

Bundle Corporate Trustee 29 January 2026

Agenda attachments

- Item 00 Agenda
- 0 15:30 – OPENING ITEMS
- 1 Chair's Welcome, Apologies and Quorum
- 2 Declarations of Interest
 - Item 02 Board Member Register of Interests
- 3 Minutes of the last meeting: 27 November 2025
 - PART 2 Item 03 2025-11-27 Corporate Trustee unconfirmed Minutes
- 4 Action Log and Matters Arising (There are no open actions)
 - Item 04 Action Log
- 4.1 FOR APPROVAL, ASSURANCE AND DISCUSSION
- 5 15:32 – 2026/27 Fundraising Targets and Expenditure Budget
 - Item 05 Charity Financial Plans 2026-2029
 - Item 05 Annex 1 Charity Financial Plans 2026-2029
- 6 15:42 – 13 January 2026: Charity Committee AAA [to include the Committee Quality Governance Review 2025/26]
 - Item 06 Charity Committee Highlight Report 13 January 2026
 - Item 06 Annex 1 Charity Committee Terms of Reference 2026-27
- 6.1 15:47 – CONSENT ITEMS
- 7 02 October 2025: Charity Committee Minutes
 - Item 07 2025-10-02 Charity Committee Minutes
- 7.1 CLOSING ITEMS
- 8 Reflections and Summary of Decisions/Actions
- 9 Any Other Business
- 10 Date & Time of the Next Meeting: 28 May 2026

Length of Meeting:	00:15	Agenda Status:	PART 1: CORPORATE TRUSTEE MEETING - 29 January 2026						Deadline: 20 January 2026	Last good practice Exec Review: 14 January 2026		
Time	Mins allotted	Agendum	Title	Item for	Item requested by	Format	Paper prepared by	Item presented by	Colleagues to cc	Scheduled at ELT	Further approval route	Notes
OPENING ITEMS												
09:30	00:05	1	Chair's Welcome, Apologies and Quorum	Information	Standing	Verbal	n/a	Chair	n/a			
		2	Declarations of Interest	To State Conflicts	Standing	Verbal	n/a	Chair	n/a			
FOR APPROVAL, ASSURANCE AND DISCUSSION												
09:35	00:10	3	Charity Annual Report and Accounts 2024/25, inc. Audit Wales Independent Examination Report	Approval	Cycle of Business	Paper	Partnerships	Estelle Hitchon, Ed Roberts	Jill Gill (David Hopkins)			
09:45	00:15	CLOSE										

Length of Meeting:	00:20	Agenda Status:	PART 2: CORPORATE TRUSTEE MEETING - 29 January 2026						Deadline: 20 January 2026	Last good practice Exec Review: 14 January 2026		
Time	Mins allotted	Agendum	Title	Item for	Item requested by	Format	Paper prepared by	Item presented by	Colleagues to cc	Scheduled at ELT	Further approval route	Notes
OPENING ITEMS												
15:30	00:02	1	Chair's Welcome, Apologies and Quorum	Information	Standing	Verbal	n/a	Chair	n/a			
		2	Declarations of Interest	To State Conflicts	Standing	Verbal	n/a	Chair	n/a			
		3	Minutes of the last meeting: 27 November 2025	Approval	Standing	Paper	n/a	Chair	n/a			
		4	Action Log and Matters Arising (There are no open actions)	Information	Standing	Paper	n/a	Chair	n/a			
FOR APPROVAL, ASSURANCE AND DISCUSSION												
15:32	00:10	5	2026/27 Fundraising Targets and Expenditure Budget	Approval	Cycle of Business	Paper	Partnerships	Estelle Hitchon	David Hopkins			
15:42	00:05	6	13 January 2026: Charity Committee AAA (to include the Committee Quality Governance Review 2025/26)	Assurance	Standing	Paper	CorGov	Peter Curran	Alex Payne			
CONSENT ITEMS 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.												
15:47	00:00	7	02 October 2025: Charity Committee Minutes	Information	Standing	Paper	CorGov	Peter Curran	Alex Payne			
CLOSING ITEMS												
15:47	00:03	8	Reflections and Summary of Decisions/Actions	Discussion	Standing	Verbal	n/a	Chair	n/a			
		9	Any Other Business	Discussion	Standing	Verbal	n/a	Chair	n/a			
		10	Date & Time of the Next Meeting: 28 May 2026	Information	Standing	Verbal	n/a	Chair	n/a			
15:50	00:20	CLOSE										

Name	Position
Colin Dennis	Chair of the Trust Board
Peter Curran	Non-Executive Director and Chair of the Charity Committee
Estelle Hitchon	Director of Partnerships and Engagement
Ed Roberts	Acting Director of Finance and Corporate Resources

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
BEAUMONT-WOOD, Rhiannon	Non-Executive Director * 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 1985		
		Registered Specialist Community Public Health Nurse	Non-Financial Professional	September 1996		
BEESLEE, Jayne	Non-Executive Director * Chair of the Finance and Performance Committee * Member of the Remuneration Committee * Member of the Academic Partnership Committee	Member of the Royal College of Nursing	Non-Financial Professional	2007		
		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		
BROOKS, Lee	Executive Director of Operations	Fellow Chartered Institute of Personnel & Development	Non-Financial Personal	01 April 2006		
		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		
CURRAN, Peter	Non-Executive Director * 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	Trustee of Action for Children [1097940]	Position in Charity or Voluntary Organisation	01 February 2021		
		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	17 July 2025	
		Chair - Taff Housing Association	Any Other Interest	17 July 2025		
		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	30 September 2025	
		Interim Finance Director for Torfaen Leisure Trust	Directorships	01 September 2023	29 February 2024	
		Member of Governing Body / 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	Chair of Trust Board and Non-Executive Director * 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	January 2025	
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		
EVANS, Bethan	Non-Executive Director * Chair of Quality, Patient Experience & Safety Committee * Member of Finance & Performance Committee * Member of People & Culture Committee * Member of Remuneration Committee	Chief Executive Officer (Employed) at My Choice Healthcare Limited.	Any Other Interest	01 June 2019		
		Non-Executive Board Member at Beacon Housing (Social Housing Organisation - Community Benefit Society)	Position in Charity or Voluntary Organisation	01 November 2019		
		Company Director - My Choice Healthcare South Wales Limited	Directorships	11 March 2020		
		Company Director – Moorlands Rehabilitation (Staffordshire) Limited.	Directorships	20 December 2019		
		Company Director - Moorlands Property Ltd	Directorships	16 August 2022		
		Company Director - Springfield (Bargoed) Limited.	Directorships	12 March 2020		
		Company Director - Springfield Property Lettings Ltd	Directorships	16 August 2022		
		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		

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
EVANS, Bethan [continued]	Non-Executive Director * Chair of Quality, Patient Experience & Safety Committee * Member of Finance & Performance Committee * Member of People & Culture Committee * Member of Remuneration Committee	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 - Glyncoel 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		
		Company Director - Glamorgan Care Ltd	Directorships	25 October 2024		
		Company Director - The Mountains Care Ltd	Directorships	09 December 2024		
		Company Director - Alexandra House Care Ltd	Directorships	24 June 2024		
		Company Director - Alexandra House Property Ltd	Directorships	24 June 2024		
		Company Director - My Choice Healthcare Seven Ltd	Directorships	22 October 2024		
		Company Director - Danygraig Property Ltd	Directorships	10 December 2024		
		Company Director - The Mountains Property Ltd	Directorships	09 December 2024		
HITCHON, Estelle	Director of Partnerships and Engagement	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		
HUTCHINGS, Hayley	Non-Executive Director * 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	31 May 2025	
		Emeritus Professor, Swansea University	Non-Financial Professional	31 May 2025		
		Consultancy (temporary cover for the Director of Operations - Clinical Trials Unit) at Wolverhampton University	Financial Interest	10 October 2025	31 December 2025	
JACKSON, Ceri	Non-Executive Director & Vice Chair of the Trust Board * 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		
KNEESHAW, Carl	Director of People	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		
LEWIS, Angela	Director of Culture Change	Nil Declaration				
MARSH, Rachel	Executive Director of Strategy, Planning and Performance	Nil Declaration				
MILLS, Patricia (Trish)	Director of Corporate Governance/ Board Secretary	Nil Declaration				
PARRY, Hugh	Trade Union Partner	Nil Declaration				
ROBERTS, Edward	Interim Finance Director (from 09 September 2025)	Nil Declaration				
ROWAN, Hannah	Non-Executive Director * 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		
SAMMUT, Jonathan (Jonny)	Director of Digital Services [appointed 26.09.2023]	Relative (Parent) is a Non-Executive Director for Social Care Wales	Any Other Interest	01 April 2017	31 March 2025	
		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	2 June 2025	
		Federation of Informatics Professionals - Leading Practitioner	Any Other Interest	25 April 2024		
		Chair of BCS Hub Wales	Any Other Interest	20 June 2025		
SWINBURN, Andrew (Andy)	Executive Director of Paramedicine	Co-opted into the BCS Community Board	Any Other Interest	12 August 2025	11 August 2026	
		Strategic Advisor to College of Paramedics	Any Other Interest	01 January 2020		
TURLEY, Christopher	Executive Director of Finance and Corporate Resources	Treasurer of Royal Gwent Hospital League of Friends.	Position in Charity or Voluntary Organisation	01 February 2022	05 November 2024	
TURNER, Damon	Trade Union Partner	Nil Declaration				

Name	Position	Declaration	Interest Type	Date Interest Started	Date Interest Ended	Left Trust
WILLIAMS, Liam	Executive Director of Quality and Nursing [from 01 August 2022]	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		
		Vice Chair - Royal College of Nursing, Nurses in Management and Leadership Forum Steering Committee	Position in Charity or Voluntary Organisation	03 February 2025		
WOOD, Emma	Chief Executive (from 01 October 2025)	Chartered Fellow of CIPD (Chartered Institute of Personnel and Development)	Non-Financial Professional	2000		
		External Moderator for HR Masters modules for University West of England	Financial Interest	September 2024		
		Member of Yoga Professional Alliance	Non-Financial Personal	July 2025		
		Sub-Yoga Teacher - Burnham Swim and Leisure Centre	Financial Interest	July 2025		



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MINUTES OF THE OPEN SESSION OF THE CORPORATE TRUSTEE OF THE WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST CHARITY HELD ON THURSDAY 27 NOVEMBER 2025 AT CARDIFF MRD AND VIA TEAMS

Meeting started at 14:00

MEMBERS PRESENT:

Colin Dennis	Chair of Corporate Trustee
Rhiannon Beaumont-Wood	Non-Executive Director
Jayne Beeslee	Non-Executive Director
Peter Curran	Non-Executive Director
Bethan Evans	Non-Executive Director (Via Teams)
Professor Hayley Hutchings	Non-Executive Director
Estelle Hitchon	Director of Partnerships and Engagement
Angie Lewis	Director of Culture Change
Rachel Marsh	Executive Director of Strategy, Planning and Performance
Trish Mills	Director of Corporate Governance/Board Secretary
Hugh Parry	Trade Union Partner
Ed Roberts	Acting Director of Finance and Corporate Resources
Liz Rogers	Deputy Director of People and Culture
Jonny Sammut	Director of Digital Services
Andy Swinburn	Executive Director of Paramedicine
Damon Turner	Trade Union Partner
Liam Williams	Executive Director of Quality & Nursing

IN ATTENDANCE:

Sarah Harland	Corporate Governance Officer
David Hopkins	Head of Charity
Steve Owen	Corporate Governance Officer (Via Teams)

APOLOGIES:

Lee Brooks	Executive Director of Operations
Carl Kneeshaw	Director of People
Ceri Jackson	Non-Executive Director and Interim Vice Chair
Hannah Rowan	Non-Executive Director
Chris Turley	Executive Director of Finance & Corporate Resources

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 Lee Brooks, Carl Kneeshaw, Ceri Jackson, Hannah Rowan and Chris Turley.

The Corporate Trustee:

Noted the apologies of Lee Brooks, Carl Kneeshaw, Ceri Jackson, Hannah Rowan and Chris Turley.

2. DECLARATIONS OF INTEREST

- 2.1 No new declarations of interests were declared.

3. MINUTES OF THE LAST MEETING

- 3.1 The minutes from the meeting held on 31 July 2025 were agreed and confirmed as an accurate record of the meeting.

The Corporate Trustee:

Approved the minutes from the meeting held on 31 July 2025 which were confirmed as an accurate record.

4. ACTION LOG

- 4.1 There were no open actions.

5. CHARITY COMMISSION: REGISTER OF CHARITIES

- 5.1 David Hopkins introduced the report stating that as part of the Charity's Delivery Plan, it was agreed that the entry on the Charity Commission's Register should be reviewed as part of a charity governance review. It was a legal requirement to ensure that the Register of Charities was kept up to date.
- 5.2 Two proposed changes were recommended which are separate from the legal objectives, and required the approval of Corporate Trustee:
- a. The addition of two new "working names" for the charity, when the official name of the Charity was not used in full.
 - b. The amendment of the Charity's activities description on the Register of Charities, to better reflect its Strategic Objectives.
- 5.3 The Corporate Trustee recognised that the proposed new activities description shall be: *The Welsh Ambulance Service Charity supports the services provided by the Welsh Ambulance Services University NHS Trust, enhancing what is possible through statutory funding. The Charity funds projects that benefit patients and their families throughout Wales, as well as projects that support the wellbeing and development of WAST staff and volunteers.* The Chair advised that these changes would benefit patients, staff and volunteers.

The Corporate Trustee:

1. **Approved the Charity's proposed changes to its activity description;**
2. **Approved the formal adoption of two new working names for the Charity;**
 - a. **Welsh Ambulance Service Charity**
 - b. **Elusen Gwasanaeth Ambiwylans Cymru**
3. **Received assurance that the proposed working names provided a shorter and more practical alternative to the Charity's official name, and will support the Charity's visual identity, marketing and communications.**

6. CHARITY COMMITTEE AAA, 02 OCTOBER 2025

- 6.1 Peter Curran, the Chair of the Charity Committee, informed the Corporate Trustee that a fundraising officer has been recruited to, and he also commended the Fundraising Plan for its clear articulation of income sources. The Committee had also acknowledged the proposed timeline for achieving the targets within the plan.
- 6.2 Estelle Hitchon reported that the annual report was currently under development and, once finalised, will offer a comprehensive overview of the Charity's progress over the past 12 to 18 months. Estelle acknowledged the current challenge of meeting income targets given the prevailing financial circumstances.
- 6.3 Rhiannon Beaumont-Wood requested confirmation from the Charity Commission regarding the existence of a defined process for reporting incidents. David Hopkins responded that the draft charitable funds policy included a dedicated section outlining the procedures for reporting serious incidents.

The Corporate Trustee:

Noted and received assurance from the AAA from 02 October 2025.

7. 03 JULY 2025 CHARITY COMMITTEE MINUTES

- 7.1 The Minutes of the Charity Committee from 03 July 2025 were received.

The Corporate Trustee:

Received the minutes of the Charity Committee dated 03 July 2025.

8. REFLECTIONS AND SUMMARY OF DECISIONS/ACTION

- 8.1 There were none.

9. ANY OTHER BUSINESS

- 9.1 There was none.

10. DATE AND TIME OF THE NEXT MEETING

- 10.1 The date of the next meeting is 29 January 2026.

Meeting closed at: 14.15

CORPORATE TRUSTEE ACTION LOG
WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST

Ref	Date	Action Note	Responsible	Due Date	Progress/Comment	Status
		No actions				



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CHARITY

Agenda Item No. 05

REPORT TITLE

Charity Financial Plans 2026-2029

MEETING

Name of meeting	Corporate Trustee
Date of meeting	29 January 2026
Public or Private	Public
If private - rationale	n/a

REPORT SPONSOR

Executive sponsor	Estelle Hitchon, Director of Partnerships & Engagement Chris Turley, Executive Director of Finance and Corporate Resources
Author(s) of report	Edward Roberts, Assistant Director of Finance David Hopkins, Head of Charity

PURPOSE OF REPORT

<input checked="" type="checkbox"/> Approval	<input type="checkbox"/> Endorsement
<input type="checkbox"/> Assurance	<input type="checkbox"/> Discussion
<input type="checkbox"/> Information (goes in consent items)	<input type="checkbox"/> Noting



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REPORT SUMMARY:

[See writing and presentation guidance [here](#) to inform this section]

1. As part of the Charity's ongoing cycle of business, ELT is asked to endorse:
 - a. The Charity's expenditure plans for 2026-2027
 - b. The Charity's income forecasts for 2026-2029
 - c. A 2026-27 budget of £16,140 towards core fundraising costs, delegated to the Head of Charity
2. Through continued investment in staff resourcing, the Charity is able to project income growth over the next three years from community and voluntary fundraising, and from trusts and foundations.
3. There has been substantial growth in voluntary fundraising in the past year due to investment in staffing. Between October 2024 – September 2025, in the Head of Charity's first 12 months in post, the Charity's voluntary donations have **increased by 108%** compared to the previous 12 months. The Charity is currently on track to reach its 2025-26 projection for voluntary donations of £43,813, which would be a 208% increase compared to voluntary donations in 2024-25. This is in addition to new grant income of **£157,823** from NHS Charities Together received so far in 2024-25.
4. The Charity's financial plans show a projected **net cash outflow of £313,729** for 2026-27. This is necessary in order to spend down some of the cumulative restricted reserves balances brought forward. The Charity's total reserves are projected to be in the region of £680k at the outset of the financial year. Specifically for 2026-27, this is largely for two reasons:
 - a. the planned spending of existing restricted reserves (£224,175), such as from the Barmouth and Colwyn Bay restricted funds (carried forward from 2025-26 financial plans);
 - b. the planned spending of the two new NHS Charities Together grants, where the income is recognised in full in 2025-26, and where £105,851 is due to be spent during 2026-27.
5. It is important to emphasise that, unlike the Trust, the Charity's expenditure is strictly limited to the funds available. The Charity's financial position does not commit to spending beyond available funds. Funding for the existing fixed-term roles is ring-fenced as a designated fund. Consequently, there is no risk of incurring a deficit in the conventional sense.



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6. The income forecasts produced assume that the two existing staff posts continue throughout 2026-27. Should the existing Head of Charity post not be extended beyond October 2026, it will not be possible to meet these income forecasts and that therefore provides a caveat to these plans.

RECOMMENDATION(S)

See writing and presentation guidance [here](#) to inform this section

Corporate Trustee is requested to **APPROVE**:

1. the Charity's expenditure plans for 2026-2027
2. the Charity's income forecasts for 2026-2029
3. a 2026-27 budget of £16,140 towards core fundraising costs, delegated to the Head of Charity

Corporate Trustee is requested to **NOTE** that income projections are estimates and there is limited certainty around their achievement, recognising that best efforts will be made to secure them.

ADDITIONAL PAPER(S)

Set out here any annexes. See writing and presentation guidance [here](#) regarding materiality and use of the Reading Room

Corporate Trustee is requested to receive the following:

1. Charity Financial Plans 2026-2029



Governance and assurance checks to support decision-making and demonstrate alignment and risk mitigation

CHARITY STRATEGIC OBJECTIVE(S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SO1: 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	<input checked="" type="checkbox"/> SO2: The Charity will support WAST to build community resilience throughout Wales
<input checked="" type="checkbox"/> SO3: The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, through testing new models of delivery	

CHARITY STRATEGIC ENABLERS (S) THIS REPORT SUPPORTS

Select all that apply:

<input checked="" type="checkbox"/> SE1: Proactive fundraising strategy that reflects the needs of WAST and enhances its work strategically	<input type="checkbox"/> SE2: Strong Bids Panel and Bursary Panel processes that are clear and accessible to all colleagues
<input type="checkbox"/> SE3: Colleagues are empowered to apply for funding, contribute towards strategy, fundraise for the Charity and act as ambassadors	<input type="checkbox"/> SE4: Good communications and evaluation strategy that demonstrate impact and support future fundraising
<input checked="" type="checkbox"/> SE5: Robust governance and sustainable financial position that enable the Charity to expand its work	

CHARITY RISK(S) THIS REPORT MITIGATES

Where relevant note the local, directorate, corporate or BAF risk number

CHAR-008 - Failure to raise sufficient funds to deliver the Charity's strategic objectives

HEALTH & CARE QUALITY STANDARD(S) THIS REPORT SUPPORTS

Quality Domains (select all that apply) [\[link to standards\]](#)

<input type="checkbox"/> Safe	<input type="checkbox"/> Timely	<input type="checkbox"/> Effective
<input checked="" type="checkbox"/> Efficient	<input checked="" type="checkbox"/> Equitable	<input checked="" type="checkbox"/> Person Centred

Quality Enablers (select all that apply) [\[link to standards\]](#)

<input checked="" type="checkbox"/> Leadership	<input checked="" type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Culture
<input type="checkbox"/> Information	<input type="checkbox"/> Learning Improvement and Research	<input checked="" type="checkbox"/> Whole Systems Approach



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WAST WELLBEING OBJECTIVE(S) THIS REPORT SUPPORTS

Narrative here (select all that apply) [link to goals]		
<input checked="" type="checkbox"/> A socially responsible and inclusive employer	<input checked="" type="checkbox"/> An innovative and sustainable organisation	<input type="checkbox"/> A pro-active, accessible and equitable care provider
<input type="checkbox"/> n/a	<input type="checkbox"/> n/a	<input type="checkbox"/> n/a

IMPACT ASSESSMENTS FOR CONSIDERATION

Where a strategic decision is being sought, an Equality Impact Assessment must accompany this paper. You may need to do other impact assessments also so please refer to this signpost document [here](#) for further details.

Does this paper require an impact assessment	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
If yes, what impact assessment is attached	

APPROVAL/SCRUTINY ROUTE

Date	Person/Group/Committee
Dec 2025	Executive Leadership Team (circulated via email)
13 January 2026	Charity Committee (endorsed)
29 January 2026	Corporate Trustee (tabled for approval)



SITUATION

1. In May 2025, the Corporate Trustee approved the Charity's first financial plan, outlining three-year income projections and a one-year expenditure plan.
2. At the time, it was proposed that subsequent financial plans would be tabled for approval at the Q4 Corporate Trustee meeting, so that a clear financial plan could be presented ahead of the start of the financial year.
3. Based on the learning from the Head of Charity's first year in post, these three-year income projections have now been amended to reflect changes in fundraising trends.

BACKGROUND

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

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 (subject to audit)
Voluntary Donations / Fundraising	28,000	26,000	59,000	17,999	14,882	19,435	14,231
NHS Charities Together (NHSCT)	0	0	110,000	625	10,566	427,080	0
Legacies (gifts-in-wills)	3,000	0	188,000	16,719	5,000	164,886	30,000
External Trusts and Foundations	0	0	0	0	0	0	0
Investment income / interest	2,000	2,000	1,000	0	4,158	10,799	22,607
TOTAL INCOME	33,000	28,000	358,000	35,343	34,606	622,200	66,838

5. Between October 2024 – September 2025, in the Head of Charity's first 12 months in post, the Charity's voluntary donations have **increased by 108%**, showing significant growth compared to the previous 12 months. The Charity is currently on track to reach its 2025-26 projection for voluntary donations of £43,813, which would be a 208% increase compared to voluntary donations in 2024-25. This is projected to increase further with the Fundraising and Communications Officer now in post.



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6. As described in previous papers, the financial performance of the Charity was boosted in previous years by legacies (gifts-in-wills), and grants from NHS Charities Together (NHSCT). Due to the nature of legacies, any investments in the Charity's marketing and promotion will not have demonstrable impact on legacy income for many years to come.
7. Since the Charity's first financial projections in May 2025, whilst no formal announcement has been made, NHSCT has strongly indicated that no future grants should be relied upon because of a change in its funding model. This does not preclude taking advantage of any funding opportunities when they arise, but the Charity's future financial forecasts will no longer include any projected income from NHSCT.
8. It is important to note that investment income and bank interest in recent years has increased, due to 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 two Charity roles would be employed by the Trust on an initial fixed-term contract of 2 years. For each role, the Charity is recharged for 70% of staffing costs in Year 1, and 85% in Year 2.
10. The Head of Charity role is currently a fixed-term contract, and is due to end in October 2026. The income projections in this paper assume that this role is likely to continue beyond this point – if the role does not continue, it will not be possible to meet these income forecasts in full and are therefore caveated as such.

Projected performance against 2025-2026 income projections

11. Based on data to the end of November, the Charity's financial performance against the 2025-2026 projections is tabled below.
12. It should be noted that this data is incomplete and may change by the end of the financial year, but it has helped to inform income projections for 2026-2027 and beyond.
13. Whilst income is predicted to be lower than projected, expenditure is also lower than projected, and so it is not anticipated that the in-year deficit for 2025-26 will be greater than originally anticipated. The Charity's unrestricted and designated



income is likely to exceed projections, and any unmet restricted targets will have a corresponding reduction in restricted expenditure.

Income source	2025/26 "most likely" scenario	RAG rating	Analysis
Voluntary donations / fundraising	£43,813		Despite the delayed appointment of a Fundraising and Communications Officer, the Charity is still on track to exceed this target. Between October 2024 – September 2025, voluntary donations were 108% higher than the preceding 12-month period, demonstrating the impact of investment in staffing.
NHSCT – Community Resilience Fund	£142,000		Grant awarded and recognised in 2025-26. Project spending will commence in April 2026.
NHSCT – Workplace Wellbeing	£30,000		This funding opportunity will not be available to NHS charities in Wales, as was initially indicated. Instead, NHSCT is intending to fund one project for all NHS Wales staff. NHS charities in England are continuing to benefit from an open grant scheme.
Legacies	£10,000		Average annual unrestricted legacy income over the past six years is £10,953 – so far in 2025-26, one legacy valued at c. £500 has been received. The Charity has been informed of another two legacies, valued at c. £35,000. but these are unlikely to be received before the end of 2025-26.
External Trusts and Foundations	£30,000		The Charity has received one further grant valued at £15,823. Further applications have not been possible as there has been limited success to date in identifying suitable specific projects for fundraising. Work to prioritise future fundraising ambitions is ongoing, including through identifying potential opportunities through the IMTP planning processes. Grant applications can take up to 9 months for a funding decision to be made. A Trusts and Foundations pipeline of potential grants worth more than £500,000 in potential opportunities has been identified, and which require further alignment with the Trust's priorities.
Investment income / bank interest	£15,000		Based on current performance, the Charity is expected to receive more in bank interest than projected.
TOTAL	£270,813		The most likely annual income as a result of the circumstances above is c. £220,000. Unrestricted targets are very likely to have been exceeded, and any unmet restricted targets will have a corresponding reduction in restricted expenditure. Therefore, there is no risk of detriment to any existing projects.



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ASSESSMENT

14. The financial plan for 2026-2027 is based on the “most-likely” income projection for this financial year. Income projections for the next three financial years have also been provided, with a “worst-case”, “most-likely” and “best-case” scenario included. This acknowledges that the Charity’s fundraising capabilities are still growing, amongst a difficult external fundraising climate. The income estimates are based on previous performance over the last few years, whilst also reflecting the financial models outlined in the Tarnside consultancy report in 2023.
15. The “most-likely” financial plan for 2026-2027 outlines:
 - **A projected income of £225,271** – of which £115,271 is unrestricted or designated
 - **A projected income from external trusts and foundations of £110,000**
 - **An overall projected net cash outflow of £313,729** – this is primarily due to planned expenditure of £330,026 from restricted reserve funds, such as the Barmouth and Colwyn Bay legacies (carried forward from 2025-26), and the recently-awarded NHSC Community Resilience Grant.
16. The projected in year deficit is necessary in order to spend down some of the cumulative restricted reserves balances brought forward, such as the Barmouth and Colwyn Bay restricted funds. This in year deficit also includes grant expenditure, such as the NHSC Community Resilience grant, which was recognised in 2025-26 but will not be spent until 2026-27 onwards. It is important to emphasise that, unlike the Trust, the Charity’s expenditure is strictly limited to the funds available. The Charity’s financial position does not commit to spending beyond available funds, and consequently, there is no risk of incurring a deficit in the conventional sense.
17. It is 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 of investment while remaining cautious and conservative in its initial income projections, recognising that the Charity is still at a crucial stage of development and that much remains to be done to professionalise the way the charity operates.
18. It is important to note that whilst the Charity’s overall income levels are projected to increase slowly over time, and reserves projected to decrease, this is due to the nature of the changing financial model, and reducing reliance on NHS Charities Together and gifts-in-wills. Whilst the Charity’s gross annual income has exceeded £225K in previous financial years, it will never have achieved this figure without



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significant factors such as restricted legacies or NHSCT grants. 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

19. With a Fundraising and Communications Officer now in post, voluntary donations are expected to increase by 106% in the “most-likely” 2026-27 scenario, to £90,082. £68,157 of this is projected to be unrestricted. These figures assume that the Charity will be able to launch a new staff and volunteer lottery in 2026-27, as well as receiving donations from new strands such as regular giving and payroll giving.
20. For the first time, it is proposed that three designated appeals should be launched to the public, as these can prove to be a popular way to demonstrate the benefit that donations can make, and can increase engagement from the public. The first three designated appeals will be:
 - A **“staff thank you” fund**, where patients who want to thank a crew for their work can make a direct contribution. Bids Panel would decide how this money should most effectively be spent within revised guidance and subject to their limits.
 - A **national volunteering fund**, replacing the existing separate funds for each local volunteer team.
 - A **Wish Ambulance fund**, for donations from grateful patients receiving support from this voluntary project.
21. The income projections forecast some growth in voluntary donations over the next three years, although this growth is deliberately conservative in nature due to the tough fundraising climate at the moment. Any likely increases in donations will be due to improved charity systems and increased awareness of the cause, rather than because of a growing fundraising market.
22. The Charity is unaware of any future NHSCT grant opportunities over the next twelve months – there is therefore no projected income from NHSCT grants.
23. Under the “most-likely” scenario for 2026-27, a modest, nominal figure of £15,238 has been included from legacies, rising to £16,000 in subsequent years. This could be substantially more, however, if the Charity was informed of large unexpected legacies. The average annual unrestricted income from legacies over the past six years is £10,953 – and the Charity has already been informed of two further legacies currently going through administration, potentially worth around



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£35,000 depending on the value of the estates' assets. These are expected to be paid to the Charity during 2026-2027. They have not been included as confirmed income for 2026-2027 as both estates are still going through administration.

24. A trusts and foundations figure of £110,000 has been included in the "most-likely" scenario for 2026-27, rising to £125,000 in 2027-28 and £150,000 in 2028-29. However, this will be dependent on identifying suitable projects for fundraising, which must be a joint strategic process between the Charity and the Trust.
25. It is important to note that trusts can take 6-9 months to make awards following application. Therefore this joint strategic process should start as early as possible to influence the 2026-2027 financial performance.
26. 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

27. Under this proposal, Bids Panel would be delegated an annual budget of £40,000.
28. The proposed £40,000 budget for Bids Panel would include a maximum of £10,000 to spend on Christmas dinners, vouchers and other winter wellbeing activities. This would be a reduction from the existing expenditure of £18,700, which has grown significantly in recent years, largely as a result of pressures and cost increases in the hospitality sector, which have militated against meals being provided gratis. Without such a cap on expenditure, and in the constrained fundraising environment, this growing level of expenditure is unsustainable. If this proposal was supported, the Head of Charity would meet with the Christmas Planning group from early 2026 to ensure that expenditure proposals could fit within this budget, and that alternative sponsorship or donations-in-kind be sought to cover any additional support.
29. It is proposed that, as in 2025-2026, Bursary Panel be awarded a fixed budget of £15,000 per annum, funded from unrestricted income, as opposed to the previous system where gains on investments are realised in order to fund Bursary Panel awards.
30. An estimated £5,000 will be spent on additional volunteering items (funded by designated donations from volunteer fundraising), and an estimated £10,000 will be spent on Wish Ambulance from existing designated funds.



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31. An estimated £105,851 will be spent on NHSCT grant expenditure – this includes £91,466 on the Community Resilience project (income recognised in 2025-26) and £14,385 on the Greener Communities project (income not yet confirmed – project would not go ahead without funding.)
32. An estimated £224,175 would be spent on charitable activity from restricted funds – this includes the planned spending of the longstanding Barmouth and Colwyn Bay legacies, as well as other smaller restricted legacies. This budget assumes that both the Barmouth and Colwyn Bay legacies will be spent in full by the end of March 2027 although this is dependent on reaching an agreement on how the funds should be spent. Conversations are ongoing and it is hoped that an agreement can be reached in the coming months.

Central services and core costs

33. It is recommended that £16,140 from the Charity’s designated central costs budget is delegated to the Head of Charity to cover core fundraising and marketing costs:

2026-27 direct fundraising/marketing costs	
Costs of London Marathon places	960
Costs of other challenge fundraising places	4,800
NHSCT annual membership	2,580
CRM system (annual costs)	3,000
Other fundraising and marketing spend	3,600
Outrun an Ambulance - ongoing costs	1,200

34. The costs to the Charity of the Fundraising and Communications Officer post (70% to end of September 2026, 85% from October 2026 onwards for one year) are held within a designated Central Services fund, which has already taken into account all staffing costs for a two-year initial period. The Trust has already agreed to fund the remainder proportions of these costs up to the end of September 2027.



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35. The costs to the Charity of the Head of Charity post (85% up to 6 October 2026) are held within a designated Central Services fund. The costs from 7 October 2026 onwards, where the Charity is due to be recharged 100% of all salary costs, will need to be funded from unrestricted funds. This is on the assumption that the existing fixed-term contract is extended beyond this point. A proposal will need to be considered by ELT, Charity Committee and Corporate Trustee before the end of Q1 2026-27.

RECOMMENDATION

36. The recommendation(s) are as set out in the front cover above.

NEXT STEPS

37. If approved by Corporate Trustee, the financial plans will be enacted from April 2026. Charity Committee will continue to receive quarterly monitoring against the approved plans.

Appendix 1 - Charity Financial Plans 2026-2029

Page 1 - income and expenditure forecast summary, 2026-27

		2026-27			
		Unrestricted	Designated	Restricted	Total
INCOME:	Donations	(59,563)	(21,925)	0	(81,488)
	Legacies	(15,238)	0	0	(15,238)
	Grants	0	0	(110,000)	(110,000)
	Fund Generation	(8,594)	0	0	(8,594)
	Investment	(9,951)	0	0	(9,951)
		(93,346)	(21,925)	(110,000)	(225,271)
EXPENDITURE:	Charitable Activities	40,000	30,000	224,175	294,175
	Grant Expenditure	0	0	105,851	105,851
	Raising Funds	17,457	19,984	0	37,441
	Support	49,861	51,672	0	101,533
		107,318	101,656	330,026	538,999
TRANSFERS:	Bursary	15,000	(15,000)		0
	Grant Contribution	(10,000)	0	10,000	0
		5,000	(15,000)	10,000	0
	(Surplus)/Deficit	18,972	64,731	230,026	313,729
	Estimated OB - Funds Only	(113,846)	(126,303)	(372,789)	(612,938)
	Estimated CB - Funds Only	(94,874)	(61,572)	(142,763)	(299,210)
	Estimated OB - Inc Reserves	(187,629)	(126,303)	(372,789)	(686,722)
	Estimated CB - Inc Reserves	(168,658)	(61,572)	(142,763)	(372,993)

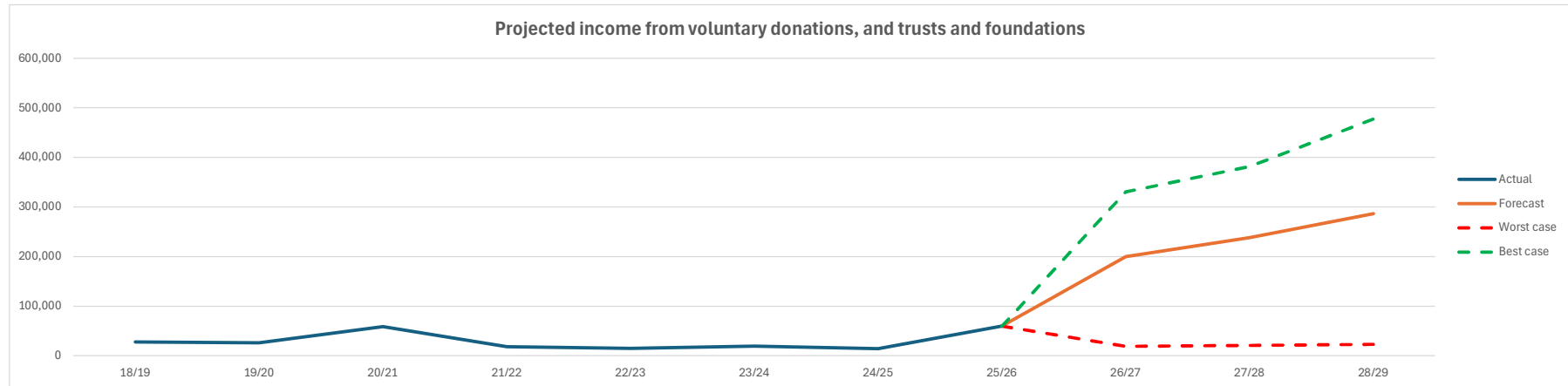
Appendix 1 - Charity Financial Plans 2026-2029

Page 2 - summary of income projections, 2026-2029

	Actuals								Projected Year End 25/26	Forecasts								
	18/19	19/20	20/21	21/22	22/23	23/24	24/25	26/27			27/28			28/29				
								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	43,813	19,000	90,082	130,591	21,000	113,289	181,579	23,000	136,738	227,473	
NHS Charities Together	0	0	110,000	625	10,566	427,080	0	142,000	0	0	0	0	0	0	0	0	0	
Legacies	3,000	0	188,000	16,719	5,000	164,886	30,000	501	0	15,238	100,000	0	16,000	100,000	0	16,000	100,000	
External Trusts and Foundations	0	0	0	0	0	0	0	15,823	0	110,000	200,000	0	125,000	200,000	0	150,000	250,000	
TOTAL FUNDRAISING INCOME	33,000	28,000	358,000	35,343	34,606	622,200	66,838	219,137	19,000	225,271	430,591	21,000	254,289	481,579	23,000	302,738	577,473	

Bank interest / investment income / other	2,000	2,000	1,000	0	4,158	10,799	22,607	17,000	9,951
TOTAL PROJECTED INCOME	33,000	28,000	358,000	35,343	34,606	622,200	66,838	219,137	225,271

Income from voluntary donations and Trusts and Foundations	28,000	26,000	59,000	17,999	14,882	19,435	14,231	59,636	19,000	200,082	330,591	21,000	238,289	381,579	23,000	286,738	477,473
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Appendix 1 - Charity Financial Plans 2026-2029

Page 3 - 2026-2029 detailed income projections

	Worst Case Scenario		
	2026 / 2027	2027 / 2028	2028 / 2029
Individual Donations from Public	4,000	4,500	5,000
In memory giving	5,000	5,000	5,000
Community Events / Staff Fundraising (in aid of)	3,000	3,500	4,000
Fundraising Campaigns (on behalf of)			
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
Corporate Giving / CSR	0	0	0
A: Unrestricted Voluntary Donations / Fundraising	17,000	18,500	20,000
"Staff thank you" fund - all donations	0	0	0
Volunteer fund - all donations	0	0	0
Wish Ambulance - all donations	2,000	2,500	3,000
B: Total Designated Appeal donations	2,000	2,500	3,000
Total Voluntary Donations (A+B)	19,000	21,000	23,000
NHS Charities Together grants	0	0	0
Legacies	0	0	0
External Trusts and Foundations	0	0	0
TOTAL FUNDRAISING INCOME	19,000	21,000	23,000

	Most Likely Scenario		
	2026 / 2027	2027 / 2028	2028 / 2029
Individual Donations from Public	13,750	15,000	17,000
In memory giving	9,000	10,000	12,000
Community Events / Staff Fundraising (in aid of)	5,363	7,000	10,000
Fundraising Campaigns (on behalf of)	6,109	8,000	10,000
Challenge Fundraising - London Marathon	4,877	5,500	5,500
Challenge Fundraising - other races	8,663	10,000	12,000
Regular Giving / Staff Lottery	8,394	15,789	17,238
Corporate Giving / CSR	12,000	15,000	17,000
A: Unrestricted Voluntary Donations / Fundraising	68,157	86,289	100,738
"Staff thank you" fund - all donations	5,625	7,000	10,000
Volunteer fund - all donations	7,500	9,000	12,000
Wish Ambulance - all donations	8,800	11,000	14,000
B: Total Designated Appeal donations	21,925	27,000	36,000
Total Voluntary Donations (A+B)	90,082	113,289	136,738
NHS Charities Together grants	0	0	0
Legacies	15,238	16,000	16,000
External Trusts and Foundations	110,000	125,000	150,000
TOTAL FUNDRAISING INCOME	215,320	254,289	302,738

	Best Case Scenario		
	2026 / 2027	2027 / 2028	2028 / 2029
Individual Donations from Public	16,000	20,000	22,500
In memory giving	12,000	15,000	20,000
Community Events / Staff Fundraising (in aid of)	7,000	10,000	15,000
Fundraising Campaigns (on behalf of)	10,000	12,000	15,000
Challenge Fundraising - London Marathon	8,000	8,000	8,000
Challenge Fundraising - other races	12,000	15,000	20,000
Regular Giving / Staff Lottery	12,591	29,079	37,473
Corporate Giving / CSR	20,000	30,000	40,000
A: Unrestricted Voluntary Donations / Fundraising	97,591	139,079	177,973
"Staff thank you" fund - all donations	8,000	10,000	12,000
Volunteer fund - all donations	10,000	15,000	17,500
Wish Ambulance - all donations	15,000	17,500	20,000
B: Total Designated Appeal donations	33,000	42,500	49,500
Total Voluntary Donations (A+B)	130,591	181,579	227,473
NHS Charities Together grants	0	0	0
Legacies	100,000	100,000	100,000
External Trusts and Foundations	200,000	200,000	250,000
TOTAL FUNDRAISING INCOME	430,591	481,579	577,473

Bank Interest / Investments
TOTAL PROJECTED INCOME

9,951
225,271

Investment projections have not been produced beyond 26-27 as expenditure plans are not yet in place beyond 26-27

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.

Corporate Trustee Meeting Date	29 January 2026
Committee Meeting Date	13 January 2026
Chair	Peter Curran

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Trustees to areas of attention)

Charity Annual Report and Accounts for 2024-25

1. The committee endorsed the Charity Annual Report and Accounts for 2024-25 and recommend them for approval by the Corporate Trustee. These documents are presented to the Trustee at its meeting on the 29 January 2026.
2. The key points to note within the accounts are as follows. These amounts were largely anticipated and planned:
 - £66.8k income during the year
 - £246.5k expenditure during the year
 - net COIF Investment loss of £5.5k
 - resulting in net movement in funds of £185k
 - a prior period adjustment of £8.4k made to correctly represent a newly identified restricted fund received via a legacy in 2011/12
3. Audit Wales attended to present their Independent Examination of the Annual Report and Accounts for 2024/25. There were no issues identified with only two minor disclosure amendments required. Subject to approval by the Corporate Trustee on 29 January 2026 the accounts will be certified by the Auditor General for Wales. The Charity Annual Return, which includes submission of the Annual Report and Accounts, will be made to the Charity Commission no later than the 31 January 2026, with confirmation being sent to the Chair of this committee of a successful submission.
4. 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.

Charity Financial Plans 2026-29

5. The committee reviewed and endorsed the charity's income and expenditure plans for 2026-2029, with the 2026-27 budget of £16,140 towards core fundraising costs, delegated to the Head of Charity and recommend them for approval by the Corporate Trustee. These documents are presented to the Trustee at its meeting on the 29 January 2026.
6. The projected income is expected to reach around £225,000 in 2026-27, of which £115,271 is unrestricted or designated, with future growth anticipated through regular giving streams such as payroll giving and lotteries. The planned deficit for 2026-27 was clarified because of the intention of spending restricted funds during 2026-27 - not overspending; and it was agreed that use of language should reflect net cash outflow as opposed to deficits.
7. The charity's voluntary donations have increased by 108% between October 2024-September 2025 versus the previous 12 months. The charity is on track to reach its 2025-26 projection for voluntary donations of £43,813, which is a 208% increase compared to voluntary donations in 2024-25. This is in addition to the new grant income of £157,823 from NHS Charities Together received in 2024-25.

ADVISE

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

8. Members welcomed **Michelle Morgan** who shared her lived experience of **raising funds in aid of the charity by running the Cardiff Half Marathon**. Michelle presented her personal journey of taking up running in early 2024, progressing from being unable to run 200 meters to completing a half marathon and raising over £335 in aid of the WAST charity. She described how joining Parkrun and a local running club significantly improved her confidence, well-being, and social connections, and how she became an ambassador for 5K Your Way race, supporting others in recovery. Michelle highlighted the positive impact of these activities on her physical and mental health, as well as her increased confidence and productivity at work. In the subsequent discussion, committee members commended Michelle's achievements and explored ways to encourage wider staff participation in charity and well-being activities, suggesting improved communication, leveraging existing staff networks, and integrating charity promotion with broader well-being initiatives. The committee recognised the value of staff-led fundraising and the importance of supporting and amplifying such efforts across the organisation.
9. A new **Code of Fundraising Practice** came into effect from 1 November 2025. As the Charity has voluntarily registered with the Fundraising Regulator, it must comply with the new code, which is driven by four key principles, i.e.. that all fundraising by participating charities must be legal, open, honest and respectful. The Charity has considered these changes to the Code and will ensure that the new Code is referenced to maintain compliance as the Charity continues to strengthen its governance procedures over the coming months.
10. Members **reflected** that the meeting was productive and open, acknowledging the ongoing challenge of balancing strategic and operational discussions. There was agreement to consider adjusting the format of reporting to the committee to avoid duplication. The committee also discussed ensuring the agenda aligns with its current maturity, possibly through an internal leadership group. The very high

quality of the reporting to the committee by colleagues was reiterated.

ASSURE

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

Charity Strategy Delivery Plan

11. The committee was updated on progress against the Charity Delivery Plan approved in July 2025. Key achievements to note since October 2024 include:
 - an increase in voluntary donations of 108% between Oct 2024 – Sept 2025, compared to the previous 12-month period
 - two new grants from NHS Charities Together, totalling £157,823, from the Community Resilience and Greener Communities Funds (see further below)
 - delivering the Charity Sports Fund scheme, which reached around 1 in 10 WAST staff members
12. The committee were assured that 27 of the 39 tasks in the plan have either been completed or are on schedule to be completed. Of the 8 tasks that have been rescheduled, 5 of these are due to the delayed appointment of the Charity's Fundraising and Communications Officer and are due to be completed by March 2026.
13. Members heard that Wish Ambulance is currently a strong candidate for lottery funding, but that there were other opportunities arising from IMTP to match Trust priorities with available grants where appropriate.
14. The Corporate Trustee will be aware that the WAST Charity Strategic Objectives are:
 - SO1:** 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
 - SO2:** The Charity will support WAST to build community resilience throughout Wales
 - SO3:** The Charity will support WAST to provide enhanced patient care, through additional projects and/or capital investment, and through testing new models of delivery

Charity Performance Report

15. The committee was assured with respect to performance against grants and learnings taken from application of grant funding and was given an overview of further grant opportunities. It was noted that NHS Charities Together has shifted from providing allocated pandemic-related funds to a more competitive grant process, with reduced funding available. Future funding from NHS Charities Together will require stronger, more competitive bids, and the charity must be agile in seeking alternative funding opportunities.
16. Notwithstanding the above, the Charity was successful in being awarded grants from NHS Charities Together of £142K as part of the community resilience fund, and £15,823 as part of the greener communities fund. The £142K will support the Trust's work on cardiac arrest response - particularly focused on improving ROSC (return of spontaneous circulation) rates in areas of health inequality, whilst the £15,823 will fund a new project to create a new green space at Ty Elwy, designed to improve staff wellbeing and biodiversity on the site.

17. Fundraising during the quarter has included our volunteers collecting at the two performances of Sleeping Beauty, staff running the Cardiff 10K and half marathons, and a family's fundraising efforts with the Wish ambulance in memory of their late mother, Karen Schiebe.

Charity Finance Update

18. Members noted that the balance of funds held as of 30 November 2025 is £840,622 comprised of £217,971 unrestricted funds; £186,959 in designated funds; and £435,692 in restricted funds. Between 01 April 2025 and 30 November 2025, the unit price of the charity's investments has increased by 2.26% resulting in an overall small gain of .c£6. The charity currently holds 1,090.14 units at a unit price of £257.6636, giving a total market value of c£280k. The committee recognised that the low level of investment returns reflected the low risk appetite and long-term nature of the investments. The position with regards to the designated funds for the Head of Chairty and Fundraising Officer posts was noted.

Bids Panel

19. The committee approved the provision of Christmas dinners, festive food and refreshments for staff and volunteers working over the Christmas period in the amount of £18,700 by Chair's Action on the 06 November 2025. This was ratified at today's meeting.
20. The committee approved an update to the Bids Panel expenditure guidance and eligibility criteria for applications.
21. The AAA reports from the Bids Panel for October and December 2025 were received noting that there was one bid over £5,000 (Christmas dinners above) which the committee approved by Chair's Action given that it was time sensitive. Two other bids were approved by the Bids Panel relating to a replacement television and portable fans, with the total awarded being £2,126.
22. The **Bursary Panel** reconvened in January after an inquorate meeting in December and reviewed 20 submissions, approving four that fully met the criteria, with one application likely to be funded through an alternative route to maximise individual benefit. The Bursary Policy is being refreshed and current spend is forecast at between 66% to 77% of the budget, depending on alternative funding decisions. A point for further consideration is the way in which funding is balanced between the Bursary and the Bids Panels, noting the high cost of academic courses, the importance of ensuring fairness in tight financial conditions, and the need to sustain funding for broader staff benefits.
23. The committee held the first part of its **Quality Governance Review** (formerly effectiveness review) for 2025/26. The committee is valued for its strong support and scrutiny of the charity's delivery plan, open discussion about achievements and challenges, and high levels of engagement underpinned by good quality papers. Members recognise a growing sense of ambition, and the committee's organisation, including well planned diary dates and timely circulation of papers, contributes to effective and productive meetings. No changes were proposed to the committee's terms of reference given the extensive review and amendments made in 2024/25 and they are before the Corporate Trustee for approval at **annex 1**.

24. Members received the **Committee Priorities** and **Cycle of Business Monitoring** report and were assured that there were no matters to escalate regarding the Committee's priorities for 2025/26 and the monitoring report was received.

RISKS

Risks discussed: The charity's risk register was received, as well as the current controls and gaps in controls. The committee was assured as to the actions being progressed to mitigate the risks. The risks are as follows:

- Risk CHAR-003 - lack of compliance with legal and regulatory framework with a current risk score of 10 (2x5)
- Risk CHAR-005 - lack of internal processes and governance structures in place to meet the conditions of grants with a current risk score of 6 (2x3)
- Risk CHAR-008 - failure to raise sufficient funds to deliver the Charity's strategic objectives with a current risk score of 12 (3x4)

New Risks Identified: N/A

COMMITTEE AGENDA FOR MEETING

Charity Annual report and accounts 2024/25 and independent examination report from Audit Wales 2024/25	Bids panel lived experience	Charity strategy delivery paper
Charity performance update	Charity funds finance update	Charity financial plans 2026-29
Bids panel expenditure guidance	2025/26 quality governance review	Risk management
Bids panel highlight reports (October and December)	Bursary panel highlight report	Committee priorities and cycle of business

COMMITTEE ATTENDANCE

Name	2 April 2025	3 July 2025	2 October 2025	13 January 2025
Peter Curran (Chair)				
Ceri Jackson				
Hannah Rowan				
Estelle Hitchon				
Chris Turley			Ed Roberts	
Lee Brooks		Mark Harris		From item 7 to 13
Andy Swinburn				
Liz Rogers	From Finance Item		Sara Williams	
Trish Mills				
Hugh Parry			Left meeting at 09:30	

COMMITTEE ATTENDANCE				
Name	2 April 2025	3 July 2025	2 October 2025	13 January 2025
Damon Turner			Left meeting at 09:30	
Marcus Viggers	From Performance Item		Left meeting at 09:30	
Julie Boalch				
Jo Kelso				
David Hopkins				
Leanne Smith			Attended for item 11	
Jackie Hatton-Bell				
Andrew Cotton				
Matt Dugdale				

	Attended
	Deputy attended
	Apologies received
	No longer member/not member



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CHARITY

CHARITY COMMITTEE

TERMS OF REFERENCE AND OPERATING ARRANGEMENTS

2025/26-2026/27

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.



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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. 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



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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.
- 2.7 In alignment with the Wellbeing of Future Generations (Wales) Act 2015, this committee will adopt a long-term perspective in its deliberations and decisions. The committee will consider the broader implications of its actions, particularly in relation to the three wellbeing objectives established by the Trust in order to contribute positively to the wellbeing of future generations. These objectives are: 1) being a socially responsible and inclusive employer, 2) fostering an innovative and sustainable organisation, and 3) ensuring we are a proactive, accessible, and equitable care provider.

3. DELEGATED RESPONSIBILITY

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.



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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 4.3 below).
- 3.8 Endorse income targets and expenditure budgets for approval by the Corporate Trustee.
- 3.9 Ensure systems and processes are in place to receive, account for, deploy and invest charitable funds, and review periodic income and expenditure statements.
- 3.10 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.
- 3.11 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.
- 3.12 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

- 3.13 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.
- 3.14 Consider the appointment of external investment advisors and operational fund managers.



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- 3.15 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

- 3.16 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

- 3.17 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.
- 3.18 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 Grant applications will be approved by the Executive Leadership Team, or by any other mechanism they determine. The outcomes of those applications will be reported to this committee for information, and the assurance on the monitoring thereof will be reported through the performance report.
- 4.2 The Committee is authorised by the Corporate Trustee to:
- (a) Approve charitable expenditure over £3,000 for Bursary Panel and £5,000 for the Bids Panel;
 - (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;



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- (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.)

4.3 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

4.4 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.



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4.5 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).

4.6 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 AND QUORUM

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



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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)
- Assistant Director of Corporate Governance and Risk
- Chairs of the Sub-Committees
- Head of Charity
- Member of the Volunteer Steering Group
- Fundraising Officer (when appointed)
- Head of Commercial (when appointed)

5.5 In the absence of the committee Chair, one of those in attendance must be designated as Chair of the meeting.

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 committee may also co-opt additional independent external members from outside the organisation to provide specialist skills, knowledge, and expertise.

5.8 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

5.9 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.



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5.10 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.

5.11 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

5.12 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 The quorum for meetings of the committee shall be two Non-Executive Directors.

6.2 While only two Non-Executive Directors are required for quorum, it is strongly recommended that all three Non-Executive Director members be present at each meeting to ensure robust discussion and effective oversight. The presence of all Non-Executive Directors is crucial for fostering diverse perspectives and maintaining rigorous challenge and scrutiny. Therefore,



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other Non-Executive Directors of the board may be co-opted to meetings where it is not possible for all three Non-Executive Directors to attend.

Frequency of meetings

- 6.3 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

- 6.4 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 AND 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.



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- 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 02 OCTOBER 2025 AT CARDIFF MRD
AND REMOTELY VIA MICROSOFT TEAMS**

Meeting started at 09:30

MEMBERS:

Peter Curran	Non-Executive Director (Committee Chair)
Ceri Jackson	Non-Executive Director

IN ATTENDANCE:

Julie Boalch	Assistant Director of Corporate Governance & Risk
Lee Brooks	Executive Director of Operations
Andrew Cotton	Fundraising and Communications Officer
Jackie Hatton-Bell	Volunteer Steering Group Member
David Husband	Support Officer (Volunteering) (Item 35/25 only)
Estelle Hitchon	Director of Partnerships and Engagement
David Hopkins	Head of Charity
Georgi Howard	Community Welfare Responder (Item 35/25 only)
Trish Mills	Director of Corporate Governance/Board Secretary
Steve Owen	Corporate Governance Officer
Alex Payne	Corporate Governance Manager
Hugh Parry	Trade Union Partner (Left during Item 35/25)
Jess Price	Head of Financial Accounting
Ed Roberts	Assistant Director of Finance
Leanne Smith	Assistant Director of Digital (Item 41/25 only)
Andy Swinburn	Executive Director of Paramedicine
Damon Turner	Trade Union Partner (Left during Item 35/25)
Marcus Viggers	Trade Union Partner (Left during Item 35/25)
Sara Williams	Workforce Policy and Governance Lead
Jenny Wilson	National Volunteer Manager

APOLOGIES:

Jo Kelso	Head of Workforce Education and Development
Liz Rogers	Deputy Director of People and Culture
Hannah Rowan	Non-Executive Director
Chris Turley	Executive Director of Finance and Corporate Resources

OBSERVERS:

Daniel King	Risk Manager
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31/25 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting and noted apologies from Jo Kelso, Liz Rogers, Hannah Rowan and Chris Turley.

The Committee RESOLVED: To Note the apologies of Jo Kelso, Liz Rogers, Hannah Rowan and Chris Turley.

32/25 DECLARATIONS OF INTEREST

There were no other declarations of interest to those already included in the Trust Register of Interests.

The Committee RESOLVED: To note there were no other declarations of interest to those already included on the register of interest.

33/25 MINUTES OF PREVIOUS MEETING AND HIGHLIGHT REPORT

The minutes of the 03 July 2025 meeting were confirmed as correct record.

The highlight report of 03 July 2025 was received.

The Committee RESOLVED To:

- 1. Approve the minutes of the 03 July 2025 meeting as a correct record;**
- 2. Receive the Highlight report dated 03 July 2025.**

34/25 ACTION LOG

Action 07/25 – Finance report - The Committee discussed the charity's position regarding reserves and indicated that it could be helpful to return to both the reserves policy and discussions regarding investment approaches in the coming months. The committee received the charity finance update and noted the detail provided. *The existing Charitable Funds Investment Policy, approved in July 2023, is due for formal review by July 2026. It is also proposed that a brief position on the Charity's reserves and investment approaches should be included within the draft Charitable Funds Policy, which is expected to be tabled for approval in January 2026. It has already been agreed that the Charity's budgets will be formally approved annually by Corporate Trustee, and this will include discussion on reserves held by the Charity.* Action to remain open, a further discussion was held under Any Other Business.

Action 23/25 – Finance Report - Ceri Jackson referred to the earlier point about risk in relation to posts commenting that it may be useful to include a brief statement in the finance report to acknowledge there are arrangements to consider potential risks and what the impact of that risk would be. Details of the risk regarding posts were also included in the Risk Register. *The risks relating to the fixed-term charity posts are included within the Charity's Risk Register. The long-term assessment of the sustainability of Charity Team roles has also been included as an action in the Charity Delivery Plan.* Action Closed.

The Committee RESOLVED To Note the position of the action log.

35/25 BIDS PANEL LIVED EXPERIENCE – CWR FUNDING - A FOCUS ON THE TRAINING RECEIVED

Members welcomed Jenny Wilson (Volunteering Manager), David Husband (Volunteer Support Officer), and Georgi Howard (Community Welfare Responder) to give details of the Community Welfare Responder (CWR) project, which was possible due to the receipt of the £315,290 NHS Charities Together Grant.

Jenny explained that the original objective of this grant was to recruit, onboard, and train 600 new Community Welfare Responders (CWR) by the end of the project period. However, due to the additional funding from the Welsh Government (WG) not being secured, the team decided to pause that target. After renegotiations with NHS Charities Together, a revised goal of 400 was agreed upon.

The Committee was informed of the project's progress: 330 volunteers have been recruited, with 198 currently active. There were 47 volunteers prepared for training after completing onboarding and Disclosure Barring Service (DBS) checks, and an additional 70 were undergoing the onboarding process. The CWR project has made a substantial positive contribution to patient care; in the first year alone, over 1,100 patients received support, with more than half able to remain at home following a 999 call.

David Husband explained that he has been involved with the project from the beginning, with a focus on the onboarding of CWR, which included handling recruitment, training, and operations. As the project expanded, managing these tasks became more complex. After a restructure this year, a functional model has been adopted; one team handles all volunteer recruitment, while support officers collaborate with operational assistants.

The need for effective mentoring of volunteers was quickly recognised. While training courses were helpful, transitioning to real-life situations required ongoing support, and a mentorship programme was developed. Community First Responders (CFR) now act as mentors, but coordinating volunteer availability with those needing mentorship remained a challenge; despite having a strong pool of mentors, timing does not always align.

David added that CWR appreciated the Support Officers who were now available across all services provided; but they also expressed a desire for consistency. Frequent changes in team members due to different contracts and secondments disrupted rapport, support, and ongoing knowledge development.

Georgi Howard, serving as a volunteer CWR and CFR, provided a comprehensive overview of her responsibilities and, during her presentation, highlighted several operational challenges confronting the project. These included issues related to volunteer mentoring and the need for consistent support. She offered a balanced evaluation, acknowledging the positive contributions of volunteers while also addressing ongoing concerns regarding underutilisation, retention, and the importance of targeted recruitment initiatives.

Georgi noted an issue of recruitment, highlighting that targeting recruitment efforts was important; as recruiting CWR solely to meet numbers may not be sustainable or beneficial for volunteers or the Trust. She suggested focusing recruitment on local requirements, available positions, and the team's capacity to mentor new members. Regarding retention, she noted that in her area, retention was approximately 50%, with many CWRs leaving due to a lack of suitable roles, skill fade, and administrative delays. These issues resulted in reduced confidence and missed opportunities to use newly acquired skills.

Ceri Jackson observed that the project's scope extended beyond the responsibilities assigned to volunteers and offered support in her capacity as Chair of the People and Culture Committee.

Ceri Jackson was keen to learn more about the approach to equality, diversity and inclusivity (EDI) in the recruitment process and was particularly interested in learning how these principles were being applied in relation to volunteer recruitment. Jenny Wilson stated that the Trust was fully aware of its EDI commitments and noted that the volunteer workforce has generally been more diverse than the staff workforce. She acknowledged that considerable progress remains to be made and that certain challenges persist in this area, adding that she was happy to discuss these matters further with Ceri.

The Committee welcomed the honest and candid feedback, acknowledged the initiative's clear benefits for patients and families, and recognised the importance of addressing operational teething issues.

Members expressed their gratitude for the team's contributions and recognised the essential role volunteers played. Additionally, they extended their appreciation to the wider CWR group, acknowledging and valuing the ongoing efforts, even when outcomes may not always fully align with intentions.

The Committee RESOLVED: To note the presentation.

36/25 CHARITY FUNDRAISING PLAN

Estelle Hitchon stated that this document represented a significant milestone, as it was the first instance of formally articulating the charity's fundraising ambitions and detailing approaches to actively increase its revenue.

David Hopkins explained that the Fundraising Plan was designed to give a detailed framework for the Charity's fundraising activities over the next three years, including:

- Project funding from NHS Charities Together, and from charitable trusts and foundations
- Individual giving and community fundraising
- Corporate giving
- In-memory giving and legacy giving

The Fundraising Plan considered internal and external situational analysis, including potential opportunities. It also included benchmarking data from the wider fundraising sector.

David Hopkins added that the Memorandum of Understanding (MOU) was valuable for strengthening internal governance and clarifying structures to external funders. The prioritisation process, with CWR as a case study, supported this. The MOU helped explain the relationship between the Charity and the Trust, which can be unfamiliar to organisations like the National Lottery, as they received few NHS charity applications.

David Hopkins added that the Plan was designed to deliver results, ensuring continued growth and development over the years. Its focus extended beyond increasing revenue to include diversifying income streams and exploring collaborative opportunities with other charitable organisations.

Ceri Jackson inquired about potential barriers related to fundraising expenditure. David Hopkins replied that this was an area requiring further examination and will be reviewed for the 2026/27 budget, which will be presented to the Committee in January 2026. Currently, fundraising expenditure, excluding staffing costs, remained low. Efforts were being made to identify activities that can be

implemented at little or no cost, with support from the NHS Charities Together Development Grant.

Estelle Hitchon added that a focus was on return on investment (ROI), which was not solely financial. The Committee needs to consider what ROI meant beyond just funding. Estelle assured members that the issues were discussed in the Executive Leadership Team (ELT) meetings and will be addressed further as solutions developed.

In terms of the recommendations, Trish Mills suggested that the Committee consider options beyond solely adopting an MOU. While an MOU might be an appropriate approach, for the final recommendation, instead of specifying that it must be addressed in an MOU, it could state that a process for joint monitoring and reporting should be established. By not specifying the format at this stage, flexibility would be maintained to explore additional solutions. It was agreed that Trish Mills, Estelle Hitchon and David Hopkins would work together to define the appropriate governance strictures going forward.

David clarified that the figures presented in the table within the report were sourced from the budget previously approved by the Corporate Trustee; therefore, these were not new numbers. His intention was to illustrate how these targets would be met through the fundraising plan. All amounts have been authorised by the Corporate Trustees.

David Hopkins added that discussions with other Health Boards and charities were underway, highlighting the potential to learn from their experience and share best practices.

The Chair added that Trusts and Foundations represented an area that have not previously been engaged with. He acknowledged this was a developing area and asked how confident the Charity was about finding viable Trusts and Foundations for success. David Hopkins explained that the outcomes will become clear over time. These targets were considered achievable given the potential opportunities available. The area of Trusts and Foundations was currently challenging and specialised. However, with focused pipeline efforts and further relationship development, there may be opportunities to utilise existing connections for the charity.

The Committee RESOLVED: To

Approve the Fundraising Plan, and endorse the three recommendations within the Plan:

- a. The Trust and Charity should jointly establish prioritisation processes for Charity projects and appeals.**

- b. The Trust and the Charity should agree an approval mechanism for the Charity's grant applications and ensure it is proportionate and manageable.**
- c. The Trust and Charity should jointly establish project monitoring and reporting mechanisms for successful grant applications, with details of these mechanisms of the structure to be determined.**

37/25 CHARITY PERFORMANCE REPORT

The Charity Performance Report was received showing performance against the NHS Charity Together (NHSCT) grants:

Stage 3 Recovery Grant Progress: As of 31 August 2025, £73,467 has been spent out of £88,000 awarded, with various projects ongoing, including a Volunteer Development Programme and Mind over Mountains. The remaining funds were to be spent by December 2025 with a projected underspend of £7,013.

Ambulance Grant Update: The Ambulance Grant has recruited 330 Community First Responders to date, with a target of 400 by February 2026. The project has been extended due to recruitment delays.

In addition to the two active grants, two further grant applications have been submitted to NHS Charities Together since the last meeting - one for £142,000 (Community Resilience Fund) and one for £15,823 (Greener Communities Fund). Members also received a verbal update on NHS Charities Together Workplace Wellbeing fund, and on plans to submit an application towards Wish Ambulance to the National Lottery Community Fund.

David Hopkins added that Mind Over Mountains was currently the only project where performance against Key Performance Indicators (KPI) was marked in red. This issue has been discussed in previous meetings, but to clarify, it was not intended to continue this project beyond the final walk, which was scheduled for next weekend.

Regarding workplace well-being grants, David Hopkins explained there have been further updates since the report. While England used a competitive grant process, with many charities involved, Wales only has nine charities. The Trust was discussing a possible joint project supporting broader NHS Wales well-being services, which may benefit the Charity but might not bring direct funding to the charity. The Charity budget currently included £30K for workplace well-being, but this was under review, and further updates will be provided as discussions progress.

Estelle Hitchon drew attention to the WISH Ambulance which provides highly valuable services, with many people regularly using or having used them.

Currently, the Charity needs both unrestricted funds and donations for specific initiatives like WISH. The challenge is communicating the importance of general contributions, which help support staff and enhance services overall. While the Charity receives generous donations from families who have benefited from WISH, the aim was to highlight ways everyone can support this work and bring comfort to those at the end of life.

The Committee RESOLVED: To receive assurance on the Charity's performance, and on the key risks and mitigations in place for the Charity's active NHSCT grants.

38/25 CHARITY FUNDS FINANCE REPORT

Ed Roberts outlined details of the report:

From 01 April 2025 to 31 August 2025, total income amounted to £28,000, comprising donations of approximately £21,000 and interest received of £7,500. No legacy or grant income was recorded during this period.

The total expenditure for the period amounted to £95,000, with charitable activities accounting for just under £6,000. Grant expenditure was approximately £62,000, primarily funded through restricted funds. Administrative and support costs totalled £27,000. Overall, there was a negative net movement of just under £67,000 for the period.

Regarding the fund balances, the total funds currently held amount to £695,000. This comprises £209,000 in unrestricted funds, £181,000 in designated funds, and £304,000 in restricted funds.

Between 01 April 2025 and 31 August 2025, the unit price of the Charity's investments increased by 1.67%, resulting in a gain of approximately £4.6k. The current holding is 1,090.14 units at a unit price of £256.1682, with a total market value of £279.3k. The investment strategy is aligned with the charity's identified risk appetite and focuses on low-risk options to maintain stability.

The Chair queried the current process in terms of profiling budgets. Jessica Price stated that the team will review the profile and budget to provide clarification regarding the initial approach, which was based on considerations from the bursaries and bids panel earlier in the year. She noted that the actual awards in the first round were less than anticipated, so the budget will be reprofiling in response to feedback and aligned with upcoming bursary panels and related activities throughout the year.

The Chair raised a question about the 1.67% return on investments, observing that higher yields are available from bank deposits. Ed Roberts responded by

noting that, in general, the stock market tends to yield higher returns over time compared to leaving funds in a bank account. The report also indicates the occurrence of a recent downward trend; however, under typical conditions for this portfolio type, returns are generally higher than standard bank interest rates. Over the recent period, however, the bank would have provided a higher return than the current investment results.

The Committee requested that it would be useful to review longer-term performance data that includes forward-looking forecasts, rather than focusing only on the current reporting period. Jessica Price reported that weekly investment monitoring showed a slight loss last week, but share equity remained at £70K. She agreed to include this longer-term data in future reports. Ed Roberts suggested adding a stock market plot and comparing current trends with returns to help identify if the portfolio aligned with the market and spot any warning signs of poor investments.

Members noted that funding for the strategy was apportioned across year one and year two, but recruitment delays have shifted timelines. It had also been noted that assurance had previously been given that funds can be carried over into future years, which was important context for the committee and should be included in the next report. Jessica Price clarified that apportionment covered staff costs for two years from the appointment date, not the original agreement date, and confirmed this detail would appear in the next financial update.

The Committee RESOLVED: To Note the contents of the report.

39/25 CHARITY COMMISSION - REGISTER OF CHARITIES

Estelle Hitchon explained that as part of the Charity Strategy Delivery Plan, it was agreed that the entry on the Charity Commission's Register should be reviewed as part of a charity governance review. It was a legal requirement to ensure that the Register of Charities was kept up to date.

Two proposed changes were recommended, and required the approval of Corporate Trustee:

- a. The addition of two new "working names" for the charity, when the official name of the Charity is not used in full.
- b. The amendment of the Charity's activities description on the Register of Charities, to better reflect its Strategic Objective.

The Committee RESOLVED: To endorse the paper and endorse the proposed changes to the Charity's working names and activities description to be approved by the Corporate Trustee at its meeting in November 2025.

40/25 RISK MANAGEMENT REPORT - CHARITY RISK REGISTER

The Committee received the new Charity Risk Register and approved inclusion of one new risk - CHAR-008 - Failure to raise sufficient funds to deliver the Charity's strategic objectives scored at 12 (3x4).

The Committee RESOLVED: To Receive the Charity Risk Register and approve the inclusion of CHAR-008 on the Risk Register for the Charity.

41/25 BIDS PANEL HIGHLIGHT REPORT – 22 SEPTEMBER 2025

Leanne Smith drew attention to the following points from the report

There were no bids over £5,000 for the Committee to approve. A total of six bids were considered, with four approved relating to the Hazardous Area Response Team (HART) Garden Project, three TVs and a picnic bench; two bids were redirected for further consideration. The total funding awarded for approved bids was £3,990.

Round 3 of the NHS Charities Together Sports Fund saw three applications reviewed by the panel, resulting in separate approvals with a total spend of £3,830.

A new risk was identified in relation to Inequitable Awarding Patterns with the potential for awards granted to similar groups or areas given awareness of the Charitable Funds is higher in some localities, services or departments. An update will be provided to the Bids Panel at a future meeting on actions to mitigate this risk and to consider the process of approving national funds which will supplement new guidance in development for applications.

Leanne Smith also noted that Christmas hamper and dinner-related bids were expected in the coming weeks. An extraordinary meeting may be required due to the associated timelines. If any bid exceeds the expenditure limit, a Chair's Action may be required by the Charity Committee before the next committee meeting in January due to the timelines involved

Following a query on the volume of bids Leanne Smith stated that the current volume appeared reasonable and consistent with past trends.

Following a conversation around regional funding, David Hopkins added that the regional funds were legacy funds, with the North historically having higher amounts for at least the past decade. He planned to review more data on the geographic distribution of bids adding that the high fund levels in the North may have resulted from an initially larger allocation, not a lack of bids.

The Committee RESOLVED: To receive and take assurance from the Bids Panel Highlight report from 22 September 2025.

42/25 BURSARY PANEL HIGHLIGHT REPORT – 18 JULY 2025

David Hopkins provided the Committee with the following update in lieu of Jo Kelso, Chair of the Bursary Panel:

The Bursary Panel met on 18 July 2025 advising that of the 35 Bursary Rounds submissions for 2025, 6 received financial support totalling £7,283.86 contributing partial funding to five MSc programmes and an Advanced Child Protection course. A second round of applications will be invited for Q3 to ensure the full fund was allocated.

David Hopkins added that the number of applications received were being closely monitored, especially those not funded or failing to meet statutory training requirements. He was working closely with Jo Kelso to improve processes and clarify guidance to reduce unnecessary rejections, aiming to approve as many applications as funding allowed.

The Committee RESOLVED: To receive and take assurance from the highlight report from 18 July 2025.

43/25 CONSENT ITEMS

The following items were presented to the Committee for information:

1. Committee Priorities & Cycle of Business Monitoring Report 2025/26

Members were assured that there were no matters to escalate regarding the Committee's priorities for 2025/26 and the monitoring report was received.

Trish Mills brought the following ongoing action to the Committee's attention: *Action 07/25 The committee discussed the charity's position regarding reserves and indicated that it could be helpful to return to both the reserves policy and discussions regarding investment approaches in the coming months.*

It was agreed that Jessica Price would ascertain what it currently stated in the 2023/24 Annual Audit Accounts regarding the charity's position in terms of reserves- and this would be proactively brought back in Q4 as part of the annual report.

Trish Mills agreed that this represented a proactive policy position concerning reserves for the upcoming year. If it coincided with the timing of

the annual report, it would naturally fall within Q4 and would not require adjustment. Therefore, the Committee should consider updating the cycle of business and accompanying notes to specify that this was not an official policy, but rather a policy position articulated in the annual report. Trish advised that this will be followed up with the Chair after this meeting to provide clarification and indicate where the relevant information was documented.

2. Liability and Indemnity - Internal Guidance for Charitable Activities

The Committee welcomed this guidance which was presented for noting.

David added this document was provided to those who took part in fundraising activity, or sporting activities supported by the Charity.

3. Volunteer Fundraising - Standard Operating Procedure (SOP)

The Committee welcomed this SOP which was presented for noting.

The Committee RESOLVED To:

- 1. Note the Committee priorities and the 2025/26 cycle of business monitoring report.**
- 2. Receive the Liability and Indemnity - Internal Guidance for Charitable Activities report**
- 3. Receive the Volunteer Fundraising - Standard Operating Procedure**

44/25 REFLECTIONS AND SUMMARY OF DECISIONS/ACTIONS

Members reflected that the Charity was making strong progress in governance and operational maturity, with positive impacts on patients and staff. Members emphasised the need to support further growth by ensuring adequate capacity within the Charity, highlighted the benefits of cross-departmental collaboration, and expressed gratitude for everyone's contributions and the quality of reporting received.

45/25 ANY OTHER BUSINESS

There were none

46/25 DATE OF NEXT MEETING – 13 January 2026

Meeting closed at: 11:15