir at over 600 times earnings!
- Those valuations imply that the equity risk premium (the outperformance, over government bonds, that stock market investors can expect in the next 10 years) has fallen to 1.25% p.a., versus its historical average of 4.61%, both after inflation.
- The market has become dominated by retail investors, who are more subject to sudden reversals. 'Zero-day-to-expiry' options, the day trader's leveraged instrument of choice, accounted for 62% of S&P500 options volume in August, 72% higher than a year ago.

To counter this concentration, and although our portfolios were invested in shares in the same proportion as their benchmarks, our bottom-up research led to a more selective stance.

- We select quality shares, characterised by higher returns on equity, more stable earnings growth and lower debt levels than the broader market.
- The cash flow return on investment of the companies in our portfolios was around four percentage points higher than those in their benchmarks, at the end of the third quarter.
- Historically, such quality shares have outperformed growth shares over the long run, and they've been more stable than growth shares in a downturn.

The market review, analysis, and any projections contained in this document represent CCLA's house view and should not be relied upon to form the basis of any investment decisions.

Beyond speculation: how interest rates and GDP will guide the Autumn Budget - and may affect you.

On Wednesday 26 November, the government will announce its Autumn Budget. By then, journalists will write many column inches about what the government may or may not do, and what it should or shouldn't do. Instead of speculating, we'd like to show you what the government's finances actually look like, and a helpful rule of thumb.

The government's budget, in numbers

In the tax year 2024-25, the UK's gross domestic product (GDP) was just under £2.9 trillion, and the government's debt stood at just over £2.9 trillion, i.e. a debt-to-GDP ratio of 101%.⁽¹⁾ Annual interest payments on that debt have risen from £25 billion in 2020-21 (1.2% of GDP) to £105 billion in 2024-25 (3.7% of GDP).

For comparison: in 2024-25, the Ministry of Defence spent £38 billion in 'day to day' expenses and the Department for Education £89 billion. Only Health and Social Care spent more, at £190 billion.⁽²⁾ By the numbers, therefore, interest payments are the government's second-largest outgoing.

And those interest payments are over four times higher now than five years ago. So, how much farther will they rise? And how sustainable is the government's debt?

First, the good news: the increase in interest payments from 2020 to 2024 was exceptional. They rose because interest rates, after a decade of ultra-low levels, returned to their long-term average in 2022. In addition, a quarter of the UK government's debt is inflation-linked and inflation jumped in 2021-2022. Finally, during the Covid pandemic, the UK government took on more debt than usual, to support the economy.

More good news: most major economists expect that neither interest rates nor inflation will rise again soon. In fact, the Bank of England (BoE) has cut its official bank rate from 5.25% in mid-2024 to 4% in August 2025.

And inflation has fallen from 11.1% in October 2022, year on year, to 3.8% in August this year. The BoE expects CPI inflation to return to its 2% target in 2026. Barring unforeseen shocks, the government's interest payments are expected to settle around 3.6% of GDP for the foreseeable future.

How sustainable is the UK government's debt?

The answer to our second question is more complicated: how sustainable is the current, higher level of interest that the government pays on its debt? A useful rule of thumb compares the average interest rate on government debt (let's call that 'r') with nominal GDP growth, i.e. real GDP growth plus inflation ('g').

*If 'r' is larger than 'g', the interest rate on the government's debt is larger than the growth rate of the economy. All else equal, this means that interest payments increase as a proportion of government spending. The government would need to increase its surplus in other areas to balance its books, i.e. save on things like defence or education. That's not sustainable in the long run.

*If 'r' is smaller than 'g', however, the interest rate on the government's debt is smaller than the growth rate of the economy. All else equal, interest payments, as a proportion of government spending, decrease in this situation, and that *is* sustainable.

The Office for Budget Responsibility (OBR) estimates that the average interest rate on the government's debt will be around 3.7% in 2025-2026, and long-term nominal GDP growth 3.6%, made up of 2% inflation plus 1.6% output growth. That gap, between growth at 3.6% and interest rates at 3.7%, is narrow. Rising interest rates or a slowing economy could easily throw the government off its path to debt sustainability.

It is also why the Chancellor aims to balance her 'current' budget by 2029-30, with a safety margin. According to the OBR, her 'current' budget will swing from a deficit of 1.9% of GDP in 2024-25 (or just under £60 billion) to a 1.0% surplus in 2029-30.⁽³⁾ That's the so-called 'fiscal headroom' you hear about, a safety margin in case of unforeseen events.

Why it matters

Interest rates and GDP aren't abstract concepts that only matter in the City of London, but numbers we should all keep an eye on. If either disappoints, the government may be forced to raise taxes or cut spending. Those changes affect us all – including the charities, the churches and the local authorities that CCLA serves.

⁽¹⁾ Office for Budget Responsibility

⁽²⁾ HM Treasury

⁽³⁾ Office for Budget Responsibility

Engaging with financial institutions in our cash funds

As readers will know, CCLA has a specialist stewardship team that works tirelessly to improve the corporate practices of listed firms. The team focusses on a range of topics – from labour standards and modern slavery, to nutrition and mental health, to climate and biodiversity – with an impressive track record of driving real world positive outcomes. For details of this work, please refer to our [Sustainable Investment Outcomes](#) report or for some quarterly highlights, please see the Stewardship Update contained within this report.

While our stewardship work is delivered at a firm (rather than fund) level, the focus has historically been on engagement with listed equities. Equities represent the largest proportion of our assets under management (43% as of June 2025) but they are by no means the only asset class that we deploy on behalf of our clients.

The second largest asset class in our overall mix of investments is cash and money market instruments, representing 31% of our total assets under management (June 2025). This comprises our cash-focussed funds – the CBF Church of England Deposit Fund, the COIF Charities Deposit Fund, and the Public Sector Deposit Fund – which are also held within our core long-term multi asset funds.

The objective of our cash funds is to offer a high level of capital security and a competitive yield to investors. The funds primarily invest in certificates of deposit, but also use term deposits and notice accounts, all of which offer an interest rate in exchange for a predetermined holding period. These investments are allocated to a diversified selection of financial institutions, comprising both banks and building societies.

CCLA maintains an Approved List of Financial Institutions, which represents the menu of potential counterparties eligible for use by CCLA's cash team. To determine this list, CCLA assesses institutions on various indicators of financial strength and on several environmental, social and governance (ESG) indicators.¹ From Q3 2025, each approved financial institution is also ranked into an improved multi-level scoring system, enabling us to identify laggards and prioritise engagement.

The revised engagement framework is available on our website. It covers the following areas:

Global standards

Any company on our approved list deemed as violating or at risk of violating global standards² may be prioritised for a time-limited engagement aimed at resolving the issue.

Fossil fuel financing

We rank financial institutions on the strength of their Reclaim Finance oil and gas, and coal expansion policies and engage with them to help them move forward. The objective is to encourage counterparties to strengthen their coal, oil and gas expansion policies with a view to supporting the eventual phase-out of these fuels.

Corporate mental health

Where a financial institution falls in scope of the CCLA Corporate Mental Health Benchmark, we engage with them to help them move forward. The objective is to improve corporate practices in support of good mental health at work.

Modern slavery

Where a financial institution falls in scope of the CCLA Modern Slavery Benchmark, we engage with them to help them improve. The objective is to encourage companies to find, fix and prevent modern slavery in their workforce and supply chains.

Corporate Governance

Corporate governance analysis is conducted on all prospective financial institutions prior to their inclusion on the approved list of financial institutions. Where a company is rated E or F (high risk) and we have concerns about the composition of the board or sub-committees, we will engage with the institution to help them improve.

The revised engagement framework will guide engagement with all of the listed financial institutions on CCLA's Approved List, with a focus on fossil fuel financing. It is our aim to engage with all of them within a rolling 12-month period and we look forward to reporting on the outcomes of this work.

It is important to note that apart from one or two outliers, we do not hold shares in the financial institutions used by our cash team. We are therefore without the rights and responsibilities that come with being a part owner. Nonetheless, as an investor in the financial instruments that they issue, CCLA is a client of these firms, and we expect them to engage and take steps to improve in areas of concern.

¹Please see www.ccla.co.uk/about-us/policies-and-reports/policies/sustainability-approach-cash-funds for details.

²Global Standards cover the UN's Global Compact Principles, International Labour Organization's (ILO) Conventions, OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights (UNGPs).

Responsible investment report

Our work has three strands:

1. Engagement focused on social and environmental issues that are a priority for our clients.
2. Voting and engagement on governance issues to protect shareholder value and address excessive remuneration.
3. Setting constraints on investment and exposure to activities considered unacceptable by our clients.

Quarterly highlights

In Q3, we were invited to the House of Lords as speaker and investor voice at the launch of a new All Party Parliamentary Group on the Just Transition in the Construction Sector. This cross-party group, Chaired by Baroness Lola Young, aims to drive collective action on the human rights challenges, socio-economic, and environmental impact of the construction industry and aligns with our policy work on modern slavery.

In 2023, we joined Nature Action 100, a global investor engagement initiative on biodiversity. In 2024, we commenced engagement with three portfolio holdings: AstraZeneca, McDonald's and Zoetis. After failing to secure a meeting with McDonald's, we co-filed a shareholder proposal for its 2025 AGM. The proposal was withdrawn following a commitment to meet; a meeting which took place in Q3 with Beth Hart, Chief Sustainability Officer. The company provided an update on McDonald's' deforestation commitments, including its 2030 target and work with five priority commodities (beef, soy, palm oil, coffee and fibre-based packaging), highlighting challenges around traceability, supply chain complexity and evolving regulation. A further meeting is planned for Q4.

CCLA is a member of The Investor Coalition on Food Policy. In June, Wes Streeting, Health and Social Care Secretary, announced that as part of the forthcoming NHS 10-Year Prevention Plan, mandatory health reporting for all large food businesses will be introduced by the end of this term of government. This is a huge win for the group, which has been campaigning for mandatory nutrition reporting for more than two years. In Q3, we signed an investor statement in support of this announcement, coordinated by The Food Foundation in its capacity as the coalition's secretariat.

Having launched the 2025 UK Corporate Mental Health Benchmark in June, we sent bespoke investor letters to each of the 100 company CEOs in July. The letters were sent by CCLA on behalf of the \$9.5 trillion Global Investor Coalition on Workplace Mental Health. They set out the expectations of investors and bespoke recommendations for each company aimed at improving its record on workplace mental health. During the quarter, we had engagement meetings with 30 companies to discuss these recommendations.

Quarter three voting in detail

CCLA aims to vote at all UK and overseas company meetings where we have holdings. The COIF Charities Investment Fund did not support 19% of management resolutions at investee companies this quarter (19% for the Ethical Fund, 18% for the Global Equity Fund).

For over a decade we have aligned our voting policy with the latest reports on boardroom diversity (the Davies Review followed by the Hampton Alexander, and Parker Reviews). While a progress report earlier this year shows female representation amongst non-executives has reached almost 50%, executive board roles are still predominantly held by men: about 5 in 6 board executives are male. Our voting during the quarter demonstrates two ways in which we encourage broader diversity in the leadership of investee companies. Where none of the senior board roles are filled by women, as was the case at Ashtead Group, we vote against the reappointment of the Chair of the Nomination Committee. We do the same at companies where we have concerns about low levels of sub-board diversity, as was the case at ICG (formerly Intermediate Capital Group) and Experian.

A focus on climate action

For our climate-related stewardship work, we split portfolio companies into high and low emitting sectors and evaluate their performance on one of two measures: the Transition Pathway Initiative for highest emitting sectors and the CDP (formerly Carbon Disclosure Project) for all other sectors. Portfolio companies are ranked into levels based on their performance against each of these measures, and engagement is targeted at improving companies' performance over time.

In Q3, we had engagement meetings on the topic of climate change with 13 companies in our portfolio: Bunzl, Sonic Healthcare, Schneider Electric, Visa, ASML, Rio Tinto, Compass Group, IHG, Thermo Fisher Scientific, Texas Instruments, London Stock Exchange Group, Procter & Gamble, and Reckitt Benckiser. We will report on outcomes at year end.

Meanwhile, we revised our approach to engagement with the counterparties used in our cash funds and sent letters to each of the institutions approved for use by our cash team. The asks focus on financial institutions' approach to financing the expansion of fossil fuels. These letters kick off a new round of engagement and we look forward to reporting on progress.

Values based restrictions

We confirm that the COIF Charity Funds have been managed to their respective values-based restrictions policies this quarter.

COIF Charities Ethical Investment Fund

Performance comment

Share prices advanced during the third quarter, helped by President Trump's 'One Big Beautiful Bill'. After a three-month pause, Trump's tariffs came into force on 1 August, without the volatility that accompanied them in April. And in September, America's central bank cut interest rates for the first time since 2024.

Over the quarter the Fund returned 0.00% compared with the comparator return of 6.87%. Over the last 12 months, the Fund returned -1.95% compared with the comparator return of 12.95%.

- Communications services were the main contributor to performance. Google parent Alphabet's share price rose over 40%, after a favourable antitrust ruling allowed the firm to keep ownership of its Chrome web browser.
- In IT, semiconductor stocks ASML, TSMC and Broadcom all boosted performance as well.
- Private equity holdings also added to returns, with share buybacks at two vehicles.
- Financial stocks were the main detractor from performance. The share prices of Tradeweb, Deutsche Boerse and London Stock Exchange fell on concerns that artificial intelligence (AI) might disrupt their business. These companies' earnings estimates were unchanged, however, and our investment case for each of them remains solid.
- Software stocks also struggled on fears over AI disruption, while Synopsys and Fortinet released disappointing earnings updates.

Fund update

At the end of September, the seven largest US companies made up a record 37% of the S&P500's value. More volatile and momentum-driven shares outperformed as investors rotated out of defensive shares. Retail stock market investors are becoming more important. Valuations have risen as well.

We continue to select a diversified portfolio of quality shares, a factor that has historically outperformed in the long run. As a result, the operating margin of the firms in the fund is considerably higher than the index overall, and their cash flow return on investment is as good as the index or better.

We are confident that the cash flow generation of our holdings will support future returns. And we always adjust the fund's holdings where our research says that's sensible. But we have good reason to continue to invest in quality, at a reasonable price.

Income

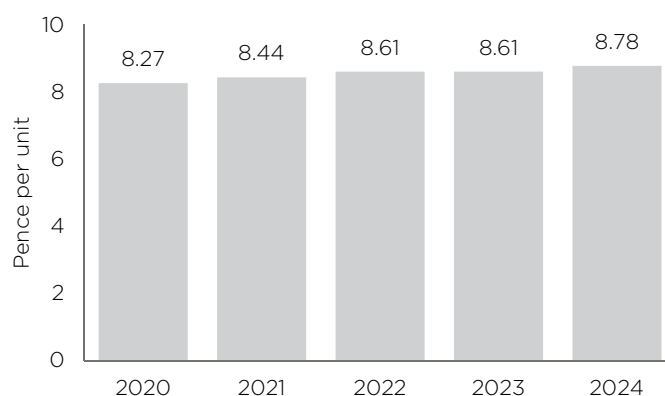
Gross dividend yield 3.07%*

MSCI \$ UK IMI dividend yield 3.30%

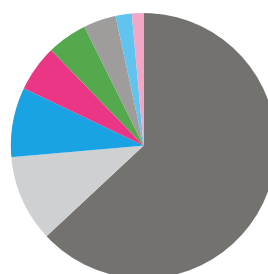
MSCI \$ World ex UK dividend yield 1.55%

* Based upon the net asset value and an estimated annual dividend of 9.04p.

Past distributions



Asset allocation as at 30 September 2025



- Overseas Equities 63.04%
- Fixed Interest 10.59%
- UK Equities 8.47%
- Infrastructure & Operating Assets 5.66%
- Property 4.91%
- Private Equity & Other 3.95%
- Cash & Near Cash 1.98%
- Contractual & Other Income 1.39%
- Derivatives 0.01%

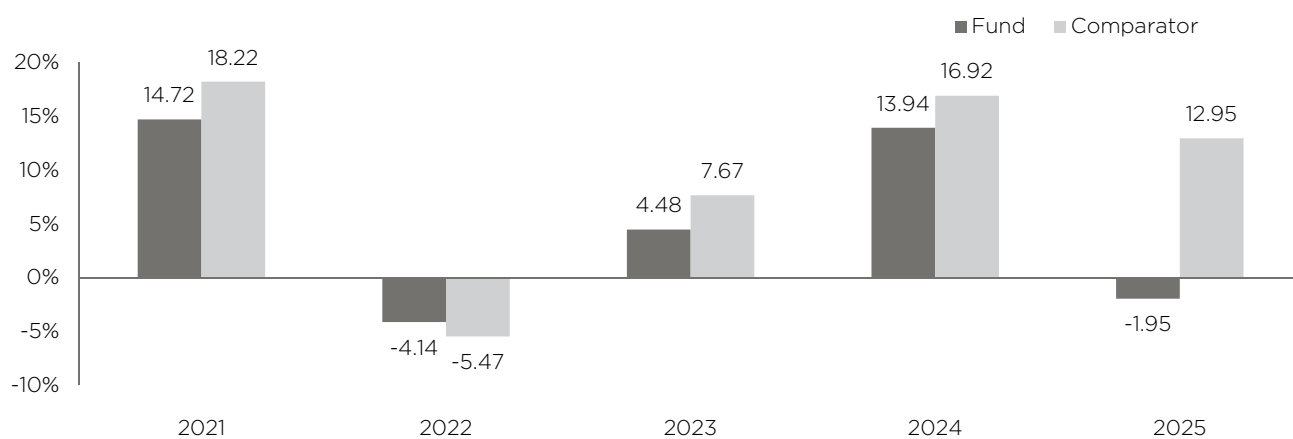
Overseas Equities	%
North America	43.57
Developed Europe	15.69
Asia Pacific ex Japan	2.92
Japan	0.76
Other	0.09
	63.04

Total return performance

Performance* to 30 September 2025	3 months	1 year	3 years p.a.	5 years p.a.
Ethical	+0.00%	-1.95%	+5.29%	+5.12%
Comparator	+6.87%	+12.95%	+12.45%	+9.71%

Total return performance by year

12 months to 30 September	2021	2022	2023	2024	2025
Ethical	+14.72%	-4.14%	+4.48%	+13.94%	-1.95%
Comparator	+18.22%	-5.47%	+7.67%	+16.92%	+12.95%



Comparator - composite: From 01/01/21, MSCI WORLD 75%, MSCI UK Monthly Property 5%, iBoxx E Gilts 15% & SONIA 5%. From 01/01/18, MSCI UK IMI 30%, MSCI World ex UK 45%, MSCI UK Monthly Property 5%, iBoxx E Gilt 15% & 7 Day LIBID 5%. Source: CCLA

Top 10 holdings as at 30 September 2025

Federated Hermes Sust Glo Invest Gr Cr Fd X5 Inc	3.0%	Amazon.Com Com USD0.01	2.1%
Microsoft Com NPV	3.0%	Taiwan Semicon Manufacturing TWD10	1.7%
Alphabet Inc C Com NPV	2.7%	Broadcom Corp Com NPV	1.6%
COIF Charities Property Fund (Sub-Holding)	2.5%	Brookfield Infrastructure NPV	1.4%
UK Gilt 0.125% IL 10/08/2028	2.5%	Visa Com - Class A Shares USD0.0001	1.4%

* Performance of the funds is shown net of management fees and other expenses with income reinvested. Comparator performance is based on market indices which are not adjusted for any management fees or investment expenses. Past performance is not a reliable indicator of future results.

COIF Charities Investment Fund

Performance comment

Share prices advanced during the third quarter, helped by President Trump's 'One Big Beautiful Bill'. After a three-month pause, Trump's tariffs came into force on 1 August, without the volatility that accompanied them in April. And in September, America's central bank cut interest rates for the first time since 2024.

Over the quarter the Fund returned 0.54% compared with the comparator return of 6.87%. Over the last 12 months, the Fund returned -1.52% compared with the comparator return of 12.95%.

- Communications services were the main contributor to performance. Google parent Alphabet's share price rose over 40%, after a favourable antitrust ruling allowed the firm to keep ownership of its Chrome web browser.
- In IT, semiconductor stocks ASML, TSMC and Broadcom all boosted performance as well.
- Private equity holdings also added to returns, with share buybacks at two vehicles.
- Financial stocks were the main detractor from performance. The share prices of Tradeweb, Deutsche Boerse and London Stock Exchange fell on concerns that artificial intelligence (AI) might disrupt their business. These companies' earnings estimates were unchanged, however, and our investment case for each of them remains solid.
- Software stocks also struggled on fears over AI disruption, while Synopsys and Fortinet released disappointing earnings updates.

Fund update

At the end of September, the seven largest US companies made up a record 37% of the S&P500's value. More volatile and momentum-driven shares outperformed as investors rotated out of defensive shares. Retail stock market investors are becoming more important. Valuations have risen as well.

We continue to select a diversified portfolio of quality shares, a factor that has historically outperformed in the long run. As a result, the operating margin of the firms in the fund is considerably higher than the index overall, and their cash flow return on investment is as good as the index or better.

We are confident that the cash flow generation of our holdings will support future returns. And we always adjust the fund's holdings where our research says that's sensible. But we have good reason to continue to invest in quality, at a reasonable price.

Income

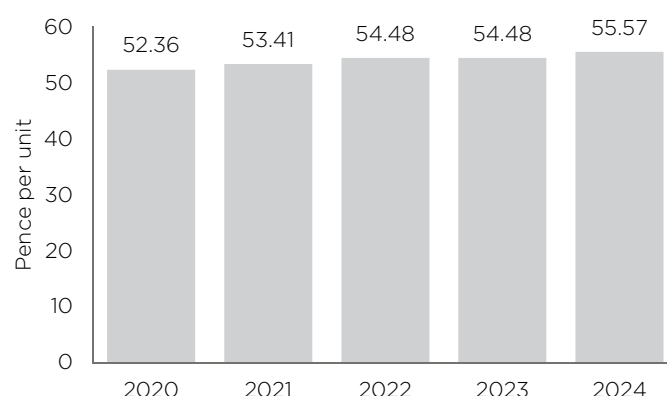
Gross dividend yield 2.95%*

MSCI \$ UK IMI dividend yield 3.30%

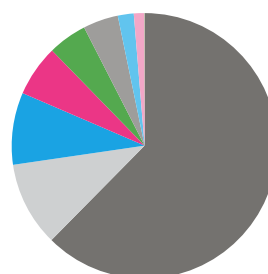
MSCI \$ World ex UK dividend yield 1.55%

* Based upon the net asset value and an estimated annual dividend of 57.24p.

Past distributions



Asset allocation as at 30 September 2025



- Overseas Equities 62.38%
- Fixed Interest 10.32%
- UK Equities 8.79%
- Infrastructure & Operating Assets 6.23%
- Property 4.76%
- Private Equity & Other 4.31%
- Cash & Near Cash 1.90%
- Contractual & Other Income 1.30%
- Derivatives 0.01%

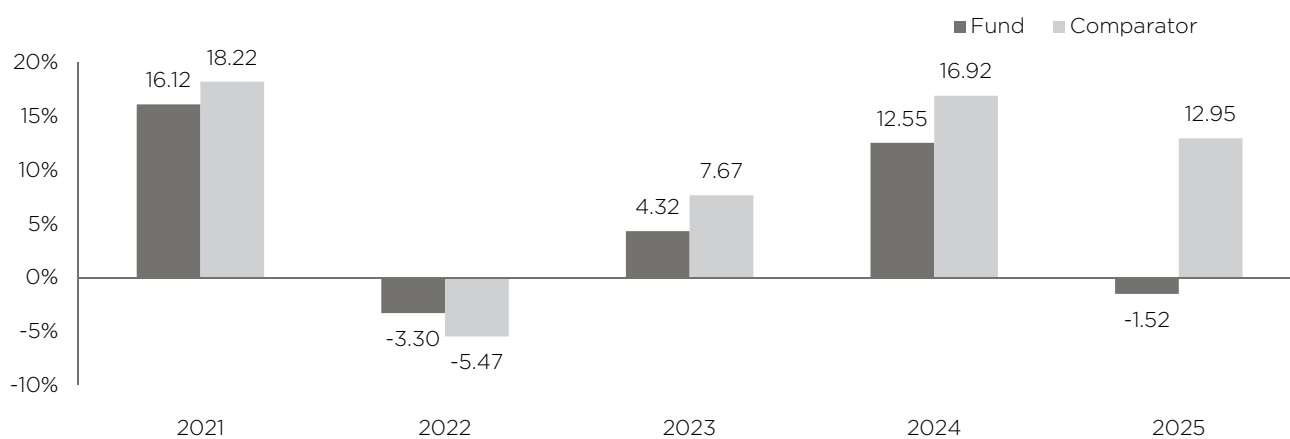
Overseas Equities	%
North America	43.68
Developed Europe	15.21
Asia Pacific ex Japan	2.69
Japan	0.73
Other	0.09
Total	62.38

Total return performance

Performance* to 30 September 2025	3 months	1 year	3 years p.a.	5 years p.a.
Investment	+0.54%	-1.52%	+4.96%	+5.36%
Comparator	+6.87%	+12.95%	+12.45%	+9.71%

Total return performance by year

12 months to 30 September	2021	2022	2023	2024	2025
Investment	+16.12%	-3.30%	+4.32%	+12.55%	-1.52%
Comparator	+18.22%	-5.47%	+7.67%	+16.92%	+12.95%



Comparator - composite: From 01/01/21, MSCI WORLD 75%, MSCI UK Monthly Property 5%, iBoxx E Gilts 15% & SONIA 5%. From 01/01/18, MSCI UK IMI 30%, MSCI World ex UK 45%, MSCI UK Monthly Property 5%, iBoxx E Gilt 15% & 7 Day LIBID 5%. Source: CCLA

Top 10 holdings as at 30 September 2025

Federated Hermes Sust Glo Invest Gr Cr Fd X5 Inc	3.0%	Amazon.Com Com USD0.01	2.1%
Microsoft Com NPV	2.7%	Taiwan Semicon Manufacturing TWD10	1.6%
Alphabet Inc C Com NPV	2.6%	Broadcom Corp Com NPV	1.5%
COIF Charities Property Fund (Sub-Holding)	2.5%	Abbott Labs Com NPV	1.4%
UK Gilt 0.125% IL 10/08/2028	2.5%	Visa Com - Class A Shares USD0.0001	1.4%

* Performance of the funds is shown net of management fees and other expenses with income reinvested. Comparator performance is based on market indices which are not adjusted for any management fees or investment expenses. Past performance is not a reliable indicator of future results.

COIF Charities Global Equity Fund

Performance comment

Share prices advanced during the third quarter, helped by President Trump's 'One Big Beautiful Bill'. After a three-month pause, Trump's tariffs came into force on 1 August, without the volatility that accompanied them in April. And in September, America's central bank cut interest rates for the first time since 2024.

Over the quarter the Fund returned 0.70% compared with the comparator return of 9.19%. Over the last 12 months, the Fund returned -0.92% compared with the comparator return of 16.82%.

- Communications services were the main contributor to performance. Google parent Alphabet's share price rose over 40%, after a favourable antitrust ruling allowed the firm to keep ownership of its Chrome web browser.
- In IT, semiconductor stocks ASML, TSMC and Broadcom all boosted performance as well.
- Financial stocks were the main detractor from performance. The share prices of Tradeweb, Deutsche Boerse and London Stock Exchange fell on concerns that artificial intelligence (AI) might disrupt their business. These companies' earnings estimates were unchanged, however, and our investment case for each of them remains solid.
- In information technology, software stocks such as Intuit struggled on fears over AI disruption. Synopsys and Fortinet released disappointing earnings updates.

Fund update

At the end of September, the seven largest US companies made up a record 37% of the S&P500's value. More volatile and momentum-driven shares outperformed as investors rotated out of defensive shares. Retail stock market investors are becoming more important. Valuations have risen as well.

We continue to select a diversified portfolio of quality shares, a factor that has historically outperformed in the long run. As a result, the operating margin of the firms in the fund is considerably higher than the index overall, and their cash flow return on investment is as good as the index or better.

We are confident that the cash flow generation of our holdings will support future returns. And we always adjust the fund's holdings where our research says that's sensible. But we have good reason to continue to invest in quality, at a reasonable price.

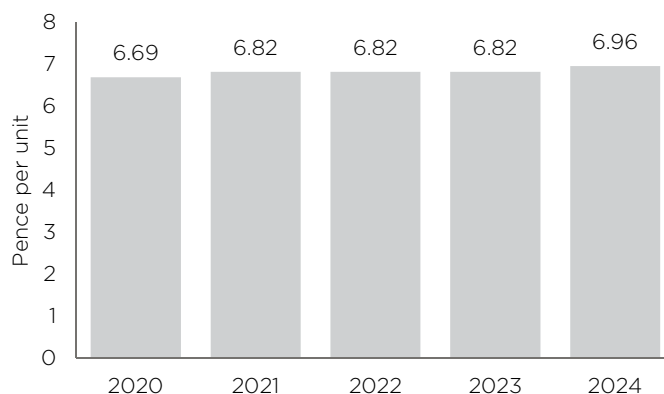
Income

Gross dividend yield 2.57%*

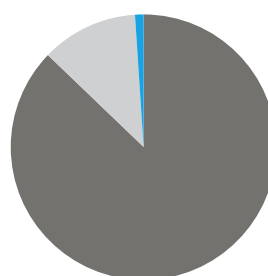
MSCI \$ World dividend yield 1.62%

* Based upon the net asset value and an estimated annual dividend of 7.17p.

Past distributions



Asset allocation as at 30 September 2025



- Overseas Equities 87.20%
- UK Equities 11.78%
- Cash & Near Cash 1.02%

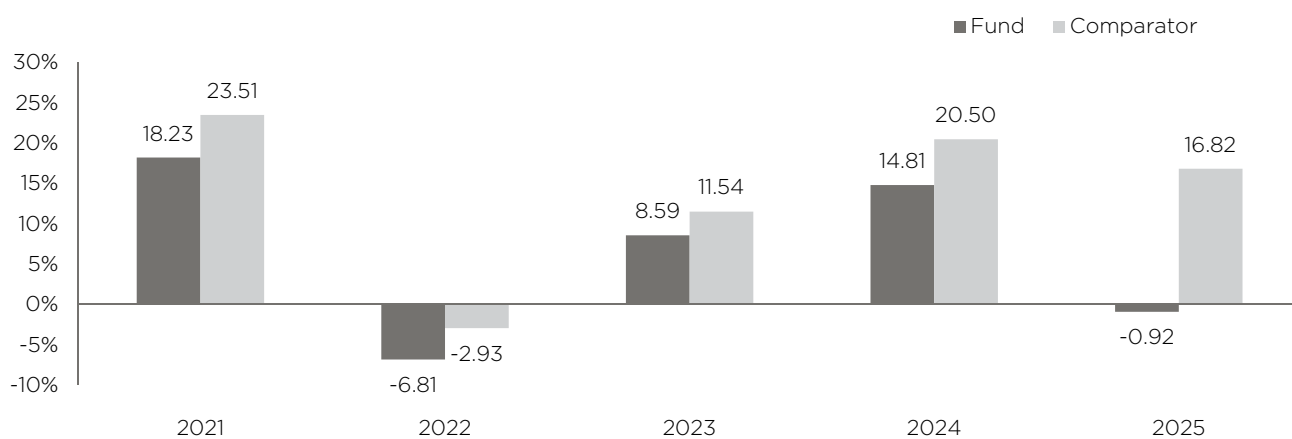
Overseas Equities	%
North America	61.36
Developed Europe	21.14
Asia Pacific ex Japan	3.82
Japan	0.75
Other	0.12
	87.20

Total return performance

Performance* to 30 September 2025	3 months	1 year	3 years p.a.	5 years p.a.
Global Equity	+0.70%	-0.92%	+7.29%	+6.36%
Comparator	+9.19%	+16.82%	+16.23%	+13.49%

Total return performance by year

12 months to 30 September	2021	2022	2023	2024	2025
Global Equity	+18.23%	-6.81%	+8.59%	+14.81%	-0.92%
Comparator	+23.51%	-2.93%	+11.54%	+20.50%	+16.82%



Comparator - MSCI £ World. Source: CCLA

Top 10 holdings as at 30 September 2025

Microsoft Com NPV	4.4%	Broadcom Corp Com NPV	2.0%
Alphabet Inc C Com NPV	3.8%	ASML Holding NV EURO.09	1.9%
Amazon.Com Com USD0.01	2.9%	S And P Global Inc Com USD1	1.8%
Taiwan Semicon Manufacturing TWD10	2.3%	Experian Group Ltd GBP0.1	1.7%
Visa Com - Class A Shares USD0.0001	2.1%	Partners Group AG	1.7%

* Performance of the funds is shown net of management fees and other expenses with income reinvested. Comparator performance is based on market indices which are not adjusted for any management fees or investment expenses. Past performance is not a reliable indicator of future results.

COIF Charities Deposit Fund

Performance comment

The fund operates in the money market, a financial market for liquid, low-risk debt, mostly issued by banks. The short-term interest rates in that market correlate closely with the Official Bank Rate (OBR) set by the Bank of England's (BoE). That rate, in turn, depends on the state of the UK economy.

Consumer price inflation rose from 3.6%, year on year (yoy), in June, to 3.8% in both July and August. Inflation mainly rose because of airfares and food prices, but also because fuel prices fell less in the 12 months to July 2025 than in the preceding 12 months.

Despite rising inflation, the BoE cut its OBR from 4.25% to 4.00% in August. The BoE sees inflation peak at 4.0%, yoy, in September, and it remarked that the job market is cooling. The Bank therefore does not expect inflation to become entrenched at its current levels, but to fall back to its 2.0% target in 2026.

The most relevant short-term commercial interest rate for the money market in which the fund operates is Sterling Overnight Index Average (SONIA). It is the average interest rate at which banks can borrow overnight funds from other institutions. In line with the BoE's OBR, SONIA fell from 4.2171% on 30 June 2025 to 3.9671% on 30 September, a 0.25% decline.

The fund's yield fell from 4.1110% at the end of June to 3.9006% at the end of September, slightly less than the decrease in the BoE's OBR or SONIA.

Fund update

We kept the fund's overnight liquidity well above its regulatory minimum, but one-week liquidity close to the minimum. This gave us flexibility to extend its duration opportunistically, to take advantage of favourable interest rates in longer-dated instruments.

We maintained the fund's preference for investments with 4 to 7 months to maturity. The weighted average maturity (WAM) of its investments was near the upper limit of the permitted range. Over the quarter, it ranged from 53 to 59 days, averaging 56 days. The fund's WAM ended the period at 56 days, matching its one-year average of 56 days.

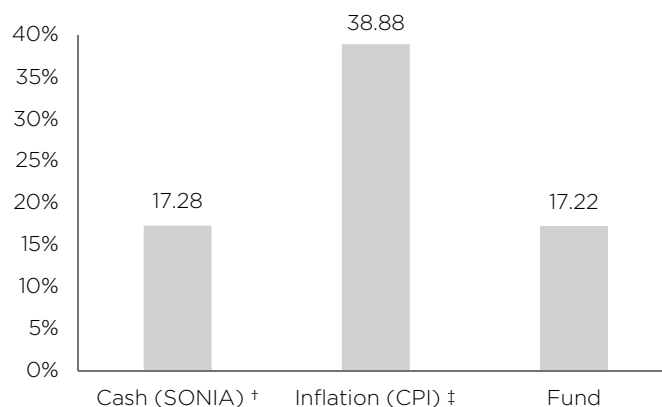
The fund remains diversified, reducing from 38 to 36 counterparties. AA-rated counterparties account for 41% of holdings. The fund's geography is balanced, with its largest non-UK exposures 17% to banks in Japan, 14% in Singapore and 11% in Canada.

Income

Average yield over the quarter 3.9894% (4.0632% AER)*

Yield at the quarter end 3.9006%

Cumulative total return over last 10 years



Yield as at 30 September 2025

3.9006%

* AER = Annual Equivalent Rate, which illustrates what the annual interest rate would be if the quarterly interest payments were compounded.

** Source: CCLA - Performance is shown gross of management fees and other expenses; net returns will be lower after the deduction of fees and other expenses. The daily rate on the Fund will fluctuate and past performance is not a reliable indicator of the future results. Deposits in the Fund are not covered by the Financial Services Compensation Scheme.

† Source: CCLA

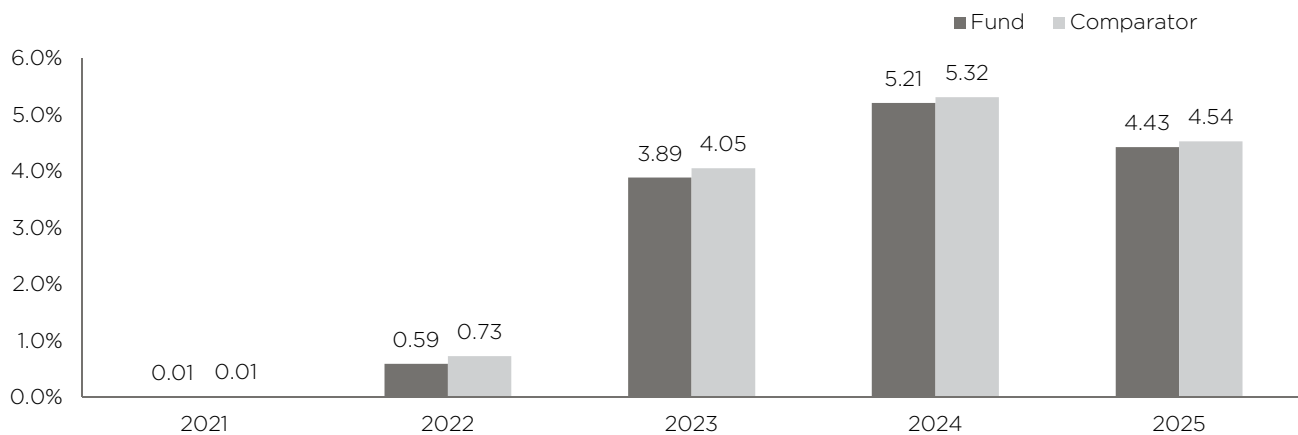
‡ CPI is reported on a 1m lag.

Total return performance

Performance* to 30 September 2025	3 months	1 year	3 years p.a.	5 years p.a.
Deposit	+1.01%	+4.43%	+4.51%	+2.81%
Benchmark	+1.03%	+4.54%	+4.63%	+2.91%

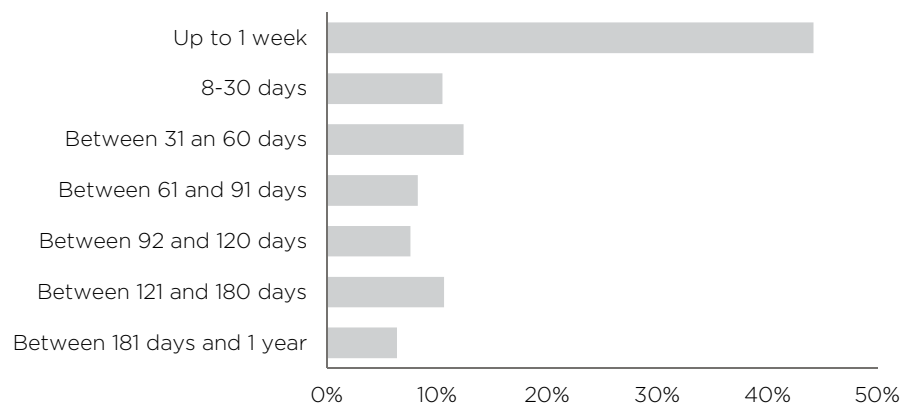
Total return performance by year

12 months to 30 September	2021	2022	2023	2024	2025
Deposit	+0.01%	+0.59%	+3.89%	+5.21%	+4.43%
Benchmark	+0.01%	+0.73%	+4.05%	+5.32%	+4.54%



Benchmark – From 1/1/21: Sterling Overnight Index Average (SONIA). Initial BM: 7-Day London Interbank Sterling Bid Rate (7-Day LIBID). Source: CCLA

The Fund's maturity profile



* Performance of the funds is shown net of management fees and other expenses with income reinvested. Comparator performance is based on market indices which are not adjusted for any management fees or investment expenses. Past performance is not a reliable indicator of future results.

COIF Charities Short Duration Bond Fund

Performance comment

Over the quarter the Fund returned 1.58% compared with the benchmark return of 1.45%. Over the last 12 months, the Fund returned 5.73% compared with the benchmark return of 6.23%.

During the quarter, President Trump's 'One Big Beautiful Bill' became law, his tariffs came into force and America's central bank (the Fed) cut interest rates for the first time since 2024. US inflation had risen to 2.9%, year on year (yoy), in August, but the Fed's September rate cut was mainly a reaction to weak job numbers. Two-year US Treasury (government bond) yields fell from 3.72% to 3.60% over the quarter, and 10-year yields fell from 4.24% to 4.16%. (Bond yields fall as bond prices rise, and vice versa).

UK consumer price (CPI) inflation rose to 3.8%, yoy, in July and August. But the Bank of England (BoE) cut interest rates in August, because it sees inflation fall to 2.0% in 2026. However, two-year yields on gilts (UK government bonds) rose from 3.64% to 3.85% over the quarter, and 10-year yields from 4.51% to 4.76%.

Eurozone inflation was stable at 2%, yoy, between June and August, but crept up to 2.2% in September. The European Central Bank kept rates on hold over the quarter, but long-dated eurozone government bond yields rose, mainly over budget concerns in France.

The extra yield that companies pay on their bonds over those of governments narrowed after April's market sell-off. Over the third quarter, this spread continued to fall, to near its lowest level ever.

Fund update

The fund has substantial exposure to North America and to corporate bonds, so it benefited from falling Treasury yields and tighter spreads over the quarter.

By industry, the bonds of banks, technology firms and in basic industry were the main contributors to performance. By credit rating, bonds rated 'BB' and above were the best performers. By individual issuer, bank bonds were the main contributors, led by Santander, Societe Generale and Barclays. Bonds of US media firm Charter Communications, student loan firm Navient and building materials firm JH Holdings detracted somewhat from returns.

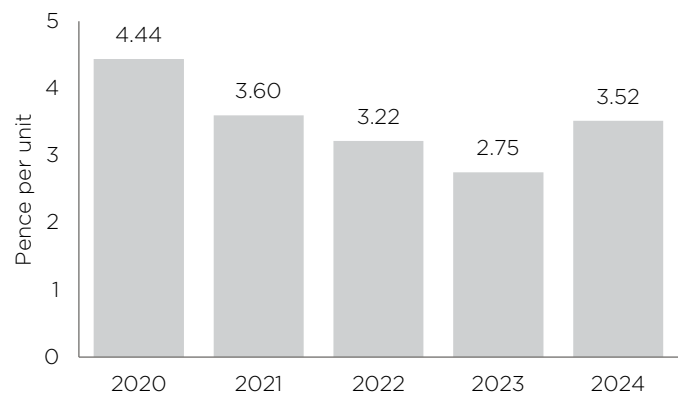
At the end of the quarter, bond spreads remained low, even in traditionally risky or high-volatility segments of the market. As a result, we continued to prefer defensive and fundamentally robust sectors, such as telecoms and financial institutions.

Income

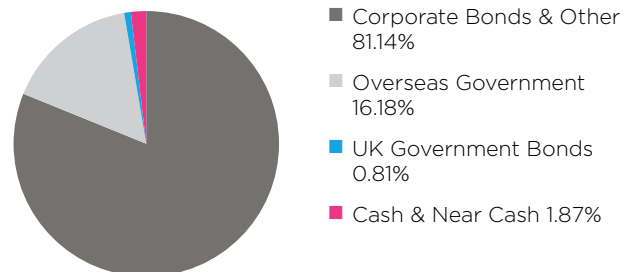
Gross redemption yield 5.04%

The gross redemption yield indicates what the total return would be if the Fund's current investments were held to maturity, in other words, the aggregate of gross interest received and the capital gain or loss at redemption, annualised.

Past distributions



Asset allocation as at 30 September 2025

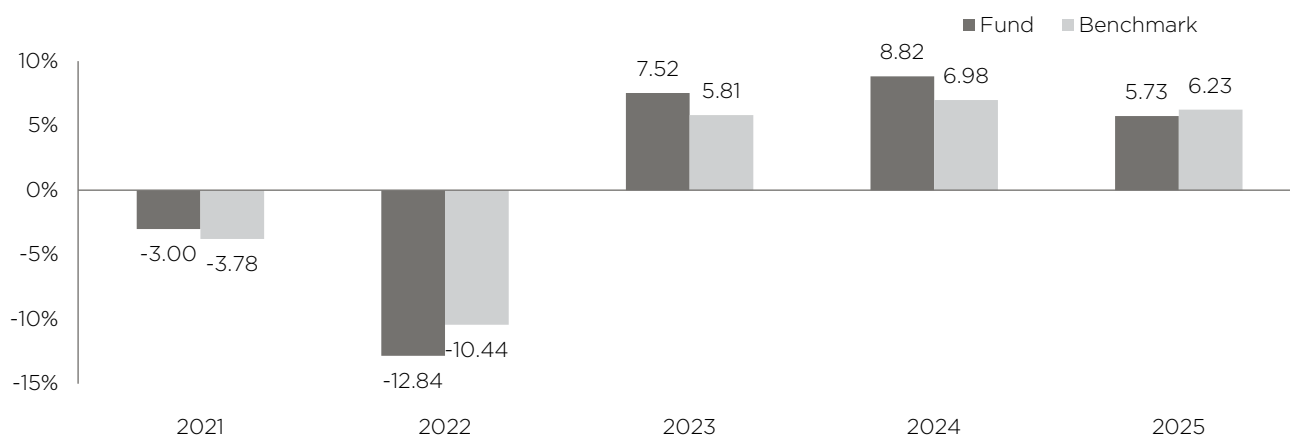


Total return performance

Performance* to 30 September 2025	3 months	1 year	3 years p.a.	5 years p.a.
Short Duration Bond	+1.58%	+5.73%	+7.35%	+0.90%
Benchmark	+1.45%	+6.23%	+6.34%	+0.72%

Total return performance by year

12 months to 30 September	2021	2022	2023	2024	2025
Short Duration Bond	-3.00%	-12.84%	+7.52%	+8.82%	+5.73%
Benchmark	-3.78%	-10.44%	+5.81%	+6.98%	+6.23%



Benchmark - From 27.07.22 SONIA + 1.75%. From 01.01.16 iBoxx £ Gilt 50% & iBoxx £ Non Gilt 50%. Source: CCLA

Portfolio asset allocation

By credit rating

Rating Category**	% Fund
Investment grade	85.4
Non-investment grade (speculative)	13.2
Non-investment grade (less than speculative)	1.3
Unrated	0.1

By term to maturity

Period	% Fund
0 - 5 years	69.5
5 - 10 years	24.3
10 - 15 years	1.6
Over 15 years	4.6
Duration (yrs)	1.9
Average term to maturity (yrs)	7.9

* Performance of the funds is shown net of management fees and other expenses with income reinvested. Comparator performance is based on market indices which are not adjusted for any management fees or investment expenses. Past performance is not a reliable indicator of future results.

** Please refer to www.ccla.co.uk/glossary for explanations of terms.

COIF Charities Property Fund

Performance comment

Over the quarter the Fund returned 1.47% compared with the benchmark return of 1.31%. Over the last 12 months, the Fund returned 7.86% compared with the benchmark return of 6.95%.

Income remained the major component of returns, albeit with headwinds from office vacancies and, in retail, the risk of tenant failure.

The economic backdrop continued to hold back capital growth. What modest growth there was, mostly came from rental value growth and property management (e.g. lease renewals). Market activity remained limited, not helped by the later-than-usual upcoming Autumn Budget.

The spread in returns between sectors (offices, retail etc.) narrowed. Active management remained vital to control risks tied to individual properties, obsolescence risk and the divergence between prime and lower-quality assets.

Fund update

The focus of our activity has been to protect income.

- We let a vacant warehouse on Mendlesham industrial estate, adding £500k of annual income.
- We sold a vacant office building at Stockley Park, London, at a price above its valuation.
- We achieved attractive rent increases at Salmon Retail Park, Hereford (in one case +50%) and, in line with the retail price index, on a Travelodge in Bath.
- We doubled the rent on a floor at College Hill, London to £160k.
- With no new vacancies during the quarter, the fund's income void rate fell.

Income continues to be the main driver of our forecasts. Capital growth has tailed off and isn't expected to strengthen soon.

However, the stability in property prices, against a volatile backdrop, has been positive. Lower interest rates and easier lending conditions should help transaction volumes.

By sector, industrial holdings continue to be the main driver of performance. Central London offices and retail offer growth potential and higher yields. Other offices remain a drag on performance.

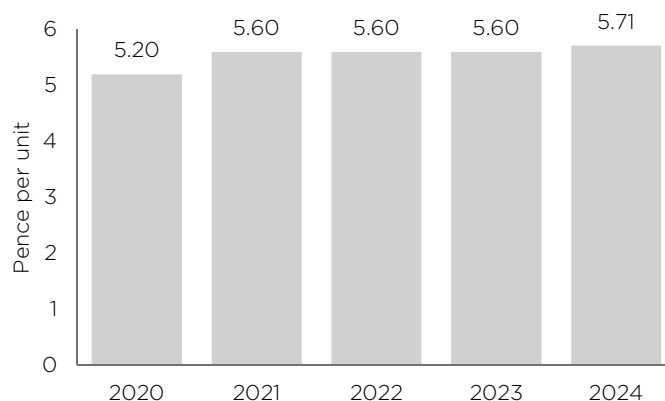
Income

Gross dividend yield 5.37%*

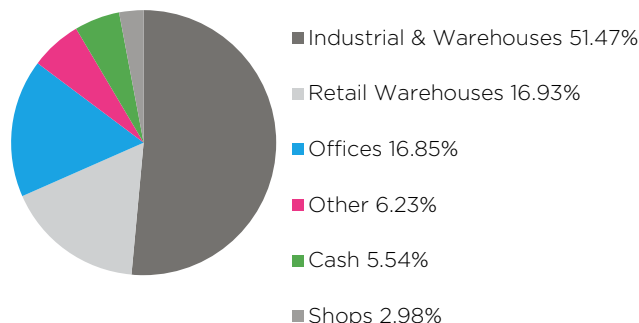
MSCI/AREF Other Balanced Property Fund Index Yield + 3.73%

* Based upon the net asset value and an estimated annual dividend of 5.71p.

Past distributions



Asset allocation as at 30 September 2025

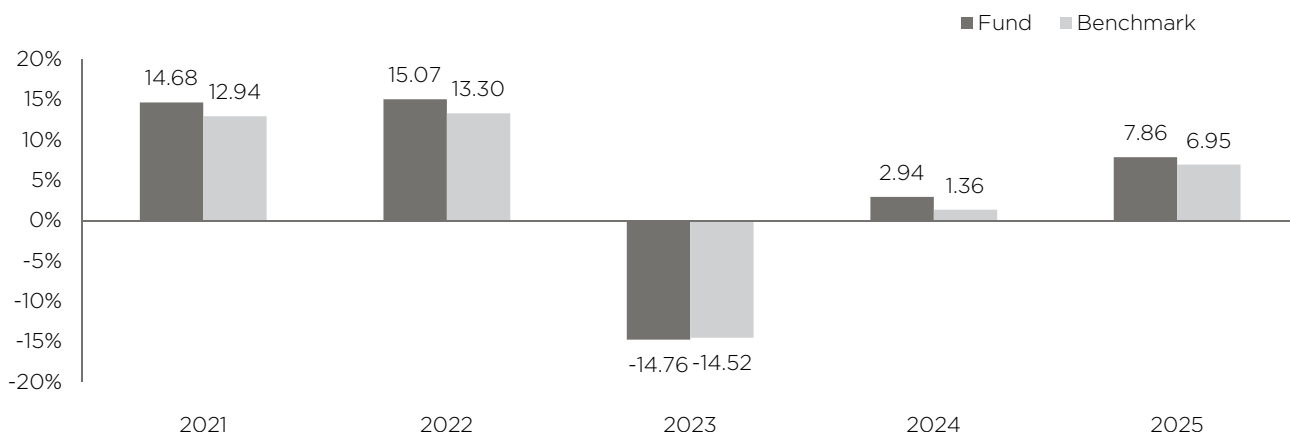


Total return performance

Performance* to 30 September 2025	3 months	1 year	3 years p.a.	5 years p.a.
Property	+1.47%	+7.86%	-1.82%	+4.55%
Benchmark	+1.31%	+6.95%	-2.51%	+3.47%

Total return performance by year

12 months to 30 September	2021	2022	2023	2024	2025
Property	+14.68%	+15.07%	-14.76%	+2.94%	+7.86%
Benchmark	+12.94%	+13.30%	-14.52%	+1.36%	+6.95%



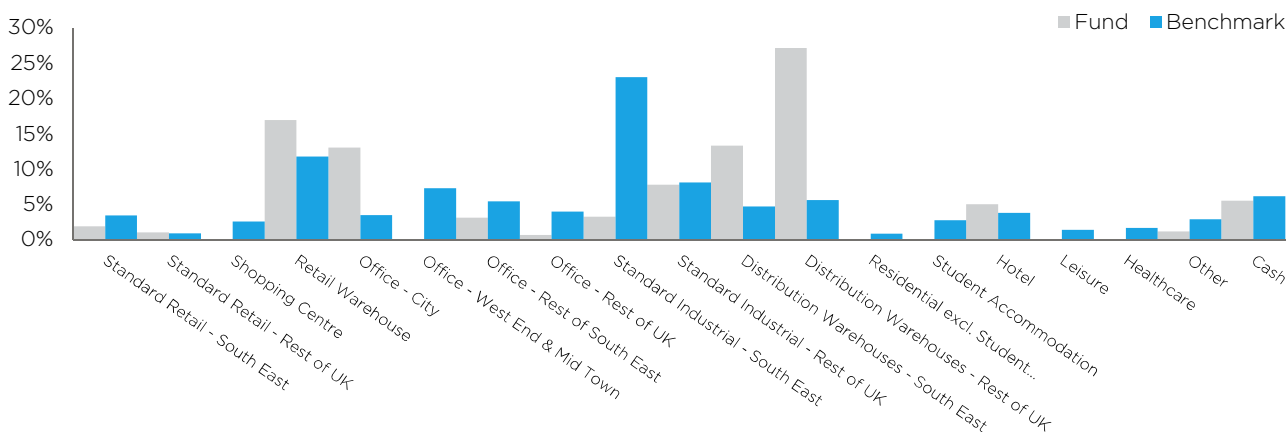
Benchmark – MSCI/AREF UK Other Balanced Quarterly Property Fund Index. Property performance is shown after management fees and other expenses (net). Source: CCLA

Top 10 underlying property holdings - total 63.02%

- London, 80 Cannon Street
- Brighton, Pavilion Retail Park
- Mendlesham, Mendlesham Industrial Estate
- Zorro 238, Coalfield Way, Ashby-de-la-Zouch
- 1400-1600 Aztec West Business Park

- Lutterworth 3320 Magna Park
- Bath, Rossiter Road, Waterside Travelodge
- Lutterworth 3220 Wellington Parkway, Magna Park
- Solihull Gate Retail Park, Solihull
- 7 St Andrew's Way, Bow

Asset allocation by region and category



* Performance of the Property Fund and its benchmark are shown after management fees and other expenses with income reinvested. Past performance is not a reliable indicator of future results.

IMPORTANT INFORMATION

This document is issued for information purposes only. It does not provide financial, investment or other professional advice.

To make sure you understand whether our product is suitable for you, please read the key information document and the scheme particulars and consider the risk factors identified in those documents. We strongly recommend you get independent professional advice before investing.

Past performance is not a reliable indicator of future results. The value of investments and the income from them may fall as well as rise. You may not get back the amount you originally invested and may lose money.

The fund can invest in different currencies. Changes in exchange rates will therefore affect the value of your investment. Investing in emerging markets involves a greater risk of loss as such investments can be more sensitive to political and economic conditions than developed markets. The annual management charge is paid from capital (except for the Fixed Income Securities Fund and the Deposit Fund). Where charges are taken from capital rather than income, capital growth will be constrained and there is a risk of capital loss.

Any forward-looking statements are based on our current opinions, expectations, and projections. We do not have to update or amend these. Actual results could be significantly different than expected.

Investment in a COIF Charities fund is only available to charities within the meaning of section 1(1) of the Charities Act 2011. The COIF Charities funds are approved by the Charity Commission as Common Investment Funds under section 24 of the Charities Act 1993 (as has been replaced by the Charities Act 2011) and is an Unregulated Collective Investment Scheme and an unauthorised Alternative Investment Fund.

COIF Charities Deposit Fund: Under the EU Money Market Fund Regulation 2017/1131, the COIF Charities Deposit Fund is categorised as a short-term LVNAV Money Market Fund.

In addition to the general risk factors outlined in the scheme particulars, depositing charities should be aware that making deposits in the COIF Charities Deposit Fund is not the same as making a deposit with a bank or other deposit taking body and is not a guaranteed investment.

Although it is intended to maintain a constant net asset value, there can be no guarantee that it will be maintained. Notwithstanding the policy of investing in short-term instruments, the value of the deposits may also be affected by changes in interest rates. The COIF Charities Deposit Fund does not rely on external support for guaranteeing the liquidity of the fund or stabilising the net asset value. The risk of loss of principal is borne by the depositing charity.

COIF Property Fund: The properties within the COIF Property Fund (the fund) are valued by an external property valuer; any such valuations are a matter of opinion rather than fact. The performance of the fund may be negatively affected by a deterioration in the property market which could reduce the value of the fund.

Issued by CCLA Investment Management Limited (registered in England and Wales, No. 02183088, at One Angel Lane, London, EC4R 3AB) is authorised and regulated by the Financial Conduct Authority.

CCLA Fund Managers Limited (registered in England and Wales, No. 8735639, at One Angel Lane, London, EC4R 3AB) is authorised and regulated by the Financial Conduct Authority and is the manager of the COIF Charity Funds (registered charity numbers 218873, 803610, 1046249, 1093084, 1121433 and 1132054).

For information about how we obtain and use your personal data please see our privacy policy at www.ccla.co.uk/privacy-notice.

COIF Charities Investment Fund

Values-based restrictions

Value alignment	Further details	Description
Adult entertainment		>10% revenue from production
Armaments	Controversial weapons	Production of landmines, cluster munitions, chemical or biological weapons (core weapons and components)
Cannabis		>10% revenue from production and/or retail of non-medical cannabis
Climate change	Coal	Companies which produce more than 10 million metric tons of coal or have plans to expand their coal production
		Companies expanding coal-fired power generation or primarily generating electricity without aligning with the Paris Climate Agreement (as defined by CCLA)
	Oil and gas	>10% revenue from oil and gas extraction, refining or production
	Oil/tar sands	>5% revenue from oil/tar sands extraction
	Thermal coal	>5% revenue from thermal coal extraction
Gambling		>10% revenue from the operation of gambling establishments and the provision of key support services and products
Oppressive regimes		The fund will not purchase sovereign debt issued by countries identified as being among the world's most oppressive*
Tobacco		Production of tobacco
		>5% revenue from retail of tobacco and related services

Minimum ESG risk restrictions

Criteria	Description
CCLA governance	Companies with poor CCLA governance rating require investment committee approval
Controversies	Companies that fail our controversy process including non-conformance with the UN Global Compact, the UN Guiding Principles on Business and Human Rights and/or other factors defined by CCLA require investment committee approval
ESG rating	Companies with poor Sustainalytics ESG ratings require investment committee approval

*See [Approach to sovereign debt](#). Further details of restrictions can be found in the fund [scheme particulars](#).

Background

CCLA Investment Management Limited was incorporated in 1987 when the first financial service regulation was introduced in the UK. However, the funds it manages for the Church of England were launched by the Central Board of Finance of the Church in 1958; the funds for local authorities by HM Treasury and the various associations representing local government in 1961; and the funds for charities by the Charity Commission in 1963.

It was agreed that the percentage ownership would be based on the assets under management for organisations associated with work and mission of the Church of England and for charities and local authorities. These were to be held within the unregulated funds managed by CCLA; and, for local authorities, those shares were held by the Local Authorities' Mutual Investment Trust.

Current share structure



Source: CCLA, as at 16 April 2025.

CCLA's share structure, ownership and regulatory status had been under review to consider what would be in the best interests of our clients and long-term governance as the shares being held in unregulated funds presented a regulatory governance challenge and to move to regulated fund structures required those shares to be moved outside the funds.

What has happened?

After exploring all options available, the decision was made by shareholders to sell their shares. These are being acquired for £100m by Jupiter Fund Management, subject to FCA approval.

In selling their shares to Jupiter, shareholders have obtained a number of commitments:

- To maintain CCLA branding and visual identity, ethos and culture.

- To maintain CCLA's Investment philosophy and client service model.
- To maintain CCLA's mission-driven approach, including stewardship activities and ethical investment aligned with the Church of England's values.

This includes a 25-year contractual arrangement between Jupiter and the CBF Funds Trustees to ensure that the Church of England funds remain aligned with the church's objectives and are managed in accordance with a faith-consistent investment policy and ensures that investors of all size can continue to access the funds.

Under the commitment agreement, once we transfer to the Charity Authorised Investment Fund (CAIF) structure, an advisory committee will be appointed, and the Archbishops' Council has the option to nominate members to the committee.

The commitments are embedded in formal legal agreements and include:

- continued oversight by advisory committees representing churches and charities
- assurance that fund policies remain grounded in the advice of the Ethical Investment Advisory Group (EIAG).

Jupiter will also provide:

- operational infrastructure and technology to support CCLA's growth
- access to Jupiter's 100+ investment professionals and global distribution network
- strategic support while allowing CCLA to retain investment and operational autonomy.

This partnership supports CCLA's ambition to expand into new markets and channels making their faith-consistent investment, available to wider audiences, including the Anglican and Catholic communions worldwide.

We believe staff will benefit from enhanced career pathways, which will support retentions and continuity for clients.

It should be noted that the CBF Trustees, including individuals with M&A experience, have expressed strong support for the acquisition, citing:

- confidence in Jupiter's leadership, particularly CEO Matthew Beesley
- the belief that the acquisition secures CCLA's ability to serve Church of England clients and other stakeholders.

You may also be interested in a note the chief executive of the London Diocese, Oliver Home, sent to all of the dioceses:

As CBF Trustees (the majority shareholder), we have been integrally (and exhaustively) involved in the whole process. On the trustee body, we have trustees who have a lot of experience of M&A and CCLA have been well served by its various professional advisers.

We, along with the Archbishops' Council rep, CCLA leadership and board, have ensured that this is in the very best interests of CCLA's current and future Church of England clients. We have secured a range of commitments to maintain what makes CBF a unique set of funds for investors like DBFs and PCCs. Ownership by Jupiter will not only enable CCLA to maintain and grow its distinctive brand, ethos and offer but really enhance its investment and operational capabilities in a very competitive market.

We have been immensely impressed by Matt Beesley, Jupiter CEO (who has served on the Pensions Board Investment Committee and is highly aligned) and the way Jupiter has conducted the acquisition.

Jupiter & CCLA update November 2025

For a copy of the questions, we were unable to answer during the webinar, please click on the link below.

[Summary of corporate announcement FAQs](#)



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CHARITY

Agenda Item No. 10

REPORT TITLE

Charity Financial Plans 2026/29

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Estelle Hitchon, Director of Partnerships & Engagement Edward Roberts, Acting Executive Director of Finance and Corporate Resources
Author(s) of report	David Hopkins, Head of Charity

PURPOSE OF REPORT

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



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REPORT SUMMARY:

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

1. As part of the Charity's ongoing cycle of business, ELT is asked to endorse:
 - a. The Charity's expenditure plans for 2026-2027
 - b. The Charity's income forecasts for 2026-2029
 - c. A 2026-27 budget of £16,140 towards core fundraising costs, delegated to the Head of Charity
2. Through continued investment in staff resourcing, the Charity is able to project income growth over the next three years from community and voluntary fundraising, and from trusts and foundations.
3. There has been substantial growth in voluntary fundraising in the past year due to investment in staffing. Between October 2024 – September 2025, in the Head of Charity's first 12 months in post, the Charity's voluntary donations have **increased by 108%** compared to the previous 12 months. The Charity is currently on track to reach its 2025-26 projection for voluntary donations of £43,813, which would be a 208% increase compared to voluntary donations in 2024-25. This is in addition to new grant income of **£157,823** from NHS Charities Together received so far in 2024-25.
4. The Charity's financial plans show a projected **in year** deficit for 2026-27. This is necessary in order to spend down some of the cumulative restricted reserves balances brought forward. The Charity's total reserves are projected to be in the region of £680k at the outset of the financial year. Specifically for 2026-27, this is largely for two reasons:
 - a. the planned spending of existing restricted reserves, such as from the Barmouth and Colwyn Bay restricted funds (carried forward from 2025-26 financial plans);
 - b. the planned spending of the NHSCT Community Resilience grant, where the income is recognised in full in 2025-26, and where £91K is due to be spent during 2026-27.
5. It is important to emphasise that, unlike the Trust, the Charity's expenditure is strictly limited to the funds available. The Charity's financial position does not commit to spending beyond available funds. Funding for the existing fixed-term roles is ring-fenced as a designated fund. Consequently, there is no risk of incurring a deficit in the conventional sense.
6. The income forecasts produced assume that the two existing staff posts continue throughout 2026-27. Should the existing Head of Charity post not be extended beyond October 2026, it will not be possible to meet these income forecasts and that therefore provides a caveat to these plans.



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RECOMMENDATION(S)

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

Charity Committee is requested to **ENDORSE**:

1. the Charity's expenditure plans for 2026-2027
2. the Charity's income forecasts for 2026-2029
3. a 2026-27 budget of £16,140 towards core fundraising costs, delegated to the Head of Charity

Charity Committee is requested to **NOTE** that income projections are estimates and there is limited certainty around their achievement, recognising that best efforts will be made to secure them.

ADDITIONAL PAPER(S)

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

Charity Committee is requested to receive the following:

Annex 1 Charity Financial Plans 2026/29



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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SO1: 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	<input checked="" type="checkbox"/> SO2: The Charity will support WAST to build community resilience throughout Wales
<input checked="" type="checkbox"/> SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery	

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY RISK(S) THIS REPORT MITIGATES

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

CHAR-008 - Failure to raise sufficient funds to deliver the Charity's strategic objectives

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input checked="" type="checkbox"/> Efficient	<input checked="" type="checkbox"/> Equitable	<input checked="" type="checkbox"/> Person Centred

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

<input checked="" type="checkbox"/> Leadership	<input checked="" type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Culture
<input type="checkbox"/> Information	<input type="checkbox"/> Learning Improvement and Research	<input checked="" type="checkbox"/> Whole Systems Approach



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WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
Dec 2025	Executive Leadership Team (circulated via email)
13 January 2026	Charity Committee (tabled for endorsement)
29 January 2026	Corporate Trustee (tabled for approval)



SITUATION

1. In May 2025, the Corporate Trustee approved the Charity's first financial plan, outlining three-year income projections and a one-year expenditure plan.
2. At the time, it was proposed that subsequent financial plans would be tabled for approval at the Q4 Corporate Trustee meeting, so that a clear financial plan could be presented ahead of the start of the financial year.
3. Based on the learning from the Head of Charity's first year in post, these three-year income projections have now been amended to reflect changes in fundraising trends.

BACKGROUND

4. The Charity's financial income has varied considerably in recent years; however, income from voluntary fundraising has remained stable. The highest point was in 2020/2021 during the height of the Covid pandemic.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 (subject to audit)
Voluntary Donations / Fundraising	28,000	26,000	59,000	17,999	14,882	19,435	14,231
NHS Charities Together (NHSCT)	0	0	110,000	625	10,566	427,080	0
Legacies (gifts-in-wills)	3,000	0	188,000	16,719	5,000	164,886	30,000
External Trusts and Foundations	0	0	0	0	0	0	0
Investment income / interest	2,000	2,000	1,000	0	4,158	10,799	22,607
TOTAL INCOME	33,000	28,000	358,000	35,343	34,606	622,200	66,838

5. Between October 2024 – September 2025, in the Head of Charity's first 12 months in post, the Charity's voluntary donations have **increased by 108%**, showing significant growth compared to the previous 12 months. The Charity is currently on track to reach its 2025-26 projection for voluntary donations of £43,813, which would be a 208% increase compared to voluntary donations in 2024-25. This is projected to increase further with the Fundraising and Communications Officer now in post.



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6. As described in previous papers, the financial performance of the Charity was boosted in previous years by legacies (gifts-in-wills), and grants from NHS Charities Together (NHSCT). Due to the nature of legacies, any investments in the Charity's marketing and promotion will not have demonstrable impact on legacy income for many years to come.
7. Since the Charity's first financial projections in May 2025, whilst no formal announcement has been made, NHSCT has strongly indicated that no future grants should be relied upon because of a change in its funding model. This does not preclude taking advantage of any funding opportunities when they arise, but the Charity's future financial forecasts will no longer include any projected income from NHSCT.
8. It is important to note that investment income and bank interest in recent years has increased, due to the Charity holding large amounts of restricted reserves. As reserves are spent, this return is likely to decrease.
9. It has previously been agreed that the two Charity roles would be employed by the Trust on an initial fixed-term contract of 2 years. For each role, the Charity is recharged for 70% of staffing costs in Year 1, and 85% in Year 2.
10. The Head of Charity role is currently a fixed-term contract, and is due to end in October 2026. The income projections in this paper assume that this role is likely to continue beyond this point – if the role does not continue, it will not be possible to meet these income forecasts in full and are therefore caveated as such.

Projected performance against 2025-2026 income projections

11. Based on data to the end of November, the Charity's financial performance against the 2025-2026 projections is tabled below.
12. It should be noted that this data is incomplete and may change by the end of the financial year, but it has helped to inform income projections for 2026-2027 and beyond.
13. Whilst income is predicted to be lower than projected, expenditure is also lower than projected, and so it is not anticipated that the in-year deficit for 2025-26 will be greater than originally anticipated. The Charity's unrestricted and designated



income is likely to exceed projections, and any unmet restricted targets will have a corresponding reduction in restricted expenditure.

Income source	2025/26 "most likely" scenario	RAG rating	Analysis
Voluntary donations / fundraising	£43,813		Despite the delayed appointment of a Fundraising and Communications Officer, the Charity is still on track to exceed this target. Between October 2024 – September 2025, voluntary donations were 108% higher than the preceding 12-month period, demonstrating the impact of investment in staffing.
NHSCT – Community Resilience Fund	£142,000		Grant awarded and recognised in 2025-26. Project spending will commence in April 2026.
NHSCT – Workplace Wellbeing	£30,000		This funding opportunity will not be available to NHS charities in Wales, as was initially indicated. Instead, NHSCT is intending to fund one project for all NHS Wales staff. NHS charities in England are continuing to benefit from an open grant scheme.
Legacies	£10,000		Average annual unrestricted legacy income over the past six years is £10,953 – so far in 2025-26, one legacy valued at c. £500 has been received. The Charity has been informed of another, valued at c. £12,500, but this may not be received before the end of 2025-26.
External Trusts and Foundations	£30,000		The Charity has received one further grant valued at £15,823. Further applications have not been possible as there has been limited success to date in identifying suitable specific projects for fundraising. Work to prioritise future fundraising ambitions is ongoing, including through identifying potential opportunities through the IMTP planning processes. Grant applications can take up to 9 months for a funding decision to be made. A Trusts and Foundations pipeline of potential grants worth more than £500,000 in potential opportunities has been identified, and which require further alignment with the Trust's priorities.
Investment income / bank interest	£15,000		Based on current performance, the Charity is expected to receive more in bank interest than projected.
TOTAL	£270,813		The most likely annual income as a result of the circumstances above is c. £220,000. Unrestricted targets are very likely to have been exceeded, and any unmet restricted targets will have a corresponding reduction in restricted expenditure. Therefore, there is no risk of detriment to any existing projects.



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ASSESSMENT

14. The financial plan for 2026-2027 is based on the “most-likely” income projection for this financial year. Income projections for the next three financial years have also been provided, with a “worst-case”, “most-likely” and “best-case” scenario included. This acknowledges that the Charity’s fundraising capabilities are still growing, amongst a difficult external fundraising climate. The income estimates are based on previous performance over the last few years, whilst also reflecting the financial models outlined in the Tarnside consultancy report in 2023.
15. The “most-likely” financial plan for 2026-2027 outlines:
 - **A projected income of £225,271** – of which £115,271 is unrestricted or designated
 - **A projected income from external trusts and foundations of £110,000**
 - **An overall projected in year deficit of £313,729** – this is primarily due to planned expenditure of £330,026 from restricted reserve funds, such as the Barmouth and Colwyn Bay legacies (carried forward from 2025-26), and the recently-awarded NHSC Community Resilience Grant.
16. The projected in year deficit is necessary in order to spend down some of the cumulative restricted reserves balances brought forward, such as the Barmouth and Colwyn Bay restricted funds. This in year deficit also includes grant expenditure, such as the NHSC Community Resilience grant, which was recognised in 2025-26 but will not be spent until 2026-27 onwards. It is important to emphasise that, unlike the Trust, the Charity’s expenditure is strictly limited to the funds available. The Charity’s financial position does not commit to spending beyond available funds, and consequently, there is no risk of incurring a deficit in the conventional sense.
17. It is important to note that the Tarnside projections were generic and were done at a time when NHS Charities were still reaping the benefits of pandemic support. Time has moved on, and the fundraising and trust and foundation environment is significantly more challenging than it was. On that basis, this paper aims to provide a balanced analysis between securing return of investment while remaining cautious and conservative in its initial income projections, recognising that the Charity is still at a crucial stage of development and that much remains to be done to professionalise the way the charity operates.
18. It is important to note that whilst the Charity’s overall income levels are projected to increase slowly over time, and reserves projected to decrease, this is due to the nature of the changing financial model, and reducing reliance on NHS Charities Together and gifts-in-wills. Whilst the Charity’s gross annual income has exceeded £225K in previous financial years, it will never have achieved this figure without



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significant factors such as restricted legacies or NHSCT grants. The nature of this proposed model means that the Charity has more agency to choose how it proposes to spend its funds, and can therefore act in a more strategic manner to benefit patients, staff and volunteers.

Income forecasts

19. With a Fundraising and Communications Officer now in post, voluntary donations are expected to increase by 106% in the “most-likely” 2026-27 scenario, to £90,082. £68,157 of this is projected to be unrestricted. These figures assume that the Charity will be able to launch a new staff and volunteer lottery in 2026-27, as well as receiving donations from new strands such as regular giving and payroll giving.
20. For the first time, it is proposed that three designated appeals should be launched to the public, as these can prove to be a popular way to demonstrate the benefit that donations can make, and can increase engagement from the public. The first three designated appeals will be:
 - A **“staff thank you” fund**, where patients who want to thank a crew for their work can make a direct contribution. Bids Panel would decide how this money should most effectively be spent within revised guidance and subject to their limits.
 - A **national volunteering fund**, replacing the existing separate funds for each local volunteer team.
 - A **Wish Ambulance fund**, for donations from grateful patients receiving support from this voluntary project.
21. The income projections forecast some growth in voluntary donations over the next three years, although this growth is deliberately conservative in nature due to the tough fundraising climate at the moment. Any likely increases in donations will be due to improved charity systems and increased awareness of the cause, rather than because of a growing fundraising market.
22. The Charity is unaware of any future NHSCT grant opportunities over the next twelve months – there is therefore no projected income from NHSCT grants.
23. Under the “most-likely” scenario for 2026-27, a modest, nominal figure of £15,238 has been included from legacies, rising to £16,000 in subsequent years. This could be substantially more, however, if the Charity was informed of large unexpected legacies. The average annual unrestricted income from legacies over the past six years is £10,953 – and the Charity has already been informed of one generous legacy currently going through administration, potentially worth around £12,500



depending on the value of the estate's assets. This is expected to be paid to the Charity during 2026-2027.

24. A trusts and foundations figure of £110,000 has been included in the "most-likely" scenario for 2026-27, rising to £125,000 in 2027-28 and £150,000 in 2028-29. However, this will be dependent on identifying suitable projects for fundraising, which must be a joint strategic process between the Charity and the Trust.
25. It is important to note that trusts can take 6-9 months to make awards following application. Therefore this joint strategic process should start as early as possible to influence the 2026-2027 financial performance.
26. It is assumed that income from bank interest and investment income will decrease, as the Charity's restricted reserves are spent through charitable activity.

Expenditure on charitable activity in 2025-26

27. Under this proposal, Bids Panel would be delegated an annual budget of £40,000.
28. The proposed £40,000 budget for Bids Panel would include a maximum of £10,000 to spend on Christmas dinners, vouchers and other winter wellbeing activities. This would be a reduction from the existing expenditure of £18,700, which has grown significantly in recent years, largely as a result of pressures and cost increases in the hospitality sector, which have militated against meals being provided gratis. Without such a cap on expenditure, and in the constrained fundraising environment, this growing level of expenditure is unsustainable. If this proposal was supported, the Head of Charity would meet with the Christmas Planning group from early 2026 to ensure that expenditure proposals could fit within this budget, and that alternative sponsorship or donations-in-kind be sought to cover any additional support.
29. It is proposed that, as in 2025-2026, Bursary Panel be awarded a fixed budget of £15,000 per annum, funded from unrestricted income, as opposed to the previous system where gains on investments are realised in order to fund Bursary Panel awards.
30. An estimated £5,000 will be spent on additional volunteering items (funded by designated donations from volunteer fundraising), and an estimated £10,000 will be spent on Wish Ambulance from existing designated funds.
31. An estimated £105,851 will be spent on NHSCT grant expenditure – this includes £91,466 on the Community Resilience project (income recognised in 2025-26) and



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£14,385 on the Greener Communities project (income not yet confirmed – project would not go ahead without funding.)

32. An estimated £224,175 would be spent on charitable activity from restricted funds – this includes the planned spending of the longstanding Barmouth and Colwyn Bay legacies, as well as other smaller restricted legacies. This budget assumes that both the Barmouth and Colwyn Bay legacies will be spent in full by the end of March 2027 although this is dependent on reaching an agreement on how the funds should be spent. Conversations are ongoing and it is hoped that an agreement can be reached in the coming months.

Central services and core costs

33. It is recommended that £16,140 from the Charity’s designated central costs budget is delegated to the Head of Charity to cover core fundraising and marketing costs:

2026-27 direct fundraising/marketing costs	
Costs of London Marathon places	960
Costs of other challenge fundraising places	4,800
NHSCT annual membership	2,580
CRM system (annual costs)	3,000
Other fundraising and marketing spend	3,600
Outrun an Ambulance - ongoing costs	1,200

34. The costs to the Charity of the Fundraising and Communications Officer post (70% to end of September 2026, 85% from October 2026 onwards for one year) are held within a designated Central Services fund, which has already taken into account all staffing costs for a two-year initial period. The Trust has already agreed to fund the remainder proportions of these costs up to the end of September 2027.

35. The costs to the Charity of the Head of Charity post (85% up to 6 October 2026) are held within a designated Central Services fund. The costs from 7 October 2026 onwards, where the Charity is due to be recharged 100% of all salary costs, will need to be funded from unrestricted funds. This is on the assumption that the existing fixed-term contract is extended beyond this point. A proposal will need to be considered by ELT, Charity Committee and Corporate Trustee before the end of Q1 2026-27.



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RECOMMENDATION

36. The recommendation(s) are as set out in the front cover above.

NEXT STEPS

37. If endorsed by Charity Committee, the financial plans will be tabled for final approval by Corporate Trustee on 29 January.

Appendix 1 - Charity Financial Plans 2026-2029

Page 1 - income and expenditure forecast summary, 2026-27

		2026-27			
		Unrestricted	Designated	Restricted	Total
INCOME:	Donations	(59,563)	(21,925)	0	(81,488)
	Legacies	(15,238)	0	0	(15,238)
	Grants	0	0	(110,000)	(110,000)
	Fund Generation	(8,594)	0	0	(8,594)
	Investment	(9,951)	0	0	(9,951)
		(93,346)	(21,925)	(110,000)	(225,271)
EXPENDITURE:	Charitable Activities	40,000	30,000	224,175	294,175
	Grant Expenditure	0	0	105,851	105,851
	Raising Funds	17,457	19,984	0	37,441
	Support	49,861	51,672	0	101,533
		107,318	101,656	330,026	538,999
TRANSFERS:	Bursary	15,000	(15,000)		0
	Grant Contribution	(10,000)	0	10,000	0
		5,000	(15,000)	10,000	0
	(Surplus)/Deficit	18,972	64,731	230,026	313,729
	Estimated OB - Funds Only	(113,846)	(126,303)	(372,789)	(612,938)
	Estimated CB - Funds Only	(94,874)	(61,572)	(142,763)	(299,210)
	Estimated OB - Inc Reserves	(187,629)	(126,303)	(372,789)	(686,722)
	Estimated CB - Inc Reserves	(168,658)	(61,572)	(142,763)	(372,993)

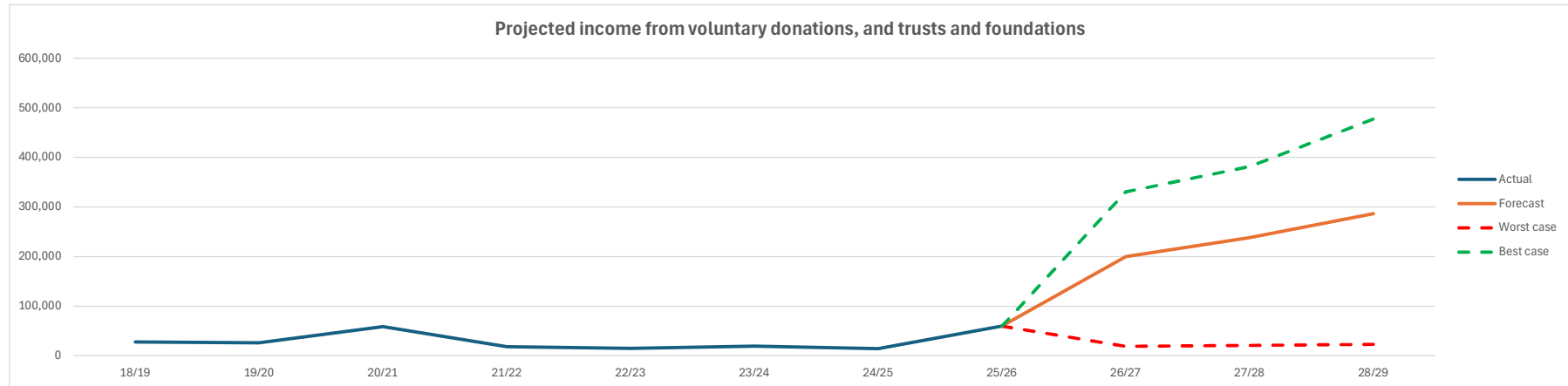
Appendix 1 - Charity Financial Plans 2026-2029

Page 2 - summary of income projections, 2026-2029

	Actuals								Projected Year End 25/26	Forecasts								
	18/19	19/20	20/21	21/22	22/23	23/24	24/25	26/27			27/28			28/29				
								Worst Case		Most Likely	Best Case	Worst Case	Most Likely	Best Case	Worst Case	Most Likely	Best Case	
Voluntary Donations / Fundraising	28,000	26,000	59,000	17,999	14,882	19,435	14,231	43,813	19,000	90,082	130,591	21,000	113,289	181,579	23,000	136,738	227,473	
NHS Charities Together	0	0	110,000	625	10,566	427,080	0	142,000	0	0	0	0	0	0	0	0	0	
Legacies	3,000	0	188,000	16,719	5,000	164,886	30,000	501	0	15,238	100,000	0	16,000	100,000	0	16,000	100,000	
External Trusts and Foundations	0	0	0	0	0	0	0	15,823	0	110,000	200,000	0	125,000	200,000	0	150,000	250,000	
TOTAL FUNDRAISING INCOME	33,000	28,000	358,000	35,343	34,606	622,200	66,838	219,137	19,000	225,271	430,591	21,000	254,289	481,579	23,000	302,738	577,473	

Bank interest / investment income / other	2,000	2,000	1,000	0	4,158	10,799	22,607	17,000	9,951
TOTAL PROJECTED INCOME	33,000	28,000	358,000	35,343	34,606	622,200	66,838	219,137	225,271

Income from voluntary donations and Trusts and Foundations	28,000	26,000	59,000	17,999	14,882	19,435	14,231	59,636	19,000	200,082	330,591	21,000	238,289	381,579	23,000	286,738	477,473
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Appendix 1 - Charity Financial Plans 2026-2029

Page 3 - 2026-2029 detailed income projections

	Worst Case Scenario		
	2026 / 2027	2027 / 2028	2028 / 2029
Individual Donations from Public	4,000	4,500	5,000
In memory giving	5,000	5,000	5,000
Community Events / Staff Fundraising (in aid of)	3,000	3,500	4,000
Fundraising Campaigns (on behalf of)			
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
Corporate Giving / CSR	0	0	0
A: Unrestricted Voluntary Donations / Fundraising	17,000	18,500	20,000
"Staff thank you" fund - all donations	0	0	0
Volunteer fund - all donations	0	0	0
Wish Ambulance - all donations	2,000	2,500	3,000
B: Total Designated Appeal donations	2,000	2,500	3,000
Total Voluntary Donations (A+B)	19,000	21,000	23,000
NHS Charities Together grants	0	0	0
Legacies	0	0	0
External Trusts and Foundations	0	0	0
TOTAL FUNDRAISING INCOME	19,000	21,000	23,000

	Most Likely Scenario		
	2026 / 2027	2027 / 2028	2028 / 2029
Individual Donations from Public	13,750	15,000	17,000
In memory giving	9,000	10,000	12,000
Community Events / Staff Fundraising (in aid of)	5,363	7,000	10,000
Fundraising Campaigns (on behalf of)	6,109	8,000	10,000
Challenge Fundraising - London Marathon	4,877	5,500	5,500
Challenge Fundraising - other races	8,663	10,000	12,000
Regular Giving / Staff Lottery	8,394	15,789	17,238
Corporate Giving / CSR	12,000	15,000	17,000
A: Unrestricted Voluntary Donations / Fundraising	68,157	86,289	100,738
"Staff thank you" fund - all donations	5,625	7,000	10,000
Volunteer fund - all donations	7,500	9,000	12,000
Wish Ambulance - all donations	8,800	11,000	14,000
B: Total Designated Appeal donations	21,925	27,000	36,000
Total Voluntary Donations (A+B)	90,082	113,289	136,738
NHS Charities Together grants	0	0	0
Legacies	15,238	16,000	16,000
External Trusts and Foundations	110,000	125,000	150,000
TOTAL FUNDRAISING INCOME	215,320	254,289	302,738

	Best Case Scenario		
	2026 / 2027	2027 / 2028	2028 / 2029
Individual Donations from Public	16,000	20,000	22,500
In memory giving	12,000	15,000	20,000
Community Events / Staff Fundraising (in aid of)	7,000	10,000	15,000
Fundraising Campaigns (on behalf of)	10,000	12,000	15,000
Challenge Fundraising - London Marathon	8,000	8,000	8,000
Challenge Fundraising - other races	12,000	15,000	20,000
Regular Giving / Staff Lottery	12,591	29,079	37,473
Corporate Giving / CSR	20,000	30,000	40,000
A: Unrestricted Voluntary Donations / Fundraising	97,591	139,079	177,973
"Staff thank you" fund - all donations	8,000	10,000	12,000
Volunteer fund - all donations	10,000	15,000	17,500
Wish Ambulance - all donations	15,000	17,500	20,000
B: Total Designated Appeal donations	33,000	42,500	49,500
Total Voluntary Donations (A+B)	130,591	181,579	227,473
NHS Charities Together grants	0	0	0
Legacies	100,000	100,000	100,000
External Trusts and Foundations	200,000	200,000	250,000
TOTAL FUNDRAISING INCOME	430,591	481,579	577,473

Bank Interest / Investments
TOTAL PROJECTED INCOME

9,951
225,271

Investment projections have not been produced beyond 26-27 as expenditure plans are not yet in place beyond 26-27



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Agenda Item No. 11

REPORT TITLE

Bids Panel Expenditure Guidance

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Estelle Hitchon, Director of Partnerships & Engagement
Author(s) of report	David Hopkins, Head of Charity

PURPOSE OF REPORT

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



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REPORT SUMMARY:

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

1. Charity Committee is presented with a draft Expenditure Guidance document, intended for use by Bids Panel when assessing applications for charitable funding.
2. This draft document, if approved, will supersede the Internal Guidance on the Use and Application of Charitable Funds, first published in 2019.
3. The guidance has been drafted with reference to examples in other NHS charities. It takes into consideration the public benefit of potential eligible applications, and the additionality of charitable spending to core Trust budgets.
4. A draft version of this guidance document was endorsed at Bids Panel in December 2025, which included trade union representation.

RECOMMENDATION(S)

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

Charity Committee is requested to:

1. **APPROVE** the Expenditure Guidance document for publication.

ADDITIONAL PAPER(S)

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

Charity Committee is requested to receive the following:

Annex 1 Bids Panel Expenditure Guidance (v 0.6 for approval)



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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SO1: 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	<input checked="" type="checkbox"/> SO2: The Charity will support WAST to build community resilience throughout Wales
<input checked="" type="checkbox"/> SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery	

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:

<input type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input checked="" type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input checked="" type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY RISK(S) THIS REPORT MITIGATES

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

None

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input checked="" type="checkbox"/> Efficient	<input checked="" type="checkbox"/> Equitable	<input checked="" type="checkbox"/> Person Centred

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

<input type="checkbox"/> Leadership	<input checked="" type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Culture
<input type="checkbox"/> Information	<input type="checkbox"/> Learning Improvement and Research	<input type="checkbox"/> Whole Systems Approach



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WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
8 Dec 2025	Bids Panel (endorsed)
13 January 2026	Charity Committee (tabled for approval)



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SITUATION

1. As part of the Charity's Delivery Plan, it was agreed that the Charity should review its guidance and eligibility criteria for Bids Panel applications.
2. A final draft document has now been prepared for approval. The Chair of Bids Panel has been consulted throughout this process, and members of Bids Panel gave their endorsement at their meeting on 8 December.

BACKGROUND

3. Currently, when evaluating charitable funding applications from colleagues, Bids Panel refers to the 2019 Internal Guidance on the Use and Application of Charitable Funds. It was agreed that this guidance should be reviewed as part of the Charity's Delivery Plan.
4. As part of this review, this existing guidance was assessed against the Charity's strategic objectives, its charitable objects, and guidance from the Healthcare Financial Management Association (HFMA) on Spending NHS Charitable Funds, published in April 2020.
5. The review also consulted similar expenditure guidance documents published by other NHS Wales charities, which revealed some discrepancies between WAST and other NHS charities – most notably regarding funding towards retirement buffets and retirement gifts.

ASSESSMENT

6. The new guidance document is based on four key general principles upon which all funding decisions should be made, which are listed in more detail on page 1 of Appendix 1:
 - a. Additionality to Trust / statutory funding
 - b. Providing group benefit rather than individual benefit
 - c. Providing benefit to sick patients and to the public (this can include staff wellbeing where a link to public benefit can be demonstrated)
 - d. Linking with the Charity's strategic objectives
7. Inclusion in the guidance document does not guarantee that a proposal will be funded – other factors including value for money, practical considerations and potential impacts on other teams will also need to be considered by Bids Panel.



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Proposed changes and clarifications from existing guidance

8. There are some notable proposed changes and clarifications from the Charity's existing guidance documents, as well as references to charitable funds in the Trust's other policies and procedures. For completeness, this report draws the Committee's attention to the main changes endorsed by Bids Panel.
9. **Furniture** – the new draft guidance outlines that the Charity should not be expected to fund all requests for furniture, for example for new sofas and chairs for crew rooms or break areas. Under this proposed guidance, Bids Panel may choose to fund enhanced furniture provision such as reclining chairs, but the Trust would be expected to contribute the sum they would have spent on providing a basic level of provision.
10. **Microwaves, vacuum cleaners and fridges** are all currently eligible in the 2019 guidance document, but during the review were assessed as being basic items that the Trust might reasonably be expected to provide. They are therefore no longer eligible for charitable funding under the proposed guidance. According to the Bids Panel's records, it is understood that no such applications have been received over the past three years, and so this change is not anticipated to have any significant impact on teams.
11. **Retirement buffets and retirement gifts** are both currently eligible in the 2019 guidance document. During the review, it was noted that the Trust's current 2014 Retirement Policy allows staff to claim an amount towards the cost of a retirement buffet, which is funded from Trust budgets. Retirement gifts were assessed as not meeting the requirements for charitable expenditure, as they provided benefit to an individual.
12. It was also noted that many other NHS charities choose to explicitly exclude buffets and gifts for colleagues retiring – as it can be argued that whilst the Trust will want to thank colleagues for their long service, there is very limited public benefit evidenced as the colleague will no longer be caring for patients.
13. Based on all these points, retirement buffets and gifts would not be eligible for charitable funding under this proposed guidance. According to records, there have been no retirement buffets or gifts approved by Bids Panel over the past three years.
14. **Flowers for funerals for former colleagues** – the 2020 Service Funeral Procedure outlines that the Trust will provide a wreath or flowers for serving staff or volunteers, at the discretion of the family. However, the Procedure also goes



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on to outline that teams “*may consider a Charitable Funds application if the funeral is for an individual not in service at the time of their death*”.

15. Although such funeral flowers are not listed in the Charity’s 2019 guidance document, it was considered that the Charity’s position on flowers for funerals should be clarified in the latest guidance document.
16. Whilst acknowledging the sensitivity of this decision, and considering that the Trust would of course wish to honour the memory of former colleagues, it was considered that expenditure of this nature could not be justified as charitable or for the wider public or patient benefit.
17. It is understood that no such requests have been received or approved by Bids Panel over the past three years, and so it is not anticipated that this clarification of guidance will have a significant impact on teams. However, if the Charity’s guidance document was approved, the Charity would recommend that the Service Funeral Procedure was amended to reflect this position.
18. This clarification would not prevent the Trust from continuing to offer flowers for funerals of serving colleagues, as per the existing Service Funeral Procedure.
19. **Sports equipment** – this proposed version of the guidance clarifies that the Charity will not procure any equipment for watersports or other high risk sports, or any equipment where regular maintenance is required to ensure its safety, and/or whereby a failure to maintain appropriately could cause severe injury. This would include, for example, kayaks/canoes, paddleboards, climbing ropes, safety helmets, lifejackets and winter sports equipment.
20. **Gift Vouchers or Gift Cards for personal use** – many NHS charities have already excluded any purchases of gift cards or vouchers where they are issued to staff, for example as an incentive or as a prize draw, due to concerns that they may be interpreted as a potential taxable benefit. This proposed guidance document would exclude all gift vouchers or gift cards where they are intended for individual benefit.

RECOMMENDATION

21. The recommendation(s) are as set out in the front cover above.

NEXT STEPS

22. If approved, the Expenditure Guidance will be published and will be used by Bids Panel until further notice.



Bids Panel: Expenditure Guidance

ABOUT BIDS PANEL

The Bids Panel is a formal group established by the Charity to consider funding applications from colleagues. It meets quarterly to consider all valid applications from colleagues. It can approve funding bids of up to £5,000, with any bids over this limit being considered by Charity Committee.

GENERAL PRINCIPLES

This document is designed to be a guide only, to assist colleagues wishing to make an application to Bids Panel. It is not exhaustive but designed to cover the general principles of what an NHS charity can and should fund through Bids Panel.

Each proposal for charitable spending will be considered against four key principles:

1. Would the proposal be **additional** to what the Trust would reasonably be expected to provide via its statutory funding?
2. Would the proposal provide a **benefit to a group** rather than an individual?
3. Would the proposal ultimately provide **benefit to patients or the general public**, as opposed solely to staff?
(Projects for staff benefit will be considered where a direct link can be made to the health, wellbeing, morale and/or retention of staff, which would therefore benefit patients through improved patient care)
4. Would the proposal meet the **Charity's strategic objectives?** (listed on page 2)

This document (when approved) supersedes the Internal Guidance on the Use and Application of Charitable Funds, first published in 2019.

(For Charity Committee information only - Notes highlighted in yellow show any variations from the 2019 Internal Guidance document. These information notes will be removed before the document is published)



HOW FUNDING IS AWARDED

This document gives guidance on what Bids Panel might choose to fund. The types of bids included in this document are indicative only and do not mean a panel will automatically fund a proposal – other considerations will be taken into account including:

- The amount of charitable funding available to distribute, and how this is equitably distributed amongst teams
- Value for money, and the number of proposed beneficiaries
- Practical considerations or approvals required for any proposal (eg estates, procurement, IPC, digital, clinical, health and safety)
- Any potential impacts on other teams or directorates, including any required ongoing running costs
- Whether there are other budgets available instead of charitable funds
- Whether a team or applicant has a previous bid outstanding, or has not returned the required reporting or impact monitoring

If an item is not included on the list below, Bids Panel is entitled to make a judgement based on their knowledge and experience. The Head of Charity may give guidance based on their interpretation of Charity Commission guidance and/or case studies from other NHS charities.

Bearing in mind that charitable funds are limited, and have been donated by members of the public in good faith, they should be spent only on projects that the Charity would be proud to support, and where other funding options are not available. All other funding options, including the Trust's core budgets, should be exhausted before a request to the charity is made.

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

STAFF WELLBEING AND MORALE

Area of expenditure	Eligibility	Rationale
Time-limited projects to help support the health, wellbeing and morale of staff	Eligible	Strategic projects led by EDI, OD and Occupational Health teams could be charitable if they are additional to the usual expectations of what the Trust should be doing. If actions are mandated or expected by government (ie Anti-Racist Wales Action Plan, Health and Safety legislation, employment legislation) then this would <u>not</u> be considered charitable. A clear link between the project and patient benefit must be evidenced.
Wellbeing items or equipment, additional to Trust provision	Eligible	Where a demonstrable link to wellbeing can be made. Storage, health and safety and suitability must be considered.
WAST Sports Teams, training grounds and coaching, equipment, kit, insurance, travel costs to games	Eligible	Must be exclusively for the benefit of WAST colleagues. For the benefit of staff physical and mental wellbeing.
Equipment, instructor costs and room hire towards wellbeing activities, physical activity and fitness activities, yoga, walking groups	Eligible	Where a demonstrable link to wellbeing can be made
Complementary and alternative therapies	Not eligible	Any wellbeing activities must have recognised clinical evidence to demonstrate efficacy
Accommodation for WAST Sports Teams to play at away games, post-match buffets, alcohol, regular travel expenses to a training session	Not eligible	This does not translate into patient benefit and may lead to tax implications as a taxable benefit



Safety-critical sports equipment / equipment for watersports or other high risk sports (for example kayaks/canoes, paddleboards, climbing ropes, safety helmets, lifejackets, winter sports)	Not eligible	Under its internal guidance for liability and indemnity, the Charity will not purchase any sports equipment where regular maintenance is required to ensure its safety, and/or whereby a failure to maintain appropriately could cause severe injury
Staff benevolent funds, direct cash funding to staff	Not eligible	As an NHS charity, with the Trust as both the employer and the Charity's Corporate Trustee, this is likely to be considered a taxable benefit and to be deemed not charitable. The Charity will instead signpost to other third-party organisations who offer support.

PATIENT CARE, PATIENT BENEFIT, COMMUNITY RESILIENCE, VOLUNTEERS

Area of expenditure	Eligibility	Rationale
Volunteer recruitment, training and development, training kit	Eligible	Recruitment, training and development of volunteers is additional to the Trust's statutory activities. Training kit can only be provided where it is not practical for volunteers to use kit already provided at ambulance stations.
Costs of running public awareness sessions, basic first aid training, public CPR training	Eligible	The Charity can support new activity that is not provided on a statutory basis,, or activity that is not already provided through established initiatives like Shoctober, Restart a Heart or Save a Life Cymru.
Wish Ambulance – provision of sundry items, coordination, logistics, project development	Eligible	As a voluntary project that is not commissioned by statutory services, any materials required and are deemed to be necessary for the running of the Wish Ambulance to continue are charitable.
Health and safety items, fleet running costs, MRD, pressure washers, ongoing medical consumables, general running costs	Not eligible	Everyday consumable items and ongoing costs required to operate an ambulance service cannot be funded by the Charity
ICT, laptops, tablets or phone issued to individual staff members, for any purpose	Not eligible	Charitable funds must be spent for the general benefit of staff and patients – individually issued items present the potential for individual personal benefit



FACILITIES IMPROVEMENTS

Area of expenditure	Eligibility	Rationale
Additional items, enhanced furniture provision or soft furnishings for rest areas, break rooms or kitchens	Eligible	<p>To enhance the rest facilities above basic provision, in order to increase staff wellbeing and morale. Must be additional to existing basic provision. Will only be awarded where appropriate and where local management have agreed.</p> <p>Basic furniture for rest areas should be provided by the Trust. Where a bid is submitted for an enhanced furniture provision, such as reclining chairs, local Trust budgets may be asked to contribute towards the costs, acknowledging that a basic level of provision should be funded by the Trust.</p> <p>Electrical items and furniture must comply with health and safety guidance and fire prevention regulations for the workplace, and warranties must be beyond that available for domestic purposes. Must be purchased by the Charity using approved suppliers through WAST's procurement systems.</p> <p>If replacing an existing item, the existing item must be disposed of appropriately and must have reached the end of its serviceable life.</p>
Gym equipment	Eligible	Where agreed by local management and where appropriate storage, maintenance and induction process has been agreed. Contributes towards the physical and mental wellbeing of staff, and therefore has patient benefit.
Gardens, outdoor seating, memorial benches	Eligible	Where agreed by local management and estates. Any building work involving working at heights or power tools must be undertaken by appropriate contractors. Can provide additional rest facilities above and beyond statutory provision, and therefore eligible.



Relaxation spaces, Zen rooms, quiet rooms	Eligible	For one-off costs of furniture, materials and decoration. Alternative budgets should be identified for consumable sundry items.
Initial provision of a rest area, hot water boilers, kettles, drinking water fountains, fridges, microwaves, toilets, vacuum cleaners, lockers, basic chairs and tables	Not eligible	The Trust is required to provide staff with basic facilities for rest breaks. Charitable funding may be used to provide additional facilities above and beyond basic provision. <i>This is a change from the 2019 Internal Guidance – microwaves, fridges and hoovers are currently explicitly eligible in this guidance document</i>
Remedial external works to buildings, safety-critical internal works to buildings, air conditioning, heating for stations	Not eligible	The repair and maintenance of existing buildings is required by the Trust. Maintaining an appropriate temperature for a place of work is an employer's statutory responsibility under health and safety legislation
Games, video games consoles, DVDs, subscriptions to streaming services, Sky TV	Not eligible	Limited link between expenditure and patient wellbeing. Subscriptions would commit the Charity to ongoing costs.
Barbecues	Not eligible	Goes beyond what might be expected to be used during a shift, and poses potential health and safety concerns
Christmas Decorations	Not eligible	Limited link between expenditure and patient wellbeing
Office equipment and furniture, ICT equipment used for administrative purposes	Not eligible	This does not provide a direct link to patient care
Tumble Driers for uniform	Not eligible	These bids have previously been rejected by Bids Panel, due to concerns over ongoing running costs and environmental impact



STAFF DEVELOPMENT AND TRAINING

Area of expenditure	Eligibility	Rationale
Individual CPD training, courses or conferences (above and beyond statutory training)	Not considered by Bids Panel - apply to Bursary Panel	Decision-making must go through Bursary Panel to assess course / conference suitability.
Additional training for groups of staff at a single location or within a single team, team building days, away days	Not eligible	A limited link to patient benefit through providing one-off events such as team-building or away days. Away days and additional training organised by managers should have funding identified in advance from within Trust budgets.
Statutory and Mandatory Training, MIST training	Not eligible	Not eligible for charitable funding as does not provide additional provision above and beyond the Trust's existing provision

FOOD, DRINK, HOSPITALITY, MERCHANDISE, CLOTHING

Area of expenditure	Eligibility	Rationale
Occasional food and non-alcoholic drinks, such as Christmas Day Dinners / Christmas Hampers	Eligible	Only where a specific, time-limited need has been identified by the Trust, such as provision over Christmas and where no other funding source, e.g. sponsorship, is available, having been explored.
Merchandise, mementos, keepsakes, gifts, medals, commemorative coins, other branded merchandise with no clear strategic objective	Not eligible	Merchandise that does not support a charitable objective should not be purchased with charitable funds.
Staff parties, purchase of alcohol, family fun days, social events	Not eligible	No link between expenditure and patient benefit



Flowers or gifts for staff leaving, or at special occasions ie weddings, births, bereavement	Not eligible	Individual staff benefit which is not inherently charitable
Flowers for funerals of current or former employees, memorial plaques or tributes to former staff	Not eligible	<p>Whilst the Trust will want to honour the memory of a former colleague, this is not inherently charitable and can't be linked directly to patient benefit.</p> <p>According to the 2020 Service Funeral Procedure, the Trust will provide a wreath or flowers for serving staff or volunteers, at the discretion of the family.</p> <p><i>This is different to the Service Funeral Procedure – whilst the procedure outlines that the Trust will purchase flowers for service staff or volunteers, item 15.2 states – “The LO may consider a Charitable Funds application if the funeral is for an individual not in service at the time of their death.”</i></p>
Retirement buffets, retirement gifts	Not eligible	<p>As the member of staff is going to be leaving the organisation, and therefore no longer supporting patient care, there is a limited link between expenditure and patient benefit.</p> <p>The 2014 Retirement Policy states that the Trust will provide a contribution towards a retirement buffet – and that arrangements for this are made locally. This is a Trust contribution, however, and cannot be claimed from charitable funds.</p> <p><i>This is a change from the 2019 Internal Guidance – currently explicitly eligible in this guidance document</i></p>
Standard uniform, ceremonial uniform, coffin drapes and flags	Not eligible	Uniform required for day-to-day operations should be provided by the Trust. Ceremonial uniform, coffin drapes and flags will be made available by the Trust when required.



Personalised clothing, personalised engraving on merchandise, team hoodies	Not eligible	Individual benefit rather than benefit to a group in general
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OTHER

Area of expenditure	Eligibility	Rationale
Remembrance Sunday Wreaths	Not eligible	ELT agreed in 2025 that the Trust should fund these, as a Crown employer and signatory to the Armed Forces Covenant.
Gift Vouchers and Gift Cards issued to individual colleagues for personal use, including staff incentives or for prize draws	Not eligible	Could potentially be viewed as an individual taxable benefit to staff



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Agenda Item No.

12



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CHARITY

REPORT TITLE

2025/26 Quality Governance Review

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Trish Mills, Director of Corporate Governance/Board Secretary
Author(s) of report	Trish Mills, Director of Corporate Governance/Board Secretary

PURPOSE OF REPORT

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



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REPORT SUMMARY:

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

1. The approach to the 2025/26 quality and governance reviews, previously referred to as effectiveness reviews, has been revised. The Audit, Risk and Assurance Committee (ARAC) has initiated a programme of work to explore opportunities for further efficiencies within the Board's governance framework. To support this, a sub-group of ARAC has been established to oversee the review. The focus of the review is on reassessing the distribution of delegated responsibilities across the Board's committees, with the aim of improving efficiency and effectiveness. This work responds directly to findings from the 2024/25 reviews, particularly those relating to Non-Executive Director (NED) availability, quorum challenges, the volume of meetings, and the transitional status of the Academic Partnerships Committee (APC).
2. The review is driven by key project objectives:
 - Aligning committee remits more closely to the six strategic objectives
 - Improving efficiency and effectiveness in governance
 - Reducing meeting frequency and alleviating quorum/NED availability pressures
 - Ensuring strong scrutiny, challenge, and support through increased NED attendance on key committees
 - Balancing workloads and minimising disruption during a period of executive transition
3. A number of options were considered, with the preferred option endorsed by the full ARAC at their meeting on 2 December. This option reduces the number of committees from seven to six, with each committee having four NEDs and a quorum of three. It recommends that the Academic Partnership Committee (APC) is disbanded, redistributing its functions (research, innovation, partnerships) to the Finance and Performance Committee (FPC) and the People and Culture Committee (PCC). Remit adjustments will be made to ARAC (resilience, cyber, information governance). This option meets the project's objectives, including improved NED attendance, reduced meeting frequency, and better alignment to strategic objectives. No changes are proposed to the remit of this committee or the Remuneration Committee.
4. However, it is proposed that full implementation of Option 1 – particularly the major changes affecting FPC and ARAC – is deferred. The Board will be starting a development and effectiveness programme with an external provider in Q4, running into Q1 2026/27 and part of their scope will be a review of committee responsibilities and structures, therefore making major changes before that work is completed would be premature.
5. Notwithstanding the broader work on committee structures, this committee is required to undertake a review of its effectiveness annually. Members will recall that the 2024/25 review was extensive therefore this year ARAC has agreed a light-touch review consisting of a



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qualitative survey seeking views on the terms of reference, membership and any changes to operating arrangements.

- The survey results are included in this report, and draft changes have been made to the terms of reference in line with these results and the broader work undertaken by the ARAC sub-group.

RECOMMENDATION(S)

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

The Committee is requested to:

- Note the wider board committee framework changes proposed and provide feedback on the recommendations.
- Note the responses to the survey, inviting members who did not have an opportunity to complete the survey to provide further feedback.
- Approve changes to the terms of reference.

ADDITIONAL PAPER(S)

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

Annex 1 – Marked up changes to the committee’s terms of reference

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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:

SO1: 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

SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery

SO2: The Charity will support WAST to build community resilience throughout Wales



CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:	
<input checked="" type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input checked="" type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input checked="" type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input checked="" type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

RISK(S) THIS REPORT MITIGATES

Where relevant note the local, directorate, corporate or BAF risk number
As noted in the SBARN

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

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

WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

Narrative here (select all that apply) [link to goals]		
<input type="checkbox"/> A socially responsible and inclusive employer	<input checked="" type="checkbox"/> An innovative and sustainable organisation	<input type="checkbox"/> A pro-active, accessible and equitable care provider
<input type="checkbox"/> n/a	<input type="checkbox"/> n/a	<input 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 here 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
16 July and 24 September	ELT discussions on 2025-26 reviews
25 July and 30 September	ARAC Sub-Group discussions on 2025-26 reviews
2 September 2025	ARAC update on quality and governance review
7 October 2025	APC meeting re quality and governance review
30 October 2025	NED discussion on quality and governance review
2 December 2025	ARAC meeting



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SITUATION

2. This paper seeks the committee's endorsement for changes to its terms of reference for 2026/27, effective from 1 April 2026 as part of the annual round of quality and governance reviews (formerly known as effectiveness reviews). It also brings members up to date with wider changes proposed for the board's committee framework.

BACKGROUND

3. Following the 2024/25 committee quality and governance reviews, the Audit, Risk and Assurance Committee (ARAC) identified opportunities to further streamline the Trust's governance structure. A project plan was initiated with the aim of ascertaining if the endorsed spread of board responsibilities could be redistributed in a way that is more efficient and effective. A sub-group of ARAC was formed to support this work.
4. The project takes account of the key concerns raised during the 2024/25 reviews which included Non-Executive Director (NED) availability and consequent quorum pressures, the transitional status of the Academic Partnerships Committee (APC) post-university Trust status, and the high volume of meetings (52 ordinary meetings a year).
5. The review aimed to align committees wherever possible to our six strategic objectives, so they are best placed to drive progress, monitor outcomes and performance, and to respond to emerging priorities. ARAC endorsed the outputs of the sub-group at its meeting on 2 December.

ASSESSMENT

The Board's Committee Framework

6. From July to September the Executive Leadership Team (ELT) and the ARAC sub-group considered a number of issues and options, some of which fully met the objectives of the project and others that only partially met the scope. Those included:
 - Option 1 reduces the number of committees from seven to six. Each committee would have four NEDs and a quorum of three. The Academic Partnership Committee (APC) would be disbanded. Its functions relating to research, innovation, and commercial partnerships would move to the Finance



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and Performance Committee (FPC), while its responsibilities for education partnerships and collaboration would move to the People and Culture Committee (PCC). To balance the extra responsibilities transferred to FPC, the areas of resilience, cyber security, and information governance (mainly internal controls) would transfer from FPC to ARAC.

- Options 2-4 included variations on committee frequency, further remit reallocation, and consideration of a new research/innovation committee. Each has specific advantages or drawbacks, with some not fully aligning with all project objectives or raising particular concerns.
7. Option 1 was endorsed by the ELT and the ARAC sub-group as it meets the project's objectives, including increased NED attendance, reduced meeting frequency, and better alignment to strategic objectives.
 8. However, it is proposed that full implementation of Option 1 – particularly the major changes affecting FPC and ARAC – is deferred. The Board will be starting a development and effectiveness programme with an external provider in Q4, running into Q1 2026/27. The programme will review whether the current number and scope of committees are right for an organisation of WAST's size and complexity. It will also look at whether the Board's focus, timing, and balance between strategy, performance, risk management, and culture are appropriate. The findings from this review (expected in Q1) are likely to influence both the remit and meeting frequency of some committees, especially FPC, where there is currently significant overlap with work going to the Board. This may lead to further changes to terms of reference mid-year.
 9. In light of this, ARAC endorsed the following changes to the Board's committee framework take effect from 1 April 2026, with any material changes deferred until the external provider has reported back to the Board on committee structures:
 - APC will continue to meet twice annually in 2026/27, with a focus on the research and development portfolio. This was agreed at the APC meeting on 7 October.
 - APC delegated responsibilities relating to education partnerships and collaboration will transfer to PCC and those related to commercialisation will transfer to FPC.
 - Four NEDs will be asked to attend each of the following committees: FPC, QUEST, PCC and ARAC. This will ensure a quorum of three per meeting. The



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board skills mix has been updated, and the Trust Chair and NEDs will hold discussions in October on their committee commitments.

- Minor changes are proposed for the Quality, Patient Safety and Experience Committee (QUEST) with the transfer of value based healthcare from FPC.
- No changes are proposed for the Charity or Remuneration Committees.

The Charity Committee

7. In parallel with the work on the wider committee structures, each committee is required to complete an annual effectiveness review. Members will recall that the 2024/25 quality and governance reviews for this committee were comprehensive, involving a detailed examination of the terms of reference and the assurance reporting arrangements for each delegated responsibility. These reviews led to several changes to the terms of reference.
8. A number of improvements were agreed as a result of the 2024/25 reviews, and they are being monitored by ARAC.
9. Given the extensive review undertaken in 2024/25, ARAC agreed that this year's approach would be qualitative. A survey of members was carried out to gather feedback on the proposed changes to the terms of reference (including membership) and to identify what is working well and where improvements could be made. Only four responses were received, and the results are as follows:

Survey Topic	Responses
Are there any changes you wish to see to the terms of reference	All responses indicated no changes required
Are there any changes you would like to see to the committee's membership	Most responses indicated no changes required, however it was suggested that the committee may wish to explore inviting project leads for key areas of the Charity's work - such as volunteering, staff wellbeing, or a representative from Wish Ambulance as the Charity's new strategic projects start up.
What works well in this committee	The support and scrutiny of the members on the charity's delivery plan. Ability to discuss openly the achievements and challenges of the charity. Engagement and discussion levels, quality of papers.



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	<p>Sense the move to be more ambitious.</p> <p>Diary dates for the year, papers beforehand, very organised.</p>
<p>What improvements would you recommend</p>	<p>Revised governance structures pre-Charity Committee to support flows through to the committee. This would allow some of the more operational discussions to take place within a smaller group, so that committee's focus can be on the strategic priorities for the Charity.</p> <p>Accelerate our ambition.</p>

10. Based on the recommendations from the ARAC sub-group, responses to the qualitative survey, and discussions between NEDs and the Trust Chair on membership, a marked up version of the proposed changes to the terms of reference is at Annex 1 for endorsement by the committee.

RECOMMENDATION

11. The recommendation is as set out in the front cover above.

NEXT STEPS

12. Submission to ARAC and for onward approval of the Corporate Trustee of changes to terms of reference of this committee including membership changes if any.

13. At the next meeting of this committee the cycle of business will be updated for approval.

14. The annual report of this committee will be presented for endorsement in Q1 of 2026/27 before being presented to ARAC and the Corporate Trustee.



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CHARITY

CHARITY COMMITTEE

TERMS OF REFERENCE AND OPERATING ARRANGEMENTS

2025/262026/27

1. INTRODUCTION

- 1.1. The Trust's Standing Orders provide that *"The Board may and, where directed by the Welsh Government must, appoint Committees of the Trust either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees"*.
- 1.2. In accordance with Standing Orders, the Board shall nominate annually a committee which covers charitable funds and that is known as the **Charity Committee** "the Committee". The detailed terms of reference and operating arrangements set by the Board in respect of this committee are set out below.
- 1.3. The Committee plays an important role in supporting the Corporate Trustee in fulfilling its responsibilities by:
- providing advice on strategic development and performance within the terms of reference;
 - undertaking scrutiny and gaining assurance on key aspects of organisational performance, and supporting achievement of the Charity's objectives;
 - carrying out specific responsibilities on the Corporate Trustee's behalf; and
 - providing a forum where ideas can be explored in greater detail than Corporate Trustee meetings are able to allow, providing time and space to consider issues in greater depth.



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Regular and timely reporting and escalations to the Board and Corporate Trustee on the issues within the Committee's remit allow for more focused discussions.

2. PURPOSE

- 2.1 The Welsh Ambulance Services NHS Trust Charity (registration number 1050084) is registered as a charity with the Charity Commission for England and Wales.
- 2.2 The governing body of NHS bodies act as the corporate trustee in administration of charitable funds. The members of the governing body are not themselves individual trustees, therefore, for the WAST Charity the Welsh Ambulance Services University NHS Trust is the corporate trustee. The Trust's Standing Orders at section A (iii) state that all business shall be conducted in the name of Welsh Ambulance Services National Health Service Trust, and all funds received in trust shall be held in the name of the Trust as a corporate Trustee.
- 2.3 When acting as Corporate Trustee the board must recognise that the charitable funds they are managing are distinct from exchequer monies and they have distinct responsibilities for their administration. This extends to this Committee.
- 2.4 The purpose of the Committee is to:
 - (a) Contribute to the development of the charity's strategy and monitor its implementation.
 - (b) Assure the Corporate Trustee that charitable funds are accounted for, deployed, and invested in line with legal and statutory requirements, taking account of the public benefit guidance.
 - (c) Consider and endorse the annual report and accounts for approval by the Corporate Trustees.
 - (d) Raise the profile and reputation of the charity within the Trust.
- 2.5 The committee shall, in carrying out its functions and responsibilities, consider how their decisions secure an improvement in the quality of health services (the duty of quality) as outlined in The Health and Social Care (Quality and Engagement) (Wales) Act 2020. This includes but is not limited to ensuring the provision of high-quality, safe, and effective healthcare services that meet the



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needs of patients, service users, and their families.

- 2.6 The committee shall demonstrate the duty of quality through its own operating arrangements, ensuring that its processes, procedures, and decision-making mechanisms uphold the highest standards of transparency, accountability, and governance. It shall regularly review and refine its operating procedures to align with best practices and legal requirements, fostering an environment of continuous improvement.
- 2.7 In alignment with the Wellbeing of Future Generations (Wales) Act 2015, this committee will adopt a long-term perspective in its deliberations and decisions. The committee will consider the broader implications of its actions, particularly in relation to the three wellbeing objectives established by the Trust in order to contribute positively to the wellbeing of future generations. These objectives are: 1) being a socially responsible and inclusive employer, 2) fostering an innovative and sustainable organisation, and 3) ensuring we are a proactive, accessible, and equitable care provider.

3. DELEGATED RESPONSIBILITY

Strategic Development and Delivery

- 3.1 Oversee and contribute to the development of the Charity's long term strategy
- 3.2 Receive assurance on the implementation of the strategy.

Fundraising

- 3.3 Approve and regularly review the fundraising plan for the charity, ensuring its compliance with Charity Commission legislation and guidance, and all other relevant regulatory requirements.
- 3.4 Receive assurance on the implementation of the fundraising plan.
- 3.5 Ensure systems, processes and communication are in place around fundraising, staff engagement and funding commitments.



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Charitable Funds

- 3.6 Ensure the management of charitable funds is carried out within the terms of its Declaration of Trust and relevant legislation, including any Charity Commission regulations.
- 3.7 Be aware of and have regard to the guidance on public benefit (see 4.3 below).
- 3.8 Endorse income targets and expenditure budgets for approval by the Corporate Trustee.
- 3.9 Ensure systems and processes are in place to receive, account for, deploy and invest charitable funds, and review periodic income and expenditure statements.
- 3.10 Receive assurance from any panels or sub-committees established by the Committee on the use of charitable funds in accordance with their terms of reference to ensure that any such use is in accordance with the aims and purposes of the charitable fund or donation.
- 3.11 Consider and authorise expenditure with a value above £5,000, subject to a recommendation from the Executive Leadership Team. Any recommendation should have the support of the Director of Partnerships and Engagement as Executive lead and the Executive Director of Finance and Corporate Resources as Treasurer.
- 3.12 Receive and endorse the annual report, annual return and financial accounts, and consider the annual report from the auditors before submission to the Corporate Trustee for approval.

Investment

- 3.13 Consider and agree an investment strategy for the safe and secure investment of funds not immediately required for use, taking into account any appropriate ethical considerations.
- 3.14 Consider the appointment of external investment advisors and operational fund managers.



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- 3.15 Review the performance of investments on a regular basis (with the external investments advisors where appointed) to ensure the optimum return from surplus funds.

Policy

- 3.16 Approve the policies for the utilisation and investment of charitable funds, including but not limited to the Reserves Policy and Charitable Funds Investment Policy.

Corporate Risks and Audits

- 3.17 The Committee will monitor the principal risks relevant to its remit and consider the controls and mitigations of related risks and provide assurance to the Board that such risks are being effectively controlled and managed.
- 3.18 The Committee will receive and gain assurance from internal and external audits in their remit. It will receive assurance that management actions to address recommendations are in place via the audit tracker receive appropriate reporting as agreed by the Audit, Risk and Assurance Committee. This committee will, where appropriate, scrutinise the impact of actions in response to audit recommendations.

4. AUTHORITY

- 4.1 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.
- 4.2 The Committee is authorised by the Corporate Trustee to:
- (a) Approve charitable expenditure over £3,000 for Bursary Panel and £5,000 for the Bids Panel;
 - (b) Endorse the charity strategy and related plans, including those related to fundraising (for approval by the Corporate Trustee);
 - (c) Approve policies within its remit;



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- (d) Investigate or have investigated any activity within its terms of reference and in performing these duties shall have the right, at all reasonable times, to inspect any books, records or documents of the Trust relevant to the committee's remit. It can seek any relevant information it requires from any employee and all employees are directed to co-operate with any reasonable request made by the committee;
- (e) obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary, subject to budgetary and other requirements;
- (f) by giving reasonable notice, require the attendance of any of the officers or employees and auditors at any meeting of the Committee; and
- (g) establish sub-committees or task and finish groups to carry out on its behalf specific aspects of Committee business. (Formal sub-committees may only be established with the agreement of the Board or Corporate Trustee.)

4.3 When making decisions about charitable expenditure members and the Corporate Trustee must have regard to the guidance on public benefit and should:

- (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 a reasonable trustee could make

Chair's Action

4.4 There may, occasionally, be circumstances where decisions which would normally be made by the Committee need to be taken between scheduled meetings, and it is not practicable to call a meeting of the Committee. This is most likely, but not exclusively, to arise with respect to approval of grants or bids.



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4.5 In these circumstances, the Chair, and the Lead Executive, supported by the Director of Corporate Governance/Board Secretary as appropriate, may deal with the matter on behalf of the Committee after first consulting with at least two other Members (Non-Executive Directors).

4.6 The Director of Corporate Governance/Board Secretary must ensure that any such action is formally recorded and reported to the next meeting of the Committee for consideration and ratification.

5. MEMBERSHIP AND QUORUM

5.1 The Trust's Standing Orders at 3.3.5 and 3.3.6 provide the rules around committee membership. That includes that the designation of Chair, definition of member roles and powers and terms and conditions of appointment are determined by the board, based on the recommendation of the Trust Chair. Executive Directors and other Trust officers cannot be appointed as committee Chairs, nor should they be appointed to serve as 'members' on any Committee set up to review the exercise of functions delegated to them. They may however be 'in attendance' as appropriate.

5.2 The application of these provisions means that the designation of 'members' in NHS Wales committees is applied to Non-Executive Directors. This ensures there is independent scrutiny, support and challenge, and is a relevant for quorum (see below) and – where it is required – for voting.

5.3 Notwithstanding the above, the 'members' and 'prescribed attendees' listed below are often referred to collectively as members or membership.

Committee Membership

5.4 The membership of the Committee will comprise:

Members:

- Three Non-Executive Directors (and Trustees), one of whom will be designated as Chair



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Prescribed attendees:

- Executive Director of Finance and Corporate Resources (Treasurer)
- Director of Partnerships and Engagement (Executive Lead)
- Deputy Director of People and Culture
- Executive Director of Operations
- Executive Director of Paramedicine
- Director of Corporate Governance/Board Secretary
- Trade Union Partners (x3)
- Assistant Director of Corporate Governance and Risk
- Chairs of the Sub-Committees
- Head of Charity
- Member of the Volunteer Steering Group
- Fundraising Officer (when appointed)
- Head of Commercial (when appointed)

5.5 In the absence of the committee Chair, one of those in attendance must be designated as Chair of the meeting.

5.6 Members may send deputies in their absence who will act with their full authority. To instigate a substitution arrangement, the member of the Committee must notify the Director of Corporate Governance/Board Secretary before the day of the meeting that they are unable to attend and the name of the member who will attend as the substitute.

5.7 The committee may also co-opt additional independent external members from outside the organisation to provide specialist skills, knowledge, and expertise.

5.8 The Chair of the Trust Board/Corporate Trustee and the Chief Executive have a standing invitation to attend meetings. In addition, the committee Chair may invite the others (either Trust staff or persons outside the Trust) to attend all or part of a meeting to assist it with its discussions on any particular matter.

Member Appointments

5.9 The membership of the Committee shall be determined by the Corporate Trustee, based on the recommendation of the Trust Chair, taking account of the balance of skills and expertise necessary to deliver the committee's remit and subject to any specific requirements or directions made by the Welsh Government.



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5.10 Members shall be appointed to hold office for a period of one year at a time, up to a maximum of their term of office. During this time a member may resign or be removed by the Board. The Board should consider rotating a proportion of the Committee's membership after three or four years' service so as to ensure the Committee is continuously refreshed whilst maintaining continuity.

5.11 Terms and conditions of appointment, (including any remuneration and reimbursement) in respect of any co-opted independent external members are determined by the Board, based upon the recommendation of the Trust Chair (and, where appropriate, on the basis of advice from the Trust's Remuneration Committee).

Secretariat and Support to Committee Members

5.12 The Director of Corporate Governance/Board Secretary, on behalf of the Committee Chair, shall:

- (a) arrange the provision of advice and support to committee members on any aspect related to the conduct of their role; and
- (b) ensure the provision of a programme of organisational development for committee members, as part of the Trust's overall board development programme.

6. COMMITTEE MEETINGS

Quorum

6.1 The quorum for meetings of the committee shall be two Non-Executive Directors.

6.2 While only two Non-Executive Directors are required for quorum, it is strongly recommended that all three Non-Executive Director members be present at each meeting to ensure robust discussion and effective oversight. The presence of all Non-Executive Directors is crucial for fostering diverse perspectives and maintaining rigorous challenge and scrutiny. Therefore,



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other Non-Executive Directors of the board may be co-opted to meetings where it is not possible for all three Non-Executive Directors to attend.

Frequency of meetings

- 6.3 Meetings shall be held quarterly and otherwise as the Committee Chair deems necessary - consistent with the Trust's annual schedule of Board Business.

Withdrawal of individuals in attendance

- 6.4 The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

7. RELATIONSHIP AND ACCOUNTABILITIES WITH THE BOARD AND ITS COMMITTEES/GROUPS

- 7.1 The Committee is directly accountable to the Board and Corporate Trustee for its performance in exercising the functions set out in these terms of reference.

- 7.2 The Committee, through its Chair and members, shall work closely with the Trust Board's other Committees and groups to provide advice and assurance to the Board and Corporate Trustee through the:

- (a) joint planning and co-ordination of Board and Committee business; and
- (b) appropriate sharing of information

in doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.

- 7.3 The Committee will consider the assurance provided through the work of the Board's other Committees and sub-groups to meet its responsibilities for advising the Board on the adequacy of the Trust's overall framework of assurance.



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- 7.4 The Committee shall embed the Trust's corporate standards, priorities and requirements, e.g., equality and human rights through the conduct of its business.

8. REPORTING AND ASSURANCE ARRANGEMENTS

- 8.1 The Committee Chair shall agree arrangements with the Trust's Chair to report on the Committee's work. This may include, where appropriate, a separate meeting with the Corporate Trustee, however reporting to the Board in the absence of a Corporate Trustee meeting will be sufficient.
- 8.2 The Director of Corporate Governance/Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation.

9. APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS

- 9.1 The requirements for the conduct of business as set out in the Trust's Standing Orders are equally applicable to the operation of the Committee, except in the following areas:
- Quorum – as set out in section 6.

10. REVIEW

- 10.1 These terms of reference and operating arrangements shall be reviewed at least annually but more frequently if required.



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CHARITY

Agenda Item No. 13

REPORT TITLE

Charity Committee Risk Management Report

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Estelle Hitchon, Director of Partnerships and Engagement
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]

- 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.
3. The Executive Leadership Team, acting as the Charity Executive Risk Group, in the absence of any other formal mechanism to consider Charity Risks, received the update to the risks on 7 January 2026 and noted that there were no escalations.

RECOMMENDATION(S)

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

The Charity Committee is requested to:

1. Receive the Charity Risk 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:

Annex 1 – Charity Risk Register Summary

Annex 2 – Charity Risk Register

Annex 3 – Charity Risk Register (Detailed)

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

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](#)]

- | | | |
|------------------------------------|------------------------------------|--|
| <input type="checkbox"/> Safe | <input type="checkbox"/> Timely | <input type="checkbox"/> Effective |
| <input type="checkbox"/> Efficient | <input type="checkbox"/> Equitable | <input checked="" type="checkbox"/> Person Centred |

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

- | | | |
|--------------------------------------|--|--|
| <input type="checkbox"/> Leadership | <input type="checkbox"/> Workforce | <input type="checkbox"/> Culture |
| <input type="checkbox"/> Information | <input type="checkbox"/> Learning Improvement and Research | <input checked="" type="checkbox"/> Whole Systems Approach |

WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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

- | | | |
|--|---|--|
| <input type="checkbox"/> A socially responsible and inclusive employer | <input type="checkbox"/> An innovative and sustainable organisation | <input checked="" type="checkbox"/> A pro-active, accessible and equitable care provider |
| <input type="checkbox"/> n/a | <input type="checkbox"/> n/a | <input 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 [here](#) 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	
--	--

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
29 December 2025	Executive Leadership Team acting as Charity Executive Risk Group



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

RISK ID	Details	Title	Summary Description	Risk Status/Level	Executive Owner	Current Risk Score	Target Score	Notes
CHAR-002	Corporate Trustee – skills, roles and responsibilities and training	Lack of training amongst the Corporate Trustee	<p>IF the role of the Corporate Trustee is not defined and understood</p> <p>THEN there is potential for failure of it to fulfil its control functions</p> <p>RESULTING IN potential for the Corporate Trustee failing to fulfil its legal and regulatory obligations</p>	<i>Draft</i>				23/12/25 JB - This risk is in draft and will be considered in the next round. Potentially amalgamated into CHAR-003
CHAR-003	Compliance with legal and regulatory framework	Lack of compliance with legal and regulatory framework	<p>IF the Trust's Charity lacks robust awareness and active monitoring of the current legislation and regulations</p> <p>THEN it is at risk of non-compliance with legal and statutory obligations</p> <p>RESULTING IN potential enforcement action including financial penalties, reputational damage and possible restrictions on charitable activities</p>	<i>Approved</i>		10 (2x5)	5 1x5)	
CHAR-005	Governance and management of funds	Lack of internal processes and governance structures in place to meet the conditions of grants	<p>IF robust governance arrangements are not in place for the oversight of charity grants including due diligence, monitoring of spend and accurate reporting.</p> <p>THEN there is potential for the conditions of the grant to be breached</p> <p>RESULTING IN damage to the Charity's reputation, potential for grants to be reclaimed and an inability to secure grants in the future.</p>	<i>Approved</i>	Director of Partnerships and Engagement	6 (2x3)	3 1x3)	
CHAR-008	Failure to meet fundraising targets	Failure to meet fundraising targets	<p>IF the Charity fails to meet its fundraising targets</p> <p>THEN the Charity will be unable to sustain core staffing levels or fund strategic charitable projects</p> <p>RESULTING IN the Charity being unable to meet its strategic objectives, with reduced overall impact and damage to its credibility</p>	<i>Approved</i>	Director of Partnerships and Engagement	12 (3x4)	8 (2x4)	

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>IF the Trust fails to recruit a Charity Manager and other necessary staff</p> <p>THEN the Charity will fail to meet its objectives</p> <p>RESULTING IN financial management difficulties and loss of reputation</p>	Closed		<p>12 (3x4)</p> <p>↓</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-004	Grants – administration, meeting conditions and evidence	Lack of necessary administration, meeting conditions and providing evidence for the grants received	<p>IF the Charity fails to properly administer and meet the conditions of the grants received</p> <p>THEN there is a potential to not be compliant with the donors imposed restrictions and supplying evidence</p> <p>RESULTING IN 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-006	Volunteer Risk	Lack of sufficient governance, guidance, and assurance in	IF 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>IF the Trust fails to submit its annual return and the Charity Accounts receive a qualified opinion from Audit Wales</p> <p>THEN the public register of charities will show that the Trust’s annual return has been filed late</p> <p>RESULTING IN 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

Risk ID CHAR-003	Lack of compliance with legal and regulatory framework			Date of Review:	03 December 2025	TREND	10 (2x5)
				Date of Next Review:	03 March 2026	➔	
IF the Trust's Charity lacks robust awareness and active monitoring of the current legislation and regulations	THEN it is at risk of non-compliance with legal and statutory obligations	RESULTING IN potential enforcement action including financial penalties, reputational damage and possible restrictions on charitable activities		Likelihood	Consequence	Score	
			Inherent	4	5	20	
			Current	2	5	10	
			Target	1	5	5	
EXECUTIVE OWNER	Director of Partnerships and Engagement		ASSURANCE COMMITTEE	Charity Committee			
Risk Commentary:							
CONTROLS				ASSURANCES			
1. Head of Charity role: a solid understanding of charity governance and regulatory requirements is an essential criteria of the role. Job Description includes that role should be seen as "subject matter expert on all Charity matters"				1. Charity Committee oversight: The work of the Charity Team is monitored on a quarterly basis through the Charity Committee. Membership of the Charity Committee includes NEDs with third-sector expertise			
2. NHS Charities Together: UK-wide network of NHS charities providing timely information on legislation changes, guidance, and access to legal advice				2. NHS Charities Together provides access to support through workshops, webinars, an online forum, and in-person conferences and Special Interest Group meetings			
3. NHS Wales charity network: WAST is a member of an informal charity network, sharing updates and advice which can then be escalated as required				3. NHS Wales charity network meets quarterly in a formal setting, as well as more regularly informally			
4. NHS Wales - Welsh Risk Pool: The Charity has access to advice on legal and risk from the Welsh Risk Pool				4. Welsh Risk Pool can provide definitive legal advice where required, plus advice on where to source indemnity/public liability insurance			
5. Charity Commission guidance reviewed annually				5. Any changes would be included in the performance report assure to Charity Committee			
6. Dedicated regulatory horizon scanning undertaken quarterly				6. Any changes would be included in the performance report assure to Charity Committee			
7. Serious incident reporting included in the Charitable Funds Policy				7. Audit and monitoring compliance against the policy			
8. NEW: Internal guidance document published on liability and indemnity, in cases where colleagues take part in charitable fundraising or sporting activities				8. Guidance document drafted in partnership with Welsh Risk Pool colleagues			
GAPS IN CONTROLS				GAPS IN ASSURANCE			
1- Fixed-Term Position: Position is fixed-term until October 2026				1. Third-sector experience is not a requirement of Charity Committee membership, skill set will need refreshing as NEDs approach term limits – see separate risk on CHAR-002			
1- Single Point of Failure: Limited written guidance documents for staff and volunteers, in order to disseminate guidance in a clear and understandable way.				2.			
3- Informal network, so cannot give formal legal or regulatory guidance, plus the ability for other members to support WAST is dependent on their capacity				3.			
Actions to reduce risk score or address gaps in controls and assurances			Action Owner	By When/Milestone		Progress Notes:	
1. Approval of Charitable Funds policy / Cash Handling SOP			Head of Charity	Cash Handling SOP – by end of April 2026 Charitable Funds Policy - By end of March August 2026			
2. Written guidance to staff / volunteers about fundraising procedures			Head of Charity / Fundraising and Communications Officer	Volunteer Fundraising SOP – complete Staff "in-aid-of" fundraising pack – by end of Dec 2025 Cash handling SOP and written guidance to staff – by end of April 2026			
3. Clear Charity position on indemnity / public liability from Welsh Risk Pool to be published on Siren			Head of Charity	Complete - By end of August 2025			
4. Voluntary registration with Fundraising Regulator, to provide assurance to the public that Code of Fundraising Practice is being adopted and followed			Head of Charity	Complete - By end of August 2025		This will become required if fundraising expenditure (including staffing) exceeds £100K/annum	
5. Roles and responsibilities of Corporate Trustees Board Development Session			Head of Charity / DOCG	February 2026			

Risk ID CHAR-005	Lack of internal processes and governance structures to meet the conditions of grants			Date of Review:	03 December 2025	TREND	6 (2x3)
				Date of Next Review:	03 March 2026	➔	
IF robust governance arrangements are not in place for the oversight of charity grants including due diligence, monitoring of spend and accurate reporting	THEN there is potential for the conditions of the grant to be breached	RESULTING IN damage to the Charity's reputation, potential for grants to be reclaimed and an inability to secure grants in the future.		Likelihood	Consequence	Score	
			Inherent	4	3	12	
			Current	2	3	6	
			Target	1	3	3	
EXECUTIVE OWNER	Director of Partnerships and Engagement		ASSURANCE COMMITTEE	Charity Committee			
Risk Commentary:							
CONTROLS				ASSURANCES			
				Internal Management (1st Line of Assurance)			
1. Once awarded, grants are held as legally restricted funds as part of the Charity's balance sheet, managed by the DoF and scrutinised by Audit Wales (audit or independent examination).				1. Restricted funds and associated expenditure are subject to independent examination by Audit Wales			
2. Expenditure against restricted funds is approved by the Head of Charity, up to delegated approval limits of £25k and anything over that amount has to be approved by the Charity Committee.				2. Expenditure is approved by the Head of Charity according to the budget submitted as part of the original grant application – SoRD			
3. Head of Charity maintains a record of all grant reporting requirements, performance targets and monitoring deadlines				3. Grant monitoring and reporting deadlines are included within the quarterly Charity Performance Report for assurance, as part of Charity Committee papers			
4. Finance department maintains records of grant spend				4. Unaudited figures reported quarterly to Charity Committee and subject to annual independent examination			
5. NEW: Project performance against agreed budgets and KPIs is monitored through quarterly meetings with project leads - progress is recorded as part of quarterly Charity Performance Report with any unmitigated risks escalated to the appropriate directors				5. Quarterly KPI meetings with project leads and any potential risks are highlighted in the Charity Performance Report received by Committee each meeting. Any issues or risks are escalated via this report for discussion with the Exec Leads.			
6. NEW: Project budget management aligned to Charity SoRD and within approved delegated authorities				6. Regular project budget meetings and any potential risks are highlighted in the Charity Performance Report received by Committee each meeting. Any issues or risks are escalated via this report for discussion with the Exec Leads.			
GAPS IN CONTROLS				GAPS IN ASSURANCE			
3) Long-term Charity governance controls and assurance are reliant on ensuring a substantive Head of Charity position - currently fixed term until October 2026				3) Performance against KPIs is sometimes outside of the control of the Charity, as projects are often delivered by teams within the Trust			
Actions to reduce risk score or address gaps in controls and assurances				Action Owner	By When/Milestone	Progress Notes:	
1. Potential Charity Scheme of Delegation				DOCG and DoP&E and HoC	August 2025 - TBC	Consider the appetite for this.	
2. Secure permanent role for the Head of Charity to maintain continuity of arrangements and assurance				DoP&E	October 2026 – Q1 – 2026/27	A proposal will need to be considered by ELT, Charity Committee and Corporate Trustee before the end of Q1 2026-27	
3. Confirmation to be provided by the Charity and individual projects to clarify maximum funding awarded to any project, and clarifying that overspends must be covered by the Trust				Head of Charity	Completed – December 2025	BAU	
4. Introduction of regular cycle of meetings between Charity and project leads to discuss grant performance and expenditure				Head of Charity	Completed - December 2025 (for existing grants)	Ongoing as new grants are awarded - BAU	

Risk ID CHAR-008	Failure to raise sufficient funds to deliver the Charity's strategic objectives			Date of Review:	03 December 2025	TREND	12 (3x4)
				Date of Next Review:	03 March 2026	➔	
IF the Charity fails to meet its fundraising targets	THEN it will be unable to sustain core staffing levels or fund strategic charitable projects	RESULTING IN the Charity being unable to meet its strategic objectives, with reduced overall impact and damage to its credibility			Likelihood	Consequence	Score
				Inherent	5	4	20
				Current	3	4	12
				Target	2	4	8
EXECUTIVE OWNER	Director of Partnerships and Engagement	ASSURANCE COMMITTEE		Charity Committee			
Risk Commentary: The current score will be reviewed in the next period and may increase to 16 (4x4) as it is likely that the Charity will not meet its projected fundraising targets as set out in the 2025/26 financial plans. This is in large part due to a restricted grant that did not materialise. This is highlighted throughout the financial plan reports, within the 2026/27 budget and will be discussed at the Committee meeting in January 2026. A decision on the scoring will be made following that discussion. Any unmet restricted targets will have a corresponding reduction in restricted expenditure. Therefore, there is no risk of detriment to any existing projects.							
CONTROLS				ASSURANCES			
				Internal Management (1st Line of Assurance)			
1. Head of Charity recruited to lead the Charity's operations, including its fundraising				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			
2. New Charity website enabling ease of online donations to the Charity				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.			
3. Increase in staff fundraising in aid of the Charity since Head of Charity started in October 2024				3. A register of "in-aid-of" fundraising is kept, to ensure that all donations are banked within an appropriate timeframe.			
4. Charity has a previous track record of success in obtaining grant funding from NHS Charities Together				4. More than £400,000 in grants pledged by NHS Charities Together since 2021			
5. Charity has a track record of receiving generous legacies from members of the public through gifts-in-wills				5. More than £400,000 in legacies received by the Charity since 2020.			
6. Fundraising targets in place, and approved by Corporate Trustee				6. Reporting of income against targets quarterly to Charity Committee			
7. Robust financial controls in place for receipt of charitable donations				7. Financial controls monitored internally by Finance Directorate, and subject to independent examination by Audit Wales			
8. New visual identity in place for the Charity brand and unique impact.				8. Visual identity has been used in both internal and external communications			
9. The Charity's investment arrangements are subject to the Charitable Funds Investment Policy and are monitored on a regular basis.				9. Investment performance monitored weekly by Finance Directorate with quarterly reporting to Charity Committee			
10. NEW: Fundraising Officer in post				10. Work plan overseen by Head of Charity. Tasks are highlighted in the Charity Delivery Plan and monitored through the financial reporting.			
11. NEW: Fundraising activity programme in place including in-aid-of fundraising and support for fundraisers.				11. New Fundraising Officer role in post (as of Oct 2025) on a two-year fixed term post			
GAPS IN CONTROLS				GAPS IN ASSURANCE			
1/ Head of Charity is recruited on a fixed-term contract to October 2026				Gaps articulated to Charity Committee and considerations underway as part of CHAR-005.			
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				No control over external market factors that could affect fundraising income from the public.			
2/ Currently no process for collecting and storing donor data, reducing ability to solicit donors to make a regular donation							
3/ Income is not guaranteed and is dependent on third-party fundraisers.							
3/ No current campaigns for the general public							
4/ NHS Charities Together funding cannot be relied upon in future years, and is likely to reduce as Covid emergency funds are spent down				Previous grants have been largely funded by NHS Charities Together's emergency Covid appeal – these funds are being spent down. NHSCT have indicated that grant-giving programme is likely to be reduced significantly in future years.			
5/ Gifts-in-wills by their nature are unexpected and unpredictable.				Previous track record is not a guarantee of future performance. Gifts in wills by their nature are unexpected and unpredictable.			
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							

Risk ID CHAR-008	Failure to raise sufficient funds to deliver the Charity's strategic objectives	Date of Review:	03 December 2025	TREND	12 (3x4)
		Date of Next Review:	03 March 2026	➔	
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.					
8/ Anecdotal evidence of brand confusion between the Charity and other similar charities (including Wales Air Ambulance and The Ambulance Staff Charity)					
Actions to reduce risk score or address gaps in controls and assurances		Action Owner	By When/Milestone	Progress Notes:	
1. Recruitment of Fundraising and Communications Officer		Head of Charity	Complete - By end of October 2025	Moved to control	
2. Financial plans – including fundraising targets approved for 2025-26 and 2026-27 by Charity Committee and Corporate Trustee		Head of Charity Executive Director of Finance and Corporate Resources	Complete - By end of May 2025 (2025-26)	2025-26 targets approved by Corporate Trustee on 29 May 2025. Now BAU as part of the annual cycle of business for the Charity	
3. Charity Strategy approved to better articulate the Charity's purpose		Head of Charity	Complete - 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	Complete - 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 March 2026 April 2026	Postponed from September 2025 due to delays in recruitment Charity Delivery Plan will be updated.	
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 August 2026	Charitable Funds Policy – by end of August 2026 Cash Handling SOP – by end of April 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 December 2025		
10. Feasibility review of payroll giving and staff/public lotteries, to create regular sources of income		Head of Charity Fundraising and Communications Officer	By end of March 2026	Feasibility review on track to be completed by end of March 2026, options paper will then be developed	
11. New Charity social media accounts and communications plan to increase brand awareness, and provide case studies of how donations are spent – Will be split into separate actions.		Fundraising and Communications Officer	By end of January 2026	Social media accounts – completed Case studies – some already produced, more to follow.	
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 April 2026	Review is complete – the SOP to be implemented but postponed until April 2026.	
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		



BIDS PANEL HIGHLIGHT REPORT FOR ELT & CHARITY COMMITTEE

Executive Leadership Team	29 October 2025
Charity Committee Meeting Date	13 January 2026
Bids Panel Meeting Date	20 October 2025
Bids Panel Meeting Chair	Leanne Smith, Assistant Director of Digital Services

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the ELT to areas of escalation)

1. An extra-ordinary meeting of the Bids Panel was held on the 20 October, primarily to consider a **Christmas Dinners & Hampers bid**. The bid itself accompanies this AAA. The Panel decided to support the bid, and are now seeking the endorsement of ELT (and subsequent approval by the Charity Committee, via Chair’s action if necessary) due to the value of this bid being above the expenditure limits for the panel (a total of £18,700).
2. The bid seeks:
 - a. £10,000 for Christmas Hamper Vouchers
 - b. £8,700 for Christmas Day Dinners
3. The Panel supported the bid, subject to:
 - a. All receipts to be supplied, with Service Managers and Heads of Service responsible for 100% compliance.
 - b. Feedback to inform future applications to ensure value for money and inform sustainability of funding
4. The Panel sought two further points of clarification:
 - a. Volunteer eligibility for the Christmas Day Dinner arrangements
 - b. Corporate staff inclusion for the Christmas Hamper offer (e.g. those from Resourcing, Fleet, Estates, ICT teams etc working on-site over the festive period).

ADVISE

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

5. Declarations of Interest

Name (Position)	Bid	Declaration
David Hopkins	Bid 2524 – Christmas Day Dinners and Christmas Extras Vouchers (WAST)	David assisted with the development and writing of the bid, so abstained from the vote.

6. **Outcome of General Charitable Fund Applications Considered by Bids Panel**

Bids Panel received one new general charitable fund applications for consideration. The Panel's decisions on the application is given here:

Bid Description	Amount Awarded	Directorate	Outcome of Bids Panel
Bid 2524 – Christmas Day Dinners and Christmas Extras Vouchers (WAST)	£18,700		Approved [to be split across the regional funds]

Total amount of funding awarded to approved new General CF bids = £18,700

7. A verbal update was provided on the **Expenditure Guidance** that is in development. This highlighted proposed changes from previous guidance, and explained to the panel that once ready, the guidance would be shared with members as part of the consultation process.
8. Whilst reviewing the action log, the Panel considered progress with the **Blaenau Ffestiniog Kayaks** and **Barmouth Legacy Fund** actions.
- 9.
- a. Regarding the kayaks, the panel was informed of a feeling of dissatisfaction from staff regarding communication. A request was made to share the Liability and Indemnity guidance (a document endorsed Legal & Risk, and previously noted by Charity Committee) with the panel.
 - b. Several action items related to the Barmouth Legacy Fund and the plan for a wellbeing room have dependencies on the receipt of quotes from suppliers for estates work. It was agreed that a more detailed discussion would be planned for the next Bids Panel meeting, and in the meantime a follow-up conversation would take place with Estates colleagues. It was noted that prior to September, many contractors were booked for school estates work, and so the Estates team had advised to revisit in the autumn.
 - c. Several other items on the action log were closed.

ASSURE

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

10. The **next meeting** of the Bids Panel is scheduled for 8th December 2025.
11. ELT and 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. 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 **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 in more detail.

APPENDICES

None

MEETING AGENDA ITEMS

Introduce New Bids Panel member – Bev Flood and Andrew Cotton	Declarations of Interest	Dashboard: Review Action Log & Decision Log [Updates given ahead of the meeting]
Feedback from Charity Committee	New General CF Applications (x1) for consideration	Any Other Business

ATTENDANCE						
Meeting Date:	02/04/25 [Ex-ord]	16/05/25 [Ex-ord]	23/05/25 [Ex-ord]	04/06/25	22/09/25	20/10/25 [Ex-ord]
Julie Boalch [Chair]						
Lisa Trounce						
Leanne Smith [Chair]				Introduction		
Assistant to the chair				Introduction Nicola Attewell Sarah Botterill	Sarah Botterill	Sarah Botterill
Lois Hough						
Bernadette Mitchell						
Karen Jones			*			
Bev Flood						
Elliot Miller				*		
Aled Williams						
Kataya Miura			Ian McMurtrie			
Chris Davies					Kataya Miura replacement	
Damon Turner						
Hugh Parry						
David Hopkins						
Andrew Cotton						
OTHER ATTENDEES						
Greg Lloyd	Barmouth RF					

	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.*



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BIDS PANEL

HIGHLIGHT REPORT FOR CHARITY COMMITTEE

Executive Leadership Team	N/A
Charity Committee Meeting Date	13 January 2026
Bids Panel Meeting Dates	8 December 2025
Bids Panel Meeting Chair	Leanne Smith, Assistant Director of Digital Services

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Committee to areas of escalation)

1. An update was provided on the **Charitable Funds Account Balances** (as of 30/11/25), highlighting:
 - a. A remaining annual budget of only £9,462 for 2025/26 awards.
 - b. The bids on the agenda for this December meeting, totalling £11,070, exceeded the remaining annual budget should they all be approved.
 - c. Limited remaining balances in certain regional funds, and new donations being directed to the national fund (unless specifically designated), has implications for future bids and funding which will need to be discussed before the new financial year.

The panel proceeded with considering each of the bids in their own merit and would review any issues with awarding funds in real-time.

2. An update was also given to explain the **creation of a new restricted fund** for Blaenau Ffestiniog, resulting from a legacy previously recorded under the North region funds.
3. A draft **Bids Panel Guidance** document was presented to the panel, outlining proposed changes and clarifications to finding themes and eligibility. The panel provided feedback on some specific items, and discussed the merit of developing an applicant-facing document or FAQ document to support beyond understanding eligibility, but also with the application process. The panel supported the onward passage of the document to Charity Committee for approval.

ADVISE

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

4. Declarations of Interest

Name (Position)	Bid	Declaration
Hugh Parry	Bid 2523 – Replacement TV (Amlwch Amb Stn)	Noted direct involvement and support of the bid.
David Hopkins	Bid 2526 – Portable Fans	Advised in the development of the bid.

5. Outcome of General Charitable Fund Applications Considered by Bids Panel

Bids Panel received five 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 2523 – Replacement TV (Amlwch Amb Stn)	£500 [requested £249]	Operations	Approved [North fund] noting support up to £500 to ensure quality of equipment, plus specified procurement route.
Bid 2525 – Retirement Event (Llandoverly)	n/a [requested £1000]	Operations	Rejected bid did not meet charitable objectives; alternative reward & recognition initiatives progressing by the Trust
Bid 2526 – Portable Fans (staff & volunteers)	£1626	WAST Networks	Approved [split regional funds]
Bid 2527 – Furniture (Gelli Amb Stn)	n/a [requested £3694]	Operations	Deferred [South East - not enough funds] pending clarity on standardised approach to station furniture replacement & funding; suggestion of Community Swap Shop as alternative approach
Bid 2528 – Beekeeping Club (Wrexham & Dobshell Stn)	n/a [requested £4500]	Operations	Rejected [no clear patient benefit, value for money unclear given scale of request, and multiple risks]

Total amount of funding awarded to approved new General CF bids = £2126

ASSURE

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

6. Feedback from Christmas Planning group was shared with the Bids Panel, following the approved **Christmas Bid** from the previous extraordinary meeting in October. This update confirmed the position on the funding amount awarded, noting plans are on track but may finish with a slight underspend; clarified eligibility for volunteers and on-call staff, and assured on the stipulated conditions related to receipts for gift vouchers spends, and acknowledgement about Charity involvement.
7. The Panel received a verbal update on other longer-term developments from restricted funds, including:
 - a. **Barmouth** – following previous discussions, quotes have now been received to convert locality manager offices at Barmouth station into a training suite, fitting within the restricted fund budget. The Head of Charity is arranging a session with station staff, and the Bids Panel representative in the new year to finalise the business case. It is expected this will come for Bids Panel review in March 2026.
 - b. **Colwyn Bay** – capital development assessments are ongoing at Colwyn Bay station, with continued discussions to ensure proposed improvements align with staff needs and station priorities.
 - c. **Blaenau Ffestiniog** – an update was given on both the situation of the kayaks and the broader Blaenau Ffestiniog legacy. The Head of Charity confirmed resolution to the historic legacy issue (and establishment of a new restricted fund as mentioned in the Account Balances update), and outlined plans to consult staff on the use of remaining funds. A proposal to responsibly donate the kayaks to a local community group is being explored and will be decided in conjunction with the station staff.
8. 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.
9. 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.
10. 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.

11. 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.

12. 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 **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

MEETING AGENDA ITEMS

Welcome and apologies	Declarations of Interest	Dashboard: Review Action Log & Decision Log [Updates given ahead of the meeting]
Feedback from Christmas Bid Award	Charitable Funds Account Balances	New General CF Applications (x5) for consideration
Bids Panel Guidance review	Other Developments	Any Other Business

ATTENDANCE								
Meeting Date:	Mar-25 [Ex-ord]	Apr-25 [Ex-ord]	May-25 [Ex-ord]	May#2-25 [Ex-ord]	Jun-25	Sep-25	Oct-25 [Ex-ord]	Dec-25
Julie Boalch								
Lisa Trounce								
Leanne Smith [Chair]					Intro only			
Assistant to the chair					Nicola Attewell; Sarah Botterill	Sarah Botterill	Sarah Botterill	Hannah Farrar; Jeanne Childs
Lois Hough								
Bernadette Mitchell								
Karen Jones				*				
Bev Flood								
Elliot Miller					*			
Aled Williams								
Kataya Miura				Ian McMurtrie				
Chris Davies						Kataya Miura replacement		
Damon Turner								
Hugh Parry								
David Hopkins								
Andrew Cotton								
OTHER ATTENDEES								
Greg Lloyd	Barmouth Restricted Fund	Barmouth RF						
Jo Kelso								

*Indicates where Bids Panel members who were unable to attend the meeting considered the bids submitted

and provided comments in advance of the meeting.

	Attended
	Deputy Attended
	Apologies Received
	No longer member



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CHARITY

Agenda Item No. 16

REPORT TITLE

Committee Cycle of Business Monitoring and Priorities Report 2025/26

MEETING

Name of meeting	Charity Committee
Date of meeting	13 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Julie Boalch, Assistant Director of Corporate Governance and Risk
Author(s) of report	Alex Payne, Corporate Governance Manager

PURPOSE OF REPORT

<input type="checkbox"/> Approval	<input type="checkbox"/> Endorsement
<input type="checkbox"/> Assurance	<input type="checkbox"/> Discussion
<input checked="" type="checkbox"/> Information (goes in consent items)	<input 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 agreed priorities and Cycle of Business (CoB) for 2025/26. There are no matters to escalate.
2. The CoB has been amended in line with the Committee's revised terms of reference following the 2024/25 quality governance review and approved at its meeting on 02 April 2025. The CoB 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 specific meeting. Those items in beige indicate that these are a prompt for 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 included on the agenda as scheduled or were an *ad hoc* item which was discussed in agenda setting and scheduled. Those items listed as orange indicate where an item was programmed for a specific meeting but was deferred to a later date.

Priority	Progress
<p>1. Governance of the Bids and Bursary Panels' operating arrangements, including their new terms of reference.</p>	<ul style="list-style-type: none"> ▪ The revised Terms of Reference for the Bids Panel were approved by the Charity Committee at the April 2025 meeting. ▪ The Chair of the Bids Panel, with the Head of Charity, has progressed a review of the expenditure guidance for the Bids Panel. The guidance was endorsed by the Bids Panel in December 2025, and it is before the Committee for approval at this meeting. ▪ The Chair of the Bids Panel intends to undertake a review of its operational effectiveness in quarter four of 2025/26 to inform the arrangements from quarter one of 2026/27.



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	<p>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.</p>	<ul style="list-style-type: none"> ▪ The Terms of Reference for the Bursary Panel were revised and approved by the Charity Committee in July 2025. ▪ Conversations are ongoing between the Chair of the Bursary Panel and the Head of Charity to review guidance documents and application processes. A verbal update will be provided by the Chair of the Bursary Panel at the meeting. ▪ This session has been scheduled as part of the Board Development day on 26 February 2026. The arrangements for this session are being progressed by the Head of Charity. There is no further update to provide against this priority until the development session has been delivered.
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RECOMMENDATION(S)

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

The Charity Committee is requested to:

1. NOTE the update on the Committee Priorities and Cycle of Business Monitoring Report.

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. Charity Committee Cycle of Business Monitoring Report – January 2026.



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

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:	
<input checked="" type="checkbox"/> SO1: 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	<input checked="" type="checkbox"/> SO2: The Charity will support WAST to build community resilience throughout Wales
<input checked="" type="checkbox"/> SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery	

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:	
<input type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY 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) [link to standards]		
<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input checked="" type="checkbox"/> Efficient	<input type="checkbox"/> Equitable	<input type="checkbox"/> Person Centred
Quality Enablers (select all that apply) [link to standards]		
<input 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



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WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

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





APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
Charity Committee	13 January 2026

PAPER	PRE or POST-C'EE FORUM	FREQUENCY	Q1	Q2	Q3	Q4	LEAD	PURPOSE	COMMENT/COMPLIANCE
CHARITY COMMITTEE - CYCLE OF BUSINESS 2025-26									
TERMS OF REFERENCE NOTED IN RED TEXT									
STRATEGY DEVELOPMENT AND DELIVERY									
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: Q4: Strategy Delivery Plan (achievements and 6 monthly review)
FUNDRAISING									
Fundraising plan	ELT/Trustees	One-Off					DPE	TBC	Fundraising plan to align to charity strategy and first plan due in Q2 2025: Q4 26/27 fundraising targets and expenditure budget programme
Fundraising implementation	ELT/Trustees	Each Meeting from Q3					DPE	Assurance	Reporting will be combined with charity performance report from Q3 2025/26 (not separate report) and re-evaluate in 2026/27
CHARITABLE FUNDS AND INVESTMENT									
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 Charity 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	
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	report serves as an update on the investment
Investment report	TBC	Each Meeting					EDOF	Assurance	Report encompassed in finance report for 2025/26 as above
POLICY									
Set reserves policy annually	N/A	Annually	→	→	→		EDOF	Approval	See note 4: Q4: update to be received under the Action Log given related item and via the annual report.
Policies for review and approval	Policy Group/ELT	Ad Hoc					Relevant Director	Approval	Q3 Policy/Guidance/SOP for CFR
RISK AND AUDIT									
Charity Risk Register	Trustees	Each meeting					DCG	Assurance	
Audit tracker reporting	ADLT	Each meeting					DCG	Assurance	
Audits within purview of Committee	Audit Committee	Ad Hoc					Relevant Director	Assurance	
GOVERNANCE									
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	
PROMPTS									
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

No.	General	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.
1	Approval of expenditure	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
2	Lived Experience	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.
3	Reporting	Reporting should include tangible examples of how funds have benefited patients and staff.
4	Reserves policy	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.