



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 29 MAY 2025 AT CARDIFF MRD AND VIA TEAMS**

**Meeting started at 13:35**

**MEMBERS PRESENT:**

Colin Dennis	Chair of Corporate Trustee
Jason Killens	Chief Executive
Rhiannon Beaumont-Wood	Non-Executive Director
Lee Brooks	Executive Director of Operations
Peter Curran	Non-Executive Director
Professor Hayley Hutchings	Non-Executive Director
Estelle Hitchon	Director of Partnerships and Engagement
Ceri Jackson	Non-Executive Director and Interim Vice Chair
Carl Kneeshaw	Director of People
Angie Lewis	Director of Culture Change
Rachel Marsh	Executive Director of Strategy, Planning & Performance
Chris Turley	Executive Director of Finance & Corporate Resources
Jonny Sammut	Director of Digital Services
Andy Swinburn	Executive Director of Paramedicine (Via Teams)
Liam Williams	Executive Director of Quality & Nursing

**IN ATTENDANCE:**

Sarah Harland	Corporate Governance Officer (via Teams)
David Hopkins	Head of Charity
Trish Mills	Director of Corporate Governance/Board Secretary
Alex Payne	Corporate Governance Manager

**APOLOGIES:**

Jayne Beeslee	Non-Executive Director
Bethan Evans	Non-Executive Director
Hugh Parry	Trade Union Representative
Hannah Rowan	Non-Executive Director
Damon Turner	Trade Union Representative

## **1. WELCOME, APOLOGIES AND CONFIRMATION OF QUORUM**

- 1.1 The Chair extended a warm welcome to the Corporate Trustee members and noted the apologies from Jayne Beeslee, Hugh Parry, Hannah Rowan and Damon Turner.

**The Committee RESOLVED TO: Apologies from Jayne Beeslee Hugh Parry, Hannah Rowan and Damon Turner were recorded.**

## **2. DECLARATIONS OF INTEREST**

- 2.1 No declarations of interests were declared.

**The Committee RESOLVED TO: No declarations of interest were declared.**

## **3 MINUTES OF THE LAST MEETING: 30 JANUARY 2025**

- 3.1 The Minutes from the meeting held on 30 January 2025 were agreed and were confirmed as an accurate record of the meeting.

**The Committee RESOLVED TO: Approve the Minutes from the meeting held on 30 January 2025 which were confirmed as an accurate record of the meeting.**

## **4. ACTION LOG**

- 4.1 No Open Actions.

**The Committee RESOLVED TO: No Open Actions.**

## **5. CHARITY STRATEGY UPDATE**

- 5.1 Estelle Hitchon introduced the Charity Strategy Update for approval, reflecting on the Charity's ongoing iterative journey to define its purpose and direction. Estelle explained that the final draft of the Theory of Change now incorporates Strategic Objectives and Enablers, removing the need for a separate Strategy Document and avoiding duplication. This streamlined approach sets a clear course for future activity. David Hopkins added that the development of the Theory of Change had been a valuable process involving wide engagement across the organisation. David emphasised that this marks the beginning of the next phase, which will require fundraising and the creation of a Delivery Plan to implement the agreed Objectives. David confirmed that this Delivery Plan will be brought to the Charity Committee for further consideration.

- 5.2 Rhiannon Beaumont-Wood raised a question regarding the governance strand, specifically seeking clarity on the threshold for reporting serious incidents to the Charity Commission and highlighted the importance of understanding reporting obligations under Charity governance. David Hopkins acknowledged the need for greater awareness of roles and responsibilities and application of the Charity Commission reporting requirements. David suggested this could be incorporated into the upcoming Board Development session. Estelle Hitchon added that this session, would be delivered by Withers Worldwide LLP, a legal firm specialising in charity matters.
- 5.3 Ceri Jackson highlighted the importance of having a clear process for escalating and reporting serious incidents to the Charity Commission, particularly in cases involving regulatory breaches or reputational risk. Ceri noted that in her experience as a Trustee, such decisions are typically made at Trustee level and should be supported by a risk based escalation process. Estelle Hitchon agreed, adding that as the Charity grows, so too does the potential for risk due to increased activity and involvement. David Hopkins confirmed that this consideration will be included in ongoing work on risk management.
- 5.4 Trish Mills referenced a previous discussion during an Audit Wales review of the Charity accounts. Although the issue at the time did not result in a report to the Charity Commission, it prompted significant internal discussion about reputational risk and reporting thresholds. It was agreed that while the current risk is low, having a clear escalation process in place is essential to ensure preparedness should an incident arise.
- 5.5 The Chair welcomed the Strategic Objectives, adding that they broaden the scope for how the Charity allocates funds. The Chair highlighted that previous uncertainty around spending had limited activity, but the new Objectives, particularly around community resilience and staff and volunteer wellbeing, offer a wider range of opportunities. The Chair also emphasised that the Charity should focus not only on generating income, but also on effectively distributing it, acknowledging past challenges in doing so.
- 5.6 The Committee accepted the proposals and approved the Charity's Strategic Direction paper and noted the Charity Committee shall monitor progress on the Charity's development through a Delivery Plan.

**The Committee RESOLVED TO:**

- (1) Approve the Charity's Strategic Direction paper; and**  
**(2) Noted that the Charity Committee shall monitor progress on the Charity's development through a Delivery Plan.**

## **6. CHARITY FINANCIAL PLANS 2025-2028**

- 6.1 Estelle Hitchon introduced the Charity Financial Plans 2025–2028, noting the longstanding intention to develop clearer income and expenditure projections. Estelle acknowledged that while the figures are indicative rather than precise, they are essential for planning. The projections were developed collaboratively with finance colleagues and reflect feedback from the Charity Committee, including adjustments to ambition levels. Estelle emphasised that the Charity cannot spend beyond its means, but the modelling explores best, worst and most likely scenarios to understand what is achievable.
- 6.2 David Hopkins described the Financial Plans as a remodelling of the Charity's financial model, noting that income has historically come mainly from legacies and NHS Charities Together grants. David encouraged colleagues to view the plans as a shift toward diversifying income, particularly through voluntary fundraising, and trusts and foundations. While acknowledging the targets are challenging, David believes they are achievable and will provide a strong foundation for future budgeting and financial planning. The Chair added that the financial planning process involves a degree of uncertainty, as the charity is entering new territory without historical trends to guide projections. The approach represents a significant shift in direction, requiring forward looking assumptions rather than incremental adjustments based on past activity.

### **The Committee RESOLVED TO:**

- (1) Approves the Charity's expenditure plans and income forecasts for 2025-2026;**
- (2) Note the Charity's income forecasts for 2026-27 and 2027-28; and**
- (3) Note 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.**

## **7. 2 APRIL 2025 – CHARITY COMMITTEE AAA**

- 7.1 Peter Curran welcomed the investment in both David Hopkins and the new Fundraising Officer, adding that it reflects a strong commitment to the Charity's future. Peter acknowledged the expectation for both roles to demonstrate impact within two years, particularly in exceeding income targets. Peter described the financial projections as a catalyst for change, highlighting the shift in direction under Estelle's Hitchon's leadership, and expressed optimism about the Charity's future with clear targets, broader fundraising avenues and a renewed focus on delivery.

- 7.2 Estelle Hitchon added that NHS Charities Together, which provided significant funding during the pandemic, is now more focused and selective in its funding. This shift necessitates the Charity to diversify its income sources to avoid reduced income in the future. The goal is to ensure that the Charity does not rely on a single source of funding.
- 7.3 Trish Mills added that the Terms of Reference for the Charity Committee required approval, adding that the Annual Report for 2024/25 was received by the Charity Committee in April, which concluded that the Committee was effective, and the Committee's work will continue to be monitored and evaluated.

**The Committee RESOLVED TO:**

- (1) The Charity Committee Terms of Reference were approved; and  
(2) Receipt of Annual Report for 2024/25 for completeness.**

**8. 14 JANUARY 2025 CHARITY COMMITTEE MINUTES**

- 8.1 The Minutes of the Charity Committee from 14 January 2025 were received.

**The Committee RESOLVED TO:**

**The Minutes of the Charity Committee dated 14 January 2025 were received.**

**9. REFLECTIONS AND SUMMARY OF DECISIONS/ACTION**

- 9.1 None.

**10. ANY OTHER BUSINESS**

10. None.

**11. DATE AND TIME OF THE NEXT MEETING**

- 11.1 The date of the next meeting is 31 July 2025

**Meeting closed at: 14:05**