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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	27 November 2025
Committee Meeting Date	18 November 2025
Chair	Jayne Beeslee

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. Whilst no escalations were required from this meeting, the financial pressures for 2026/27 were a feature of several of the discussions. The board will have a number of opportunities through November to February to engage regularly on the plans being developed by the Executive Leadership Team to address those pressures. The importance of the financial sustainability programme was emphasised and early scenario planning and directorate engagement to identify cost reductions and disinvestment options was welcomed. The Financial sustainability group will meet more frequently to maintain pace, ensuring all decisions align with the IMTP, commissioning intentions, and board risk appetite.

ADVISE

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

2. The **Q2 Operational Update** discussions centred on rurality challenges. While recruitment and retention are stable in some regions, pressures arise when ambulances are diverted to urban centres during hospital handover delays, reducing rural coverage. A task and finish group is addressing these issues, including recruitment, retention, and tailored operational procedures. Work is also underway to strengthen the Trust's rural service offer to ensure equitable response times and outcomes. The meeting highlighted the fragility of recent improvements in handover delays, which may not withstand winter pressures. Delays contribute to staff overruns, affecting well-being and increasing costs, particularly in rural settings. The forthcoming "release to respond" policy will require rapid adaptation by health boards, adding strain. There is agreement to bring this issue back for consideration, drawing in the relevant board committees.
3. The **Estates, Environmental and Facilities Management Policy** was approved.
4. Members **reflected** that that the committee is currently well-positioned, with strong in-year financial



management and effective agenda planning, but faces significant future challenges such as financial pressures, cyber risks, and changes within Welsh Government. The committee's pivotal role in steering through these headwinds while also seizing opportunities for innovation and resource optimisation was acknowledged. The effective and efficient flow of the meeting was commended; with discussions regarding risk management embedded throughout.

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:

5. With respect to the **financial position for months 6 and 7 2025/26**. The month 6 position was noted, and the committee took assurance from the update. The Trust is reporting a revenue year to date deficit of £186k and a small in month surplus of £43k for month 6 2025/26. In line with the balanced financial plan approved as part of the 2025-28 IMTP the Trust is forecasting to breakeven by the year-end. Gross savings of £4.260m have been achieved in month 6 against the target of £4.216m. The committee heard that for month 7 the Trust is showing a revenue overspend of £135k but delivered an in-month surplus of £51k. Capital expenditure plans continue to be progressed with plans to fully achieve in year.
6. The key financial risks discussed included the volatility of handover delays and quantifying the cost of shift overruns, which could impact the forecast if they deteriorate over Winter, as well as ongoing uncertainties around the Welsh Risk Pool costs; with a potential additional cost pressure of £330k not yet confirmed. The committee also noted the importance of managing the timing of capital spend, given the significant outflows expected in the final months of the year; but received assurance that all procurement and delivery plans are in place. Consideration was given to the recurrent and non-recurrent savings identified with the committee emphasising the importance of focusing on sustainable, recurrent savings. The need to maintain close oversight of key risks and the impact of operational pressures on financial performance was emphasised for future monitoring.
7. With respect to the **Monthly Integrated Quality and Performance Report (MIQPR)**, a meeting will take place ahead of the November board meeting on the annual review of the MIQPR. However, for the August/September report the following is of note for the board:
 - The numbers remain broadly stable, with improvements in patient cancellations, consult and close rates, and handover delays. Whilst performance has improved, winter pressures will be challenging.
 - Major upcoming changes include new clinical response categories (orange, yellow, green—the biggest change in a decade) and rostering reviews in Q4.
 - A JCC commissioning review is underway, offering an opportunity to clarify operational realities, particularly handover delays.
 - Early data shows a positive link between reduced handover hours and jobs per shift, though further analysis and benchmarking are needed.
8. The Committee received the **Integrated Medium Term Plan (IMTP) Q2 Assurance Report** with a



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focus for this committee on the outcome measures for the strategic objectives (what good looks like) and the go live assurance process for phase two of the Ambulance Performance Framework. The Clinical Model Transformation (CMT) Programme is progressing well, with key documents and processes now embedded. While the programme advances at pace and IMTP deliverables show positive progress, organisational capacity continues to be a constraint. Members were assured that all plans are in place and progressing well for go-live of phase 2 of the CMT in December.

9. Following receipt of a **substantial assurance internal audit** report on the IMTP development process which was reviewed at this meeting (with the teams being commended on this excellent outcome), the **approach to the IMTP for 2026-2029 has been streamlined** with updated guidance, an eight-pillar framework, and clear milestones. A single IMTP Development Group now coordinates planning across directorates through existing governance structures. The process reflects political uncertainty post-2026 elections and a difficult financial outlook. To address change fatigue and capacity constraints, the focus has shifted to consolidating priorities and realising benefits, informed by staff and board feedback. Engagement is now embedded in existing meetings with increased board involvement. Directorates have reviewed deliverables for completion, rollover, or cessation, and identified new priorities. Despite capacity challenges, development remains on track for submission by 31 March 2026.

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

10. Substantive assurance was provided on the **Financial Sustainability Programme**, focused on strengthening long-term financial resilience. The group has reorganised into three streams: opportunity identification, commercial strategy, and financial planning, with an emphasis on embedding accountability across all directorates. A commercial strategy steering group will be formed, and committee endorsed the aim to deliver a plan by the next fiscal year. External partnerships, particularly in digital and technology, are being explored to drive income and innovation. Next year's savings target is at least £9 million, potentially rising to £10–15 million. Directorates are modelling plans accordingly, with all proposals subject to board approval and alignment with strategic priorities.
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:
 - Digital teams face significant pressure from competing priorities and limited capacity. The teams continue to prioritise the CMT.
 - Additional capacity in the digital team will be in place with 26 roles at various stages of the recruitment process. Challenges are posed by high volumes of applications, a large proportion of which were AI generated, which is being felt across all directorates. A related risk is being developed.
 - WAST are engaging in a national project to unify the multiple Directories of Service managed around NHS Wales.

Members welcomed ongoing efforts to improve recruitment efficiency, invest in staff development, and align digital and workforce strategies given the risk of delayed recruitment. The proposal to provide additional development to committee members on AI, to ensure a deeper understanding of



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the relative risks and opportunities was also welcomed.

12. The **Information Governance (IG) Report** highlighted key updates including the IG toolkit compliance at 90% which was commended. Other issues of note included:

- Dormant account numbers have been significantly reduced, with ongoing work to refine definitions.
- New KPIs have been introduced for reporting timeliness and data quality awareness.
- Recent data breaches linked to social media use have prompted a new awareness campaign.
- Late engagement with IG in projects has led to ICO reports; a new framework and communications plan are being developed.
- WhatsApp-related data breaches are under review, with a possible ban on corporate devices.
- Emphasis was placed on strong communication, clear policies, and line manager involvement to improve IG compliance, especially regarding social media and personal device use.

13. The Committee held the first part of its **Quality Governance Review** (formerly effectiveness review) for 2025/26. Most major changes to the committee's terms of reference will be deferred until after the external board effectiveness review, however members agreed that the commercial partnerships element of the Academic Partnerships Committee's remit appropriately sits in this committee. The improvements in quality and volume of reports were recognised. The presence and contribution of Non-Executive Directors are consistently valued, with positive feedback on their breadth of experience, scrutiny, and support, which strengthens the committee's operations. Members are keen to ensure that duplication with the board and other committees is avoided. Committee terms of reference were approved, and the committee's annual report will be reviewed in March.

14. The **audit tracker for Q2** was reviewed with good progress on closures. Where there were extensions of dates members were assured that they were appropriate and realistic.

15. The **committee's annual priorities** remain in view with progress through the cycle of business. included metrics and assurances on areas of resilience, and commercially sensitive/confidential issues including various business cases and updates thereon, particularly related to vehicle procurement, passenger transport system, 111 Wales website, and ESN phase 2.

RISKS

The committee received the **Risk and Board Assurance Framework report** noting that all risks have undergone their quarterly review, with no material changes to scores.

Financial risks were discussed throughout in the context of ongoing pressures, including the need to revisit **Risk 139**, which relates to financial sustainability. Members acknowledged that financial risks are significant, especially given the challenging outlook highlighting the pivotal role the committee will play in navigating the future financial situation.

Members discussed ongoing work to distinguish and score risks and factors that are within the Trust's control versus those that are externally monitored, with research on best practices underway for scoring these dimensions. **Risk 542** relating to Decarbonisation will be presented at the next meeting showcasing



the new approach.

Risk 100 will be reviewed for possible integration into the new stakeholder risk, which has been disaggregated from the Trust’s reputational risk.

In private session, Members received assurance on the detail of **Risk 260** noting that there were no material changes during this period; however, a future deep dive session on AI driven cyber threats for the Board was supported by members as a valuable idea with additional development of knowledge being welcomed.

COMMITTEE AGENDA FOR MEETING

Operations Update for Q2	Financial position M6 and M7 2025/26	Financial sustainability programme
MIQPR	Digital reporting	Information governance report
IMTP Development Practices Internal Audit	IMTP progress report	Committee quality and governance review
Risk management and BAF	Audit tracker Q2	Estates, environmental and facilities management policy
Committee cycle and priorities update		

COMMITTEE ATTENDANCE

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

	Attended
	Deputy attended
	Apologies received
	No longer member

¹ Emma Wood, Chief Executive Officer joined for this meeting.

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

³ Left for items 6 and 7