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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	24 September 2026
committee Meeting Date	15 September 2026
Chair	Jayne Beeslee

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

Manchester Arena Inquiry Recommendations

1. The board is requested to note the discussions on the outcome of the Joint Commissioning committee (JCC) review of the Trust's assessment against the Manchester Arena Inquiry (MAI) recommendations. There are no areas for escalation to the board at this time, but members are asked to note that commissioners had endorsed the majority of the Trust's proposed actions as proportionate and targeted improvements and had committed to continuing discussions on those requiring further development through future IMTP cycles. This was viewed by committee members as an important endorsement of the credibility of the Trust's original assessment.
2. The committee noted the progress already made by the Trust despite the absence of a formal commissioner response until recently. This included developments in the National Operations Coordination Centre, an additional Operational Commander post in North Wales, deployment of multi-casualty triage bags, elements of emergency preparedness, resilience and response (EPRR) restructuring and enhancements funded through Welsh Government support. Members welcomed the proactive approach taken by the Trust in progressing improvements wherever possible.
3. Discussion focused on the remaining areas of divergence with commissioners, principally relating to emergency ambulance capacity and a number of recommendations that remain wholly or partially unfunded. It was emphasised that whilst commissioners had not supported additional emergency ambulance resources at this time, the Trust's assessment of the capability gap and associated risks remained unchanged. The committee reflected on the lengthy period of deliberation required by Commissioners and recognised that the Trust has already redirected significant resources and management capacity to support implementation. Committee confirmed that further progression of the remaining recommendations would be increasingly difficult within the current financial environment without significantly impacting upon the delivery of other service priorities.



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4. Members also highlighted the implications of future major events, including the Tour de France in 2027 and UEFA Euro 2028, noting that these events increase the importance of preparedness and reinforce the relevance of the capability gaps identified through the MAI work. Assurance was provided that dedicated planning arrangements are now in place and that the Trust is actively engaging with Welsh Government and NHS Performance and Improvement regarding the resources required to support planning and delivery. However, concern was expressed that planning costs are already being incurred without any central identified funding stream to support these events.
5. A significant element of the discussion focused on risk ownership. Members reflected that, whilst the Trust had clearly articulated the residual capability, preparedness and financial risks, there was a need to ensure these were recognised and shared across the wider system. The committee concluded that the remaining risks could not be addressed by the Trust alone and should continue to be escalated through ongoing discussions with commissioners, NHS Performance and Improvement and Welsh Government. The committee therefore took broad assurance from the progress made to date whilst recognising that a number of material funding and capability issues remain unresolved and will need to be closely monitored through the corporate risk framework and future committee reports.

ADVISE

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

6. Members welcomed and the committee noted **formal approval of the 2026/27 IMTP by Welsh Government**, with detailed accountability conditions awaited. An update was provided on preparations for the next planning cycle, including earlier engagement with stakeholders, incorporation of lessons learned from the previous process and a renewed focus on understanding interdependencies across programmes. Early planning assumptions suggest continuity of current priorities, with a focus on consolidating and realising benefits from existing transformation programmes, strengthening digital delivery, and responding to the anticipated financial challenges of a flat-cash settlement. Members supported early Board involvement in shaping priorities and recognised that the scale of future savings requirements may influence the extent of organisational change required.
7. **Members reflected** on the quality and clarity of the reports presented and noted that they provided a comprehensive yet appropriately concise overview of key areas of responsibility. The committee reaffirmed its commitment to supporting the ongoing development of governance, risk and assurance arrangements and welcomed the continued focus on ensuring that reporting remains proportionate and with a strategic focus.

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 from the following points of discussion from the committee:



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Financial Position

8. Financial **performance month 4 and month 5 2026/27** was reviewed and that detail will be in the board meeting on 24 September. Of note from the committee:
- The Trust continues to report a balanced position year-to-date and is forecasting delivery of a balanced outturn for the financial year. Members were advised that this forecast remains dependent upon a number of assumptions, most notably the continued Welsh Government support for Welsh Risk Pool cost pressures, which remains the principal assumption underpinning the financial plan.
 - The report highlighted ongoing monitoring of fuel cost pressures and potential volatility in Q4 energy prices, although neither was currently expected to jeopardise the forecast financial position. It was also noted that confirmation had now been received that the Joint Commissioning Committee would not seek any additional financial contributions during the year, removing a previously reported risk. Savings delivery continues to perform well and is forecast to exceed £7.8 million, with all savings now embedded recurrently within budgets.
 - The committee also noted that there were no significant financial concerns at directorate level and that the capital programme remains on track, with the majority of planned expenditure expected to take place during the second half of the year as business cases progress through the approval process.
 - Members noted the outcome of the Trust's financial grip and controls self-assessment to Welsh Government. The assessment provided assurance that robust financial grip and control arrangements are in place across the organisation, with only a small number of areas identified for further development. It was reported that the majority of these improvement actions were already being progressed through existing programmes of work, including strengthening financial management capability amongst non-finance budget holders and continuing to enhance finance business partnering arrangements.
 - The committee discussed the residual risk associated with the Welsh Risk Pool assumption within the financial plan. Whilst Welsh Government has confirmed that the additional costs will be supported provided the Trust achieves breakeven, members agreed it remains appropriate to retain this as a risk until formal funding is received and the year-end position is secured. The Committee noted that there also remains a broader policy risk should national funding assumptions change during the year, albeit this was considered unlikely given the assurances received to date.

Monthly Integrated Quality and Performance Review (June/July 2026)

9. The committee received the second iteration of the revised MIQPR and noted that further refinements will be incorporated into the Board report as a number of measures continue to mature. The committee discussed ongoing performance challenges across 999, 111 and NEPTS services and received assurance that targeted improvement actions are being prioritised ahead of winter, including actions arising from the Clinical Model Transformation programme.
10. Members noted continued pressure on 111 abandonment rates due to demand exceeding available capacity and received assurance that improvement actions are underway to improve call handling and patient access. In NEPTS, performance challenges relating to discharge and transfer journeys,



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particularly in North Wales, continue to be addressed jointly with health board partners.

11. The committee held a detailed discussion on productivity measures and noted that average jobs per shift, when viewed in isolation, can be a crude indicator of performance. Members explored the distinction between utilisation of Advanced Paramedic Practitioners and Emergency Ambulances and suggested a future deep dive into utilisation metrics to provide richer insight into operational productivity.
12. Significant discussion focused on the relationship between ambulance handover delays and ambulance performance. The committee noted modelling which demonstrates that sustained improvements in Handover 45 performance would release substantial capacity to respond to unmet demand and improve patient outcomes. Assurance was provided that the Trust is well positioned to utilise any released capacity, and that this evidence continues to be shared through national forums, including Community by Design and the Urgent and Emergency Care Programme Board. The committee also recognised that, whilst the Trust continues to advocate strongly for improved handover performance, accountability for delivery of Handover 45 targets sits outside the Trust's direct control. The committee noted the handover lost hours improvement in July, and heard this trajectory was repeated. The Audit Wales report on urgent and emergency care published in June 2026 was included in the papers for this meeting and members noted the findings related to handover delays putting patients at risk and increasing pressure on the whole system.

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

13. The **Audit Wales report on Non-Emergency Patient Transport (NEPTS)** was received, and had been presented to the Audit, Risk and Assurance committee (ARAC) by Audit Wales on 3 September. The ARAC feedback was relayed to the committee. Members noted its positive conclusion that the Trust's plans remain aligned with the future vision for services in Wales. Whilst opportunities for improvement were identified, members recognised that many have already been addressed through subsequent enhancements.
14. The **Audit Wales report on Digital Transformation** was received and had been presented to the ARAC by Audit Wales on 3 September. The ARAC feedback was relayed to the committee. Members noted the positive assessment of the Trust's digital ambition and progress, recognising that many recommendations are already being addressed through existing work programmes. Assurance was provided that governance arrangements are in place to oversee delivery of the remaining actions.
15. The committee received an **update on the digital portfolio**, noting continued delivery across a complex and increasingly demanding programme of work. Particular attention was drawn to the significant complexity of the data work underpinning the Clinical Model Transformation (CMT) programme and associated benefits realisation arrangements. Assurance was provided that CMT remains the primary focus for the insights and data team, with dedicated resource and governance arrangements in place to support delivery of the benefits framework and reporting requirements. The committee discussed the role of the newly established Digital Oversight Group (DOG), which is intended to provide a single point of oversight for digital demand, prioritisation, capacity management and benefits realisation. Members welcomed the early progress made in establishing DOG, recognising its importance in supporting evidence-based prioritisation decisions, maximising



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value from limited digital resources and ensuring alignment between digital investment and organisational objectives.

Whilst noting continued recruitment and delivery successes, members recognised the significant demand pressures facing digital services and the need for difficult prioritisation decisions as digital dependencies continue to grow across the organisation. The committee took assurance from the governance arrangements in place and the focus on benefits realisation, particularly in relation to CMT and wider transformation programmes.

16. The committee received an update on the **information governance** position, including continuing non-compliance against statutory response times for freedom of information requests, subject access requests and data protection impact assessments. Members noted the significant and sustained increase in demand, together with the growing complexity of requests, and ongoing capacity pressures despite recovery actions already underway. The committee welcomed the progress being made in reducing backlogs, improvements in cyber compliance and the resolution of issues relating to CCTV recording arrangements. Members acknowledged that some areas of non-compliance are an inevitable consequence of the scale of requests currently being received and supported the approach being taken to focus limited resources on the areas of greatest organisational risk and benefit. The committee was assured that external support options are being explored to help improve compliance levels, whilst recognising the wider capacity constraints being experienced across NHS Wales support services.
17. The committee received the **first annual estates infrastructure report**, incorporating the estates maintenance values, estates backlog reduction plan, waste management, energy management, and the ISO14001 accreditation. It was noted that fire safety has been excluded from the current report and will continue to be reported separately through the annual fire safety report in January 2027, reflecting the importance of maintaining dedicated oversight following recent internal audit activity. Members noted that the forthcoming quinquennial estate condition survey will provide an updated evidence base to inform future estate priorities and capital investment decisions.
18. The **audit tracker Q1 report** was received and whilst some actions were overdue the risks they posed were minimal.
19. In **private session** members endorsed various business cases and contract awards for the board's approval as well as discussion on cyber security reporting and risk.

RISKS

Risk Management: The committee reviewed the principal risks for its remit, noting that many of the risks had been considered during substantive item on the agenda, including those relating to cyber security, emergency preparedness, AI, records management, decarbonisation and MAI recommendations, demonstrating the value of the committee's role in scrutinising the underlying controls and mitigating actions.

There are no escalations for the board.



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The next phase of development of the risk management framework was welcomed, particularly the introduction of risk appetite and tolerance thresholds. Members noted that whilst risk scores had remained relatively stable, the planned application of tolerance levels is expected to provide greater clarity on which risks are genuinely outside the organisation's accepted appetite and therefore warrant additional management focus and resource.

The committee also discussed the concept of shared system risk, referencing earlier discussions on emergency preparedness and the MAI. Members welcomed emerging work at NHS Wales level to develop a broader system risk perspective and recognised opportunities to strengthen how risks that sit beyond the direct control of a single organisation are articulated and managed collectively across the system.

COMMITTEE AGENDA FOR MEETING

Financial performance months 4 and 5	IMTP update	MAI progress update
MIQPR June/July	Audit Wales review – NEPTS	Audit Wales review – digital transformation
Digital reporting September 2026	Information governance report	Annual estates infrastructure report
Risk management report	Audit tracker Q1 2026/27	

COMMITTEE ATTENDANCE

Name	19 May 2026	21 Jul 2026	15 Sep 2026 ¹	17 Nov 2026	19 Jan 2027	16 Mar 2027
Jayne Beeslee (Chair)						
Bethan Evans			²			
Peter Curran		Until item 8 ³				
Chris Turley		⁴				
Rachel Marsh		James Houston				
Lee Brooks		Mark Harris				
Liam Williams						
Director of People		Liz Rogers	Bev Flood			
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 Emma Wood was in attendance for this meeting

² Not in the meeting for items 9 to 12

³ Colin Dennis and Emma Wood were in attendance for this meeting also

⁴ Jason Collins was in attendance for this meeting