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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.

<b>Trust Board Meeting Date</b>	29 May 2025
<b>Committee Meeting Date</b>	20 May 2025
<b>Chair</b>	Jayne Beeslee

### KEY ESCALATION AND DISCUSSION POINTS

#### ALERT

(Alert the Board to areas of attention)

1. No alerts arose from this meeting for particular escalation to the board.
2. Whilst not an alert for escalation, the **Energy Management Internal Audit** was presented which received substantial assurance and included three medium rated recommendations. The Trust maintains an ISO accreditation in this area, which likely contributed to the positive audit outcome. The report highlighted that energy management involves a national contract for energy, meaning the Trust does not contract directly with energy suppliers which adds a layer of complexity to implementing some recommendations.

#### ADVISE

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

3. The **Information Risk Policy** was approved.
4. The **Operations Update for Q4 2024/25** was received, with the following of note for the board:
  - The training for drone operations has been completed successfully, with all staff passing the training, and now awaiting the first use of drones in an operational context for which we remain alert. The drones are expected to enhance situational awareness, improve patient safety, and provide operational benefits. Initial feedback from staff trained is positive.
  - SORT (Special Operations Response Team) growth is progressing with ongoing recruitment and discussions with WG about capital for vehicle purchases being carried over from 24/25 to 25/26.
  - With respect to the Manchester Arena Inquiry (MAI), four scrutiny sessions with Commissioners have been concluded, with positive feedback from the WAST team. We now await the Commissioners' output, and we are informed to expect that around August. Four recommendations have slipped from last year but are expected to be completed in a couple of



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months and will be monitored through incorporation in our risk management approach.

- Eligible patient journey cancellations due to capacity constraints reached 900 in March. Discussions and an options appraisal are ongoing to address this issue however increasing complexity requiring more stretcher transport and changing service design increasing average travel distances are contributory factors.
  - A new two-way SMS system has been developed to reduce short notice cancellations and improve patient experience by confirming transport needs in advance.
  - Quality and support days continue to be implemented to provide additional support to staff, with positive feedback noting this will feature as a staff story at a future People and Culture Committee meeting.
  - The pressures regarding investigations were noted, including this received consideration at the Quality Committee meeting.
5. A **report on commissioning** was originally scheduled for presentation at this meeting. However, as the paper was submitted later than planned, it will now be circulated to members and brought to the July meeting to ensure it receives appropriate consideration.
6. Members **reflected** that the meeting was chaired well, that papers were clear, and that whilst the discussion on priorities was difficult, it was navigated well. Positive feedback was expressed on the use of the Ibabs reading room which allowed focus on more concise reports during the meeting. It is seen as a useful tool to streamline the meeting process and reduce the volume of detailed documents in the main agenda.

## ASSURE

(Detail here assurance items the Committee receives)

*The following items will also be presented to board at their 29 May meeting however members may benefit from the following points of discussion from the committee:*

7. With respect to the **financial position for month 12 2024/25**, the Trust is reporting a small revenue surplus £70K for month 12 and year end, subject to audit. In line with the financial plans that support the IMTP, gross savings of £6.838m have been achieved in month 12 against a target of £6.421m. The financial risks for 2024/25 have been managed effectively, with one financial risk escalated to Welsh Government in relation to the re-banding of the EMT 2/3 posts. Discussions continue with commissioners on this issue.
8. A stable **month 1 2025/26** position was reported with a cumulative year to date position reporting a small underspend of £4k with the savings plan overachieving by £50k of which an element of this is recurrent. Significant risks are highlighted early in the year relating to funding streams and the savings target which has increased to £8.5m for 2025/26. Capital plan for 2025/26 is planned at c£32.2m of which c£26.2m is related to All Wales Capital programme schemes and the residual balance of c£6m for discretionary programmes. There is likely to be an increasing pressure on spend and unavoidable costs throughout the year with an emphasis on profiling, spend against budget and savings delivery. Members noted the challenges relating to digital savings targets given inflationary rates in technology pricing.



9. The board will receive the **Monthly Integrated Quality and Performance Report (MIQPR)** for March/April 2025 at its May meeting and the output and plan of action following the board development session on the MIQPR in April, however of note:
- The average jobs per shift is shown at 2.64 (amber rating). Members questioned if this should be red due to its impact on staff morale, productivity, and patient care. The low figure is mainly due to persistent handover delays - 21,183 lost hours in April. A separate productivity report is being considered to explore this further
  - Members asked if more board-level involvement with Health Boards is needed with respect to their plans to address handover delays. A Ministerial Taskforce, including Jason Killens for WAST, is addressing the 45-minute handover and 4-hour ED targets. Formal engagement awaits the recommendations of the taskforce though testing informally appetite at one health board to operationalise an approach is underway. Updates will be included in the patient harm report and of note were the ongoing efforts to ease burdens and improve flow into emergency departments through the Clinical Model Transformation (CMT) program.
10. The board will receive the **Integrated Medium Term Plan (IMTP) Delivery and Assurance Report (end of year report)** at its May meeting, however of note:
- The recent initial recruitment for Head of Commercial was unsuccessful. The job description is being revised to better align with market expectations, with plans to use internal networks and LinkedIn. The role is key to driving efficiencies and commercial opportunities.
  - The CMT programme is rated amber due to documentation and workload pressures. The Chair and the Executive Director of Strategy, Planning and Performance will discuss whether reporting on the programme could make use of a more focused highlight report for more focused oversight and alignment with strategic goals.

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

11. The **Digital KPIs** relating to data and analytics, ICT systems, digital services, projects & programmes, and details on the progress against the Digital Plan were presented. Of note:
- The team is working with a supplier on an enhanced Interactive Voice Response (IVR) system for 111 and NEPTS. The new IVR will be able to take basic demographic details from the patient, such as name and date of birth, which will save each call taker approximately 15 seconds. This timesaving, when rolled up across the volume of calls in Wales, is significant.
  - Recruitment into the new digital posts following additional investment during 2024/25 is progressing well.
  - A Copilot artificial intelligence (AI) pilot is running for approximately 150 participants. An engagement session has been conducted called "promptathons" to help users improve their prompting with AI. The feedback has been positive. Linked to this, an AI policy is being developed in response to the increasing prevalence of AI and the need for a structured approach.
  - The Trust is planning to relax the restrictions on the copy and paste function across devices in a safe and controlled manner commencing with the ePCR tool which will be particularly helpful for neurodiverse users.



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- The Microsoft Hello project, which involves introducing facial recognition software on laptops, is progressing.
  - Early infrastructure and architecture work has commenced for the Computer Aided Dispatch (CAD) replacement, which is a significant upcoming project.
12. The **Information Governance (IG) Report** highlighted ongoing efforts to enhance information governance and data protection within the Trust, addressing both compliance requirements and operational challenges. Of note for the board:
- Despite recent improvements in reducing the backlog of Data Protection Impact Assessments two recent instances of non-compliance occurred where processes launched without IG and cyber assurance. The IG team is actively working with process owners to mitigate risks and reinforce the need for assurance prior to go-live to prevent recurrence.
  - Freedom of information compliance rates dropped from 84% in January to 27% in February due to fluctuating request volume and complexity. The team is working to define “complex” requests and apply exemptions where appropriate.
  - The Trust met all actions in its 2024/25 IG Toolkit Improvement Plan and submitted on 31/03/25, achieving or exceeding ‘Minimum Expectations’ in all areas except ‘Training & Awareness’. IG training compliance stands at 78.98%, below the 85% target for the IG toolkit, though it’s the highest rate achieved in WAST. Improvement efforts include LMS365 integration, targeted sessions, manager reminders, and digital access for staff on the move.
13. Members received the **Environment, Decarbonisation and Sustainability update** including reporting against the Trust’s Decarbonisation Action Plan highlighting that while significant progress has been made there are still challenges related to funding, technological advances and national infrastructure particularly national support for rapid charging for vehicles. The Environment Strategy will be refreshed being realistic, pragmatic, and ambitious in setting future goals, considering external factors and commercial challenge. See further below regarding the decarbonisation risk next steps.
14. The **Q4 audit tracker** was produced with no escalations reported for either internal or external audit management actions. There was excellent closure of audit recommendations in quarter of 95%, including those escalated last quarter that had been on their third revised date. The committee agreed last year to focus each report on the data quality internal audit following escalations to the board in November and whilst dates on some management actions have moved, the committee were assured that these related to focus on the new clinical model and recent recruitment into the digital team.
15. The outputs of the **Committee’s annual effectiveness review for 2024/25** were discussed and the terms of reference and annual report that were approved by Chair’s Action were ratified. The committee’s priorities for 2025/26 are a focus on financial sustainability, CMT performance, and resilience including information security and progress on any MAI recommendations. The committee’s terms of reference has a focus on the strategic forward look which will be supported by developing reporting on ‘what good looks like’ metrics for the long term strategic objectives.
16. In **closed session** members received the update on the cyber KPIs, cyber audit actions and the cyber risk. There were no escalations to the board with respect to those items. The closed session also



considered the outline business case for the Emergency Services Network which was endorsed for approval by the board. They also discussed and endorsed the 2025/26 capital plan for approval by the board. All items taken in closed session were done on the basis of commercial or security sensitivity and will be reported to the open session of the board in due course.

**RISKS**

The committee received the **Risk and Board Assurance Framework report** noting that whilst this data was presented to the Trust Board in March 2025, the activity during this period is due to be considered by the Executive Leadership Team on 21 May 2025. All risks have undergone their quarterly review, with no changes in scores. It was emphasised that the highest rated risks are considered when setting the agenda ensuring that these are integrated into the papers and discussions throughout the meeting.

**Risk 542 Decarbonisation** noting that this is a complex and multifaceted risk and challenging to mitigate given its nature and external dependencies; however, there is an aspiration to reduce this from a score of 16 to 8. It was agreed that a deep dive will be undertaken in conjunction with a review of the risks that sit underneath it at the programme board level. A detailed update will be presented at the next meeting. This will include a detailed review of controls, mitigations impacting the risk score.

**COMMITTEE AGENDA FOR MEETING**

Financial position month 12 2024/2	IMTP Delivery/Assurance update	MIQPR
Financial position month 1 2025/26	End of year report	Annual review of metrics
Information governance report and update on IG toolkit	Digital reporting	Environment, decarbonisation and sustainability update
Internal audit on energy management	Report on commissioning	Risk management and BAF
Audit tracker	Information risk policy	Feedback from effectiveness review

**COMMITTEE ATTENDANCE**

Name	20 May 2025	22 Jul 2025	16 Sep 2025	18 Nov 2025	20 Jan 2026	17 Mar 2026
Jayne Beeslee (Chair)	Attended					
Bethan Evans	Attended					
Peter Curran	Attended					
Chris Turley	Attended					
Rachel Marsh	Deputy attended					
Lee Brooks	Attended					
Liam Williams	Deputy attended					
Carl Kneeshaw	Attended					
Jonny Sammut	Attended					
Trish Mills	Attended					
Hugh Parry	Attended					
Damon Turner	Apologies received					

Attended
Deputy attended
Apologies received
No longer member