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Welsh Ambulance Services
University NHS Trust

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	26 March 2026
Committee Meeting Date	17 March 2026
Chair	Jayne Beeslee

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

IMTP 2026-29 (including financial plan 2026/27) and Initial Revenue Budget for 2026/27

1. Members considered the draft IMTP against key questions, including alignment with the Trust's long-term strategy, balance between ambition and deliverability, and the robustness of the supporting financial plan. Members also reflected on impacts on patients and workforce wellbeing, the identification and mitigation of risks, and the strength of engagement with leaders, staff and partners during development.
2. The Committee received assurance that the IMTP has been streamlined to 47 focused priorities, representing a deliberate shift towards a more realistic and deliverable plan aligned to organisational capacity and Welsh Government expectations. Members discussed areas not being progressed in 2026/27, noting the need for clear rationale, appropriate impact assessments and careful communication, and sought further clarity on risks, mitigations and stakeholder messaging.
3. Members were assured that engagement had been strong throughout development, supported by two Board development sessions that enabled appropriate shaping of the plan. The JCC is currently content with the IMTP assumptions and financial plan, with no changes required at this stage, although increased scrutiny of priorities, financial choices and efficiencies is anticipated over the coming year.
4. The Committee discussed refining the plan-on-a-page to ensure it is a concise, high-level reference focused on strategic objectives, key deliverables and critical dependencies, alongside more detailed versions required for Welsh Government assurance.



5. Members discussed rising non-pay inflation, particularly fuel and energy costs, noting that pressures are already being felt in-year. It was confirmed that no additional Welsh Government funding is expected and that inflation risk will need to be managed through contingency, efficiencies and tight financial control.
6. Following consideration of the above, the IMTP 2026–29, including the 2026/27 financial plan and initial revenue budget, was endorsed and is recommended to the Board for approval.

ADVISE

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

7. The **CCTV and Surveillance Systems Policy** was approved.
8. Members **reflected** positively on the quality of scrutiny and engagement, noting that thorough preparation strengthened assurance and decision-making. There was support for moving towards more streamlined, strategic reporting and a review of committee cadence to reduce duplication, with feedback to continue being shared with the Chair to support ongoing improvement.

ASSURE

(Detail here assurance items the Committee receives)

Financial Position and Financial Sustainability

9. The committee received the detailed financial position for month 10, and a presentation on month 11 2025/26 given the timing for the close of month 11 and this meeting. The detail of the paper is not included here as it will be with the board papers, but board may wish to note:
 - Welsh Government grip and control guidance will initially be taken through the financial sustainability programme to review the checklist, with confirmation of the most appropriate committee to provide board assurance reported back to this meeting. Members were confident that many of the issues raised in that guidance are already in place in the Trust.
 - assurance was provided on projected year end spend on capital
 - while the 2025 to 2026 savings target had been met, delivery was heavily reliant on non-recurrent measures, with recurrent savings underachieving, reinforcing the need to strengthen recurrent savings in light of the significant financial challenge anticipated in 2026 to 2027
 - members discussed emerging geopolitical impacts on non-pay inflation, particularly fuel costs, which had already increased in-year and were identified as a material risk for 2026 to 2027, requiring close monitoring through financial planning and in-year oversight
10. The Committee received and took assurance from the Internal Audit Report on Budget Setting that provided a reasonable assurance rating.



11. The Committee noted progress in the Financial Sustainability Programme, with momentum temporarily focused on the substantial organisational effort required to develop and agree the 2026/27 savings targets. Significant engagement had taken place across directorates, supported by finance, and work was underway to assess the quality, and equality impacts of savings schemes. The service review had progressed, with proposals refined into a smaller number of meaningful actions aligned to IMTP priorities, and non-viable items closed.
12. The Committee noted significant progress in the development of the commercial plan which is scheduled to be brought to the May committee for endorsement. Members welcomed the pace of development, the strengthening of supporting infrastructure, and the intention to use the May meeting to provide deeper assurance on delivery and arrangements.

Integrated Medium Term Plan 2025/26 Delivery Assurance

13. The Committee received and took assurance from the Integrated Medium Term Plan (IMTP) mid-point Q4 Assurance Report that will also be reported to board. Future reporting will align to strategic objectives rather than directorate deliverables. The Committee discussed whether rolling forward IMTP deliverables into the next planning cycle would be acceptable to Welsh Government and manageable within organisational capacity. It was confirmed that roll-overs are expected within three-year rolling IMTPs and are aligned with Welsh Government expectations, particularly given the emphasis on reprioritisation in a no-investment year. Members were assured that the significant reduction in planned deliverables and ongoing prioritisation means the revised plan is deliverable within available capacity.
14. The Committee received the reasonable assurance Internal Audit Report on the Clinical Model Transformation Programme Management which demonstrated the strength of the programme governance applied to what is a complex and wide ranging programme.

Performance Metrics

15. The MIQPR for January/February 2026 was reviewed and will also be presented to the board. Members noted progress to refresh the MIQPR following Board feedback, with a revised report expected at the next Trust Board and intended to form the basis of reporting from Q1. In parallel, committee-specific performance reports are being developed to provide focused, relevant indicators aligned to each committee's remit, supported by bespoke digital and information governance packs. Members agreed that future reporting should be predominantly strategic, with concise regulatory and compliance assurance, to improve clarity, focus and effectiveness of Board and Committee scrutiny.
16. The Digital KPIs relating to data and analytics, ICT systems, digital services, projects & programmes, and details on the progress against the Digital Plan were noted. Members discussed ongoing capacity pressures within IDS, particularly due to work supporting clinical model transformation and CAD (computer aided dispatch) priorities. Members discussed the paused 111 digital front end, recognising its linkage to the 2026/27 budget position and the current assumption of no further investment. The Committee emphasised the need for a clear impact assessment of not progressing this work, to support evidence-based decisions and inform forthcoming budget consideration (see the alert section above).



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17. The Information Governance report included strong overall compliance and evidence of key risks being actively managed. A significant electronic patient care record data loss incident was discussed, with containment measures in place. Members were assured by the minimal patient risk, and recovery work underway with the supplier. Members noted improving progress on previously delayed areas, including CCTV DPIA completion and EPCR compliance following resourcing improvements, and were assured that lessons learned and FOI performance continue to be monitored.

Governance Reports

18. The committee suggested some revisions to the draft 2025/26 annual report and the 2026/27 cycle of business to enable subsequent approval. The audit tracker for Q3 was received with no escalations to the board. The committee’s cycle of business monitoring report was received with no escalations to board.

RISKS

The committee received the **Risk and Board Assurance Framework report** noting that this was a similar paper as it received in January given the cadence of formal quarterly updates to the risks. Assurance was provided that risks had been reviewed by owners, and the committee could expect closed actions moving into controls in the next reporting period.

Members noted that progress to reframe the decarbonisation risk into a manage and monitor approach has been slower than intended, and there was a shared view that the current scoring does not feel proportionate when considered alongside other principal risks. In the context of the Trust’s challenging financial position and constrained resourcing, it was agreed that further consideration is needed as to whether the risk should be retained, reframed or consolidated. The May paper will therefore take a broader view of how decarbonisation sits within the overall risk landscape, recognising that it is one of a number of areas where financial and workforce capacity may increase the Trust’s exposure to statutory and regulatory compliance risks, and that a more coherent and proportionate approach is required within the BAF.

COMMITTEE AGENDA FOR MEETING

IMTP 2026-29 including financial plan 2026/27	WAST initial revenue budget 2026/27	Financial position M10 and M11 2025/26
Financial sustainability report	Internal audit – budget setting	IMTP Delivery/assurance update
Internal audit - CMT programme management	MIQPR	Digital reporting March 2026
Information Governance	Committee annual report 2025/26	Risk management report
Audit tracker Q3	CCTV and surveillance policy	



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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					Colin Dennis	
Peter Curran			²			
Chris Turley			Ed Roberts	Ed Roberts		Ed Roberts
Rachel Marsh	Hugh Bennett	Hugh Bennett	Estelle Hitchon	Hugh Bennett	Hugh Bennett	From 10.30 ³
Lee Brooks				Judith Bryce		Sonia Thompson
Liam Williams	Wendy Herbert	Wendy Herbert				
Carl Kneeshaw						
Jonny Sammut			From 1022			Keith Dorrington
Trish Mills						
Hugh Parry				⁴		
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 James Houston deputising until 10.30

⁴ Left for items 6 and 7