

## Bundle Corporate Trustee 29 May 2025

### Agenda attachments

- ITEM 00 Agenda 29 May 2025
- 0 15:35 – OPENING ITEMS
- 1 Chair's Welcome, Apols and Quorum
- 2 Declarations of Interest
  - ITEM 02 Board Member Register of Interests – Updated 26 March 2025
- 3 Minutes of the Last Meeting: 30 January 2025
  - ITEM 03 2025-01-30 Corporate Trustee Board – Draft Minutes
- 4 Action Log and Matters Arising
  - There are no open actions*
- 4.1 FOR APPROVAL, ASSURANCE AND DISCUSSION
- 5 15:40 – Charity Strategy Update
  - ITEM 05 SBAR Charity Strategy Update\_29 May 2025
  - ITEM 05.1 Appendix 1\_Charity Strategy Update\_29 May 2025
- 6 15:45 – Charity Financial Plans 2025-2028
  - ITEM 06 SBAR Financial Plans 2025-28\_29 May 2025
  - ITEM 06.1 Appendix 1\_Charity Financial Plans 2025-2028\_29 May 2025
- 7 15:55 – 2 April 2025 – Charity Committee AAA
  - ITEM 7a – *Committee Annual Report*
  - ITEM 7b – *Committee Terms of Reference*
  - ITEM 07 – Charity Committee Highlight Report 2 April 2025
  - ITEM 07a Annex 1 Charity Committee Annual Report 2024-25
  - ITEM 07b Annex 2 Charity Committee Terms of Reference 2025-26 (clean) for endorsement by CC in April 2025
- 7.1 CONSENT ITEMS
- 8 14 January 2025 Charity Committee Minutes
  - ITEM 08 2025-01-14 Charity Committee– confirmed minutes
- 8.1 16:00 – CLOSING ITEMS
- 9 Reflections and Summary of Decisions/Actions
- 10 Any Other Business
- 11 Date & Time of the Next Meeting: 31 July 2025

Length of Meeting: 00:30		Agenda Status:		CORPORATE TRUSTEE MEETING - 29 MAY 2025						Deadline: 20 May 2025	
Time	Mins allotted	Agendum	Title	Item for	Item requested by	Format	Paper prepared by	Item presented by	Colleagues to cc		
<b>OPENING ITEMS</b>											
		1	Chair's Welcome, Apols and Quorum	Information	Standing	Verbal	n/a	Chair	n/a		
		2	Declarations of Interest	To State Conflicts	Standing	Verbal	n/a	Chair	n/a		
15:35	00:05	3	Minutes of the Last Meeting: 30 January 2025	Approval	Standing	Paper	n/a	Chair			
		4	Action Log and Matters Arising <i>There are no open actions</i>	Information	Standing	Paper	n/a	Chair	n/a		
<b>FOR APPROVAL, ASSURANCE AND DISCUSSION</b>											
15:40	00:05	5	Charity Strategy Update	Approval	Standing	Paper	Partnerships	Estelle Hitchon	David Hopkins		
15:45	00:10	6	Charity Financial Plans 2025-2028	Approval	Standing	Paper	Partnerships	Estelle Hitchon Chris Turley	David Hopkins		
15:55	00:05	7	2 April 2025 - Charity Committee AAA Committee Annual Report Committee Terms of Reference	Approval	Standing	Paper	CorGov	Peter Curran	Alex Payne		
<b>CONSENT ITEMS</b>											
The items that follow are for information only. Should a member wish to discuss any of these items they are requested to notify the Chair so that time may be allocated to do so.											
		8	14 January 2025 Charity Committee Minutes	Information	Standing	Paper	CorGov	Peter Curran			
<b>CLOSING ITEMS</b>											
16:00	00:05	9	Reflections and Summary of Decisions/Actions	Discussion	Standing	Verbal	n/a	Chair	n/a		
		10	Any Other Business	Discussion	Standing	Verbal	n/a	Chair	n/a		
16:05	00:30	11	Date & Time of the Next Meeting: 31 July 2025	Information	Standing	Verbal	n/a	Chair	n/a		

Name	Position
Colin Dennis	Chair of the Trust Board
Peter Curran	Non-Executive Director
Estelle Hitchon	Director of Partnerships and Engagement
Trish Mills	Director of Corporate Governance/Board Secretary
David Hopkins	Head of Charity
Chris Turley	Executive Director of Finance and Corporate Resources

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
BEAUMONT-WOOD, Rhiannon	<b>Non-Executive Director</b> * Member of the Remuneration Committee * Member of the the Audit, Risk and Assurance Committee * Member of the Quality, Patient Experience and Safety Committee	Dorset Integrated Care Board (NHS Dorset), Non-Executive Director	Financial Interest	May 2023		
		Nursing and Midwifery Council (NMC), Designated Council Member for Wales	Financial Interest	June 2024		
		RBW Executive and Professional Coaching Ltd, Company Director (Company No 14938585) and Shareholder	Financial Interest	June 2023		
		Currently on coaching framework with Health Education and Improvement Wales	Financial Interest	June 2024		
		Registered Nurse (NMC)	Non-Financial Professional	January 1995		
		Registered Specialist Community Public Health Nurse	Non-Financial Professional	September 1996		
		Member of the Royal College of Nursing	Non-Financial Professional	2007		
BEESLEE, Jayne	<b>Non-Executive Director</b> * Chair of the Finance and Performance Committee * Member of the Remuneration Committee * Member of the Academic Partnership Committee	Employment for interim assignments via Public Sector Resourcing (an agency) regarding the review of major UK government programmes (remunerated net of tax via an Umbrella Company - Danbro Employment Umbrella Ltd)	Financial Interest	01 October 2023		
		Member Representative on the UK Civil Service Pension Board	Non-Financial Personal	01 October 2019		
		Governor on the Finance & General Purposes Committee of Cardiff and Vale Further Education College	Non-Financial Personal	01 February 2024		
		Fellow Chartered Institute of Personnel & Development	Non-Financial Personal	01 April 2006		
BROOKS, Lee	<b>Executive Director of Operations</b>	Partner employed by Welsh Ambulance Services NHS Trust	Any Other Interest	July 2019		
		Member of the Order of St John	Any Other Interest	01 March 2023		
		Volunteer – St John's Ambulance Cymru	Any Other Interest	06 April 2023		
		Council Member – St John's Ambulance Cymru Gwent Council	Any Other Interest	06 April 2023		
		Trustee of Action for Children [1097940]	Position in Charity or Voluntary Organisation	01 February 2021		
CURRAN, Peter	<b>Non-Executive Director</b> * Chair of the Audit, Risk and Assurance Committee * Chair of the Charity Committee * Member of the Finance and Performance Committee * Member of the Remuneration Committee	Company Director - Action for Children [04764232]	Directorships	01 February 2021		
		Company Director - Action for Children (Wales) Ltd [10011497]	Directorships	05 April 2022		
		Trustee of National Youth Arts Wales [1170643]	Position in Charity or Voluntary Organisation	06 May 2021		
		Company Director - National Youth Arts Wales [10449512]	Directorships	06 May 2021		
		Non-Executive Director for Taff Housing	Position in Charity or Voluntary Organisation	01 May 2022		
		Company Director - Team Police Ltd [12518812]	Directorships	01 January 2022	31 October 2024	
		Independent Board Member of the Project Board – National Contemporary Art Gallery for Wales	Any Other Interest	01 January 2024		
		Interim Finance Director for Torfaen Leisure Trust	Directorships	01 September 2023	29 February 2024	
		Interim Independent Member – Kaplan International Colleges UK Ltd [05268303]	Directorships	01 March 2024		
		Independent Member – Kaplan Open Learning (inc member of the Audit & Risk Committee)	Directorships	21 March 2024		
DENNIS, Colin	<b>Chair of Trust Board and Non-Executive Director</b> * Chair of Remuneration Committee	Chair – Citizen Housing (Charity) (previously WM Housing Group)	Position in Charity or Voluntary Organisation	01 January 2015		
		Company Director - Citizen Treasury PLC (previously WM Housing Treasury Ltd)	Directorships	29 August 2017		
		Company Director - Citizen Treasury Vehicle Ltd	Directorships	04 September 2017		
		Chair - North Devon Homes	Position in Charity or Voluntary Organisation	01 October 2021		
		Company Director - North Devon Homes	Directorships	01 April 2022		
		Chair - Green Square Accord (Housing Association)	Position in Charity or Voluntary Organisation	26 March 2024		
		Company Director - LowCarbonLiving Homes Ltd [04207671]	Directorships	26 March 2024		
		Company Director - Green Square Estates Ltd [8719365]	Directorships	26 March 2024		
		Managing Director (Employed) at My Choice Healthcare Limited.	Any Other Interest	01 June 2019		
		Non-Executive Board Member at RHA (Social Housing Organisation – Community Benefit Society)	Position in Charity or Voluntary Organisation	01 November 2019		
EVANS, Bethan	<b>Non-Executive Director</b> * Chair of Quality, Patient Experience & Safety Committee * Member of Finance & Performance Committee * Member of People & Culture Committee * Member of Remuneration Committee	Company Director - My Choice Healthcare South Wales Limited	Directorships	11 March 2020		
		Company Director - Moorlands Rehabilitation (Staffordshire) Limited.	Directorships	20 December 2019		
		Company Director - Springfield (Bargoed) Limited.	Directorships	12 March 2020		
		Company Director - Homes of Excellence Limited	Directorships	19 March 2021		
		Company Director - Victoria House Care Property Limited	Directorships	05 March 2020		
		Company Director - My Choice Healthcare (Four) Limited	Directorships	27 April 2022		
		Company Director - Luk Ros Property Limited	Directorships	12 March 2020		
		[Previously called Homes of Excellence Healthcare Limited, Company name changed 12.08.2022 - #12513139]	Directorships	12 March 2020		
		Company Director - Hawthorn Court Property Limited	Directorships	27 April 2022		
		[Previously called My Choice Healthcare (Three) Limited, Company name changed 12.08.2022 - #13371375]	Directorships	27 April 2022		
		Company Director - Ocean Living Property Limited	Directorships	22 July 2022		
		Company Director - Hawthorn Court Care Limited	Directorships	22 July 2022		
		Company Director - Glyncomel Property Limited	Directorships	01 July 2022		
		Company Director - My Choice Healthcare (Two) Limited	Directorships	01 July 2022		
		Company Director - Carmarthen Care Limited	Directorships	02 January 2024		
Company Director - Towy Castle Property Limited	Directorships	01 September 2023				
HUTCHINGS, Hayley	<b>Non-Executive Director</b> * Member of the Remuneration Committee * Member of the Academic Partnership Committee * Member of the People and Culture Committee	Employed at Swansea University, Professor of Health Services Research	Financial Interest	17 June 1995		
HITCHON, Estelle	<b>Director of Partnerships and Engagement</b>	Member of Academi Wales Expert Panel	Position in Charity or Voluntary Organisation	15 July 2024		
		Independent Governor (Non-Executive Director), Coleg Sir Gar/Coleg Ceredigion	Non-Financial Personal	01 January 2025		

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
JACKSON, Ceri	<b>Non-Executive Director &amp; Vice Chair of the Trust Board</b> * Chair of the People and Culture Committee * Member of the Charity Committee * Member of Audit Committee * Member of Quality, Patient Experience & Safety Committee * Member of Remuneration Committee	Management Consultant primarily working in third sector	Interest in Companies and Securities	01 May 2019		
		Associate Director of SamKat Consulting Ltd in my capacity as self-employed management consultant	Directorships	01 June 2021		
		Charity Trustee - Stroke Association Trustee, Chair Wales Advisory Group.	Position in Charity or Voluntary Organisation	08 October 2020		
		Charitable Company - Stroke Association - Company Director	Directorships	08 October 2020		
KILLENS, Jason	<b>Chief Executive</b>	Honorary Professor - Swansea University	Personal or Departmental Sponsorship	2019		
		Chairperson – Association of Ambulance Chief Executives (AACE)	Non-Financial Professional	September 2024		
		Company Director of the Association of Ambulance Chief Executives (AACE), Co No. (07761209)	Directorships	September 2024		
		Officer of the Order of St John	Any Other Interest	January 2024		
		Member of the Order of St John	Any Other Interest	2009	2024	
KNEESHAW, Carl	<b>Director of People</b>	Chartered Fellow of Chartered Institute of Personnel and Development	Personal or Departmental Sponsorship	April 2020		
		Fellow of Institute of Leadership	Personal or Departmental Sponsorship	October 2020		
		Safeguarding Lead for local outreach charity, Brunstad Christian Church – Huntworth, Bridgwater, Somerset	Position in Charity or Voluntary Organisation	September 2018		
		Nil Declaration				
LEWIS, Angela	<b>Director of Culture Change</b>	Nil Declaration				
MARSH, Rachel	<b>Executive Director of Strategy, Planning and Performance</b>	Nil Declaration				
MILLS, Patricia (Trish)	<b>Director of Corporate Governance/ Board Secretary</b>	Nil Declaration				
PARRY, Hugh	<b>Trade Union Partner</b>	Nil Declaration				
ROWAN, Hannah	<b>Non-Executive Director</b> * Chair of Academic Partnership Committee * Member of Charity Committee * Member of People & Culture Committee * Member of Remuneration Committee	Director, St Martin's Associates (Business consulting and coaching)	Directorships	04 April 2022		
		Non -Executive Director Qualifications Wales ( regulator for all non degree qualifications in Wales)	Any Other Interest	01 April 2021		
		Trustee MAE Cymru (Christian charity which champions gender equality in church of Wales)	Position in Charity or Voluntary Organisation	13 November 2021	November 2023	
		Elected member, The governing body of the church in Wales (Parliament of church in Wales - voting member)	Any Other Interest	01 April 2021		
		Relative (Parent) is a Non-Executive Director for Social Care Wales	Any Other Interest	01 April 2017		
SAMMUT, Jonathan (Jonny)	<b>Director of Digital Services [appointed 26.09.2023]</b>	Fellow of the British Computer Society – FBCS	Any Other Interest	04 March 2024		
		Panel Member of the UK CIO Advisory Panel – Digital Health	Any Other Interest	05 July 2023		
		Federation of Informatics Professionals - Leading Practitioner	Any Other Interest	25 April 2024		
SWINBURN, Andrew (Andy)	<b>Executive Director of Paramedicine</b>	Strategic Advisor to College of Paramedics	Any Other Interest	01 January 2020		
TURLEY, Christopher	<b>Executive Director of Finance and Corporate Resources</b>	Treasurer of Royal Gwent Hospital League of Friends.	Position in Charity or Voluntary Organisation	01 February 2022	05 November 2024	
TURNER, Damon	<b>Trade Union Partner</b>	Nil Declaration				
WILLIAMS, Liam	<b>Executive Director of Quality and Nursing [from 01 August 2022]</b>	Chair/Director - Thornbury Carnival Community Interest Company Voluntary	Position in Charity or Voluntary Organisation	01 August 2019		
		Member Royal College Nursing	Any Other Interest	01 August 2022		
		Committee member - Royal College Nursing, Nurses in Management and Leadership Forum Steering Committee	Position in Charity or Voluntary Organisation	01 August 2022		



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

**MINUTES OF THE OPEN SESSION OF THE CORPORATE TRUSTEE  
OF THE WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST CHARITY  
HELD ON THURSDAY 30 JANUARY 2025 IN CARDIFF AMBULANCE STATION AND  
VIA TEAMS**

**Meeting started at 09:30**

**MEMBERS PRESENT:**

Colin Dennis	Chair of Corporate Trustee
Jason Killens	Chief Executive
Jayne Beeslee	Non-Executive Director
Lee Brooks	Executive Director of Operations
Peter Curran	Non-Executive Director
Bethan Evans	Non-Executive Director (Joined at Item 04/25)
Professor Hayley Hutchings	Non-Executive Director
Ceri Jackson	Non-Executive Director and Interim Vice Chair
Rachel Marsh	Executive Director of Strategy, Planning & Performance
Chris Turley	Executive Director of Finance & Corporate Resources
Andy Swinburn	Executive Director of Paramedicine (Via Teams)
Liam Williams	Executive Director of Quality & Nursing

**IN ATTENDANCE:**

Estelle Hitchon	Director of Partnerships and Engagement
David Hopkins	Head of Charity
Carl Kneeshaw	Director of People
Angela Lewis	Director of Culture Change
Trish Mills	Director of Corporate Governance/Board Secretary
Steve Owen	Corporate Governance Officer (Via Teams)
Hugh Parry	Trade Union Partner
Alex Payne	Corporate Governance Manager
Jessica Price	Head of Financial Accounting (Via Teams)
Jonny Sammut	Director of Digital Services

**APOLOGIES:**

Rhiannon Beaumont-Wood	Non-Executive Director
Hannah Rowan	Non-Executive Director
Damon Turner	Trade Union Partner

## **01/25 Welcome, Apologies and Minutes**

- 01.01 Apologies were recorded for Rhiannon Beaumont-Wood, Hannah Rowan and Damon Turner.
- 01.02 The minutes of the meeting held on 29 November 2024 were agreed and confirmed as a correct record.

### **RESOLVED: The**

- (1) Minutes of the meeting held on 29 November 2024 were presented and agreed as a formal record.**
- (2) Apologies of Rhiannon Beaumont-Wood, Hannah Rowan and Damon Turner were recorded.**

## **02/25 Declarations of Interest**

- 02.01 There were no declarations of interest above those already recorded in the Trust's Register of Interests for the members of the Trust Board for the Welsh Ambulance Services University NHS Trust.

### **RESOLVED: The Declarations of Interest as recorded on the Trust's Register of Interest was noted.**

## **03/25 CHARITY ANNUAL REPORT AND ACCOUNTS 2023/24 AND AUDIT WALES INDEPENDENT EXAMINATION REPORT**

- 03.01 Chris Turley presented the Charity Accounts and the Charity Annual Report for the year 2023/24.
- 03.02 During the year income exceeded expenditure by c£517k. This now included full recognition of all applicable grant income in year, with gains on investments recorded of c£31k.
- 03.03 Fund balances on 31 March 2024 amounted to c£947k. These balances included restricted funds amounting to c£544k.
- 03.04 The financial accounts for the 2023-2024 year contained the need to recognise income from grants which spanned more than one financial year. This was the first year with a material value in this area, compared to a smaller element in the previous year. Despite this, it did not affect the thresholds or values in the accounts to the extent that would require more than an independent examination

- 03.05 The Charity Accounts and Charity Annual Report for 2023-24 were presented at the Charity Committee on 14 January 2025 and were endorsed for Corporate Trustee approval.
- 03.06 Audit Wales have undertaken an Independent Examination of these documents and had no significant findings to report. This was confirmed to the Charity Committee on 14 January 2025 via their outcome report.
- 03.07 Peter Curran recognised that the Corporate Trustee needs to formally approve the charity as a 'going concern' for at least the next 12 months; Chris Turley advised the Corporate Trustee would need to confirm this position and that his recommendation was that the charity would remain a going concern.
- 03.08 Estelle Hitchon asked for a note of thanks to be recorded to Alex Payne in the Corporate Governance Team and the Head of Charity, David Hopkins for their work on the production of the Annual Report.

**RESOLVED: The Corporate Trustee approved the WAST Charity Annual Report and Accounts for 2023/24 and that the Trustee confirmed their assessment of the Charity's financial situation as a going concern, prior to submission to the Charity Commission by the prescribed deadline of 31 January 2025.**

#### **04/25 CHARITY COMMITTEE AAA – 14 JANUARY 2025**

- 04.01 Ceri Jackson presented the Charity Committee meeting AAA report from the 14 January 2025 meeting. She advised the Trustees of the following.
- 04.02 The Committee held a discussion on the theory of change to drive the direction of travel of the charity's strategy.
- 04.03 The teams were commended on the preparation of the accounts and the annual report which were clear and provided an excellent overview of the significant work of the charity this year.
- 04.04 An update was provided on achievements in the first 100 days for the Head of Charity and members commended the excellent progress, including the new visual identify for the charity and focused fundraising.
- 04.05 The Committee's annual effectiveness review was held, with a revised approach taken across all committees. A discussion was held to consider what changes and improvements could be made to the Committee's operations.
- 04.06 Estelle Hitchon advised that this had been last meeting for Ceri Jackson as Chair of the Committee. She thanked Ceri for her contributions as outgoing Chair and to the development of the charity.

**RESOLVED: The update was noted.**

## **05/25 CHARITY COMMITTEE MINUTES – 8 OCTOBER 2024**

05.01 The Minutes of the Charity Committee from 8 October 2024 were received.

**RESOLVED:**

**The Minutes of the Charity Committee dated 8 October 2024 were received.**

## **06/25 ANY OTHER BUSINESS**

Following a query by the Chair regarding the proportion of Restricted Funds on the balance sheet, David Hopkins updated the Corporate Trustee as follows:

Advanced discussions were ongoing about the Barmouth Ambulance Station fund, which was approximately £50,000. Conversations have been led by colleagues on how to effectively spend this money for staff and patient benefits.

In terms of the Colwyn Bay Restricted Fund, the model used for the Barmouth fund was hoped to be applied to the Colwyn Bay restricted fund, which was about £150,000.

The current proposal was for the Bids Panel to develop ideas for the use of these funds, which will then be submitted to the Charity Committee for approval within the next six months.

## **07/25 DATE AND TIME OF THE NEXT MEETING**

07.01 The date of the next meeting is 27 March 2025.

Meeting closed at: 09:42

<b>AGENDA ITEM No</b>	<b>5</b>
<b>OPEN or CLOSED</b>	<b>OPEN</b>
<b>No of ANNEXES ATTACHED</b>	<b>1</b>

<h2>Charity Strategy Update</h2>
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<b>MEETING</b>	Corporate Trustee
<b>DATE</b>	29 May 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships & Engagement
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

<b>EXECUTIVE SUMMARY</b>
<p>1. As part of ongoing work to articulate the Charity's purpose, Corporate Trustee is presented with a Strategic Direction paper, containing:</p> <ul style="list-style-type: none"> <li>a. A final draft Theory of Change for the Charity</li> <li>b. A final draft set of Strategic Objectives and Enablers</li> </ul> <p>2. It is recommended that Corporate Trustee:</p> <ul style="list-style-type: none"> <li>a. <b>approves</b> the Charity's Strategic Direction paper</li> <li>b. <b>notes</b> that the Charity Committee shall monitor progress on the Charity's development through a Delivery Plan</li> </ul>

<b>KEY ISSUES/IMPLICATIONS</b>
None

<b>REPORT APPROVAL ROUTE</b>
Charity Committee – 2 April 2025 (endorsed) Corporate Trustee – 29 May 2025

<b>REPORT APPENDICES</b>
Appendix 1 – Strategic Direction paper

<b>REPORT CHECKLIST</b>			
<b>Confirm that the issues below have been considered and addressed</b>		<b>Confirm that the issues below have been considered and addressed</b>	
EQIA (Inc. Welsh language)	X	Financial Implications	X
Environmental/Sustainability	X	Legal Implications	X
Estate		Patient Safety/Safeguarding	
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement		Socio Economic Duty	X
Health and Safety		TU Partner Consultation	X

## SITUATION / BACKGROUND

1. One of the first tasks of the incoming Head of Charity has been to consult with colleagues to define the Charity's purpose, and to outline a Strategic Direction for its future activities.
2. As part of this process, the Head of Charity has consulted with colleagues through several methods, and has discussed the Charity's future direction during informal discussions with ELT, TU partners, members of Charity Committee, operational and corporate staff.
3. Following this consultation, a final Strategic Direction paper is presented to Corporate Trustee for approval. This includes a Theory of Change, a set of three Strategic Objectives, and five Strategic Enablers.
4. The Charity's draft Strategic Objectives, Enablers and Theory of Change were all endorsed by Charity Committee at its meeting on 2 April.

## ASSESSMENT

5. Charity Committee was presented with a draft Theory of Change at its January meeting. Since then, based on feedback from colleagues, this work has been refined to focus on three Strategic Objectives, and five enabling factors which will help the Charity to achieve its Objectives.
6. Instead of acting as a standalone document, separate from the Objectives, the simplified Theory of Change (Appendix 1) instead intends to demonstrate:
  - a. How the Strategic Objectives fit into the Trust's strategic ambition, and the Charity's vision
  - b. How the Strategic Objectives could be achieved through overarching project themes
7. There are three draft Strategic Objectives for the Charity:

The Charity will help WAST to support the wellbeing and development of its staff and volunteers, resulting in a healthier, happier and more experienced workforce

The Charity will support WAST to build community resilience throughout Wales

The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, and through testing new models of delivery

8. There are also five accompanying Strategic Enablers (Appendix 1), designed to help the Charity to achieve its objectives through improved processes, procedures and resource.
9. It is important to note that, if approved, this Strategic Direction paper is only one tool that will be used to communicate the Charity's purpose, and acts as a foundation upon which other communications for front-line colleagues can be developed. Particular focus will be given to how the Charity supports the Trust's staff and volunteers through the first Strategic Objective. This work will be led by the Charity's Fundraising and Communications Officer.

### Creation of a Charity Delivery Plan

10. Initially, it was proposed that the Charity would create a formal strategy document as the next step, following the approval of the Theory of Change. Upon reflection, it is proposed that instead, a more practical Charity Delivery Plan be created and approved by the Charity Committee. This would provide more detail on how the Charity intends to meet its Strategic Objectives.
11. If approved by Corporate Trustee, the final Strategic Direction paper would form the basis for this delivery plan, with clear links between the plan and the Strategic Objectives and Enablers.
12. The proposed Delivery Plan would be tabled for approval at Charity Committee in July, with progress updates received by Charity Committee every six months.

### **RECOMMENDATIONS**

13. It is recommended that Corporate Trustee:
  - a. **approves** the Charity's Strategic Direction paper
  - b. **notes** that the Charity Committee shall monitor progress on the Charity's development through a Delivery Plan



**ELUSEN**

Gwasanaeth Ambiwllans Cymru

Welsh Ambulance Service

**CHARITY**

# Strategic Direction paper

- **Strategic Objectives and Enablers**
- **Theory of Change**

Corporate Trustee – for approval

Thursday 29 May

# Draft Objectives and Enablers

## Strategic Objectives

The Charity will help WAST to support the wellbeing and development of its staff and volunteers, resulting in a healthier, happier and more experienced workforce

The Charity will support WAST to build community resilience throughout Wales

The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, and through testing new models of delivery



# Theory of Change – Final Draft





<b>AGENDA ITEM No</b>	<b>6</b>
<b>OPEN or CLOSED</b>	<b>Open</b>
<b>No of ANNEXES ATTACHED</b>	<b>1</b>

## Charity Financial Plans 2025-2028

<b>MEETING</b>	Corporate Trustee
<b>DATE</b>	29 May 2025
<b>EXECUTIVE</b>	Estelle Hitchon, Director of Partnerships and Engagement (Executive Lead)  Chris Turley, Executive Director of Finance and Corporate Resources (Charity Treasurer)
<b>AUTHOR</b>	David Hopkins, Head of Charity
<b>CONTACT</b>	<a href="mailto:David.Hopkins4@wales.nhs.uk">David.Hopkins4@wales.nhs.uk</a>

### EXECUTIVE SUMMARY

1. As part of the Charity's ongoing strategic development, Corporate Trustee is presented with:
  - The Charity's expenditure plans for 2025-2026
  - The Charity's income forecasts for 2025-2028
  
2. The aim of these income forecasts is to demonstrate how the Charity's additional investment in staffing could potentially grow the Charity's projected income from community and voluntary fundraising, and from trusts and foundations.
  
3. It is recommended that Corporate Trustee **approves** the Charity's financial plans for 2025-26, and **notes** the future income projections for 2026-27 and 2027-28.

### KEY ISSUES/IMPLICATIONS

4. Through its investment in staff resourcing, for the first time the Charity is able to project potential growth over the next three years from community and voluntary fundraising, and from trusts and foundations.
  
5. Despite projected growth in these areas, the total income forecast is not projected to exceed the Charity's highest income to date, in 2023/2024



(£622,200). This is because the Charity's recent financial performance has been heavily skewed by exceptional and unpredictable income streams.

6. The Charity's financial plans show a projected **in year** deficit for 2025-26, required to start to spend some of the cumulative balances brought forward, which are currently estimated to be in the region of £750k at the outset of the financial year.

Specifically for 2025-26, this is largely the result of:

- a) the planned spending of existing restricted reserves, such as from the Barmouth and Colwyn Bay restricted funds
- b) the spending of NHSCOT grants where the projects are due to conclude during 2025-26, and the income has already been recognised in previous financial years

### REPORT APPROVAL ROUTE

ELT – 26 March 2025 (endorsed)  
Charity Committee – 2 April 2025 (endorsed)  
Corporate Trustee – 29 May 2025

### REPORT APPENDICES

Appendix 1 – Charity Financial Plans 2025-2028

### REPORT CHECKLIST

Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)		Financial Implications	X
Environmental/Sustainability	X	Legal Implications	
Estate		Patient Safety/Safeguarding	
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement		Socio Economic Duty	X
Health and Safety		TU Partner Consultation	



## SITUATION

1. One of the key priorities for the Charity's 2025/26 workplan is to develop a sustainable financial plan, including a more strategic budgeting process, and diversification of income streams.
2. It is proposed that the Charity will have a financial plan approved annually, outlining projected income targets and an expenditure budget.
3. In future years, this financial plan will be tabled for approval earlier in the cycle of business, so that the Charity's budget can be approved ahead of the start of the next financial year.

## BACKGROUND

4. The Charity's financial income has varied considerably in recent years – however, its core unrestricted income from voluntary fundraising has remained relatively stable in recent years. The highest point was in 2020/2021 during the height of the Covid pandemic.

	18/19	19/20	20/21	21/22	22/23	23/24
Voluntary Donations / Fundraising	28,000	26,000	59,000	17,999	14,882	19,435
NHS Charities Together	0	0	110,000	625	10,566	427,080
Legacies	3,000	0	188,000	16,719	5,000	164,886
External Trusts and Foundations	0	0	0	0	0	0
Bank interest, investment income, other	2,000	2,000	1,000	0	4,158	10,799
<b>TOTAL INCOME</b>	<b>33,000</b>	<b>28,000</b>	<b>358,000</b>	<b>35,343</b>	<b>34,606</b>	<b>622,200</b>

5. There have been two factors that have contributed to variations in financial performance in recent years: income from legacies, and income from NHS Charities Together. Neither of these factors can be predicted with any certainty in this financial forecast, for different reasons.
6. **Income from legacies (gifts-in-wills)** is inherently variable, and sometimes boosted by one-off, restricted legacies of between £50,000-£150,000+. It is impossible for a small charity to predict this income, particularly as donors often do not inform a charity before leaving a gift in their will. The Charity is proposing to invest time in improvements to its legacy fundraising campaigns, but this will not result in a demonstrable increase in income for many years, given the nature of gifts-in-wills.
7. **NHS Charities Together** grants have in recent years been supported through donations made during the first few months of the Covid pandemic. The Covid-19 Urgent Appeal raised more than £162 million, of which more than



90% has now been spent. This means that NHS Charities Together is changing its grant-giving model in future years, with smaller grants awarded on a competitive basis, rather than pre-allocating funds to charities. Whilst NHSCT will continue to be a key partner and a major funder, its income cannot be relied upon - and the Charity plans to diversify income sources in order to create a more reliable, diverse and sustainable financial model.

8. It is important to note that investment income and bank interest in recent years has increased, as a result of the Charity holding large amounts of restricted reserves. As reserves are spent, this return is likely to decrease.
9. It has previously been agreed that the Head of Charity role, and Fundraising and Communications Officer role, would be employed by the Trust on an initial fixed-term contract of two years. The Charity is recharged for 70% of staffing costs in Year 1, and 85% in Year 2. It is hoped that these roles can be sustained if the Charity can reach a more sustainable financial model.

## ASSESSMENT

10. The financial plan for 2025-2026 outlines:
  - a. **A projected income of £270,813** – of which £188,637 is restricted
  - b. **A projected income from NHS Charities Together of £172,000** - £142,000 of which is from the Community Resilience Fund, which has been pre-allocated to the Charity
  - c. **An overall projected in year deficit of £209,324** – of which £113,067 is due to planned expenditure of restricted funds, such as the Barmouth and Colwyn Bay legacies, and existing NHSCT grants
11. Income projections for the next three financial years have been included. The “most-likely” estimates are based on the financial models outlined in the Tarnside consultancy report in 2023, and have been adapted based on the proposed model of fundraising.
12. The income projections above are deemed to be the “most-likely” scenario. However, it is important to note that these income projections are uncertain given the current volatility of charitable giving and fundraising.
13. Following feedback from the Charity Committee, the Charity has added a “worst-case” and “best-case” estimate to these papers, in addition to the “most-likely” scenario:
  - a. The **worst-case** scenario is an estimate of what would happen if there was little improvement in charitable giving compared to previous years where there was no fundraising capacity. The only confirmed income is the £142,000 which has been pre-allocated by NHS Charities Together



as part of the Community Resilience fund. It is assumed that there are no legacies and no successful bids to Trusts and Foundations.

- b. The **best-case** scenario assumes that voluntary donations and community fundraising increase at a greater rate than the most-likely scenario, and that all income targets are consistently exceeded. It assumes that grant applications are successful more often than the target, and that the Charity receives at least one six-figure legacy each year. This would demonstrate exceptional financial performance and would show a faster rate of growth than what is benchmarked at other similar charities, and would be faster growth than the Tarnside report projections.

14. It is also important to note that the Tarnside projections were generic and were done at a time when NHS Charities were still reaping the benefits of pandemic support. Time has moved on, and the fundraising and trust and foundation environment is significantly more challenging than it was. On that basis, this paper aims to provide a balanced analysis between securing return on investment while remaining cautious and conservative in its initial income projections, recognising that this will be the first full financial year with any dedicated charity leadership and that much remains to be done to professionalise the way in which the charity operates.

15. It is important to note that whilst the Charity's overall income levels are projected to remain static, and reserves projected to decrease, this is a result of the changing financial model, and reducing reliance on NHS Charities Together and gifts-in-wills. The nature of this proposed model means that the Charity has more agency to choose how it proposes to spend its funds, and can therefore act in a more strategic manner to benefit patients, staff and volunteers.

### Income forecasts

16. With the appointment of a Fundraising and Communications Officer (which the Charity hopes to have in post by July 2025), income from voluntary donations and fundraising is indicatively projected to increase to £151,875 by 2027-28 (based on "most-likely" scenario). This income is largely unrestricted, allowing greater choice for how the Charity can spend this income.

17. NHS Charities Together has pre-allocated £142,000 towards a Community Resilience project, which has been included in 2025-26. A nominal sum of £40,000 per year ("most-likely" scenario) has been assumed in additional grants, although these will be competitive funding rounds, and the grant priorities for beyond 2025 have not yet been announced.

18. In the most-likely scenario, a modest, nominal figure of £10,000 has been included from legacies, rising to £15,000 in subsequent years. This could be



substantially more, however, if the Charity was informed of large unexpected legacies – and this is reflected in the “best-case” scenario with a nominal figure of £100,000 per year.

19. In the most-likely scenario, a modest trusts and foundations figure of £30,000 has been included in 2025-26, rising to £75,000 in 2026-27 and £125,000 in 2027-28. This will be dependent on the projects for which the Charity wishes to fundraise, and will depend on close collaboration with Trust directorates.
20. It is important to note that trusts can take 6-9 months to make awards following application, therefore the figures reflect the fact that we may only be informed of the outcome of 2025-26 applications during 2026-27.
21. It is assumed that income from bank interest and investment income will decrease, as the Charity’s restricted reserves are spent through charitable activity.

#### Expenditure on charitable activity in 2025-26

22. An estimated £40,000 will be awarded through Bids Panel during 2025-26.
23. For the first time, Bursary Panel will be awarded a fixed budget of £15,000 per annum, funded from unrestricted income, as opposed to the current system where gains on investments are realised in order to fund Bursary Panel awards. This proposal was approved by Charity Committee at its 2 April meeting.
24. An estimated £17,000 will be spent through designated funds approved jointly by Fund Managers and the Head of Charity. A full proposal will be brought to Charity Committee later in the year to amend the Charity’s Scheme of Delegation, to include a limited number of fund managers who are given the ability to spend small amounts of money (up to c. £2000) without having to apply to Bids Panel. This is a model that has been used successfully with other NHS charities. For example, in the case of the Wish Ambulance designated fund, expenditure would be authorised jointly by the Head of Charity and the Assistant Director of Operations, Ambulance Care.
25. An estimated £301,704 would be spent on charitable activity from restricted funds – this includes NHSCCT grants due to end by March 2026, plus the planned spending of the longstanding Barmouth and Colwyn Bay legacies.

#### Central services and core costs

26. At its 2 April meeting, Charity Committee approved a core budget of



£13,580, formally delegated to the Head of Charity. This delegated budget will cover the Charity's core fundraising and marketing costs:

<b>2025-26 direct fundraising/marketing costs</b>	
Costs of London Marathon places	1,000
Costs of other challenge fundraising places	4,000
NHSCT annual membership	2,580
Other fundraising and marketing spend	5,000
Outrun an Ambulance - ongoing costs	1,000

27. Expenditure on central services is expected to increase in future years, as the Charity increases its contribution towards staff costs to 85% in Year 2. The 2025-26 central services budget includes a Fundraising and Communications Officer for 9 months, as it is expected the role will start by July 2025.

28. The Charity can demonstrate a return on investment on its core expenditure. For example in 2025-26, based on the "most-likely" scenario, for every £1 spent on central services and core costs, £2.54 could be raised based on the income forecasts. This is broadly comparable with other charities where voluntary donations and community fundraising form a large proportion of projected income.

	<b>2025 / 2026</b>	<b>2026 / 2027</b>	<b>2027 / 2028</b>
<b>TOTAL PROJECTED INCOME</b>	<b>270,813</b>	<b>242,938</b>	<b>341,875</b>
<b>TOTAL ON CENTRAL SERVICES</b>	<b>106,432</b>	<b>147,676</b>	<b>175,659</b>
<b>ROI (TOTAL INCOME / CENTRAL SERVICES)</b>	<b>2.54</b>	<b>1.65</b>	<b>1.95</b>

29. Some of the central costs of the Charity can be covered by a 10% management charge (2025-26: £18,363), included as part of restricted projects funded by NHSCT or by external trusts and foundations. It is also proposed that bank interest is designated to cover central costs (2025-26: £15,000). For 2025-26, there is a projected central services deficit of £73,069 which can be funded through the existing central services designated fund. Further discussions will be required to decide how central costs should be funded in future years, including through the possible use of unrestricted funds.

## RECOMMENDATION

30. It is recommended that Corporate Trustee:
- approves** the Charity's expenditure plans and income forecasts for 2025-2026
  - notes** the Charity's income forecasts for 2026-27 and 2027-28



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

- c. **notes** that income projections are estimates and there is limited certainty around their achievement given current economic volatility but recognising that best efforts will be made to secure them.

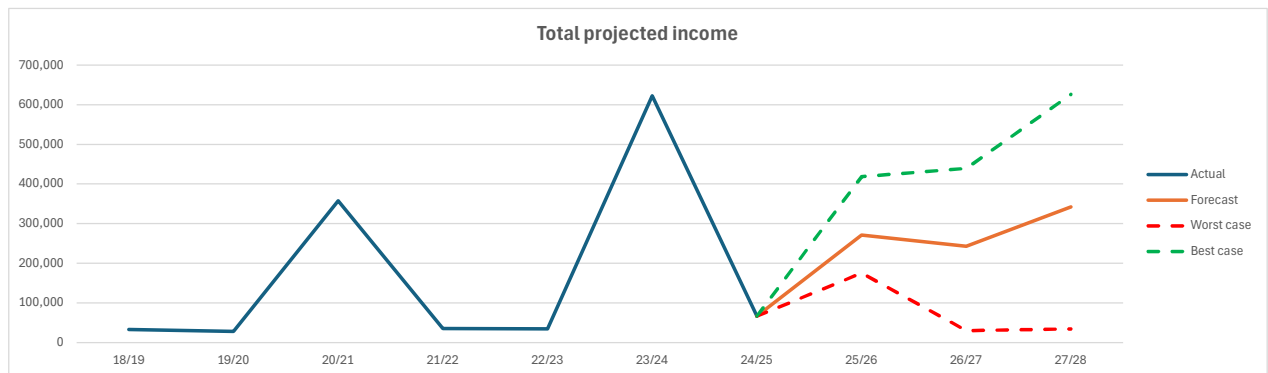
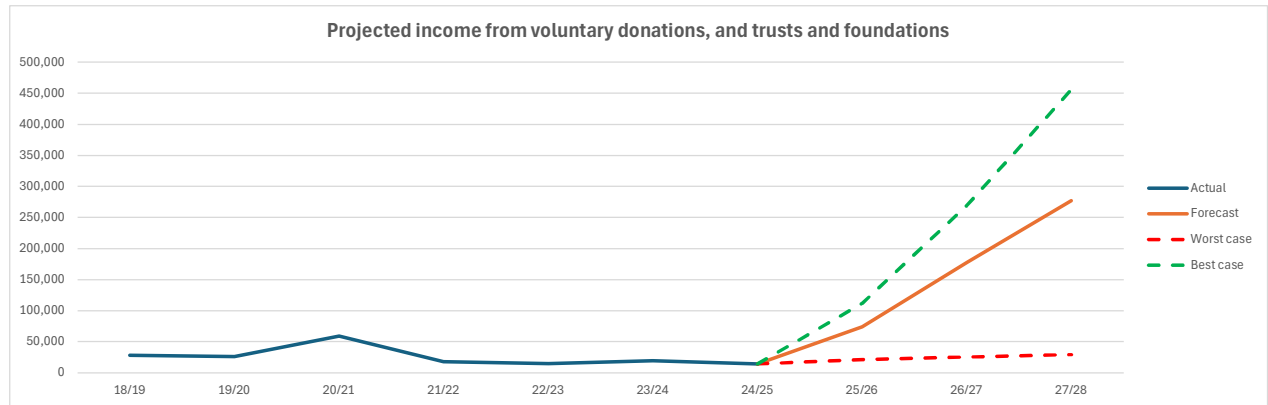
**Appendix 1 - Charity Financial Plans 2025-2028**

**Page 1 - summary of income projections**

	Actuals						Unaudited Actuals	Forecasts									
	18/19	19/20	20/21	21/22	22/23	23/24		24/25	25/26			26/27			27/28		
									Worst Case	Most Likely	Best Case	Worst Case	Most Likely	Best Case	Worst Case	Most Likely	Best Case
Voluntary Donations / Fundraising	28,000	26,000	59,000	17,999	14,882	19,435	14,231	21,375	43,813	61,688	25,313	102,938	144,063	29,250	151,875	255,813	
NHS Charities Together	0	0	110,000	625	10,566	427,080	0	142,000	172,000	192,000	0	40,000	60,000	0	40,000	60,000	
Legacies	3,000	0	188,000	16,719	5,000	164,886	30,000	0	10,000	100,000	0	15,000	100,000	0	15,000	100,000	
External Trusts and Foundations	0	0	0	0	0	0	0	0	30,000	50,000	0	75,000	125,000	0	125,000	200,000	
Bank interest / investment income / other	2,000	2,000	1,000	0	4,158	10,799	22,607	12,000	15,000	15,000	5,000	10,000	10,000	5,000	10,000	10,000	
<b>TOTAL INCOME</b>	<b>33,000</b>	<b>28,000</b>	<b>358,000</b>	<b>35,343</b>	<b>34,606</b>	<b>622,200</b>	<b>66,838</b>	<b>175,375</b>	<b>270,813</b>	<b>418,688</b>	<b>30,313</b>	<b>242,938</b>	<b>439,063</b>	<b>34,250</b>	<b>341,875</b>	<b>625,813</b>	

Income from voluntary donations and Trusts and Foundations	28,000	26,000	59,000	17,999	14,882	19,435	14,231	21,375	73,813	111,688	25,313	177,938	269,063	29,250	276,875	455,813
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**Page 2 - Detailed 2025-28 income targets**

**Based on "most-likely" scenario**

	2025 / 2026	2026 / 2027	2027 / 2028	
				<b>Income projections are based on Tarnside "strategic enabler" financial model</b>
Individual Donations from Public	5,000	10,000	12,500	Includes donations made by cash and online, or through PECCI - unconnected to any other fundraising activity
Individual Donations - WISH	2,500	5,000	10,000	Where donor has explicitly requested donations must be used for WISH ambulance
In memory giving	5,000	15,000	20,000	Online platforms (eg Much Loved) or direct from funeral directors
Community Events / Staff Fundraising	7,500	12,500	15,000	Organised sponsored events, supported by Fundraising and Communications Officer
Challenge Fundraising - London Marathon	2,000	4,000	4,000	Two places confirmed each April 2026-2029. Assumes 50% of target (£2000 per place) falls before 31 March each year.
Challenge Fundraising - other races	7,500	15,000	21,000	Based on c. £300 per runner - 25 runners in Y1, 50 runners in Y2, 70 runners in Y3
Regular Giving / Staff Lottery	0	15,000	30,000	Based on £5/month - Y1 0 staff, Y2 250 staff, Y3 500 staff
Volunteer Fundraising - new	5,000	10,000	12,500	Where WAST volunteers fundraise - either for the general fund or a volunteering fund.
Volunteers - transfer of existing funds	5,000	0	0	Transfer of existing volunteer fundraising into volunteer funds within the WAST Charity
Corporate Giving / CSR	0	7,500	15,000	Based on corporate giving plan targeting SMEs
Gift Aid	4,313	8,938	11,875	Based on 50% of voluntary donations being eligible for Gift Aid
<b>Voluntary Donations / Fundraising</b>	<b>43,813</b>	<b>102,938</b>	<b>151,875</b>	
NHSCT - Community Resilience	142,000			Based on successful application during 2025-26. Amount pre-allocated to Charity.
NHSCT - Workplace Wellbeing	30,000			Estimate - no guarantee. Competitive bid round.
NHSCT - other grants available		40,000	40,000	Estimate - no guarantee of this income coming in. Grant giving strategy beyond 2025 has not been announced.
<b>NHS Charities Together</b>	<b>172,000</b>	<b>40,000</b>	<b>40,000</b>	
<b>Legacies</b>	<b>10,000</b>	<b>15,000</b>	<b>15,000</b>	Modest estimate - no ability to forecast gifts-in-wills. Very unlikely that any fundraising activity will have an impact within 7 years
<b>External Trusts and Foundations</b>	<b>30,000</b>	<b>75,000</b>	<b>125,000</b>	More ambitious than the Tarnside model - untapped resource with further opportunities identified for growth
<b>Bank Interest</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	Reduced due to planned spend of reserves generating lower interest income
<b>TOTAL INCOME</b>	<b>270,813</b>	<b>242,938</b>	<b>341,875</b>	
Direct costs of raising income	13,580	22,000	29,500	Includes - est costs of lottery prizes & admin (40% of gross), costs of running places, Outrun an Ambulance, budget for other costs
Recharges for Head of Charity	56,338	72,566	81,820	Assumes AfC pay award of 3% 25-26   2% 26-27   2% 27-28
Recharges for Officer	26,514	43,110	54,339	As above. Assumes start date of July 2025.
Other Trust recharges	10,000	10,000	10,000	
<b>TOTAL ON CENTRAL SERVICES</b>	<b>106,432</b>	<b>147,676</b>	<b>175,659</b>	
<b>ROI (TOTAL INCOME / CENTRAL SERVICES)</b>	<b>2.54</b>	<b>1.65</b>	<b>1.95</b>	

**Page 3 - Summary of 2025-2026 income and expenditure plan**  
**Based on "most-likely" scenario**

	2025-2026				
	Unrestricted	Central Services	Designated	Restricted	TOTAL
Individual Donations from Public	5,000	0	0	0	5,000
Individual Donations - WISH	0	0	2,500	0	2,500
In memory giving	5,000	0	0	0	5,000
Community Events / Staff Fundraising	7,500	0	0	0	7,500
Challenge Fundraising - London Marathon	2,000	0	0	0	2,000
Challenge Fundraising - other races	7,500	0	0	0	7,500
Regular Giving / Staff Lottery	0	0	0	0	0
Volunteer Fundraising - new	5,000	0	0	0	5,000
Volunteers - transfer of existing funds	0	0	5,000	0	5,000
Legacies	5,000	0	0	5,000	10,000
Corporate Giving / CSR	0	0	0	0	0
Gift Aid	4,313	0	0	0	4,313
NHSCT - Community Resilience	0	12,909	0	129,091	142,000
NHSCT - Workplace Wellbeing	0	2,727	0	27,273	30,000
External Trusts and Foundations	0	2,727	0	27,273	30,000
Bank interest	0	15,000	0	0	15,000
Transfer - Bursary Fund	-15,000	0	15,000	0	0
<b>TOTAL INCOME</b>	<b>26,313</b>	<b>33,363</b>	<b>22,500</b>	<b>188,637</b>	<b>270,813</b>
Bids Panel	40,000		0	0	40,000
Bursary Panel	0		15,000	0	15,000
Fund Managers	0		17,000	0	17,000
New strategic projects (restricted)	0		0	20,000	20,000
NHSCT - existing planned spend	0		0	156,704	156,704
NHSCT - Community Resilience project	0		0	50,000	50,000
NHSCT - Workplace Wellbeing project	0		0	15,000	15,000
Planned restricted legacy spend	0		0	60,000	60,000
<b>TOTAL ON CHARITABLE ACTIVITY</b>	<b>40,000</b>	<b>0</b>	<b>32,000</b>	<b>301,704</b>	<b>373,704</b>
Costs of London Marathon places		1,000			1,000
Costs of other challenge fundraising places		4,000			4,000
NHSCT annual membership		2,580			2,580
Other fundraising and marketing spend		5,000			5,000
Outrun an Ambulance- ongoing costs		1,000			1,000
Recharges for Head of Charity		56,338			56,338
Recharges for Officer		26,514			26,514
Other Trust recharges		10,000			10,000
<b>TOTAL ON OPERATIONAL COSTS</b>	<b>0</b>	<b>106,432</b>	<b>0</b>	<b>0</b>	<b>106,432</b>
<b>SURPLUS / (DEFICIT)</b>	<b>-13,688</b>	<b>-73,069</b>	<b>-9,500</b>	<b>-113,067</b>	<b>-209,324</b>

Based on estimated expenditure of £40K  
Introducing regular annual budget of £15K  
Estimate - depending on proposals put forward (may be higher or lower, limited to £2000 per transaction)  
Estimate - depending on proposals put forward  
Spending down of existing grants due to end by March 2026  
Estimate - depends on spending profile of grant (may be higher or lower)  
Estimate - depends on spending profile of grant (may be higher or lower)  
Estimate - depending on proposals put forward for Barmouth/Colwyn Bay during 2025/26  
Budget delegated to Head of Charity  
Budget delegated to Head of Charity  
Budget delegated to Head of Charity  
Budget delegated to Head of Charity  
Budget delegated to Head of Charity  
Assumes AfC pay award of 3%.  
Assumes AfC pay award of 3%. Assumes start date of July 2025.

**Page 4 - Best case and worst case scenarios**

	Worst Case Scenario		
	2025 / 2026	2026 / 2027	2027 / 2028
Individual Donations from Public	4,000	5,000	6,000
Individual Donations - WISH	2,000	2,000	2,000
In memory giving	5,000	6,000	7,000
Community Events / Staff Fundraising	3,000	4,000	5,000
Challenge Fundraising - London Marathon	2,000	2,000	2,000
Challenge Fundraising - other races	3,000	3,500	4,000
Regular Giving / Staff Lottery	0	0	0
Volunteer Fundraising - new	0	0	0
Volunteers - transfer of existing funds	0	0	0
Corporate Giving / CSR	0	0	0
Gift Aid	2,375	2,813	3,250
<b>Voluntary Donations / Fundraising</b>	<b>21,375</b>	<b>25,313</b>	<b>29,250</b>
NHSCT - Community Resilience	142,000	0	0
NHSCT - Workplace Wellbeing	0	0	0
NHSCT - other grants available	0	0	0
<b>NHS Charities Together</b>	<b>142,000</b>	<b>0</b>	<b>0</b>
<b>Legacies</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>External Trusts and Foundations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bank Interest</b>	<b>12,000</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL INCOME</b>	<b>175,375</b>	<b>30,313</b>	<b>34,250</b>

	Most Likely Scenario		
	2025 / 2026	2026 / 2027	2027 / 2028
Individual Donations from Public	5,000	10,000	12,500
Individual Donations - WISH	2,500	5,000	10,000
In memory giving	5,000	15,000	20,000
Community Events / Staff Fundraising	7,500	12,500	15,000
Challenge Fundraising - London Marathon	2,000	4,000	4,000
Challenge Fundraising - other races	7,500	15,000	21,000
Regular Giving / Staff Lottery	0	15,000	30,000
Volunteer Fundraising - new	5,000	10,000	12,500
Volunteers - transfer of existing funds	5,000	0	0
Corporate Giving / CSR	0	7,500	15,000
Gift Aid	4,313	8,938	11,875
<b>43,813</b>	<b>102,938</b>	<b>151,875</b>	
142,000	0	0	
30,000	0	0	
0	40,000	40,000	
<b>172,000</b>	<b>40,000</b>	<b>40,000</b>	
<b>10,000</b>	<b>15,000</b>	<b>15,000</b>	
<b>30,000</b>	<b>75,000</b>	<b>125,000</b>	
<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	
<b>270,813</b>	<b>242,938</b>	<b>341,875</b>	

	Best Case Scenario		
	2025 / 2026	2026 / 2027	2027 / 2028
Individual Donations from Public	5,000	12,500	20,000
Individual Donations - WISH	2,500	7,500	12,500
In memory giving	5,000	17,500	25,000
Community Events / Staff Fundraising	7,500	15,000	20,000
Challenge Fundraising - London Marathon	4,000	5,000	6,000
Challenge Fundraising - other races	7,500	20,000	30,000
Regular Giving / Staff Lottery	0	25,000	60,000
Volunteer Fundraising - new	10,000	15,000	25,000
Volunteers - transfer of existing funds	15,000	0	0
Corporate Giving / CSR	0	15,000	40,000
Gift Aid	5,188	11,563	17,313
<b>61,688</b>	<b>144,063</b>	<b>255,813</b>	
142,000	0	0	
40,000	0	0	
10,000	60,000	60,000	
<b>192,000</b>	<b>60,000</b>	<b>60,000</b>	
<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	
<b>50,000</b>	<b>125,000</b>	<b>200,000</b>	
<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	
<b>418,688</b>	<b>439,063</b>	<b>625,813</b>	

## CHARITY COMMITTEE HIGHLIGHT REPORT TO CORPORATE TRUSTEE

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

<b>Corporate Trustee Meeting Date</b>	29 May 2025
<b>Committee Meeting Date</b>	2 April 2025
<b>Chair</b>	Peter Curran

### KEY ESCALATION AND DISCUSSION POINTS

#### ALERT

(Alert the Trustees to areas of attention)

#### Charity Strategy

1. The Committee held discussions on the **theory of change to drive the direction of travel of the charity's strategy** at both the January and April 2025 meetings. The three strategic objectives were endorsed for the charity, supported by five strategic enablers. The strategic objectives and enablers and the theory of change were endorsed by the committee with some minor amendments to wording of the strategic objectives, and they are before the Corporate Trustee for approval at their May meeting. The committee noted that this had been shared with Trade Union Partners at the Welsh Ambulance Services Partnership Team (WASPT) meeting in March.

The importance of the strategic enablers was emphasised to continue to strengthen governance, as was the monitoring of the objectives overall. These will be developed as the strategy comes through to the committee and the Corporate Trustee.

2. The **2025/26 fundraising targets and expenditure plans** were discussed and endorsed and are presented at this May meeting for Corporate Trustee approval. The charity aims to diversify its income streams, with the focus now shifting towards growing trust and foundations, voluntary donations, and community fundraising. The income projections were felt to be realistic and achievable, considering the anticipated timeline for hiring a fundraising officer. The overall trajectory shows a gradual increase in income, despite a dip expected in 2026-2027 due to changes in NHS Charities Together's grant-giving strategy.

The introduction of a fixed budget for the Bursary Panel aims to provide more certainty and enable better future planning for grant rounds. Additionally, a delegated budget for core fundraising costs to streamline the process and support fundraising efforts effectively was supported.

This is the first fundraising and expenditure plan for the charity, and it was welcomed. Members emphasised the importance of monitoring and evaluating the charity's performance against these targets, with regular updates to ensure alignment with the strategic direction.

## ADVISE

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

### Reflections

3. Members reflected that the hybrid format worked well and commented on the professionalisation of the charity and the progress made over the last 12 to 18 months. It was noted that this was the first meeting with Peter Curran as the Chair, and it was agreed that the meeting was well chaired. Rhiannon Beaumont-Wood, Non-Executive Director, joined the meeting to observe as part of her ongoing induction to the trust board.

## ASSURE

(Detail here any areas of assurance the Committee has received)

4. Members were assured on progress against the **charity workplan** to date and over the next six months including:
5. Recruitment of fundraising and communications officer who it is anticipated will be start in post in July.
6. Launch of new visual identity for the charity
7. Launch of the challenge fundraising campaign, with places in various 10K, half and full marathons secured
8. Review of existing restricted and designated funds
9. Proactive fundraising strategy to compliment the strategic direction
10. Review of Bids and Bursary Panel processes and broader governance
11. Communications approach

### Charity Performance

12. The Charity Performance Report was received showing performance against the NHS Charity Together (NHST) grants as of the 28 February 2025. This included the Development Grant, Stage 3 Recovery Grant, and Ambulance Grant. All grants are being administered according to their conditions and whilst there were some elements shown as amber; members were assured that there were mitigating plans to address these, and risks were considered.
13. Updates were received regarding future grant opportunities available from NHS Charities Together and synergies with our clinical model. These funds include the Community Resilience Fund, the Innovation Challenge, Work Wellbeing, and Greener Communities fund.

## Charity Finance Update

14. The balance of funds held as of 28 February 2025 is £783,964 comprised of £214,394 unrestricted funds; £179,429 in designated funds; and £390,141 in restricted funds. Between 01 April 2024 to 28 February 2025, the unit price of the charity's investments has increased by 2.61%, resulting in an overall gain of .c£7.3k. The charity current holds 1,090.14 units at a unit price of £263.7826, giving a total market value of £287.5k. The overall trend with the investments remains positive.
15. The current financial position of the charity is as expected, with figures aligning with historical trends and activities. While the charity has considered seeking higher returns with greater risk in the past, risk-averse approach was emphasised to be preferable, especially with donated money; and any changes to the investment strategy would require careful consideration.

## Bids and Bursary Panels

16. The AAA reports from Bids Panel meetings held on 24 February and 6 March were received and the panel's revised terms of reference were approved. There were no bids over £5,000 for the committee to approve, and four bids related to replacement televisions for Tenby, Knighton, Ferndale and Barmouth stations were approved at circa £500 each.
17. Further work is underway to ensure all funds awarded have been spent and a quarterly report will now be received by the Bids Panel to effectively monitor this. Revised processes that require funding to be spent within 12 months is being introduced.
18. Members thanked Julie Boalch, Assistant Director of Governance and Risk for her work in chairing and steering the panel over the last three years. Leanne Smith, Assistant Director of Digital – Data and Analytics, will now chair the panel.
19. The Bursary Panel met in January 2025 and approved allocation of funding for two applications: one part funding an MSc Advanced Clinical Practice to the value of £3,000, and one part funding an MSc Professional Practice for the sum of £1,188. The terms of reference will be reviewed at an upcoming meeting.

## Committee Annual Effectiveness Review for 2024/25

20. The Committee's annual effectiveness review was held in January, and at its April meeting the 2024/25 annual report, revised terms of reference, and cycle of business for 2025/26 were approved. The annual report is attached at Annex 1 and terms of reference at Annex 2 **for approval by the Corporate Trustee**. Changes include a clearer distinction between charitable funds and exchequer monies, and a strengthening of the strategy and fundraising sections given the maturity of the committee. No changes to membership are proposed.

The Audit, Risk and Assurance Committee will consider the effectiveness of the board's committee structure, including this committee, in May and their conclusions will be presented to the board at the 29 May meeting. Priorities for the committee for 2025/26 were agreed to be a development session for the Corporate Trustees in 2025/26, and the review of the Bids Panel and Bursary Panel terms of reference and operating arrangements.

## RISKS

**New Risks Identified:** Committee received an update on the progress of developing the Charity Risk Register and a suite of risks. A detailed update will be presented at the next meeting in July 2025. The risks identified and in development are closely linked to the Charity's strategic objectives and enablers as set out in the new Strategy and to the topics of discussion outlined on the Committee's agenda.

### COMMITTEE AGENDA FOR MEETING

Charity Strategy Update	Charity Performance Report	Charitable Funds Finance Report
Draft 2025/26 Fundraising Targets and Expenditure Budgets	Charity Risk Register	2024/25 Committee Effectiveness Review – Follow Up
Bids Panel AAA report	Bursary Panel AAA report	

### COMMITTEE ATTENDANCE

Name	2 April 2025	3 July 2025	2 October 2025	13 January 2025
Ceri Jackson				
Peter Curran				
Hannah Rowan				
Estelle Hitchon				
Chris Turley				
Lee Brooks				
Andy Swinburn				
Liz Rogers	From Finance Item			
Trish Mills				
Hugh Parry				
Damon Turner				
Marcus Viggers	From Performance Item			
Julie Boalch				
Jo Kelso				
David Hopkins				
Leanne Smith				

	Attended
	Deputy attended
	Apologies received
	No longer member/not member



**ELUSEN**  
Gwasanaeth Ambiwylans Cymru  
Welsh Ambulance Service  
**CHARITY**

## **CHARITY COMMITTEE ANNUAL REPORT 2024/25**

### **INTRODUCTION**

1. The Trust's Standing Orders and this committee's terms of reference requires that board committees evaluate their effectiveness annually and present an annual report to the Trust Board/Corporate Trustee.
2. As the factors underpinning effective governance can change, for example as people leave, organisations restructure, or strategy shifts, regular reviews of committees ensure governance remains fit for purpose.
3. Standing Orders, committee terms of reference, and codes of governance provide that boards should routinely assess the effectiveness of their governance arrangements, of which this committee forms an integral part.
4. The committee met on 14 January 2025 and through a facilitated discussion reviewed its effectiveness, its terms of reference, and its operating arrangements. This report reflects on the effectiveness of the committee in 2024/25 and proposes changes to terms of reference.

### **PURPOSE OF THE COMMITTEE**

5. The purpose of the committee as set out in its terms of reference is to:
  - Contribute to the development of the charity's strategy and monitor its implementation.

- Assure the Corporate Trustee that charitable funds are accounted for, deployed, and invested in line with legal and statutory requirements, taking account of the public benefit guidance.
- Consider and endorse the annual report and accounts for approval by the Corporate Trustees; and
- Raise the profile and reputation of the charity within the Trust.

## MEMBERSHIP AND ATTENDANCE

- The Committee met four times as scheduled in 2024/25, was well attended and quorate on each occasion.
- The Committee is supported by the Chair and two Non-Executive Directors. The Director of Partnerships and Engagement is the executive lead, and the Executive Director of Finance and Corporate Resources is the charity Treasurer. Attendance in 2024/25 was excellent as is illustrated below, and in addition the Committee welcomed guests and observers at various meetings.

COMMITTEE ATTENDANCE				
Name	4 April 2024	22 August 2024	08 October 2024	14 January 2024
Ceri Jackson				
Peter Curran				
Bethan Evans				
Hannah Rowan				
Estelle Hitchon				
Chris Turley				
Lee Brooks				
Andy Swinburn				
Liz Rogers				
Trish Mills			Julie Boalch	
Hugh Parry				
Damon Turner				
Marcus Viggers				
Julie Boalch				
Jo Kelso				

	Attended
	Deputy attended
	Apologies received
	No longer member/not member

- The membership of the committee was revised effective quarter four of 2024/25 in response to changes to the Non-Executive Director membership of the Trust Board. Peter Curran will chair the committee from April 2025/26. Additionally, the Head of Charity was in post from early October 2024 and was therefore added as a prescribed attendee from

quarter three. The Fundraising Officer, once appointed, will also be a prescribed attendee for the committee.

## **COMMITTEE'S VIEWS ON EFFECTIVENESS**

### Feedback from membership

9. The committee's effectiveness was assessed through a facilitated discussion held at the 14 January 2025 meeting, which included a review of its terms of reference and cycle of business. The key views from the committee on its effectiveness were as follows: -

#### **Enhancing Report Writing and Assurance**

- To improve reporting, clear and concise papers with strong executive summaries are essential. Consistency in format should be maintained, with only annual adjustments to avoid unnecessary tweaks. Reports should clearly align with strategic plans and include evaluations of expected outcomes.
- Reports should use simple language, state clear objectives and outcomes, and highlight expected and unexpected benefits transparently. Assurance processes should reflect both patient care improvements and staff wellness initiatives while considering long-term impacts, such as the Wellbeing of Future Generations Act.

#### **Strengths of the Committee**

- The committee is well chaired, allowing for open discussions and an opportunity to share views in a safe, respectful space.
- The committee effectively balances strategic direction and governance, with robust discussions, focused agendas, and realistic meeting durations. Progress on the strategic direction has been evident in discussions and approach, with executive commitment and strong support for charity work.
- Succinct, high-level reporting provides clear risk identification, milestone tracking, and key approvals. The committee's evolution aligns with the charity's growth, ensuring engagement remains flexible and impactful. The committee has a manageable scope.

#### **Areas for Improvement**

- The committee should showcase a broader range of charitable impacts beyond staff benefits, incorporating lived experiences. A continued focus on strategy is needed, building on recent discussions.
- Equality, diversity and inclusion considerations should be embedded in decision-making and our strategic direction.

- More hybrid and in-person discussions could enhance engagement. Consideration of volunteer and commercial team membership to enhance discussion in 2025.
- Reporting should include tangible examples of how funds have benefited patients and staff. Meetings should stay strategic and avoid unnecessary detail, with task-and-finish groups handling specific deep dives.

### Management of the committee's work programme

10. The Committee has a cycle of business that is aligned to its terms of reference. All matters scheduled for oversight and review have been brought to the committee and in this respect, it has discharged its responsibilities in providing assurance to the board and also to the corporate trustee. To ensure real-time effectiveness at each meeting the committee receives a monitoring report against the cycle of business which escalates matters for the attention of the Committee. The Committee's business in 2024/25 included:

- (a) Following the commitment to resourcing the Charity given in 2023/24 the committee received regular updates regarding the **recruitment for the Head of Charity** position. This appointment was made in Summer 2024 and David Hopkins started in post on the 07 October 2024 and attended his first meeting of the committee in October
- (b) At its meeting on 14 January 2025 an update was provided on achievements in the **first 100 days for the Head of Charity** and members commended the excellent progress, including the new visual identify for the charity and focused fundraising. The key priorities of the charity team over the next 15 months were endorsed, including the following key priorities for 2025/26:
  - Defining our purpose
  - Demonstrating our impact
  - Improving staff engagement
  - Making it easier to donate
  - Reviewing our Governance
- (c) **Lived experiences** from those who have benefited from charitable funds were received in year, a change implemented in 2023/24 as a result of the 2022/23 effectiveness review. The committee heard from two colleagues regarding their experiences:
  - Carolyn Lewis, a well-being practitioner from the Trust's Well-being Team spoke to the committee regarding funds used to **provide holistic therapy** for Clinical Contact Centre colleagues based in Vantage Point House. The therapy chosen was a 'gong bath' (otherwise known as 'sound baths'), which is a form of meditation

using sound vibrations. The feedback received from colleagues who benefitted from this therapy was overwhelmingly positive.

- Gill Pleming, Head of Service for EMSC, shared her experience of funds used for **Zen Rooms** for colleagues based in Vantage Point House, Ty Elwy, Snowdon House, Thanet House, Llangunnor and Llanfairfechan. The Zen Rooms were used by colleagues to decompress and take time for themselves, particularly in response to difficult or stressful incidents at work. Again, the feedback from colleagues who benefitted was very positive. With this story, the committee heard about the process for applying for funds, which was understood to be straight forward.
- (d) A **financial report and a separate Charity performance report** was received at each meeting setting out fund balances and investment units, and the position with grants received and related expenditure, respectively. The performance report included updates against the NHS Charities Together grants, which included the Development Grant, Stage 3 Recovery Grant, and Ambulance Grant.
- (e) There were additional **NHS Charities Together grants** that were pursued by the Charity throughout the year and the importance of aligning charitable funding opportunities with the Trust's strategic priorities was acknowledged. The Committee noted that legal advice was received by the Trust regarding issues of liability for the charity's support of sporting events through charitable funds.
- (f) Throughout 2024/25 the committee discussed and developed **the visual identity for the Charity** for consideration by the corporate trustee. After the meeting of the committee in October, members attended a workshop with the appointed design agency Savage and Grey, where the options for the visual identity were discussed. The preferred option for the Charity's branding was presented to and approved by the corporate trustee in November 2024.
- (g) In January the committee held a discussion on the charity's strategic direction using the **theory of change** model. The theory of change will be socialised more widely and brought back to the committee later in 2025. The charity's strategy is focused on the following outcomes:
- Patients benefit through more resilient local communities, able to support each other during medical emergencies.
  - Patients benefit through a healthier, happier and more experienced workforce.
  - Patients benefit by receiving tailored care personalised to their needs.
- (h) The **Bids Panel** and the **Bursary Panel** reported on the applications it reviewed and approved. Each of these were reported to the corporate trustee by way of the committee AAA report after each meeting. The committee approved one request for

charitable funds over £5K in year for Christmas dinners which was approved by Chair's Action.

- (i) A **Charity Risk Register** was developed, the first iteration of which was received in April 2024. The Charity governance risk full risk assessment, which included controls, assurances, gaps and mitigations was received for consideration in August. At the August meeting the committee were assured on the work undertaken to articulate and finalise the risks.
- (j) In line with the approach to the examination of the Charity accounts undertaken for the 2022/23 financial year, it was confirmed that for the **2023/24 financial year an Independent Examination** would be appropriate. The Committee acknowledged that in 2024/25 the Charity income would likely require a full audit for 2024/25. This revenue boost for 2024/25 was attributed to the receipt of three substantial NHS Charities Together grants.
- (k) Development of the **2023/24 Annual Report and Accounts** was steered by a Charity Annual Filings Task and Finish Group, which reported to the Assistant Directors' Leadership Team. The unamended and unqualified independent examination of the Annual Report and Accounts for 2023/24 were presented to the committee in January 2025. Both were recommended to the corporate trustee for approval, ahead of their submission to the Charity Commission at the end of January 2025.
- (l) Each meeting included a **reflections** session which was included a range of views on items before the members. These included:

*From the April meeting:*

- the maturation of the Charity with the receipt of standalone Performance Reports and a dedicated Risk Register;
- the welcome receipt of the lived experience;

*From the August meeting:*

- that it would be helpful to have a lived experience form template to inform the presentations given by colleagues and that the updates given at the meeting were clear and the assurances given from management were robust;

*From the October meeting:*

- that the Charity had matured over the last year, particularly with the appointment of the Head of Charity.
- there was a sense of optimism and enthusiasm for the future and that the lived experiences would be received at every other meeting of the committee.

*From the January meeting:*

- It was noted that this was the last meeting of the committee with Ceri Jackson as Chair of the committee and it was noted that this would be moving to Peter Curran. Regrettably, time constraints prevented members from expressing their gratitude to Ceri for guiding the Charity through challenging times and offering the clarity of thought that has enabled the Charity to make great strides in its strategic direction.

(m) The Committee **cycle of business** was approved.

(n) The **annual effectiveness review** was conducted on 14 January 2025 meeting with a revised approach taken across all committees. A discussion was facilitated to consider what changes and improvements could be made to the Committee's operations. The draft annual report was reviewed, however the final Report for submission to Corporate Trustee and the revised terms of reference for 2025/26 will be discussed at the April 2025 committee meeting.

11. The board/Corporate Trustee received a AAA highlight report from this Committee by email circulation following each meeting which included alerts, advice, and areas of assurance. This was also presented to the next public meeting by the Chair of the committee.

## **SUB-COMMITTEES AND TASK AND FINISH GROUPS**

12. The Bids Panel and Bursary Panel are the established sub-committees of the committee. As set out above, they report to the committee by way of a AAA report and the committee in turn reports to the corporate trustee on their work. The panels have an authority level of £5k.

13. The Bids Panel and Bursary Panel demonstrate the application of the Healthcare Financial Management Association (HFMA) guidance on the use of NHS Charitable Funds.

14. The Bids Panel has held 7 meetings in 2024/25. The Bursary Panel usually meets twice a year, however due to uncertainty as to funding of bursaries they only met once in 2024/25.

15. The terms of reference of both panels are out of date and they will be reviewed in 2025.

## PROPOSED CHANGES TO THE TERMS OF REFERENCE

16. The proposed changes to terms of reference for this committee for 2024/25 are in **Annex 1** and includes:
- 16.1. Given the fact that there is now executive leadership of the charity and a Head of Charity in post, it was agreed to remove 3.2: *Ensure there is clear, consistent strategic direction, strong leadership, and transparent lines of accountability*. This was a committee priority in 2024/25.
  - 16.2. Removal of 3.3 to *promote the charity within the Trust* as this was not a committee responsibility, however it was agreed that members and Corporate Trustees would individually and collectively support the charity. This includes by way of lived experiences at the committee, and focus at CEO roadshows etc. The requirement to 'raise the profile and reputation of the charity' is set out in the purpose section of the terms of reference in any event.
  - 16.3. The fundraising section has been moved to just after strategy development and delivery given the close connection to the charity's strategic approach.
  - 16.4. No change has been made to the policy section of the terms of reference, however the priorities presented by the Head of Charity in January outlined those in the pipeline.
  - 16.5. The committee previously had the authority to 'approve' strategies and plans, however in keeping with other board committees, this has been amended to 'endorse' for approval by the Corporate Trustee.
  - 16.6. The distinction between 'members' and 'prescribed attendees' has been removed. Quorum of board committees is determined by the Non-Executive Director membership (as per our Standing Orders). To strengthen scrutiny and oversight across all board committees it is proposed that the quorum for meetings is three Non-Executive Directors, as opposed to two which is the current quorum. This will be considered by the Audit, Risk and Assurance Committee (ARAC) at its 1 May meeting.
17. The cycle of business for the committee has been amended in line with the adjustments to the terms of reference. Reporting frequency was discussed in the January meeting and

has been reflected in the cycle of business for 2025/26 which was approved at the April 2025 meeting.

## **PROPOSED CHANGES TO THE OPERATING ARRANGEMENTS**

18. Proposed changes to operating arrangements for this committee are set out below. Some are relevant to arrangements across other committees also and they include:
  - 18.1. Lived experience to demonstrate on new proforma the charitable impacts beyond staff benefits.
  - 18.2. Committee to maintain a strong focus on equality, diversity and inclusion in its strategic direction.
  - 18.3. Where possible in 2025/26 the introduction of more hybrid meetings.
  - 18.4. A reduction in the reporting against the audit tracker is being considered by ARAC in an attempt to reduce volume for committees and increase assurance. More detail on this will come back to the committee in due course.
  - 18.5. New report front covers and SBAR templates have been developed. They include a short form report which includes a requirement to set out purpose of report and alignment to strategic objectives, wellbeing objectives and health and care quality standards. This will be accompanied by writing guidance and presentation guidance.
  - 18.6. Writing guidance will set out the purpose of executive summaries in an attempt to ensure they are reflective of the comments received by members of this and other committees.
  - 18.7. Feedback following meetings on reports – both positive and where there are areas of improvement – are encouraged from committee membership. This will ensure we are working towards a continuous improvement in paper length and assurance.
  - 18.8. A 'reading room' will be established in Ibabs for documents that members may wish to review for further information, but which are not vital for scrutiny and oversight.

18.9. A further development session to be considered for Corporate Trustees in 2025/26 on trustee responsibilities.

## **COMMITTEE PRIORITIES**

### Priorities for 2024/25

19. The Committee received an update on progress against its 2024/25 priorities at each meeting and as can be seen below, progress on agreed priorities has been good:
- (a) Priority 1: Monitoring the recruitment of the Head of Charity and the charity's strategic objectives and outcomes.
    - The Head of Charity started in post in early October 2024 and the recruitment for the Fundraising Officer will commence in 2025. The charity's strategy and associated strategic objectives will develop throughout 2025, with the Committee having received a substantive update at its meeting in January 2025.
  - (b) Priority 2: Ensure a development session is held at an agreed time with respect to duties and responsibilities of the Corporate Trustee.
    - The progress of this session was dependent on the appointment of the Head of Charity and will be progressed throughout 2025.
  - (c) Priority 3: Ensure that the work of the Charity and its governance arrangements and those involved in the Charity's leadership and decision-making, are more visible internally and externally.
    - The progress of this priority was somewhat dependent on the appointment of the Head of Charity. The Head of Charity did facilitate 'carousels' at the October 2024 Chief Executive Roadshows, however the more detailed approach requires further discussion.

### Priorities for 2025/26

20. It is good practice for Committees to set priorities for the forthcoming year when they review their effectiveness. The committee will do so at its April 2025 meeting, and these will be provided to the board at its May meeting.
21. Progress on priorities will be reported to the Committee quarterly and to the Board through its highlight report.



## CHARITY COMMITTEE

### TERMS OF REFERENCE AND OPERATING ARRANGEMENTS 2025/26

#### 1 INTRODUCTION

1.1. The Trust's Standing Orders provide that *"The Board may and, where directed by the Welsh Government must, appoint Committees of the Trust either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees"*.

1.2. In accordance with Standing Orders, the Board shall nominate annually a committee which covers charitable funds and that is known as the **Charity Committee** "the Committee". The detailed terms of reference and operating arrangements set by the Board in respect of this committee are set out below.

1.3. The Committee plays an important role in supporting the Corporate Trustee in fulfilling its responsibilities by:

- providing advice on strategic development and performance within the terms of reference;
- undertaking scrutiny and gaining assurance on key aspects of organisational performance, and supporting achievement of the Charity's objectives;
- carrying out specific responsibilities on the Corporate Trustee's behalf; and
- providing a forum where ideas can be explored in greater detail than Corporate Trustee meetings are able to allow, providing time and space to consider issues in greater depth.

Regular and timely reporting and escalations to the Board and Corporate Trustee on the issues within the Committee's remit allow for more focused discussions.

#### 2 CONSTITUTION AND PURPOSE



- 2.1 The Welsh Ambulance Services NHS Trust Charity (registration number 1050084) is registered as a charity with the Charity Commission for England and Wales.
- 2.2 The governing body of NHS bodies act as the corporate trustee in administration of charitable funds. The members of the governing body are not themselves individual trustees, therefore, for the WAST Charity the Welsh Ambulance Services University NHS Trust is the corporate trustee. The Trust's Standing Orders at section A (iii) state that all business shall be conducted in the name of Welsh Ambulance Services National Health Service Trust, and all funds received in trust shall be held in the name of the Trust as a corporate Trustee.
- 2.3 When acting as Corporate Trustee the board must recognise that the charitable funds they are managing are distinct from exchequer monies and they have distinct responsibilities for their administration. This extends to this Committee.
- 2.4 The purpose of the Committee is to:
  - (a) Contribute to the development of the charity's strategy and monitor its implementation.
  - (b) Assure the Corporate Trustee that charitable funds are accounted for, deployed, and invested in line with legal and statutory requirements, taking account of the public benefit guidance.
  - (c) Consider and endorse the annual report and accounts for approval by the Corporate Trustees.
  - (d) Raise the profile and reputation of the charity within the Trust.
- 2.5 The committee shall, in carrying out its functions and responsibilities, consider how their decisions secure an improvement in the quality of health services (the duty of quality) as outlined in The Health and Social Care (Quality and Engagement) (Wales) Act 2020. This includes but is not limited to ensuring the provision of high-quality, safe, and effective healthcare services that meet the needs of patients, service users, and their families.
- 2.6 The committee shall demonstrate the duty of quality through its own operating arrangements, ensuring that its processes, procedures, and decision-making mechanisms uphold the highest standards of transparency, accountability, and governance. It shall regularly review and refine its



operating procedures to align with best practices and legal requirements, fostering an environment of continuous improvement.

### 3 DELEGATED POWERS AND AUTHORITY

#### **Strategic Development and Delivery**

- 3.1 Oversee and contribute to the development of the Charity's long term strategy
- 3.2 Receive assurance on the implementation of the strategy.

#### **Fundraising**

- 3.3 Approve and regularly review the fundraising plan for the charity, ensuring its compliance with Charity Commission legislation and guidance, and all other relevant regulatory requirements.
- 3.4 Receive assurance on the implementation of the fundraising plan.
- 3.5 Ensure systems, processes and communication are in place around fundraising, staff engagement and funding commitments.

#### **Charitable Funds**

- 3.6 Ensure the management of charitable funds is carried out within the terms of its Declaration of Trust and relevant legislation, including any Charity Commission regulations.
- 3.7 Be aware of and have regard to the guidance on public benefit (see 4.2 below).
- 3.8 Ensure systems and processes are in place to receive, account for, deploy and invest charitable funds, and review periodic income and expenditure statements.
- 3.9 Receive assurance from any panels or sub-committees established by the Committee on the use of charitable funds in accordance with their terms of reference to ensure that any such use is in accordance with the aims and purposes of the charitable fund or donation.



- 3.10 Consider and authorise expenditure with a value above £5,000, subject to a recommendation from the Executive Leadership Team. Any recommendation should have the support of the Director of Partnerships and Engagement as Executive lead and the Executive Director of Finance and Corporate Resources as Treasurer.
- 3.11 Receive and endorse the annual report, annual return and financial accounts, and consider the annual report from the auditors before submission to the Corporate Trustee for approval.

### **Investment**

- 3.12 Consider and agree an investment strategy for the safe and secure investment of funds not immediately required for use, taking into account any appropriate ethical considerations.
- 3.13 Consider the appointment of external investment advisors and operational fund managers.
- 3.14 Review the performance of investments on a regular basis (with the external investments advisors where appointed) to ensure the optimum return from surplus funds.

### **Policy**

- 3.15 Approve the policies for the utilisation and investment of charitable funds, including but not limited to the Reserves Policy and Charitable Funds Investment Policy.

### **Corporate Risks and Audits**

- 3.16 The Committee will monitor the principal risks relevant to its remit and consider the controls and mitigations of related risks and provide assurance to the Board that such risks are being effectively controlled and managed.
- 3.17 The Committee will receive and gain assurance from internal and external audits in their remit. It will receive assurance that management actions to address recommendations are in place via the audit tracker receive appropriate reporting as agreed by the Audit, Risk and Assurance Committee.



This committee will, where appropriate, scrutinise the impact of actions in response to audit recommendations.

## 4 AUTHORITY

4.1 The Committee is authorised by the Corporate Trustee to:

- (a) Approve charitable expenditure over £5,000;
- (b) Endorse the charity strategy and related plans, including those related to fundraising (for approval by the Corporate Trustee);
- (c) Approve policies within its remit;
- (d) Investigate or have investigated any activity within its terms of reference and in performing these duties shall have the right, at all reasonable times, to inspect any books, records or documents of the Trust relevant to the committee's remit. It can seek any relevant information it requires from any employee and all employees are directed to co-operate with any reasonable request made by the committee;
- (e) obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary, subject to budgetary and other requirements;
- (f) by giving reasonable notice, require the attendance of any of the officers or employees and auditors at any meeting of the Committee; and
- (g) establish sub-committees or task and finish groups to carry out on its behalf specific aspects of Committee business. (Formal sub-committees may only be established with the agreement of the Board or Corporate Trustee.)

4.2 When making decisions about charitable expenditure members and the Corporate Trustee must have regard to the guidance on public benefit and should:

- (a) Act within its powers
- (b) Act honestly and with good intentions, and only in the charity's interest
- (c) Be sufficiently informed, taking any necessary advice
- (d) Take account of all relevant factors
- (e) Ignore irrelevant factors



- (f) Manage conflicts of interest
- (g) Make a decision that is within a range of decisions that a reasonable trustee could make

### **Chair's Action**

- 4.3 There may, occasionally, be circumstances where decisions which would normally be made by the Committee need to be taken between scheduled meetings, and it is not practicable to call a meeting of the Committee. This is most likely, but not exclusively, to arise with respect to approval of grants or bids.
- 4.4 In these circumstances, the Chair, and the Lead Executive, supported by the Director of Corporate Governance/Board Secretary as appropriate, may deal with the matter on behalf of the Committee after first consulting with at least two other Members (Non-Executive Directors).
- 4.5 The Director of Corporate Governance/Board Secretary must ensure that any such action is formally recorded and reported to the next meeting of the Committee for consideration and ratification.

## **5 MEMBERSHIP**

- 5.1 The Trust's Standing Orders at 3.3.5 and 3.3.6 provide the rules around committee membership. That includes that the designation of Chair, definition of member roles and powers and terms and conditions of appointment are determined by the board, based on the recommendation of the Trust Chair. Executive Directors and other Trust officers cannot be appointed as committee Chairs, nor should they be appointed to serve as 'members' on any Committee set up to review the exercise of functions delegated to them. They may however be 'in attendance' as appropriate.
- 5.2 The application of these provisions means that the designation of 'members' in NHS Wales committees is applied to Non-Executive Directors. This ensures there is independent scrutiny, support and challenge, and is a relevant for quorum (see below) and – where it is required – for voting.



- 5.3 Notwithstanding the above, the 'members' and 'prescribed attendees' listed below are often referred to collectively as members or membership.

### **Committee Membership**

- 5.4 The membership of the Committee will comprise:

Members:

- Three Non-Executive Directors (and Trustees), one of whom will be designated as Chair

Prescribed attendees:

- Executive Director of Finance and Corporate Resources (Treasurer)
- Director of Partnerships and Engagement (Executive Lead)
- Deputy Director of People and Culture
- Executive Director of Operations
- Executive Director of Paramedicine
- Director of Corporate Governance/Board Secretary
- Trade Union Partners (x3)
- Chairs of the Sub-Committees
- Head of Charity
- Fundraising Officer (when appointed)

- 5.5 The Committee may also co-opt additional independent external members from outside the organisation to provide specialist skills, knowledge, and expertise.
- 5.6 Members may send deputies in their absence who will act with their full authority. To instigate a substitution arrangement, the member of the Committee must notify the Director of Corporate Governance/Board Secretary before the day of the meeting that they are unable to attend and the name of the member who will attend as the substitute.
- 5.7 The Chair of the Trust Board/Corporate Trustee and the Chief Executive have a standing invitation to attend meetings. In addition, the committee Chair may invite the others (either Trust staff or persons outside the Trust) to attend all or part of a meeting to assist it with its discussions on any particular matter.



## Member Appointments

- 5.8 The membership of the Committee shall be determined by the Corporate Trustee, based on the recommendation of the Trust Chair, taking account of the balance of skills and expertise necessary to deliver the committee's remit and subject to any specific requirements or directions made by the Welsh Government.
- 5.9 Members shall be appointed to hold office for a period of one year at a time, up to a maximum of their term of office. During this time a member may resign or be removed by the Board. The Board should consider rotating a proportion of the Committee's membership after three or four years' service so as to ensure the Committee is continuously refreshed whilst maintaining continuity.
- 5.10 Terms and conditions of appointment, (including any remuneration and reimbursement) in respect of any co-opted independent external members are determined by the Board, based upon the recommendation of the Trust Chair (and, where appropriate, on the basis of advice from the Trust's Remuneration Committee).

## Secretariat and Support to Committee Members

- 5.11 The Director of Corporate Governance/Board Secretary, on behalf of the Committee Chair, shall:
- (a) arrange the provision of advice and support to committee members on any aspect related to the conduct of their role; and
  - (b) ensure the provision of a programme of organisational development for committee members, as part of the Trust's overall board development programme.

## 6 COMMITTEE MEETINGS

### Quorum

- 6.1 Three Non-Executive Director members must be present to achieve a quorum. Where a named Non-Executive Director is unable to attend, they may ask



another Non-Executive Director to attend in their place. In the absence of the Committee Chair, one of those in attendance must be designated as Chair of the meeting.

### **Frequency of meetings**

6.2 Meetings shall be held quarterly and otherwise as the Committee Chair deems necessary - consistent with the Trust's annual schedule of Board Business.

### **Withdrawal of individuals in attendance**

6.3 The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

## **7 RELATIONSHIP & ACCOUNTABILITIES WITH THE BOARD AND ITS COMMITTEES/GROUPS**

7.1 The Committee is directly accountable to the Board and Corporate Trustee for its performance in exercising the functions set out in these terms of reference.

7.2 The Committee, through its Chair and members, shall work closely with the Trust Board's other Committees and groups to provide advice and assurance to the Board and Corporate Trustee through the:

- (a) joint planning and co-ordination of Board and Committee business; and
- (b) appropriate sharing of information

in doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.

7.3 The Committee will consider the assurance provided through the work of the Board's other Committees and sub-groups to meet its responsibilities for advising the Board on the adequacy of the Trust's overall framework of assurance,

7.4 The Committee shall embed the Trust's corporate standards, priorities and



requirements, e.g., equality and human rights through the conduct of its business.

## **8 REPORTING AND ASSURANCE ARRANGEMENTS**

- 8.1 The Committee Chair shall agree arrangements with the Trust's Chair to report on the Committee's work. This may include, where appropriate, a separate meeting with the Corporate Trustee, however reporting to the Board in the absence of a Corporate Trustee meeting will be sufficient.
- 8.2 The Director of Corporate Governance/Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation.

## **9 APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS**

- 9.1 The requirements for the conduct of business as set out in the Trust's Standing Orders are equally applicable to the operation of the Committee, except in the following areas:
- Quorum – as set out in section 6

## **10 REVIEW**

- 10.1 These terms of reference and operating arrangements shall be reviewed at least annually but more frequently if required.

**MINUTES OF THE MEETING OF THE CHARITY  
 COMMITTEE HELD ON 14 JANUARY 2025 VIA TEAMS**

**MEMBERS:**

Ceri Jackson	Non-Executive Director (Committee Chair)
Hannah Rowan	Non-Executive Director

**IN ATTENDANCE:**

Jayne Beeslee	Non-Executive Director
Lee Brooks	Executive Director of Operations
Jill Gill	Head of Financial Technical Projects
Estelle Hitchon	Director of Partnerships and Engagement
David Hopkins	Head of Charity
Hayley Hutchings	Non-Executive Director
Caroline Jones	Corporate Governance Officer
Jo Kelso	Head of Workforce Education and Development
Trish Mills	Director of Corporate Governance/Board Secretary
Hugh Parry	Trade Union Partner
Alex Payne	Corporate Governance Manager
Jess Price	Head of Financial Accounting
Liz Rogers	Deputy Director of People and Culture Directorate
Andy Swinburn	Executive Director of Paramedicine
Yvonne Thomas	Audit Wales (left after item 66/24)
Chris Turley	Executive Director of Finance and Corporate Resources
Damon Turner	Trade Union Partner
Marcus Viggers	Trade Union Partner

**APOLOGIES:**

Julie Boalch	Assistant Director of Corporate Governance & Risk
Peter Curran	Non-Executive Director (Committee Chair)

## **62/24 WELCOME AND APOLOGIES**

Ceri Jackson welcomed everyone to the meeting and noted apologies from Peter Curran and Julie Boalch. Ceri welcomed Yvonne Thomas from Audit Wales, Hayley Hutchings, and Jayne Beeslee; two new Non-Executive Directors on the Trust Board who were attending as part of their induction.

## **63/24 DECLARATIONS OF INTEREST**

There were no additional declarations to those already recorded on the Trust Register of Interests.

**RESOLVED: That no new declarations were received.**

## **64/24 MINUTES OF PREVIOUS MEETING AND CHAIR'S ACTIONS**

The Minutes of the meeting held on 8 October 2024 were approved as a correct record. Additionally, there were two matters of business which required decision by the Committee which were dealt with via Chair's Action in November 2024, due to the need to transact the business before January 2025. These decisions were both approved by Chair's Action on the 20 November 2024 and were before the Committee for ratification. These were: -

### Recommendation of Charity Visual Identity to Corporate Trustee

The request was for the endorsement of the preferred visual identify for recommendation to the Corporate Trustee for approval (at its meeting on the 29 November). The request was that the Committee endorsed the adoption of the 'HOOPS/CIRCLES CONCEPT 2' as the charity's new visual identity. The Committee endorsed the preferred visual identify and recommended it for approval to the Corporate Trustee on the 20 November 2024. This decision made by Chair's Action was ratified by the Committee.

### Approval of Expenditure for Christmas Dinners 2024 (£18, 700)

The request was for the approval of expenditure, following the recommendation made from Bids Panel, for the costs associated with the Christmas dinners/hampers (bid 1324) to the value of £18, 700. This request was in line with the Committee Terms of Reference (which requires approval over a threshold of £5, 000. The Committee approved this bid for charitable funds expenditure on the 20 November 2024. This decision made by Chair's Action was ratified by the Committee.

Estelle Hitchon noted the approval of Christmas dinner spending and suggested exploring alternative ways of funding Christmas dinners in the future. Estelle emphasised the importance of seeking sponsorship income or donations from local outlets to reduce the reliance on charity funds. Although acknowledged that while there was no guarantee of securing such sponsorship, it was worth investigating to continue offering the Christmas dinners without significantly impacting the Charity's budget.

**RESOLVED:**

- 1) That the minutes of the meeting held on the 8 October 2024 were approved as a correct record; and**
- 2) The Committee ratified both the decisions made by Chair's action. Both the recommendation of the Charity's visual identity to the Corporate Trustee and the expenditure for Christmas dinners, were issued via email on the 15 November 2024 and approved as requested. The confirmation of the decision for each item was confirmed via email on the 20 November 2024 and ratified by the Committee**

**65/24 ACTION LOG**

The Action Log was considered, and action 24a/24 – the wording agreed with NHS Wales's Legal and Risk team and used as part of the Terms and Conditions of the Sports Grant Applications, had been circulated to members and the action was closed.

Action 54/24 relating to confirmation of milestone dates associated with the Ambulance Grant had been confirmed with NHS Charities Together and updated in the Charity Performance Report. The action was closed.

Lee Brooks raised a concern about ensuring clarity on the position regarding industrial injury claims. He mentioned that although there had been some claims, none had been supported to date. Lee emphasised the importance of having a clear understanding of the position on industrial injury within all areas and suggested triangulating this information with People Services.

Estelle Hitchon added that participation in these activities was voluntary and not linked to official duties. She referenced ongoing discussions about overall indemnity for the Charity, referencing advice from Jonathan Webb and future plans for David Hopkins to reach out to Velindre NHS Trust for further understanding which would be brought back to the Committee. This would likely be in quarter two of 2025/26.

Damon Turner raised a question about the need for clear guidance for staff participating in activities to raise money for the charity. He highlighted the importance of staff being aware of the risks involved, whether they were participating in sports or other fundraising activities, to ensure they understood the liability implications. Estelle Hitchon and David Hopkins agreed to provide guidance for staff wishing to undertake charitable fundraising activities.

Ceri Jackson responded to this comment by stating that insurance should be in place for non WAST external fundraising events. Ceri emphasised that Estelle Hitchon and David Hopkins would keep the liability issues under review, particularly for specific projects and activities, to ensure there were no gaps. Ceri also noted that the Committee should take confidence in the clear legal advice already received.

**RESOLVED: That**

- 1) The action log was reviewed and updated as set out above;**
- 2) The highlight report from the 08 October 2024 was noted;**
- 3) Estelle Hitchon and David Hopkins agreed to keep the liability issues under review, particularly for specific projects and activities;**
- 4) Estelle Hitchon and David Hopkins agreed to provide clear guidance for staff who wished to undertake charitable fundraising activities, ensuring they were aware of any risks and the context in which these activities should take place. This guidance would be disseminated through appropriate channels, including the Trade Union Partners.**

**66/24 CHARITY ACCOUNTS AND ANNUAL REPORT 2023/24**

Chris Turley presented the Charity accounts and noted that the key nuance in preparing the accounts for the 2023-2024 year was the recognition of some of the grant income. He explained that charity accounting standards differed slightly from Trust account standards, particularly in recognising income, deferring income, and accounting for liabilities.

During the year income exceeded expenditure by c£517k, gains on investments were recorded at c. £31,000; total fund balances increased by c.£548,000 and the fund balance as at the 31 March 2024 was c.£947,000. These balances included restricted funds amounting to c.£544,000.

It was noted that a technical review of income received was undertaken during the preparation of the final draft accounts. As a result of this further scrutiny, grant income amounting to £354k, which had been awarded prior to 31 March 2024 by NHS Charities Together, but remained unutilised as at 31 March 2024 had been fully recognised as income within the year. This was in accordance with guidance as per the Charities SORP.

The respective Teams involved were commended on the preparation of the Accounts and the Annual Report, which were clear and provided an excellent overview of the significant work of the Charity during 2023/24.

Trish Mills presented the Annual Report and noted that her Team had spent considerable time last year updating the template and had built on it further this year. She highlighted the involvement of David Hopkins in the Task and Finish Group, which helped draw out areas not previously covered.

Trish emphasised that the report now showed a broader range of spending, including patient education and welfare, while ensuring that the funds were used for the relief of sick patients. She also noted that the Report provided an idea of what was planned within the charity for 2024/25.

Estelle Hitchon thanked Trish Mills and Chris Turley for their work on the Accounts and Annual Report and noted significant improvements and the involvement of David Hopkins as the new Head of Charity. Ceri Jackson appreciated the clear and succinct reporting provided and acknowledged that the Report is helpful in demonstrating the Charity's impact and ambition.

#### 5.1 Independent Examination Report from Audit Wales for 2023/24

Yvonne Thomas from Audit Wales attended to present the Independent Examination of the Annual Report and Accounts for 2023/24. Yvonne explained that the Charity had requested an Independent Examination for 2023/24, as the Charity's gross income and asset values fell within the relevant thresholds. She clarified that an Independent Examination provides assurance that the charity's funds have been properly accounted for and that accounting records have been kept; but it does not involve forming an opinion on whether the accounts are true and fair.

Yvonne confirmed that the examination was completed without identifying any issues, and no amendments were required in the draft accounts. It was noted that subject to approval by the Corporate Trustee, the Auditor General for Wales will certify the accounts on 30 January which would allow the documents to be filed with the Charity Commission by the deadline of 31 January. Yvonne thanked the staff who assisted with the examination process. The Committee was asked to endorse the accounts and report for approval by the Corporate Trustee following the update from Audit Wales.

Following this discussion and the presentation of the Audit Wales Report, the Committee endorsed the Charity Annual Report and Accounts for 2023/24 and recommended them for approval to the Corporate Trustee. The Committee noted that these documents would be presented to the Trustee for approval

ahead of submission to the Charity Commission at its meeting on the 30 January 2025.

**RESOLVED: That the Charity Accounts and Annual Report 2023/24 were endorsed and recommended for approval by the Corporate Trustees at their meeting on 30 January 2025.**

## **67/24 CHARITY STRATEGY UPDATE**

Estelle Hitchon introduced the Charity Strategy Update and acknowledged the significant progress made since the appointment of David Hopkins and his joining the Trust in October 2024. She highlighted that the paper was divided into two parts: what David had accomplished in his first 15 weeks, including the approval of the Charity visual identity, and the foundational work he has begun.

The second part of the update focused on the future direction of the Charity, building on previous work by Tarnside. Estelle emphasised that the presentation was a first look at a potential strategic direction and objectives, which sought Committee input on whether these were on the right track, potential alternatives, and any missed opportunities. The goal was to refine these ideas into clear priorities and objectives.

David Hopkins provided an overview of his first three months. He highlighted the significant progress on foundational issues and the visual identity rollout (with completion expected by the end of March). He referenced the formation of a Volunteer Fundraising Task and Finish Group to develop guidance for volunteering, which aims to mitigate risks for the Trust and Charity. He also noted the awarding of nearly £12,000 of funds through the sports fund.

David identified key themes from his initial weeks, such as the need to increase staff awareness of the Charity and improve the management of restricted and unrestricted funds. He proposed priorities for the next 12-15 months, including developing a strategy, increasing staff engagement, and consulting on funding distribution methods, potentially introducing Fund Managers for low-level approvals.

David also emphasised the importance of adhering to the Public Benefit Test for charitable activities and noted the benchmarking activity he is undertaking against other NHS ambulance charities to inform the development of the Charity strategy. Related to this, David presented a draft Theory of Change model, which outlined potential actions and projects for the next five to ten years.

While supporting staff welfare, the ultimate goal was to improve patient experience, ensuring alignment of charitable expenditure in line with the Public Benefit requirements. David recognised that this was a first discussion item, with

further consultation planned over the next few months to finalise the model by April, ahead of a full strategy discussion later on in the year.

David sought feedback on whether the proposed direction and actions were appropriate and aligned with the Charity's goals. The Committee discussed the Theory of Change model to drive the direction of travel of the Charity's Strategy which focused on the following outcomes:

- Patients benefit through more resilient local communities, able to support each other during medical emergencies;
- Patients benefit through a healthier, happier and more experienced workforce; and
- Patients benefit by receiving tailored care personalised to their needs.

Lee Brooks enquired about the rationale behind selecting end-of-life care as a strategic focus. David explained that the inclusion of the Wish Ambulance and end-of-life care in the strategy was partly driven by existing work and the desire to continue supporting it. David acknowledged the importance of sense-checking whether this aligned with the Charity's strategic priorities, however.

Lee also questioned how the Charity's ambitions aligned with those of St John Ambulance, particularly in areas like community resilience, falls, and youth volunteering. David emphasised the need to collaborate rather than compete with St John. He agreed on the importance of ensuring that the Charity's efforts were unique and complementary to those of St John, particularly in areas where St John already has expertise.

David provided a high-level overview of the consultation process he undertook in preparing the Theory of Change model. He advised that he had spoken to various teams, including Operations, People and Culture, and Workplace Well-Being; as well as those leading existing projects. He has also benchmarked against other organisations. David emphasised that at the current stage it was important to identify priorities and determine what would make the most impact, seeking the Committee's collective steer on what should be the focus for the Charity.

Trish Mills suggested that conducting an Equality Impact Assessment (EqIA) now may help address concerns related to inequality. Trish proposed that beginning the EqIA process could help identify and incorporate any necessary considerations into the Charity's strategy. It was confirmed that completion of the associated EqIA would be required for the strategy's approval, in any case.

Ceri Jackson expressed support for the approach and the progress made by David since his appointment. She highlighted the importance of being clear on the strategic priorities and outcomes before considering the specifics of the Theory of Change approach. Ceri recommended ensuring that the strategic

priorities were well-defined and agreed upon, which would help streamline decision-making within the Charity, in addition to the need for a clear vision and strategic priorities to guide the Charity's work effectively.

Estelle Hitchon added that she felt that the strategic priorities were clear, but that there may be differences in terminology, acknowledging the importance of refining the priorities. Estelle acknowledged the need for further consultation and engagement with various stakeholders, including the Executive Leadership Team and Trade Union colleagues, to ensure broad support and clarity of direction.

Members noted that the Corporate Trustee would approve the strategic priorities later in the year, once the Committee were content with the final iteration.

Trish Mills supported the notion of moving to Fund Managers as suggested by David, albeit with appropriate governance in place, and acknowledged the significant time commitment required by the Bids Panel. Trish stressed the importance of reviewing the related governance arrangements, as previously committed to the Corporate Trustee.

Members commended the excellent progress since David's appointment in Autumn 2024 on the improvements in the Charity. This included the approval of the new visual identify for the Charity and focused approach to fundraising. The Committee expressed its thanks to David.

**RESOLVED:**

- 1) That the Committee endorsed the key milestones and approvals; and**
- 2) These are added as ad hoc items to the Committee's cycle of business for 2025/26.**

## **68/24 CHARITY PERFORMANCE UPDATE**

The Charity Performance Report was received which showed performance against the NHS Charity Together (NHSCT) grants as of the 31 December 2024. This included the Development Grant, Stage 3 Recovery Grant, and Ambulance Grant. All grants were being administered according to their conditions and there was nothing to escalate at this stage.

A Red, Amber Green (RAG) system had been introduced to track progress of specific targets. He highlighted the following:

Mind Over Mountains Project: Discussions with Mind Over Mountains and NHS Charities Together indicated a preference to continue the project with revised targets for staff engagement based on feedback from year one.

WAST Sports Grants: Progress has been made, with recent grants issued through the Bids Panel. A second round of funding was planned in the next few months.

Future Opportunities: Emphasis on the Community Resilience Grant, which required decisions on its use for community benefit. David noted the importance

of strategic engagement with Executive Leads to determine the best route for this funding.

Lee Brooks commented on the Charity Performance Update, emphasising two main points:

Non-Charity Resources: He highlighted the importance of being conscious of the impact on non-charity resources when developing applications for funding, as it inevitably created additional work.

Greener Communities: He mentioned that there were already several gardens and green spaces across the estate, funded through the Bids Panel and other sources, indicating that there are existing spaces that could be utilised for greener community initiatives.

David Hopkins acknowledged concerns raised by Liz Rogers around accessibility issues relating to the Mind Over Mountains walks. He shared her concerns about the project's accessibility. He suggested that the project might continue to its natural conclusion and then be evaluated for its value and accessibility.

David indicated that consideration would need to be given to how such projects are funded in the future. He also acknowledged having heard anecdotal evidence regarding repeated participation but noted that the registration figures he received from Mind Over Mountains were anonymous; therefore, he did not have definitive data. This is an area of activity that David will continue to monitor.

Additionally, David provided updates regarding future grant funds available from NHS Charities Together. These funds include the Community Resilience Fund, the Innovation Challenge, Work Wellbeing, and Greener Communities fund.

Ceri Jackson noted the funding for the Head of Charity and the position previously agreed by the Corporate Trustee, with the intention that the role will ultimately be financially sustainable from charitable funds. Ceri noted that in her experience it was common for charities to include a percentage of overhead costs in grant applications.

**RESOLVED:**

- 1) That the Committee received the Charity Performance Report with the progress of the Charity's active grants and noted the key risks and mitigations in place; and**
- 2) The Committee noted the intention of the Charity to apply for the NHS Charities Together Community Resilience Fund in 2025.**

## **69/24 CHARITY FUNDS FINANCE UPDATE**

The balance of funds, £823,000, held as of 31 December 2024 comprised of £245,004 unrestricted funds; £186,108 in designated funds; and £422,392 in restricted funds. Since December the charity's investments value had increased by 1.38% resulting in a gain of c.£3,900.

The charity currently holds 1,090.14 investment units in the Charity Investment Fund (COIF) at a market value of £284,100. The Committee noted that the Trust Charity has enhanced its scrutiny of these longer-term investments, which includes monitoring of the market value on a weekly basis.

There were no issues requiring escalation to the Corporate Trustee. The investment returns showed a small upward trend this year, despite some volatility.

The reporting on grant income had been realigned to be consistent with the way the income was treated in the accounts. This included recognising the full grant upfront and then reducing it as it is spent over subsequent years.

**RESOLVED: That the report was noted, and no issues were raised.**

## **70/24 COMMITTEE ANNUAL EFFECTIVENESS REVIEW 2024/25**

The Committee's Annual Effectiveness Review was held, with a revised approach taken across all committees. A discussion was facilitated to consider what changes and improvements could be made to the Committee's operations. The draft Annual Report was reviewed, however the final report for submission to Corporate Trustee and the revised Terms of Reference for 2025/26 would be circulated for approval by Chair's Action after the meeting.

The Committee Cycle of Business monitoring report and update on committee priorities was received with nothing to escalate. The Committee noted that there were two areas of reporting which were in development; the Investment Strategy and the Fundraising Report. These areas of reporting would be considered for 2025/26 with the review of the Cycle of Business for the Committee.

Key points from the discussion included:

- 1) Aims to continuously improve the Committee's effectiveness, considering the significant calls on members' time.
- 2) This year's approach involved looking at whether the Committee was focusing on the right things, ensuring the delegation was comprehensive, and considering any additions, combinations, or removals of responsibilities.

- 3) Common Issues such as the volume of papers being unmanageable, meetings taking too long, and the time spent generating reports.
- 4) Trish emphasised the need for clarity in reporting, ensuring it provided the right level of assurance for what was delegated to the Committee.
- 5) Trish mentioned the importance of guiding and monitoring the strategic direction within the Committee's remit, particularly with the evolving nature of the Charity.
- 6) She proposed developing reporting for strategic development and implementation, with a focus on the theory of change and the strategy to be reviewed in Q1 and Q2 of the next year, respectively.

Ceri Jackson supported the idea of biannual reporting on the Charity strategy's implementation and highlighted the need to distinguish between strategic and operational matters. Ceri added that the Theory of Change model would aid with this distinction, ensuring the committee does not get into operational details that are not within its remit. The committee agreed to receive a one-off strategy report and biannual updates on its implementation and acknowledged the role of the Corporate Trustee in approving strategic plans.

It was proposed that the following elements were no longer appropriate and be removed from the terms of reference. There were no objections to this proposal. The Chair supported this request. These elements for removal were:

- Ensure strong leadership of the Charity; and
- Promote the Charity.

Trish Mills discussed the fundraising elements of the Committee's terms of reference, highlighting the following points:

- The fundraising plan to align with the Charity Strategy, with a one-off report on the fundraising plan expected in Q2.
- Assurance on the implementation of the fundraising plan would come through various reports, primarily from the Executive Lead.
- Ensuring that systems and processes were in place would be covered through both the fundraising report and the development of policies and procedures.

Estelle Hitchon discussed the approach to reporting on fundraising and strategy and suggested that at this stage, it could be more logical to combine reports on fundraising and performance rather than disaggregating them, to avoid having too many individual reports. Estelle noted that as fundraising grew and became more complex, it could require a separate report. Members supported this view.

Trish Mills discussed the charitable funds section of the Committee's terms of reference which included:

- Reporting on compliance with the Declaration of Trust covered through the

Annual Report, annual filings, and auditor reviews. Additional assurance would come from David Hopkins' work on governance.

- Assurance on robust systems was provided through the auditor's report on the accounts, regular updates on income and expenditure, and the charity performance report.

There would also be a Charitable Funds Policy coming through. Trish asked for thoughts on whether the current reporting was sufficient or if any additional reporting was needed. Reporting on compliance with the declaration of trust, robust systems, and regular finance updates were deemed sufficient. The committee would continue to monitor the need for additional reporting as funds grow. Members confirmed that they were comfortable with what was currently being received and no changes to be made to the reporting to the committee.

Trish Mills addressed the sub-committees' terms of reference and reporting; those of the Bids Panel and Bursary Panel. It was noted that both Panels would be reviewing their terms of referencing in the coming months. Additionally, there will be discussions during the year on the potential to provide delegated authority for charitable expenditure to Fund Managers. Finally, discussions had begun on the sustainability of Bursary Panel funding. Trish clarified that these were initial discussions to address the need for a sustainable funding source for the Bursary Panel.

It was noted that no internal audits relevant to the Charity had been undertaken whilst acknowledging there could be a need for internal audit in future. The committee discussed the approval threshold for expenditure, and it was suggested that it could be appropriate to consider increasing it from £5,000 to £10,000, as the Charity grows.

The committee used Mentimeter to gather feedback on report writing, what worked well, and potential improvements. Key points included the need for clear and concise reporting, representation from volunteers, and ensuring an equality, diversity and inclusion lens within its discussions.

## **RESOLVED:**

- 1) Members assessed whether the committee's remit, as outlined and in its terms of reference, remained appropriate for 2025/26. Consideration was given to any desired amendments, additions, or removals, as well as any areas that might be better addressed by another committee;**
- 2) Members evaluated the cycle of business, reflected on the hallmarks of effective assurance reporting, members also proposed potential improvements to enhance the strength and efficiency of assurance processes for the committee, including any individual reports; and**

- 3) The Committee reviewed the draft Annual Report and shared comments ahead of it being finalised and circulated for email approval by Chair's Action.**

#### **71/24 BIDS PANEL UPDATES**

David Hopkins provided an update on the Bids Panel meeting held on 2 January 2025, which focused on the Sports grant applications. Key points included: Seven grants were approved for staff and volunteer sports teams and small staff and volunteer technologies.

A second round of funding is planned for later in the year. Discussions were ongoing about who will take over as chair of the Bids Panel, as David's role is more focused on charity assurance rather than chairing the Panel.

No alerts were indicated from the Bids Panel on the 02 January 2025 and there were no bids which required approval by the Committee. A total of 10 bids were approved by the Panel at their meeting, including a number related to the NHS Charities Together Sports Fund for a number of WAST sports teams. Additionally, charitable funds were utilised for furniture, and televisions in stations.

Trish Mills noted that in the combined AAA report of August and October, paragraph seven incorrectly stated that there was no requirement for the Charity Committee to approve any of the bids. She clarified that the Christmas dinners had to be approved by chair's action as detailed earlier in the minutes. (A verbal update on these meetings had been provided to the last committee meeting).

**RESOLVED: That the Bids Panel update, relating to the meeting on 2 January 2025, was noted.**

#### **72/24 BURSARY PANEL UPDATE**

The Bursary Panel met prior to this meeting and there was a verbal update provided. The bursary window opened in late November for three weeks; with 12 applications received. Eight of which were unfortunately non-compliant due to statutory and mandatory requirements.

Two applications were successful, one of which may require Committee approval at a later date, as the funding amount exceeded the Bursary Panel's delegated authority. Further detail is required on the other application as checks need to be undertaken to see if there were any alternative funding routes which would cover 100% of the cost.

Jo Kelso, Chair of the Bursary Panel, recognised the need for improved communication and understanding of why compliance is necessary for future applicants to ensure efficiency within the application and approval process.

**RESOLVED: That**

**1) the Committee noted the position, following the opening of the Bursary window for a short period in November 2024; and the non-compliance of applications needed to be reviewed and improved communication on the matter.**

**73/24 COMMITTEE PRIORITIES AND CYCLE OF BUSINESS MONITORING REPORT**

The Committee Priorities and Cycle of Business Monitoring Report was noted.

**74/24 COMMITTEE HIGHLIGHT REPORT: 8 OCTOBER 2024**

The Highlight Report from the 08 October 2024 was received.

**75/24 REFLECTIONS AND SUMMARY OF DECISIONS/ACTIONS**

No reflections were given due to time constraints; however, feedback was welcomed by Ceri Jackson from members after the meeting, should that be desirable.

**76/24 ANY OTHER BUSINESS**

This was the last meeting of the Chair of this Committee for Ceri Jackson. Peter Curran will take the Chair from the next meeting with Ceri remaining as a Non-Executive Director member of the committee.

**77/24 DATE OF NEXT MEETING**

The next meeting of the Committee is scheduled for 2 April 2025.