



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

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

## **FINANCE AND PERFORMANCE COMMITTEE ANNUAL REPORT 2025/26**

### **INTRODUCTION**

1. The Trust's Standing Orders and committee terms of reference require that Board Committees evaluate their effectiveness annually and present an annual report to the Trust Board.
2. As the factors underpinning effective governance can change, for example as people leave, organisations restructure, or strategy shifts, regular reviews of Board Committees ensure governance remains fit for purpose.
3. Standing Orders, Committee terms of reference, and Codes of Governance provide that Boards should routinely assess the effectiveness of their governance arrangements, of which the Board's Committees form an integral part.
4. The committee met on 18 November 2025 and the 17 March 2026 and through a facilitated discussion reviewed its effectiveness, its terms of reference, and its operating arrangements. This Annual Report reflects on the effectiveness of the committee in 2025/26 and proposes changes to terms of reference.
5. The trust board has commissioned an external effectiveness review which will be undertaken in early 2026 by the Good Governance Institute (GGI). The GGI will be reviewing the board committee framework within quarter four 2025/26 and quarter one of 2026/27 which may necessitate further changes throughout 2026/27.

## **PURPOSE OF THE COMMITTEE**

6. The committee is established to enable scrutiny and review of the Trust's arrangements in respect of the:

- overall financial performance (both capital and revenue) of the Trust and its compliance with statutory financial duties.
- ability of the Trust to deliver on its core objectives as set out in the Integrated Medium-Term Plan (IMTP).
- monitoring performance against delivery of the IMTP and ensuring achievement of key milestones.
- Review performance against targets and standards including those set by Commissioners and/or Welsh Government for the Trust.
- robustness of any cost improvement measures and delivery of key strategies and plans.
- ensure development of the long-term strategy and delivery of the Trust's strategic aims in relation to value and efficiency, including an increased focus on benchmarking.
- scrutinise business cases for capital and other investment.
- oversight of the development and implementation of the digital, estates, fleet, and environmental strategies.
- business continuity including emergency preparedness, resilience and response, information governance and security, cyber security, and cyber resilience.

## **MEMBERSHIP AND ATTENDANCE**

7. The committee met six times in private and in public as scheduled in 2025/26 and was quorate on each occasion.

8. The committee is supported by the Chair and two Non-Executive Directors as members, alongside several prescribed attendees who have demonstrated good levels of attendance. During the year, meetings of the Joint Commissioning Committee (JCC) clashed with this committee’s meeting schedule. In addition, for part of the year the Executive Director of Strategy, Planning and Performance was undertaking the Interim Chief Executive Officer role, which resulted in her membership being deputised with full authority at several meetings. These scheduling JCC clashes will not occur in 2026/27.
9. The chart below illustrates attendance of members and prescribed attendees as listed in the terms of reference for 2025/26. The committee welcomed non prescribed attendees at various meetings as well as external guests.

COMMITTEE ATTENDANCE						
Name	20 May 2025	21 Jul 2025	16 Sep 2025	18 Nov 2025 <sup>1</sup>	20 Jan 2026	17 Mar 2026
Jayne Beeslee (Chair)						
Bethan Evans					Colin Dennis	
Peter Curran			<sup>2</sup>			
Chris Turley			Ed Roberts	Ed Roberts		Ed Roberts
Rachel Marsh	Hugh Bennett	Hugh Bennett	Estelle Hitchon	Hugh Bennett	Hugh Bennett	From 10.30 <sup>3</sup>
Lee Brooks				Judith Bryce		Sonia Thompson
Liam Williams	Wendy Herbert	Wendy Herbert				
Carl Kneeshaw						
Jonny Sammut			From 1022			Keith Dorrington
Trish Mills						
Hugh Parry				<sup>4</sup>		
Damon Turner						
Matt Dugdale						

	Attended
	Deputy attended
	Apologies received
	No longer member

<sup>1</sup> Emma Wood, Chief Executive Officer joined for this meeting.

<sup>2</sup> Peter Curran left the meeting at 10.25. Rhiannon Beaumon-Wood joined at 10.30 and was counted towards quorum.

<sup>3</sup> James Houston deputising until 10.30

<sup>4</sup> Left for items 6 and 7

10. No changes to membership are proposed at this stage, noting however that may change following the outputs from GGI.

## COMMITTEE'S VIEWS ON EFFECTIVENESS

### Feedback from membership

11. The committee undertook a light effectiveness review on 18 November 2025, as agreed with the Audit, Risk and Assurance Committee (ARAC). This was due to the comprehensive review undertaken in 2024/25 involving a detailed examination of the terms of reference and the assurance arrangements for each delegated responsibility.
12. For 2025/26 a survey of the members was carried out to gather feedback on the proposed changes to the terms of references and to identify what is working well, and where improvements could be made. The questions asked were:
  - Are there any changes you wish to see to the terms of reference?
  - Are there any changes you would like to see to the committee's membership?
  - What works well in this committee?
  - What improvements would you recommend?
13. The feedback from the committee included that members praised the committee's well-structured agendas, strong chairing, high-quality reporting, constructive scrutiny, transparent engagement from the Executive Leadership Team, and excellent corporate governance support. Suggested improvements centred largely on supporting members with complex or less-familiar areas of business, including potential bespoke development on fleet, estates and environmental matters; as well as continued work to improve the clarity and succinctness of reports.
14. Further recommendations included ensuring consistency in how key metrics are reported across committees, reducing duplication between committees, maintaining regular reviews of potential remit overlaps and conflicts of interest, and continuing to refine the quality and volume of committee papers through ongoing writing-guidance improvements.

15. The changes to the terms of reference were reviewed on the 18 November 2025 and were endorsed for review by the ARAC. The amendments agreed were the transferral of the oversight of assurance on value-based healthcare to the Quality, Patient Experience and Safety Committee, and the inclusion of assurance on the development of commercial partnerships, in addition to the Trust's commercial framework, from the Academic Partnership Committee.

### Management of the committee's work programme

16. The committee has a cycle of business that is aligned to its terms of reference. All matters scheduled for oversight and review have been brought to the Committee other than the waste management, noting however that the committee received assurances that there were no escalations in this regard. The annual capital revenue budget for 2026/27 had been scheduled on the cycle to be received in quarter four, however it was adjusted to be received in quarter one going forward which is more appropriate. The revised cycle of business was reviewed on the 17 March 2026.

17. The committee prepares its agenda aligned to the cycle of business in order to ensure it discharges its delegated responsibilities in a systemic way. Any deviation from the cycle is reported to the committee.

18. The board is kept informed of the committee's oversight of a range of issues by way of an 'Alert', 'Assure' and 'Advise' (AAA) report to the Board after each meeting. Any issues of concern are escalated to the board in the 'Alert' section, and the chair of this committee presents that report at each board meeting.

19. Other than that which is set out in this report, the substantial detail of the work of the committee in 2025/26 is included in the committee AAA reports which are linked below:

- 19.1. AAA: [20 May 2025](#)
- 19.2. AAA: [21 July 2025](#)
- 19.3. AAA: [16 September 2025](#)
- 19.4. AAA: [18 November 2025](#)
- 19.5. AAA: [20 January 2026](#)
- 19.6. AAA: [17 March 2026](#)

20. In year the committee has informed the ongoing review of the metrics within the Trust's Monthly Integrated Quality and Performance Report (MIQOR). This work has continued throughout quarter four and will continue into 2026/27 and included discussion at the February 2026 Board Development Day.
21. In private session the committee took matters that were commercially sensitive and confidential. Most matters made their way to the trust board private session and where appropriate were reported in public session in accordance with the standing orders. Other matters taken in private session included updates on the Manchester Arena Inquiry recommendations, as well as cyber key performance indicators and business cases.
22. The committee is not serviced by any sub-committees or task and finish groups that this time. In year, where papers were not published in line with the Trust's Board and Committee's Secretariat SOP, the late submission or publication was managed in discussion with the Chair on most occasions.

## **PROPOSED CHANGES TO THE TERMS OF REFERENCE**

23. There are only two material changes to the terms of reference for 2025/26, which are the transferral of the oversight of assurance on value-based healthcare to the Quality, Patient Experience and Safety Committee, and the inclusion of assurance on the development of commercial partnerships, in addition to the Trust's commercial framework, from the Academic Partnership Committee.
24. Proposed changes to the operating arrangements for this committee set out below, were agreed on the 18 November 2025:
  - 24.1. Members are encouraged to provide feedback on reports after meetings, should that be considered appropriate. This was on reflection of the volume and length of papers.
  - 24.2. Report authors are encouraged to seek advice from the Corporate Governance Team should further support be required when preparing papers.

## COMMITTEE PRIORITIES

### Priorities for 2025/26

25. The committee received an update on progress against its priorities at each meeting. The 2025/26 priorities were:

Priority	Progress
A focus on financial sustainability	<ul style="list-style-type: none"> <li>It was agreed that an update on the Financial Sustainability Programme will be received at every other meeting of the Committee, and as such was programmed for July 2025, November 2025 and March 2026 (on the Committee Cycle of Business). The November 2025 and March 2026 updates were received as scheduled, and additional progress reported, including the evolution of the commercial plan, which was received in March 2026.</li> </ul>
A focus on Clinical Model Transformation performance	<ul style="list-style-type: none"> <li>The August 2025 meeting focused on the implementation of Phase 2 of the Ambulance Performance Framework. The committee provided assurance to the board on readiness ahead of the extraordinary Quality, Patient Experience and Safety Committee and board meetings in October 2025.</li> <li>Updates on the progress of CMT delivery are included as part of the Integrated Medium-Term Plan (IMTP) Progress Report which is received at every meeting of the committee.</li> <li>An update on Phase 2 go-live was received at the November 2025 meeting. The committee were assured that plans were in place for Phase 2 go-live in early December 2025. An assurance piece regarding clinical response in rural areas was due to in March 2026 but deferred to May 2026.</li> </ul>

Priority	Progress
	<ul style="list-style-type: none"> <li>The internal audit report on the governance arrangements for the Clinical Model Transformation programme management was received at the March 2026 meeting</li> </ul>
<p>A focus on resilience including information security</p> <p>A focus on the progress of the Manchester Arena Inquiry recommendations</p>	<ul style="list-style-type: none"> <li>The Information Governance (IG) Report received at every meeting highlights ongoing efforts to enhance information governance and data protection within the Trust, addressing both compliance requirements and operational challenges.</li> <li>As part of the additional funding secured for the Digital Directorate in 2024/25 and 2025/26, a significant recruitment programme is ongoing to strengthen capacity within the directorate.</li> <li>The committee received progress updates against the Manchester Arena Inquiry (MAI) with regards to the recommendations required via the Operations Directorate report received at each meeting.</li> <li>An update on the progress of recommendations and the case submitted to Welsh Government was received in the private session of the September 2025 and November 2025 meetings. A further separate update was also received at the private meeting in January 2026.</li> </ul>