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FINANCE AND PERFORMANCE COMMITTEE HIGHLIGHT REPORT TO BOARD

This report provides the Board 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 these meetings can be found by following this [link](#) to the Committee page on the Trust website.

Trust Board Meeting Date	30 July 2026
Committee Meeting Date	21 July 2026
Chair	Jayne Beeslee

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. No alerts arose from this meeting for the board.

ADVISE

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

2. The committee received an update through the **Operations Quarterly report** on the Trust's response to recent extreme heat events, including a period of unprecedented demand that resulted in the declaration of a critical incident. Demand significantly exceeded forecasts, particularly for life-threatening calls and falls among older people, placing considerable pressure on services. Assurance was provided that operational teams responded effectively under challenging circumstances, supported by strong organisational coordination and staff wellbeing measures. Early learning from the subsequent debrief is informing future planning, including improved demand forecasting, a better understanding of the impact of extreme heat on clinical demand, and strengthening organisational preparedness for what are expected to become more frequent climate-related events.
3. **Members reflected** positively on the committee's continued development towards a more strategic and assurance-focused role, recognising the value of Internal Audit in strengthening assurance through alignment of risks, controls and mitigations. The committee also welcomed the new IMTP reporting approach and emerging governance arrangements, noting their potential to support more streamlined, strategically focused reporting and oversight.

ASSURE

(Detail here assurance items the Committee receives)

The following items will also be presented to board at their next meeting however members may benefit



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from the following points of discussion from the committee:

Financial Position and Financial Sustainability

4. Financial performance **month 2 and month 3 2026/27** was reviewed and that detail will be in the board meeting on 30 July. Of note from the committee:
 - The committee received assurance that the Trust remains on a break-even trajectory and is performing well against its savings programme. Assurance was provided that the Trust does not rely on non-recurrent savings to balance its position and has no underlying deficit. Members heard that the approach to savings delivery has evolved this year, including the application of recurrent budget reductions and a stronger focus on sustainable savings that support future financial resilience.
 - The committee also discussed the potential impact of changes to the Welsh Risk Pool position. While the financial plan had assumed the Trust would absorb these costs, Welsh Government has indicated that some elements may be funded directly, which could reduce the in-year savings requirement. Notwithstanding this, the organisation remains focused on delivering the full recurrent savings target to strengthen its position for future years.
 - Looking ahead, members noted the significant financial challenges anticipated in 2027/28, including the prospect of a flat cash settlement and the potential for further savings requirements through commissioning arrangements. It was recognised that future financial sustainability is likely to require more transformational approaches and difficult choices, with early planning already underway to prepare for an increasingly constrained financial landscape.
5. Members received assurance on the **financial sustainability programme** and welcomed the increased clarity around its governance arrangements, workstreams and reporting structure. Discussion highlighted that the programme is evolving into a structured portfolio of work encompassing targeted cost reduction, productivity, commercial development and future financial planning, with a strong focus on securing recurrent savings and longer-term financial resilience.

Integrated Medium Term Plan 2026/27 Delivery Assurance

6. The committee warmly welcomed the revised IMTP reporting approach, noting that it provides greater clarity, intelligence and strategic focus, while strengthening committee oversight and grip on delivery. The new reporting framework, aligned to strategic objectives, was recognised as a significant step forward in supporting assurance and enabling future integration with performance and risk reporting. Members also noted the strong quarter one position, with the majority of deliverables reported as on track, while recognising that organisational capacity constraints will require careful prioritisation to maintain delivery momentum.
7. Discussion focused on several deliverables reported as an Amber (Monitor) status with lower delivery confidence, particularly the concerns management improvement programme. Assurance was provided that governance arrangements are being streamlined and priorities refocused, with further scrutiny to be undertaken through QUEST.
8. In light of organisational capacity pressures and the need to maintain focus on current performance,



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productivity and transformation priorities, formal engagement on the strategy refresh is now expected to commence in 2027. Assurance was provided that this will not have a material impact, as the current strategy remains in place until 2030, with preparatory stakeholder engagement continuing in the interim.

MIQPR Performance Metrics

9. The committee received the first iteration of the revised MIQPR reporting framework and welcomed the move towards a more streamlined, committee-focused approach aligned to the agreed board performance framework. Members acknowledged that the revised format provides improved visibility and grip of performance issues, while recognising that further refinement is planned, including the introduction of additional SPC charts and enhanced trajectory reporting to support more effective scrutiny and interpretation of performance trends.
10. Discussion focused on continued challenges in emergency response performance, consultant close rates, 111 call abandonment and non-emergency patient transport performance. Members noted the actions underway to address these areas, including improvements to rostering, clinical capacity and service transformation initiatives.

The following items were only presented to this committee, and assurance is provided to the board as follows:

11. A number of internal audit reports were received, the details of which are in the agenda section below. Most of these reports had been reviewed by the Audit, Risk and Assurance Committee at their June meeting and their feedback was included. Of note:
 - *Fire Safety Internal Audit:* The committee received reasonable assurance on fire safety arrangements, whilst emphasising the need to maintain focus given the inherent risks. Members also supported exploring more integrated reporting across estates and infrastructure matters to strengthen oversight and assurance.
 - *Vehicle Procurement and Replacement Programme Internal Audit:* The committee welcomed the reasonable assurance rating, noting that the audit provided confidence in the effectiveness of arrangements for planning, funding and delivering the programme despite increased investment. Members noted the limited improvement actions identified and welcomed the positive findings regarding the integration of decarbonisation and wider strategic priorities.
 - *Digital Business Continuity Internal Audit:* The committee received reasonable assurance that the Trust has effective arrangements in place to respond to major digital disruption. Members noted opportunities to further strengthen resilience through enhanced oversight, testing and organisational learning, and took assurance from the actions already underway to address the audit recommendations and improve continuity management.
 - *Data Management for Devolved Data Activity Internal Audit:* The committee received reasonable assurance on arrangements for managing devolved data activity. Members noted the importance of strengthening data governance as analytical capability continues to grow across the Trust and took assurance from progress to establish a data and analytics community of practice to improve



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consistency, oversight and reporting standards.

- *Emerging Technology Governance:* The committee took assurance from progress to strengthen AI and automation governance arrangements, including the establishment of enhanced oversight, approval processes and supporting policies. Members noted that the audit recommendations on this reasonable assurance report were focused on formalising governance arrangements as adoption of emerging technologies (such as AI) increases, rather than addressing any significant weaknesses in current controls.
- *High Risk Records Management:* Members welcomed this reasonable assurance report and progress to modernise the process through a new digital application, which is expected to improve resilience, oversight and the timely management of high-risk records. The committee noted that the audit findings primarily reflected capacity and compliance challenges rather than weaknesses in the underlying policy framework.

12. The **Digital Report** highlighted progress in strengthening digital governance arrangements through the Digital Oversight Group and the development of a clinical digital safety work programme. Members were assured that digital capacity and prioritisation are being actively managed in response to significant demand pressures, particularly within data and analytics. The need to clearly articulate the impact of dependencies on national digital and data-sharing programmes where these may affect delivery of local priorities and benefits realisation was highlighted.
13. Members received assurance on the Trust's **Information Governance** arrangements, noting continued progress in addressing records management pressures, reducing DPIA backlogs and strengthening management of information governance risks. Members discussed a recent third-party data breach and were assured that appropriate investigation, mitigation and supplier assurance activities were underway, with broader work continuing to strengthen oversight of cyber, data protection and supplier-related risks across the Trust.
14. In **private session** members endorsed the business case and contract award for the Rhyl Ambulance Station, details of which were taken in private session due to commercial sensitivity. Members also received an update on progress on the Manchester Arena Inquiry recommendations and agreed that future updates will be taken in public session.

RISKS

The Risk and Board Assurance Framework report was noted. Members were assured that all risks had undergone quarterly review, with no changes in scores. The activity undertaken during this period is due to be considered by the Executive Leadership Team on 12 August 2026.

Ongoing work to refine the corporate risk profile was noted, including a foreshadowed reduction to the score for Risk 690 (SAR and Disclosure of Records Compliance) and the reframing of Risk 100 (Commissioning) into two separate risks.

Risk 542 Decarbonisation

Members noted that, whilst further work to reframe the risk remains outstanding, assurance continues to



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be received through capital planning, infrastructure programmes and related internal audit activity, where decarbonisation considerations are routinely embedded in decision-making and programme delivery. On this basis, members agreed that consideration of the proposed reframing of the risk could be deferred until later in the financial year without compromising oversight or assurance.

COMMITTEE AGENDA FOR MEETING

Operations Q1 2026/27 report	Financial position M2 and M3 2026/27	Financial sustainability
IMTP progress report	MIQPR May/June 2026	Fire safety internal audit report
Vehicle (ambulance) replacement programme internal audit	Digital business continuity internal audit	Data management practices/devolved data internal audit
Emerging technology adoption internal audit	Digital reporting July 2026	Information governance report
High risk records policy internal audit	Risk management report	

COMMITTEE ATTENDANCE

Name	19 May 2026	21 Jul 2026	15 Sep 2026	17 Nov 2026	19 Jan 2027	16 Mar 2027
Jayne Beeslee (Chair)						
Bethan Evans						
Peter Curran		Until item 8 ¹				
Chris Turley		²				
Rachel Marsh		James Houston				
Lee Brooks		Mark Harris				
Liam Williams						
Director of People		Liz Rogers				
Jonny Sammut		Leanne Smith				
Trish Mills	Julie Boalch					
Hugh Parry	Until 12:40					
Damon Turner						
Matt Dugdale						
Penny Durrant						

	Attended
	Deputy attended
	Apologies received
	No longer member

¹ Colin Dennis and Emma Wood were in attendance for this meeting also

² Jason Collins was also present