

Bundle Reading Room 19 May 2026

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GIG
CYMRU
NHS
WALES

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

Cadeirydd

Chair: Colin Dennis

Prif Weithredwr

Chief Executive: Emma Wood

Swyddfa Cyllid ac Adnoddau Corfforaethol

Finance and Corporate Resource Office

Mrs A Hughes
Head of NHS Financial Management
Welsh Government
North Wales NHS Financial Management
Sarn Mynach
Llandudno Junction
LL31 9RZ

28th April 2026

Your ref:

Dear Andrea,

Re: MARCH 2026 (MONTH 12 2025/26) MONITORING RETURN

Please find attached the Monitoring Returns for the Welsh Ambulance Services University NHS Trust for March 2026.

All automatic validation rules incorporated in the reporting template have been successfully passed.

In line with our submitted IMTP, our opening budgets and financial plan for the year reflected the level of assumed funding, expenditure plans and savings requirement included and submitted and supported by our Commissioners and approved by the Trust Board in March 2025.

The Trust's performance against financial targets for month 12 2025/26 is as follows: -

1. Actual Year to Date 2025/26 (Tables A, B & B2)

Income assumptions reflect those agreed within the IMTP and are used to support cost pressures identified in the Trust's detailed budget setting. The key funding assumptions at the outset of 2025/26 being that the 2024/25 funding is, where applicable, fully recurrent, and the 2025/26 funding will include: -

- The nationally made available 1.77% uplift for core cost growth, which excludes any funding to meet the 2025/26 pay award costs, (which will be subject to a future additional funding allocation);
- Impact of previously agreed developments/other adjustments including income support, in line with support by Commissioners in previous and current IMTPs, along with funding for other nationally delivered projects.

Included within the income assumptions is the full pass through of 2024/25 pay funding and an assumed level of funding for Employers National Insurance contribution increase for 2025/26 funding (see below).

Mae'r Ymddiriedolaeth yn croesawu gohebiaeth yn y Gymraeg neu'r Saesneg, ac na fydd gohebu yn Gymraeg yn arwain at oedi

The Trust welcomes correspondence in Welsh or English, and that corresponding in Welsh will not lead to a delay

www.ambulance.wales.nhs.uk

Pencadlys Rhanbarthol
Ambiwylans a Chanolfan
Cyfathrebu Clinigol

Regional Ambulance
Headquarters and
Clinical Contact Centre

Beacon House
William Brown Close
Llantarnam
Cwmbran NP44 3AB
Ffôn/Tel
01633 626262

The resulting reported performance at month 12 as per Table B, is an underspend against budget of **£0.080m**

The reported total pay variance against plan as at month 12 is an underspend of **£3.144m**, set against the budgets.

The non-pay position at month 12 is a reported overspend of **£3.053m**.

Income at month 12 shows an over achievement of **£0.011m**.

2. Movement (Table A)

The Movement table has been completed in accordance with the new guidance, incorporating the submitted Annual Plan (AOP) data.

As part of our monthly ongoing review, the team review all aspects of the forecasted recurrent and non-recurrent schemes (**Action Point 11.1**)

3. Underlying Position (Table A1)

Table A1 has been adjusted to agree with Table A.

4. Risk (Table A2)

Any risks previously reported in Table A2 were continued to be reviewed right up to year end, however there are now no expected material financial risks to the reported draft year end position, subject to audit.

As noted in prior months returns, the risk related to the costs associated with the Manchester Arena Inquiry, and subsequent recommendations, both Capital and Revenue costs have been identified and if this recommendation is to be taken forward additional funding/savings would be required in order to deliver, however the risks to the services are much more than financial.

Full consideration and management of all risks will clearly be high on the agenda for the Trust Board and its relevant Committees, including Finance and Quality Committees. Alongside this, the risk of non-delivery of statutory financial duties has also been included, alongside a more detailed review of this risk on the Trust's Corporate Risk Register.

5. Monthly Profiles (Table B)

This table has now been completed in full, and in accordance with the guidance.

The tables represent the final position subject to audit, with some small movements between forecast, (**Action Point 11.2**) also included in month 12 is the pay and income accrual for the 9.4% pension accrual.

6. SOCNE SOCNI (Table B1)

This table has now been completed in full, and in accordance with the guidance.

7. Expenditure Movement (Table B2)

Table B2 has been completed in accordance with the guidance.

8. Pay and Agency/Locum (premium) Expenditure (Table B3)

Agency costs for month 12 totalled £0.076m. The current percentage of agency costs against the total pay figure remains very small, at 0.2%. This is to cover a small number of vacancies, in areas across the Trust which the Trust is having difficulties recruiting into, however it is hoped that some of these agency staff will be replaced by permanent staff in the near future. Due to the uncertainty that remains around some ICT funding that has been received on a non-recurrent basis, as such we are having to utilise agency staff in these roles to deliver the service, however as mentioned above these have non-recurrent funding and couldn't be appointed on a permanent basis.

9. Saving Plans (Table C, C1, C2 & C3)

For Month 12 the Trust is reporting planned savings (including Income generation) of £8.500m and actual savings of £8.556m, thus a small over achievement of £0.056m

10. Income/Expenditure Assumptions (Tables D, E and E1)

These are set out in Tables D, E and E1.

11. Statement of Financial Position and Aged Welsh NHS Debtors (Table F & M)

At month 12 there were no invoices over 11 weeks.

12. Cash flow (Table G)

The cash flow has been completed in accordance with the guidance, included below is the details of 'Other' receipts and 'Other' payments as shown within lines 10 and 22 of Table G.

	Apr £,000	May £,000	Jun £,000	Jul £,000	Aug £,000	Sep £,000	Oct £,000	Nov £,000	Dec £,000	Jan £,000	Feb £,000	Mar £,000	Total £,000
RECEIPTS													
other (specify in narrative)													
CRU Income	16	12	15	13	13	10	11	19	13	8	18	12	160
Other Non NHS Income	329	268	293	135	453	213	242	370	207	114	116	322	3,062
Pensions Agency	0	0	0	0	0	0	0	0	0	0	0	0	0
Vat Refund	0	435	384	0	622	381	331	359	841	433	0	561	4,347
Risk Pool Refund	1,519	0	1,020	0	8	0	283	0	388	0	547	38	3,803
Total	1,864	715	1,712	148	1,096	604	867	748	1,449	555	681	933	11,372

The cashflow reflects the amount received of £10.468m (**Action Point 11.3**)

13. Public Sector Payment Compliance (Table H)

This table has been completed in accordance with the guidance. The Trust endeavours to ensure that NHS invoices along with Non-NHS invoices are paid within targets.

The quarter 4 cumulative percentage of Non-NHS invoices paid within 30 days by number was 98.5% against a target of 95%.

14. Capital (Tables I, J and K)

The capital tables have been completed in accordance with the guidance.

The Trust can confirm that it achieved the CEL target of £33.176m (including the IFRS16 Leases funding), with a very small underspend against plan of £0.73 (*subject to audit*).

15. Committee to receive Financial Monitoring Return

The Trust confirms that financial information reported in the monitoring return is entirely consistent with financial details reported internally, including details within Trust Board papers and that of its committees.

The month 12 Financial Monitoring Return will be presented to Finance & Performance Committee on 19th May 2026.

Governance arrangements for formal sign off of the monitoring return narrative in the absence of the Director of Finance or Chief Executive will be delegated to their Deputies but in exceptional circumstances could be signed by a Senior Finance Manager and an Executive Director. Signatures on this return contain Chris Turley, Executive Director of Finance & Corporate Resources and Emma Wood, Chief Executive.

16. Other Issues

There are no other matters of major significance to draw to your attention at this stage.

As requested the email will include the Word version of this letter excluding the signatures

If you would like to discuss any matter included in this monitoring return letter or attached tables, please do not hesitate to contact me.

Yours sincerely



Chris Turley
Executive Director of Finance & Corporate Resources



Emma Wood
Chief Executive

Enc cc:
Mr C Dennis, Chairman
Non-Executive Directors Executive Directors

VALIDATION SUMMARY 2025-26

Your organisation is showing as :	WELSH AMBULANCE TRUST
Period is showing :	MAR 26
TABLE A : MOVEMENT	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE A1 : UNDERLYING POSITION	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE A2: RISKS	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE B : MONTHLY POSITIONS	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE B3 : PAY & AGENCY/LOCUM	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE C, C1 & C2 : SAVINGS SCHEMES	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE C3 : TRACKER	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE E : RESOURCE LIMITS	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE E1 : INVOICED INCOME	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE F : STATEMENT OF FINANCIAL POSITION	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE G : MONTHLY CASHFLOW	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE I : CAPITAL RESOURCE / EXPENDITURE LIMIT	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE J: CAPITAL IN YEAR SCHEMES	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE K : CAPITAL DISPOSALS	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE L : EFL	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE N : GENERAL MEDICAL SERVICES	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE O : GENERAL DENTAL SERVICES	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TABLE Q: IFRS 16	WELSH AMBULANCE TRUST IS CURRENTLY SHOWING 0 ERRORS FOR THIS TABLE
TOTAL ERRORS FOR YOUR MAR 26 RETURN IS	YOUR RETURN HAS ZERO ERRORS

Welsh Ambulance Trust

Period : Mar 26

Summary Of Main Financial Performance

Revenue Performance

		Actual YTD £'000	Annual Forecast £'000
1	Under / (Over) Performance	80	80

Table A - Movement of Opening Financial Plan to Forecast Outcome

This Table is currently showing 0 errors

Line 12 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
 Lines 1 - 12 should not be adjusted after Month 1

	In Year Effect	Non Recurring	Recurring	FYE of Recurring
	£'000	£'000	£'000	£'000
1 Underlying Position b/fwd from Previous Year - must agree to M12 MMR (Deficit - Negative Value)	-2,278	0	-2,278	-2,278
2 Cost Pressures (Negative Value)	-27,549	0	-27,549	-27,549
3 Allocation Letter Revenue Funding Uplift / WG RRL / WG Income Uplift	16,100	0	16,100	16,100
4 Other Income Uplift / (Reduction)	5,227	0	5,227	5,227
5 RRL Profile - phasing only (in-year effect should total nil /Column C)	0	0	0	0
6 Planned (Finalised) Green and Amber Savings Plan	8,350	2,275	6,075	6,075
7 Planned (Finalised) Net Income Generation	150	0	150	150
8 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
9 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0	0	0
10	0	0	0	0
11 Red, Pipeline and Planning Assumption Savings still to be finalised at Month 1	0	0	0	0
12 Opening IMTP / Annual Operating Plan	0	2,275	-2,275	-2,275
13 Reversal of Red, Pipeline and Planning Assumption Savings still to be finalised at Month 1	0	0	0	0
14 Additional In Year & Movement from Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
15 Other Movement in Month 1 Planned & In Year Net Income Generation	-99	0	-99	-99
16 Other Movement in Month 1 Planned Savings - (Underachievement) / Overachievement	155	431	-276	-226
17 Additional In Year Identified Savings - Forecast	0	0	0	0
18 Variance to Planned RRL	0	0	0	0
19 Additional In Year & Movement in Planned Welsh Government Funding & Other Income (Positive Value - additional)	0	0	0	0
20 In Year Accountancy Gains	0	0	0	0
21 Unplanned Spend Reductions	1,170	1,170	0	0
22 Unplanned Cost Pressures	-1,146	0	-1,146	-1,146
23 Planned Mitigations Yet To Be Finalised	0	0	0	0
24 Unplanned Additional Required Mitigations Yet To Be Finalised	0	0	0	0
25 Other	0	0	0	0
26 Minor movements to plan	0	0	0	0
27 Impact of WRP additional forecast	0	0	0	0
28 Income shortfall at 7% ERN	0	0	0	0
29	0	0	0	0
30	0	0	0	0
31	0	0	0	0
32	0	0	0	0
33	0	0	0	0
34	0	0	0	0
35 Forecast Outcome (- Deficit / + Surplus)	80	3,875	-3,796	-3,746

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	-236	-187	-186	-185	-186	-185	-186	-185	-186	-186	-185	-185	-2,278
2	-2,254	-2,207	-2,337	-2,316	-2,281	-2,322	-2,280	-2,309	-2,332	-2,284	-2,285	-2,342	-27,549
3	1,342	1,338	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	16,100
4	436	441	435	436	436	435	435	435	435	435	435	433	5,227
5													0
6	659	660	741	719	685	726	685	713	712	664	664	723	8,350
7	4	4	4	4	4	4	4	4	4	29	29	29	150
8													0
9													0
10													0
11													0
12	-50	50	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0	0	0
14													0
15	0	0	0	0	2	0	0	0	-25	-25	-25	-25	-99
16	54	24	-14	24	7	-52	24	110	-23	16	-69	54	155
17	0	0	0	0	0	0	0	0	0	0	0	0	0
18													0
19													0
20	0	0	0	0	0	0	0	0	0	0	0	0	0
21	0	0	0	348	166	201	168	132	-66	66	130	24	1,170
22	0	0	0	-400	-100	-100	-100	-100	-100	-100	-73	-73	-1,146
23	0	0	0	0	0	0	0	0	0	0	0	0	0
24	0	0	0	0	0	0	0	0	0	0	0	0	0
25	0	0	0	0	0	0	0	0	0	0	0	0	0
26		-73	107	-34									0
27			-213	-69	-58	-6	-41	-73	460				0
28			-82	82									0
29													0
30													0
31													0
32													0
33													0
34													0
35	4	1	-202	-49	17	43	51	69	246	-43	-37	-20	80

TABLE A : Movement of Opening Financial Plan to Forecast Outcome

Monthly Positions (- Deficit / + Surplus) reconciles to Table B Monthly Positions	Ok
Recurring & Non Recurring Analysis of In Year items is not greater than In Year items	Ok
FYE of Recurring items are greater than, or equal to, the In Year Recurring amount	Ok
FYE of Recurring items only reported against Recurring items	Ok
Has Organisation name being selected	Ok

Table A1 - Underlying Position

This Table is currently showing 0 errors

Section A - By Spend Area		Full Year Effect of Actions			Subtotal £'000	New, Recurring, Full Year Effect of Unmitigated Pressures (Lve) £'000	IMTP Underlying Position c/f £'000
		IMTP Underlying Position b/f £'000	Recurring Savings (+ve) £'000	Recurring Allocations / Income (+ve) £'000			
1	Pay - Administrative, Clerical & Board Members				0		0
2	Pay - Medical & Dental				0		0
3	Pay - Nursing & Midwifery Registered				0		0
4	Pay - Prof Scientific & Technical				0		0
5	Pay - Additional Clinical Services	(2,278)			(2,278)	(1,468)	(3,746)
6	Pay - Allied Health Professionals				0		0
7	Pay - Healthcare Scientists				0		0
8	Pay - Estates & Ancillary				0		0
9	Pay - Students				0		0
10	Non Pay - Supplies and services - clinical				0		0
11	Non Pay - Supplies and services - general				0		0
12	Non Pay - Consultancy Services				0		0
13	Non Pay - Establishment				0		0
14	Non Pay - Transport				0		0
15	Non Pay - Premises				0		0
16	Non Pay - External Contractors				0		0
17	Health Care Provided by other Orgs – Welsh LHBs				0		0
18	Health Care Provided by other Orgs – Welsh Trusts				0		0
19	Health Care Provided by other Orgs – JCC				0		0
20	Health Care Provided by other Orgs – English				0		0
21	Health Care Provided by other Orgs – Private / Other				0		0
22	Total	(2,278)	0	0	(2,278)	(1,468)	(3,746)

Section B - By Directorate		Full Year Effect of Actions			Subtotal £'000	New, Recurring, Full Year Effect of Unmitigated Pressures (Lve) £'000	IMTP Underlying Position c/f £'000
		IMTP Underlying Position b/f £'000	Recurring Savings (+ve) £'000	Recurring Allocations / Income (+ve) £'000			
1	Scheduled Care				0		0
2	Unscheduled Care	(2,278)			(2,278)	(1,468)	(3,746)
3	Mental Health				0		0
4	Community Services				0		0
5	Primary Care				0		0
6	Continuing Health Care				0		0
7	Specialised Services				0		0
8	Commissioned Services - Other				0		0
9	Clinical Support Services				0		0
10	Non-Clinical Support Services				0		0
11	Executive / Corporate Areas				0		0
12	Total	(2,278)	0	0	(2,278)	(1,468)	(3,746)

Welsh Ambulance Trust

Period : Mar 26

This Table is currently showing 0 errors

Table A2 - Overview Of Key Risks & Opportunities		FORECAST YEAR END	
		£'000	Likelihood
1			
2			
3			
	Risks (negative values)		
4	Under delivery of Amber Schemes included in Outturn via Tracker		
5	Continuing Healthcare		
6	Prescribing		
7	Pharmacy Contract		
8	Joint Commissioning Committee Performance		
9	Other Contract Performance		
10	GMS Ring Fenced Allocation Underspend Potential Claw back		
11	Dental Ring Fenced Allocation Underspend Potential Claw back		
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26	Total Risks	0	
	Further Opportunities (positive values)		
27			
28			
29			
30			
31			
32			
33			
34	Total Further Opportunities	0	
35	Current Reported Forecast Outturn	80	
36			
37	Worst Case Outturn Scenario	80	
38	Best Case Outturn Scenario	80	

Welsh Ambulance Trust

Table B - Monthly Positions

Period : Mar 26

This Table is currently showing 0 errors

A. Monthly Summarised Statement of Comprehensive Net Expenditure / Statement of Comprehensive Net Income		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Revenue Resource Limit	Actual/F'cast												0	0
2	Capital Donation / Government Grant Income (Health Board only)	Actual/F'cast												0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	587	573	566	619	501	593	578	566	588	595	641	447	6,854
4	JCC Income	Actual/F'cast	23,875	23,923	23,290	21,409	23,281	24,763	24,819	25,050	25,270	24,189	26,284	26,555	292,708
5	Welsh Government Income (Non RRL)	Actual/F'cast	661	624	1,487	4,224	6,356	1,085	2,153	287	167	2,794	2,026	17,576	39,440
6	Other Income	Actual/F'cast	404	491	335	452	490	580	430	614	368	387	407	5,334	5,334
7	Income Total		25,527	25,611	25,678	26,704	30,628	27,021	27,980	26,518	26,393	27,954	29,338	44,985	344,337
8	Primary Care Contractor (excluding drugs, including non resource limited expenditure)	Actual/F'cast												0	0
9	Primary Care - Drugs & Appliances	Actual/F'cast												0	0
10	Provided Services - Pay	Actual/F'cast	19,195	19,408	19,349	19,190	22,456	20,265	20,242	20,196	20,478	20,774	20,863	36,219	258,635
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	3,897	3,835	3,818	4,495	3,544	3,784	4,716	4,022	3,519	4,285	4,258	6,309	50,482
12	Secondary Care - Drugs	Actual/F'cast	32	34	29	44	35	58	65	71	20	55	62	24	529
13	Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
14	Non Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
15	Continuing Care and Funded Nursing Care	Actual/F'cast												0	0
16	Other Private & Voluntary Sector	Actual/F'cast	1,049	945	912	995	1,034	1,087	1,137	1,076	1,190	1,296	1,264	1,340	13,325
17	Joint Financing and Other	Actual/F'cast												0	0
18	Losses, Special Payments and Irrecoverable Debts	Actual/F'cast	69	99	455	171	136	271	234	176	(476)	88	128	143	1,492
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast												0	0
20	Total Interest Receivable - (Trust Only)	Actual/F'cast	(120)	(91)	(72)	(64)	(56)	(76)	(94)	(94)	(83)	(83)	(94)	(92)	(1,019)
21	Total Interest Payable - (Trust Only)	Actual/F'cast	20	20	20	20	20	19	19	20	20	20	(40)	(41)	117
22	DEL Depreciation/Accelerated Depreciation/Impairments	Actual/F'cast	1,382	1,382	1,382	1,592	1,598	1,598	1,598	1,836	1,479	1,632	1,609	1,535	18,623
23	AME Donated Depreciation/Impairments	Actual/F'cast				328	1,880	21	21	(842)	0	36	1,328	(382)	2,390
24	Uncommitted Reserves & Contingencies	Actual/F'cast												0	0
25	Profit/Loss Disposal of Assets	Actual/F'cast	(11)	(22)	(13)	(18)	(36)	(49)	(9)	(12)	(10)	(106)	(1)	(50)	(317)
26	Cost - Total		25,523	25,610	25,880	26,753	30,611	26,978	27,929	26,449	26,147	27,997	29,376	45,005	344,257
27	Net surplus/ (deficit)	Actual/F'cast	4	1	(202)	(49)	17	43	51	69	246	(43)	(37)	(20)	80

B. Assessment of Financial Forecast Positions

Year-to-date (YTD)	£'000	
28. Actual YTD surplus/ (deficit)	80	
29. Actual YTD surplus/ (deficit) last n	100	
30. Current month actual surplus/ (deficit)	(20)	
		Trend
31. Average monthly surplus/ (deficit)	7	◀
32. YTD /remaining months	#DIV/0!	

Full-year surplus/ (deficit) scenarios	£'000
33. Extrapolated Scenario	80
34. Year to Date Trend Scenario	80

c. DEL/AME Depreciation & Impairments

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
41	Baseline Provider Depreciation	Actual/F'cast	1,382	1,382	1,382	1,271	1,230	1,230	1,230	1,060	1,271	1,334	1,208	1,270	15,250
42	Strategic Depreciation	Actual/F'cast				114	113	113	113	116	118	115	12	12	826
43	Accelerated Depreciation	Actual/F'cast				0	0	0	0	4	0	3	13	12	32
44	Impairments	Actual/F'cast				0	0	0	0	0	0	0	66	0	66
45	IFRS 16 Leases	Actual/F'cast				207	255	255	255	656	90	180	310	242	2,450
46	Total		1,382	1,382	1,382	1,592	1,598	1,598	1,598	1,836	1,479	1,632	1,609	1,535	18,623
47	Donated Asset Depreciation	Actual/F'cast				3	3	3	3	5	3	3	3	4	30
48	Impairments (including Reversals)	Actual/F'cast				316	1,859	0	0	(842)	0	1,353	(451)	2,235	2,235
49	IFRS 16 Leases (Peppercorn)	Actual/F'cast				9	18	18	18	(5)	(3)	33	(28)	66	126
50	Total		0	0	0	328	1,880	21	21	(842)	0	36	1,328	(382)	2,390

Welsh Ambulance Trust

Table B1 - SOCNE / SOCNi Movement

Period : Mar 26

This table needs completing monthly from Month 2

Ref	TABLE B: MONTHLY POSITIONS - MONTHLY MOVEMENT ANALYSIS	M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	Total
1	Income & Expenditure Categories													
2	Revenue Resource Limit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3	Capital Donation / Government Grant Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4	Welsh NHS Local Health Boards & Trusts Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5	CC Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.6
6	Welsh Government Income (Non RRL)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.1	15.1
7	Other Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8	Total Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	15.4	15.4
9	Primary Care Contractor (excl. drugs, incl. NRL expenditure)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
10	Primary Care - Drugs & Appliances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11	Provided Services - Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12	Provider Services - Non Pay (excluding drugs & depreciation)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.7
13	Secondary Care - Drugs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
14	Healthcare Services Provided by Other NHS Bodies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
15	Non Healthcare Services Provided by Other NHS Bodies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
16	Continuing Care and Funded Nursing Care	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
17	Other Private & Voluntary Sector	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
18	Joint Financing and Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
19	Losses, Special Payments and Irrecoverable Debts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
20	Exceptional (Income) / Costs - (Trust Only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21	Total Interest Receivable - (Trust Only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22	Total Interest Payable - (Trust Only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23	DfL Depreciation/Accelerated Depreciation/Impairments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24	AMF Donated Depreciation/Impairments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25	Uncommitted Reserves & Contingencies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Profit/Loss Disposal of Assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
27	Total Expenditure	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.7
28	Forecast Outturn	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1

VARIANCE ANALYSIS £'m				VARIANCE ANALYSIS %			
v PMA	v PMF	v PMFF		v PMA	v PMF	v PMFF	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
(0.3)	0.0	0.0		-30.3%	4.4%	0.0%	
0.3	0.3	0.3		1.0%	1.1%	0.0%	
15.6	15.1	15.1		767.5%	622.1%	0.0%	
0.0	(0.1)	(0.1)		0.0%	-23.3%	0.0%	
15.6	15.3	15.3		53.3%	51.0%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
15.4	15.4	15.4		73.6%	74.0%	0.0%	
2.1	0.7	0.7		48.2%	13.0%	0.0%	
(0.0)	(0.0)	(0.0)		-61.3%	-36.8%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.1	(0.3)	(0.3)		6.0%	-17.4%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.0	(0.1)	(0.1)		13.5%	-31.6%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
(0.0)	(0.0)	(0.0)		-2.1%	27.8%	0.0%	
(0.0)	(0.1)	(0.1)		2.3%	-13.1%	0.0%	
(0.1)	(0.0)	(0.0)		-4.6%	0.1%	0.0%	
(1.7)	(0.1)	(0.1)		-128.8%	-645.4%	0.0%	
0.0	0.0	0.0		0.0%	0.0%	0.0%	
(0.0)	-0.1	-0.1		-4902.0%	-55.0%	0.0%	
0.0	15.4	15.2		53.2%	51.2%	0.0%	
0.0	0.1	0.1		-45.9%	-80.0%	0.0%	

PMA = Prior Month Actuals

PMF = Prior Month Forecast

PMFF = Prior Month Full Year Forecast

Ref	TABLE B: MONTHLY POSITIONS - PRIOR MONTH	M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	Total	Forecast
31	Income & Expenditure Categories														
32	Revenue Resource Limit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
33	Capital Donation / Government Grant Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
34	Welsh NHS Local Health Boards & Trusts Income	0.6	0.6	0.6	0.6	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.4	6.8	6.8
35	CC Income	23.9	23.9	23.3	21.4	23.3	24.8	24.8	25.1	25.3	24.2	26.3	26.3	292.4	0.0
36	Welsh Government Income (Non RRL)	0.7	0.6	1.5	4.2	6.4	1.1	2.2	0.3	0.2	2.8	2.0	2.4	24.3	0.0
37	Other Income	0.4	0.5	0.3	0.5	0.5	0.6	0.4	0.6	0.4	0.4	0.4	0.5	5.5	0.0
38	Total Income	25.5	25.6	25.7	26.7	30.6	27.0	28.0	26.5	26.4	28.0	29.3	29.7	329.0	0.0
39	Primary Care Contractor (excl. drugs, incl. NRL expenditure)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
40	Primary Care - Drugs & Appliances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
41	Provided Services - Pay	19.2	19.4	19.3	19.2	22.5	20.3	20.2	20.2	20.5	20.8	20.9	20.8	243.2	0.0
42	Provider Services - Non Pay (excluding drugs & depreciation)	3.9	3.8	3.8	4.5	3.5	3.8	4.7	4.0	3.5	4.3	4.3	4.3	48.8	0.0
43	Secondary Care - Drugs	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.5	0.0
44	Healthcare Services Provided by Other NHS Bodies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
45	Non Healthcare Services Provided by Other NHS Bodies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
46	Continuing Care and Funded Nursing Care	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
47	Other Private & Voluntary Sector	1.0	0.9	0.9	1.0	1.0	1.1	1.1	1.1	1.2	1.3	1.3	1.6	13.6	0.0
48	Joint Financing and Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
49	Losses, Special Payments and Irrecoverable Debts	0.1	0.1	0.5	0.2	0.1	0.3	0.2	0.2	(0.5)	0.1	0.1	0.2	1.6	0.0
50	Exceptional (Income) / Costs - (Trust Only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
51	Total Interest Receivable - (Trust Only)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(1.0)	0.0
52	Total Interest Payable - (Trust Only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
53	DfL Depreciation/Accelerated Depreciation/Impairments	1.4	1.4	1.4	1.6	1.6	1.6	1.6	1.8	1.5	1.6	1.6	1.5	18.6	0.0
54	AMF Donated Depreciation/Impairments	0.0	0.0	0.0	0.3	1.9	0.0	0.0	(0.8)	0.0	0.0	1.3	0.1	2.8	0.0
55	Uncommitted Reserves & Contingencies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
56	Profit/Loss Disposal of Assets	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.1)	(0.8)	0.0
57	Total Expenditure	25.5	25.6	25.9	26.8	30.6	27.0	27.9	26.4	26.1	28.0	29.4	29.8	329.0	0.0
58	Forecast Outturn	0.0	0.0	(0.3)	(0.4)	0.0	0.0	0.1	0.1	0.2	(0.0)	(0.0)	(0.1)	(0.0)	0.0

The 'Current Month' figures would come from the existing Table B:

Ref	TABLE B: MONTHLY POSITIONS - CURRENT MONTH	M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	Total
59	Income & Expenditure Categories													
60	Revenue Resource Limit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
61	Capital Donation / Government Grant Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
62	Welsh NHS Local Health Boards & Trusts Income	0.6	0.6	0.6	0.6	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.4	6.9
63	CC Income	23.9	23.9	23.3	21.4	23.3	24.8	24.8	25.1	25.3	24.2	26.3	26.6	292.7
64	Welsh Government Income (Non RRL)	0.7	0.6	1.5	4.2	6.4	1.1	2.2	0.3	0.2	2.8	2.0	2.4	24.6
65	Other Income	0.4	0.5	0.3	0.5	0.5	0.6	0.4	0.6	0.4	0.4	0.4	0.5	5.6
66	Total Income	25.5	25.6	25.7	26.7	30.6	27.0	28.0	26.5	26.4	28.0	29.3	29.7	329.3
67	Primary Care Contractor (excl. drugs, incl. NRL expenditure)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
68	Primary Care - Drugs & Appliances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
69	Provided Services - Pay	19.2	19.4	19.3	19.2	22.5	20.3	20.2	20.2	20.5	20.8	20.9	20.8	243.5
70	Provider Services - Non Pay (excluding drugs & depreciation)	3.9	3.8	3.8	4.5	3.5	3.8	4.7	4.0	3.5	4.3	4.3	4.3	50.3
71	Secondary Care - Drugs	0.0	0.0	0.0	0.0									

Welsh Ambulance Trust

Table B2 - Movements from Opening Expenditure Plan

Period :

Mar 26

Section A: Primary Care Contractor (excluding drugs, including non resource limited expenditure)	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD £'000	Forecast year-end position £'000
	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
1 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)													0	0
2 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)													0	0
3 Latest Month Actual / Forecast	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
4 Variation From Opening Annual Plan		0	0	0	0	0	0	0	0	0	0	0	0	0
Explanation of Variation:														
5 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast												0	0
6 Savings Delivery (i.e. M1 schemes movements to plan plus additional In Year schemes)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
7 Accountancy Gains	Actual/Pcast												0	0
8 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
9 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast												0	0
10 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
11 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
12 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
13 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast												0	0
14 Total Variation Explanation	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
15 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok		

In Year Recurring Impact £'000	FYE Recurring Impact £'000

Section B: Primary Care - Drugs & Appliances	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD £'000	Forecast year-end position £'000
	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
16 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)													0	0
17 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)													0	0
18 Latest Month Actual / Forecast	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
19 Variation From Opening Annual Plan		0	0	0	0	0	0	0	0	0	0	0	0	0
Explanation of Variation:														
20 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast												0	0
21 Savings Delivery (i.e. M1 schemes movements to plan plus additional In Year schemes)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
22 Accountancy Gains	Actual/Pcast												0	0
23 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
24 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast												0	0
25 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
26 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
27 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
28 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast												0	0
29 Total Variation Explanation	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
30 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok		

In Year Recurring Impact £'000	FYE Recurring Impact £'000

Section C: Provider Services - Pay	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD £'000	Forecast year-end position £'000
	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
31 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)	19,195	19,498	19,499	19,498	19,498	19,498	19,498	19,499	19,498	19,499	19,499	19,499	233,678	233,678
32 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)													0	0
33 Latest Month Actual / Forecast	Actual/Pcast	19,195	19,498	19,349	19,190	22,456	20,265	20,243	20,198	20,478	20,774	20,863	36,219	258,835
34 Variation From Opening Annual Plan		0	(89)	(180)	(308)	2,958	767	744	697	980	1,275	1,364	16,720	24,957
Explanation of Variation:														
35 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast				3,216	801	846	782	805	888	1,429	17,566	26,433	26,433
36 Savings Delivery (i.e. M1 schemes movements to plan plus additional In Year schemes)	Actual/Pcast	(41)	(65)	(81)	38	(38)	18	(26)	28	(64)	21	(107)	(370)	(370)
37 Accountancy Gains	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
38 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast				(348)	(165)	(201)	(168)	(132)	66	(66)	(24)	(1,170)	(1,170)
39 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast				400	100	100	100	100	100	73	73	1,146	1,146
40 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast	41	(25)	(108)	(368)	(154)	49	(8)	26	(17)	337	(26)	(788)	(1,074)
41 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
42 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
43 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast												0	0
44 Total Variation Explanation	Actual/Pcast	0	(90)	(180)	(308)	2,958	767	744	697	980	1,275	1,364	16,720	24,956
45 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok		

In Year Recurring Impact £'000	FYE Recurring Impact £'000
1,146	1,146

Section D: Provider Services - Non Pay (excluding drugs & depreciation)	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD £'000	Forecast year-end position £'000
	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
46 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)	3,897	3,848	3,843	3,640	3,430	3,841	3,993	3,849	3,893	4,193	4,093	4,102	46,720	46,720
47 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)													0	0
48 Latest Month Actual / Forecast	Actual/Pcast	3,897	3,835	3,818	4,495	3,544	3,784	4,718	4,922	3,519	4,285	6,309	50,482	50,482
49 Variation From Opening Annual Plan		0	(11)	(25)	855	114	(67)	723	73	(374)	92	165	2,207	3,762
Explanation of Variation:														
50 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast		(235)	(442)	354	(195)	(91)	721	83	(371)	520	222	1,538	2,110
51 Savings Delivery (i.e. M1 schemes movements to plan plus additional In Year schemes)	Actual/Pcast	(13)	41	56	(62)	31	34	2	(31)	(3)	66	48	53	224
52 Accountancy Gains	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0
53 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast												0	0
54 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast												0	0
55 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast	13	185	361	553	279		21		(496)	(105)	616	1,428	1,428
56 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
57 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast												0	0
58 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast												0	0
59 Total Variation Explanation	Actual/Pcast	0	(11)	(25)	855	114	(67)	723	73	(374)	92	165	2,207	3,762
60 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok		

In Year Recurring Impact £'000	FYE Recurring Impact £'000

Section I: Other Private & Voluntary Sector														In Year Recurring Impact			
	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position	£'000	£'000	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000			
121 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)		1,049	1,154	1,154	1,154	1,154	1,154	1,154	1,154	1,154	1,153	1,153	1,153	13,740	13,740		
122 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)														0	0		
123 Latest Month Actual / Forecast	Actual/Pcast	1,049	945	912	995	1,034	1,087	1,137	1,076	1,190	1,296	1,264	1,340	13,325	13,325		
124 Variation From Opening Annual Plan	Actual/Pcast	0	(209)	(242)	(159)	(120)	(67)	(17)	(78)	36	143	111	187	(415)	(415)		
Explanation of Variations:																	
125 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast													0	0		
126 Savings Delivery (i.e. M1 schemes movements to plan plus additional in Year schemes)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
127 Accountancy Gains	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
128 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast													0	0		
129 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast													0	0		
130 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast		(209)	(242)	(159)	(120)	(67)	(17)	(78)	36	143	111	187	(415)	(415)		
131 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast													0	0		
132 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast													0	0		
133 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast													0	0		
134 Total Variation Explanation	Actual/Pcast	0	(209)	(242)	(159)	(120)	(67)	(17)	(78)	36	143	111	187	(415)	(415)		
135 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok				

Section J: Joint Financing and Other														In Year Recurring Impact			
	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position	£'000	£'000	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000			
136 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)														0	0		
137 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)														0	0		
138 Latest Month Actual / Forecast	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
139 Variation From Opening Annual Plan	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Explanation of Variations:																	
140 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast													0	0		
141 Savings Delivery (i.e. M1 schemes movements to plan plus additional in Year schemes)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
142 Accountancy Gains	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
143 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast													0	0		
144 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast													0	0		
145 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast													0	0		
146 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast													0	0		
147 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast													0	0		
148 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast													0	0		
149 Total Variation Explanation	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
150 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok				

Section K: Total Analysis														In Year Recurring Impact			
	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position	£'000	£'000	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000			
151 Annual Plan (plus finalised savings identified at month 1) - Fixed after month 1 (Positive Value)	24,173	24,538	24,536	24,332	24,122	24,533	24,685	24,642	24,584	24,684	24,784	24,783	284,608	284,606			
152 Remove Red. Pipeline and Planning Assumptions - Fixed after month 1 (Positive Value)		0	0	0	0	0	0	0	0	0	0	0	0	0			
153 Latest Month Actual / Forecast	Actual/Pcast	24,173	24,222	24,108	24,724	27,080	25,184	26,180	25,385	25,207	26,410	26,447	43,892	322,971	322,971		
154 Variation From Opening Annual Plan	Actual/Pcast	0	(316)	(428)	392	2,947	661	1,478	723	623	1,626	1,663	19,099	28,364	28,364		
Explanation of Variations:																	
155 Additional Spend Associated with In Year Funding / Income above plan (Positive Value)	Actual/Pcast	0	(230)	(442)	364	3,020	710	1,567	865	434	1,508	1,651	19,104	28,843	28,843		
156 Savings Delivery (i.e. M1 schemes movements to plan plus additional in Year schemes)	Actual/Pcast	(64)	(26)	14	(26)	(7)	52	(24)	(110)	23	(16)	69	(64)	(186)	(186)		
157 Accountancy Gains	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
158 Unplanned Spend Reductions (i.e. re-assessment of original planned spend assumption) (Negative Value)	Actual/Pcast	0	0	0	(346)	(160)	(201)	(168)	(132)	66	(66)	(24)	(1,170)	(1,170)			
159 Unplanned Cost Pressures (bid required in narrative) (Positive Value)	Actual/Pcast	0	0	0	400	100	100	100	100	100	100	73	73	1,146	1,146		
160 Viewments of Planned (included in annual plan line above) Spend Between Categories or Periods (Positive or Negative values)	Actual/Pcast	54	(54)	0	0	0	0	0	0	0	0	0	0	0	0		ok
161 Planned Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
162 Unplanned additional required Mitigations Yet To Be Finalised (assumed in future month spend) (Negative Value)	Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
163 Other (Positive or Negative Value) - (bid required in narrative)	Actual/Pcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
164 Total Variation Explanation	Actual/Pcast	0	(316)	(428)	392	2,947	661	1,478	723	623	1,626	1,663	19,099	28,364	28,364		
165 Check Variation Fully Explained:		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok				
166 Check: The planned assumed mitigations yet to be identified profiles agrees with Line 11 of Table A		ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok				

Welsh Ambulance Trust

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This Table is currently showing 0 errors

Table B3 - Pay Expenditure Analysis

A - Pay Expenditure

		1	2	3	4	5	6	7	8	9	10	11	12		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
REF	TYPE	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Administrative, Clerical & Board Members	3,322	3,487	3,380	3,420	4,048	3,632	3,618	3,626	3,663	3,722	3,725	6,598	46,241	46,241
2	Medical & Dental	12	12	12	13	13	12	12	12	12	12	12	23	157	157
3	Nursing & Midwifery Registered	1,210	1,257	1,221	1,239	1,459	1,330	1,348	1,393	1,390	1,375	1,365	2,367	16,954	16,954
4	Prof Scientific & Technical	23	20	18	17	21	18	18	19	21	21	30	30	256	256
5	Additional Clinical Services	7,615	7,732	7,789	7,620	8,831	8,061	7,857	7,789	8,035	8,161	8,152	14,140	101,782	101,782
6	Allied Health Professionals	6,787	6,672	6,708	6,662	7,842	6,997	7,162	7,125	7,118	7,252	7,319	12,653	90,297	90,297
7	Healthcare Scientists			0	0	0	0	0	0	0	0	0	0	0	0
8	Estates & Ancillary	226	228	221	219	242	215	227	232	239	231	260	408	2,948	2,948
9	Students			0	0	0	0	0	0	0	0	0	0	0	0
10	TOTAL PAY EXPENDITURE	19,195	19,408	19,349	19,190	22,456	20,265	20,242	20,196	20,478	20,774	20,863	36,219	258,635	258,635

Analysis of Pay Expenditure

REF	TYPE	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
11	LHB Provided Services - Pay	19,195	19,408	19,349	19,190	22,456	20,265	20,242	20,196	20,478	20,774	20,863	36,219	258,635	258,635
12	Other Services (incl. Primary Care) - Pay													0	0
13	Total - Pay	19,195	19,408	19,349	19,190	22,456	20,265	20,242	20,196	20,478	20,774	20,863	36,219	258,635	258,635

B - Agency / Locum (premium) Expenditure

- Analysed by Type of Staff

		1	2	3	4	5	6	7	8	9	10	11	12		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
REF	TYPE	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Administrative, Clerical & Board Members	62	66	58	76	78	83	74	56	49	51	38	69	760	760
2	Medical & Dental													0	0
3	Nursing & Midwifery Registered													0	0
4	Prof Scientific & Technical													0	0
5	Additional Clinical Services	10	9	9	0	0	0	0	(15)	11	7	0	0	31	31
6	Allied Health Professionals				20									20	20
7	Healthcare Scientists													0	0
8	Estates & Ancillary	5	6	6	7	5	5	7	6	7	5	6	7	72	72
9	Students													0	0
10	TOTAL AGENCY/LOCUM (PREMIUM) EXPENDITURE	77	81	73	103	83	88	81	47	67	63	44	76	883	883

11 Agency/Locum (premium) % of pay

REF	TYPE	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
11	Agency/Locum (premium) % of pay	0.4%	0.4%	0.4%	0.5%	0.4%	0.4%	0.4%	0.2%	0.3%	0.3%	0.2%	0.2%	0.3%	0.3%

C - Agency / Locum (premium) Expenditure

- Analysed by Reason for Using Agency/Locum (premium)

		1	2	3	4	5	6	7	8	9	10	11	12		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
REF	REASON	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Vacancy	77	81	73	103	83	88	81	47	67	63	44	76	883	883
2	Maternity/Paternity/Adoption Leave													0	0
3	Special Leave (Paid) - inc. compassionate leave, interview													0	0
4	Special Leave (Unpaid)													0	0
5	Study Leave/Examinations													0	0
6	Additional Activity (Winter Pressures/Site Pressures)													0	0
7	Annual Leave													0	0
8	Sickness													0	0
9	Restricted Duties													0	0
10	Jury Service													0	0
11	WLI													0	0
12	Exclusion (Suspension)													0	0
13	TOTAL AGENCY/LOCUM (PREMIUM) EXPENDITURE	77	81	73	103	83	88	81	47	67	63	44	76	883	883

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Table C - Identified Expenditure Savings Schemes (Excludes Income Generation & Accountancy Gains)

This Table is currently showing 0 errors

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as % of FY YTD variance as % of YTD	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar				Green	Amber	non recurring	recurring	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	
1	Budget/Plan	483	482	560	518	484	525	479	473	472	419	419	478	5,790	5,790		0	0			
2	Pay	524	547	602	480	522	507	505	552	446	503	397	585	6,169	6,169	100.00%	6,169	0	2,706	3,464	3,514
3	Variance	41	65	41	(38)	38	(18)	26	79	(26)	84	(21)	107	379	379	6.55%	6,169	0			
4	Budget/Plan	176	178	181	201	201	201	206	240	240	245	245	245	2,560	2,560		2,560	0			
5	Non-Pay	169	137	125	263	170	167	204	271	243	177	197	192	2,335	2,335	100.00%	2,335	0	0	2,335	2,335
6	Variance	13	(41)	(56)	62	(31)	(34)	(2)	31	3	(68)	(48)	(53)	(224)	(224)	(8.77%)	-224	0			
7	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8	Primary Care - Drugs & Appliances	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
11	Secondary Care Drugs	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
12	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
13	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
14	CHC/FNC	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
15	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
16	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17	Primary Care Contractor	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
20	Healthcare Services Provided by Other Healthboards	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
21	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
22	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
23	Non-healthcare Services Provided by Other Healthboards	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
24	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
25	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
26	Other Private & Voluntary Sector	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
27	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
28	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
29	Joint Financing & Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
30	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
34	Budget/Plan	659	660	741	719	685	726	685	713	712	664	664	723	8,350	8,350		2,560	0			
35	Total	713	684	727	743	692	674	709	822	688	680	595	777	8,505	8,505		8,505	0	2,706	5,799	5,849
36	Variance	54	24	(14)	24	7	(52)	24	110	(23)	16	(69)	54	155	155		5,945	0			
37	Variance in month	8.26%	3.64%	(1.94%)	3.29%	1.01%	(7.13%)	3.52%	15.40%	(3.27%)	2.43%	(10.39%)	7.48%		1.65%						
38	In month achievement against FY forecast	8.39%	8.04%	8.55%	8.74%	8.14%	7.93%	8.33%	9.67%	8.09%	7.99%	6.99%	9.13%								

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Table C1- Savings Schemes Pay Analysis

	Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			Green	Amber	non recurring	recurring		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000		£'000
1	Budget/Plan	190	190	190	198	198	199	198	198	199	198	198	199	2,350	2,350		0	0			
2	Pay - General & Substantive	232	284	247	155	236	248	206	271	209	275	169	249	2,781	2,781	2,781	0	2,706	75	75	
3	Variance	42	94	57	(43)	38	49	8	73	11	78	(28)	50	431	431	2,780,688	0				
4	Budget/Plan	293	292	371	321	286	326	281	275	273	221	221	279	3,440	3,440		0	0			
5	Pay - Variable	292	264	355	325	286	259	281	236	228	228	228	336	3,389	3,389	3,389	0	0	3,389	3,439	
6	Variance	(1)	(29)	(16)	4	(0)	(67)	18	6	(37)	7	7	57	(52)	(52)	3,389	0				
7	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8	Pay - Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Budget/Plan	483	482	560	518	484	525	479	473	472	419	419	478	5,790	5,790		0	0			
11	Total	524	547	602	480	522	507	505	552	446	503	397	585	6,169	6,169	6,169	0	2,706	3,464	3,514	
12	Variance	41	65	41	(38)	38	(18)	26	79	(26)	84	(21)	107	379	379	6,169	0				

This Table is currently showing 0 errors

Table C3 - Tracker

EY00		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect			
Recurring (Cash Releasing & "Gift" Assistance)	Month 1 - Plan	650	650	720	710	650	720	650	710	650	710	650	720	720	8,500	8,500	2,220	6,280	0	6,280		
	Month 1 - Actual/Forecast	720	684	720	745	692	674	709	652	695	690	690	694	777	8,500	8,500	2,220	6,280	0	6,280		
	Variance	60	24	0	24	2	20	24	110	143	10	20	44	84	0	0	0	0	0	0	0	
	On Year - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	On Year - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Plan	650	650	720	710	650	720	650	710	650	710	650	720	720	8,500	8,500	2,220	6,280	0	6,280		
	Total Actual/Forecast	720	684	720	745	692	674	709	652	695	690	690	694	777	8,500	8,500	2,220	6,280	0	6,280		
	Total Variance	60	24	0	24	2	20	24	110	143	10	20	44	84	0	0	0	0	0	0	0	
	Total Variance	60	24	0	24	2	20	24	110	143	10	20	44	84	0	0	0	0	0	0	0	
Net Income Generation	Month 1 - Plan	44	44	44	44	44	44	44	44	44	44	44	44	44	511	511	0	511	0	511		
	Month 1 - Actual/Forecast	44	44	44	44	44	44	44	44	44	44	44	44	44	511	511	0	511	0	511		
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	On Year - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	On Year - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total Plan	44	44	44	44	44	44	44	44	44	44	44	44	44	511	511	0	511	0	511		
	Total Actual/Forecast	44	44	44	44	44	44	44	44	44	44	44	44	44	511	511	0	511	0	511		
	Total Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Total Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Accounting Gains	Month 1 - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Month 1 - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	On Year - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	On Year - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Total Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total	Month 1 - Plan	694	694	764	754	694	764	694	754	694	754	694	764	764	9,011	9,011	2,220	6,791	0	6,791		
	Month 1 - Actual/Forecast	764	728	764	789	736	718	763	707	739	734	734	738	821	9,011	9,011	2,220	6,791	0	6,791		
	Variance	60	24	0	24	2	20	24	110	143	10	20	44	84	0	0	0	0	0	0		
	On Year - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	On Year - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total Plan	694	694	764	754	694	764	694	754	694	754	694	764	764	9,011	9,011	2,220	6,791	0	6,791		
	Total Actual/Forecast	764	728	764	789	736	718	763	707	739	734	734	738	821	9,011	9,011	2,220	6,791	0	6,791		
	Total Variance	60	24	0	24	2	20	24	110	143	10	20	44	84	0	0	0	0	0	0		
	Total Variance	60	24	0	24	2	20	24	110	143	10	20	44	84	0	0	0	0	0	0		

Table C4 Section A- Accountancy Gains

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
1	Pay	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Non-Pay	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Primary Care - Drugs & Appliances	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Secondary Care Drugs	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
5	CHC/FNC	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Primary Care Contractor	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Healthcare Services Provided by Other Healthboards	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Non-healthcare Services Provided by Other Healthboards	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
9	Other Private & Voluntary Sector	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Joint Financing & Other	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Total	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0

Table C4 Section B - Accountancy Gains by Pay Analysis

	Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
1	Pay - General & Substantive	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Pay - Variable	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Pay - Agency	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Total	Actual only	0	0	0	0	0	0	0	0	0	0	0	0	0

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Table D - Income/Expenditure Assumptions

Annual Forecast

	LHB/Trust	Contracted Income £'000	Non Contracted Income £'000	Total Income £'000	Contracted Expenditure £'000	Non Contracted Expenditure £'000	Total Expenditure £'000
1	Swansea Bay University	526	133	659	0	99	99
2	Aneurin Bevan University	372	319	691	0	387	387
3	Betsi Cadwaladr University	865	1,190	2,055	255	145	400
4	Cardiff & Vale University	0	290	290	0	85	85
5	Cwm Taf Morgannwg University	0	947	947	0	108	108
6	Hywel Dda University	1,407	123	1,530	0	116	116
7	Powys	0	100	100	0	84	84
8	Public Health Wales	0	177	177	35	13	48
9	Velindre	1,024	305	1,329	1,164	1,064	2,228
10	DHCW	186	0	186	1,614	0	1,614
11	Welsh Ambulance Services			0			0
12	JCC	292,742	0	292,742	0	0	0
13	HEIW	500	524	1,024	0	14	14
14	NHS Executive			0			0
15	Total	297,622	4,108	301,730	3,068	2,115	5,183

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This Table is currently showing 0 errors

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Table E - Resource Limits

	STATUS OF ISSUED RESOURCE LIMIT ITEMS				Total Revenue Resource Limit £'000	Recurring (R) or Non Recurring (NR)	Total Revenue Drawing Limit £'000	Total Capital Resource Limit £'000	Total Capital Drawing Limit £'000	WG Contact and Date Item First Entered into Table
	HCHS £'000	Pharmacy £'000	Dental £'000	GMS £'000						
1. BASE ALLOCATION										
1	LATEST ALLOCATION LETTER/SCHEDULE REF:									
2	Total Confirmed Funding				0					
2. ANTICIPATED ALLOCATIONS										
3	DEL Non Cash Depreciation - Baseline Surplus / Shortfall				0					
4	DEL Non Cash Depreciation - Strategic				0					
5	DEL Non Cash Depreciation - Accelerated				0					
6	DEL Non Cash Depreciation - Impairment				0					
7	DEL Non Cash Depreciation - IFRS 16 Leases				0					
8	AME Non Cash Depreciation - IFRS 16 Leases (Peppercorn)				0					
9	AME Non Cash Depreciation - Donated Assets				0					
10	AME Non Cash Depreciation - Impairment				0					
11	AME Non Cash Depreciation - Impairment Reversals				0					
12	Removal of Donated Assets / Government Grant Receipts				0					
13	Removal of IFRS-16 Leases (Revenue)				0					
14	Real Living Wane (Care Homes)				0					
15					0					
16					0					
17					0					
18					0					
19					0					
20					0					
21					0					
22					0					
23					0					
24					0					
25					0					
26					0					
27					0					
28					0					
29					0					
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31					0					
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43					0					
44					0					
45					0					
46					0					
47					0					
48					0					
49					0					
50					0					
51					0					
52					0					
53					0					
54					0					
55					0					
56					0					
57					0					
58					0					
59	Revenue Working Balances Request				0					
60	Capital Working Balances Request				0					
61	Capital IFRS16 Leases Working Balances Request				0					
62	Total Anticipated Funding				0	0	0	0	0	
3. TOTAL RESOURCES & BUDGET RECONCILIATION										
63	Confirmed Resources Per 1. above				0	0	0	0	0	
64	Anticipated Resources Per 2. above				0	0	0	0	0	
65	Total Resources				0	0	0	0	0	

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This Table is currently showing 0 errors

Table E1 - Invoiced Income Streams - TRUSTS ONLY

Ref	Swansea Bay ULHB	Aneurin Bevan ULHB	Betsi Cadwaladr ULHB	Cardiff & Vale ULHB	Cwm Taf Morgannwg ULHB	Hywel Dda ULHB	Powys LHB	Public Health Wales NHS Trust	Welsh Ambulance NHS Trust	Vallindre NHS Trust	NWSSP	DHCW	HEIW	WG	JCC	Other (please specify)	Total	WG Contact, date item first entered into table and whether any invoice has been raised.
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
1	659	691	2,055	290	947	1,530	100	177		1,329		186	1,024	39,440	292,742	4,546	345,716	
Details of Anticipated Income																		
2																	0	
3																	0	
4																	0	
5																	0	
6																	0	
7																	0	
8																	0	
9																	0	
10																	0	
11																	0	
12														(1,380)			(1,380)	unt already repaid however had to include as causes a validation
13																	0	
14																	0	
15																	0	
16																	0	
17																	0	
18																	0	
19																	0	
20																	0	
21																	0	
22																	0	
23																	0	
24																	0	
25																	0	
26																	0	
27																	0	
28																	0	
29																	0	
30																	0	
31																	0	
32																	0	
33																	0	
34																	0	
35																	0	
36	659	691	2,055	290	947	1,530	100	177	0	1,329	0	186	1,024	38,060	292,742	4,546	344,337	



Welsh Ambulance Trust

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This table needs completing monthly from Month: 3
This Table is currently showing 0 errors

Table F - Statement of Financial Position For Monthly Period

	Opening Balance Beginning of Apr 25 £'000	Closing Balance End of Mar 26 £'000	Forecast Closing Balance End of Mar 26 £'000
Non-Current Assets			
1 Property, plant and equipment	109,202	125,567	125,567
2 Intangible assets	3,662	2,313	2,313
3 Trade and other receivables	401	388	388
4 Other financial assets	0	0	0
5 Non-Current Assets sub total	113,265	128,268	128,268
Current Assets			
6 Inventories	2,114	2,307	2,307
7 Trade and other receivables	15,163	27,925	27,925
8 Other financial assets	0	0	0
9 Cash and cash equivalents	8,036	17,877	17,877
10 Non-current assets classified as held for sale	0	0	0
11 Current Assets sub total	25,313	48,109	48,109
12 TOTAL ASSETS	138,578	176,377	176,377
Current Liabilities			
13 Trade and other payables	29,488	36,283	36,283
14 Borrowings (Trust Only)	1,900	1,282	1,282
15 Other financial liabilities	0	0	0
16 Provisions	4,617	21,708	21,708
17 Current Liabilities sub total	36,005	59,273	59,273
18 NET ASSETS LESS CURRENT LIABILITIES	102,573	117,104	117,104
Non-Current Liabilities			
19 Trade and other payables	0	0	0
20 Borrowings (Trust Only)	5,890	5,215	5,215
21 Other financial liabilities	0	0	0
22 Provisions	6,580	8,161	8,161
23 Non-Current Liabilities sub total	12,470	13,376	13,376
24 TOTAL ASSETS EMPLOYED	90,103	103,728	103,728
FINANCED BY: Taxpayers' Equity			
25 General Fund	0	0	0
26 Revaluation Reserve	13,054	14,130	14,130
27 PDC (Trust only)	80,343	90,811	90,811
28 Retained earnings (Trust Only)	(3,294)	(1,213)	(1,213)
29 Other reserve	0	0	0
30 Total Taxpayers' Equity	90,103	103,728	103,728

EXPLANATION OF ALL PROVISIONS	Opening Balance Beginning of Apr 25	Closing Balance End of Mar 26	Closing Balance End of Mar 26
31 Clinical Negligence	1,758	19,295	19,295
32 Personal Injury and special payments	830	775	775
33 Personal Injury-PIBS	7,133	6,551	6,551
34 Defence legal fees and other administration	345	456	456
35 Pensions-other staff PIBS	57	32	32
36 Redress	201	125	125
37 Restructurings	0	0	0
38 Other	873	2,635	2,635
39			
40 Total Provisions	11,197	29,869	29,869

ANALYSIS OF WELSH NHS RECEIVABLES (current month)	£'000
41 Welsh NHS Receivables Aged 0 - 10 weeks	3,643
42 Welsh NHS Receivables Aged 11 - 16 weeks	0
43 Welsh NHS Receivables Aged 17 weeks and over	0

ANALYSIS OF TRADE & OTHER PAYABLES (opening, current & closing)	£'000	£'000	£'000
44 Capital	5,331	10,197	10,197
45 Revenue	24,157	26,086	26,086

ANALYSIS OF CASH (opening, current & closing)	£'000	£'000	£'000
46 Capital	5,331	10,197	10,197
47 Revenue	2,705	7,680	7,680

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This Table is currently showing 0 errors

This table needs completing monthly from Month: 2

Table G - Monthly Cashflow Forecast

	April £'000	May £'000	June £'000	July £'000	Aug £'000	Sept £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £,000	Total £,000
RECEIPTS													
1	WG Revenue Funding - Cash Limit (excluding NCL) - LHB & SHA only												0
2	WG Revenue Funding - Non Cash Limited (NCL) - LHB & SHA only												0
3	549	20	1,335	18	3,558	1,749	0	1,024	47	9,143	4,018	3,349	24,810
4	WG Capital Funding - Cash Limit - LHB & SHA only												0
5	25,011	23,490	24,610	24,034	23,866	30,320	25,132	25,227	24,766	24,765	25,185	26,068	302,474
6	Short Term Loans - Trust only												0
7	0	0		0	4,000	0	0	0	0	0	0	6,468	10,468
8	120	91	71	63	56	76	95	94	83	83	94	93	1,019
9	1	22	13	18	36	49	9	12	0	106	1	50	317
10	1,864	715	1,712	148	1,096	604	867	748	1,449	555	681	933	11,372
11	27,545	24,338	27,741	24,281	32,612	32,798	26,103	27,105	26,345	34,652	29,979	36,961	350,460
PAYMENTS													
12	Primary Care Services : General Medical Services												0
13	Primary Care Services : Pharmacy Services												0
14	Primary Care Services : Prescribed Drugs & Appliances												0
15	Primary Care Services : General Dental Services												0
16	Non Cash Limited Payments												0
17	18,471	19,066	18,996	18,889	20,289	21,007	19,843	19,940	20,038	20,210	20,293	20,337	237,379
18	4,428	9,109	6,088	8,827	4,801	5,744	5,459	6,272	7,400	6,060	5,569	6,345	76,102
19	Short Term Loan Repayment - Trust only												0
20	0											0	0
21	3,453	1,383	620	289	330	1,096	1,532	1,797	1,353	933	3,929	9,612	26,327
22	133	139	0	133	15	0	134	0	0	228	0	29	811
23	26,485	29,697	25,704	28,138	25,435	27,847	26,968	28,009	28,791	27,431	29,791	36,323	340,619
24	1,060	(5,359)	2,037	(3,857)	7,177	4,951	(865)	(904)	(2,446)	7,221	188	638	
25	8,036	9,096	3,737	5,774	1,917	9,094	14,045	13,180	12,276	9,830	17,051	17,239	
26	9,096	3,737	5,774	1,917	9,094	14,045	13,180	12,276	9,830	17,051	17,239	17,877	

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This table needs completing on a quarterly basis

Table H - PSPP

NOTE: Data to 1 decimal place

30 DAY COMPLIANCE		ACTUAL Q1			ACTUAL Q2		ACTUAL Q3		ACTUAL Q4		YEAR TO DATE		FORECAST YEAR END	
		Target %	Actual %	Variance %	Actual %	Variance %	Actual %	Variance %	Actual %	Variance %	Actual %	Variance %	Forecast %	Variance %
PROMPT PAYMENT OF INVOICE PERFORMANCE														
1	% of NHS Invoices Paid Within 30 Days - By Value	95.0%	90.7%	-4.3%	98.6%	3.6%	96.3%	1.3%	98.0%	3.0%	95.9%	0.9%	95.9%	0.9%
2	% of NHS Invoices Paid Within 30 Days - By Number	95.0%	96.4%	1.4%	91.0%	-4.0%	96.1%	1.1%	98.3%	3.3%	95.0%	0.0%	95.0%	0.0%
3	% of Non NHS Invoices Paid Within 30 Days - By Value	95.0%	98.8%	3.8%	99.5%	4.5%	98.3%	3.3%	97.9%	2.9%	98.8%	3.8%	98.8%	3.8%
4	% of Non NHS Invoices Paid Within 30 Days - By Number	95.0%	98.7%	3.7%	98.8%	3.8%	97.7%	2.7%	98.5%	3.5%	98.4%	3.4%	98.4%	3.4%

10 DAY COMPLIANCE		ACTUAL Q1		ACTUAL Q2		ACTUAL Q3		ACTUAL Q4		YEAR TO DATE		FORECAST YEAR END	
		Actual %		Actual %		Actual %		Actual %		Actual %		Actual %	
PROMPT PAYMENT OF INVOICE PERFORMANCE													
5	% of NHS Invoices Paid Within 10 Days - By Value	40.7%		24.5%		39.1%		13.0%		28.4%		28.4%	
6	% of NHS Invoices Paid Within 10 Days - By Number	34.9%		33.5%		55.6%		33.1%		37.5%		37.5%	
7	% of Non NHS Invoices Paid Within 10 Days - By Value	39.9%		29.6%		56.8%		43.4%		40.6%		40.6%	
8	% of Non NHS Invoices Paid Within 10 Days - By Number	58.9%		54.0%		52.1%		49.6%		53.5%		53.5%	

Welsh Ambulance Trust

Period : Mar 26

This Table is currently showing 0 errors

Table I - 2025-26 Capital Resource / Expenditure Limit Management

£'000 33,176
 Approved CRL / CEL issued at : 31/3/26

Ref:	Performance against CRL / CEL	Year To Date			Forecast		
		Plan £'000	Actual £'000	Variance £'000	Plan £'000	F'cast £'000	Variance £'000
	<i>Gross expenditure</i>						
	All Wales Capital Programme:						
	Schemes:						
1	ESMCP - Control Room Solutions	421	421	0	421	421	0
2	MDVS	72	72	0	72	72	0
3	Special Operational Response Teams (SORT) Enhancement Equipment	290	290	0	290	290	0
4	Welsh Ambulance Services NHS Trust – Vehicle Replacement Programme – 2025-26	22,452	22,452	0	22,452	22,452	0
5	TEF - Infrastructure	300	300	0	300	300	0
6	TEF - Decarbonisation	707	707	0	707	707	0
7	Replacement PC/Laptops, Server & Switch upgrades - End of Year Digital funding 2025-	550	550	0	550	550	0
8	EA Chassis 26-27 - End of Year funding 2025-26	1,290	1,290	0	1,290	1,290	0
9	Voice Conference & Voice Recorders Upgrade - End of Year Digital Funding 2025-26	296	296	0	296	296	0
10				0			0
11				0			0
12				0			0
13				0			0
14				0			0
15				0			0
16				0			0
17				0			0
18				0			0
19				0			0
20				0			0
21				0			0
22				0			0
23				0			0
24				0			0
25				0			0
26				0			0
27				0			0
28				0			0
29				0			0
30				0			0
31				0			0
32				0			0
33				0			0
34				0			0
35				0			0
36				0			0
37				0			0
38				0			0
39				0			0
40				0			0
41				0			0
42	Sub Total	26,378	26,378	0	26,378	26,378	0
	Discretionary:						
43	I.T.	1,149	1,149	0	1,149	1,149	0
44	Equipment	250	250	0	250	250	0
45	Statutory Compliance	0	0	0	0	0	0
46	Estates	4,507	4,507	0	4,507	4,507	0
47	Mental Health			0			0
48	Other	42	42	0	42	42	0
49	Sub Total	5,948	5,948	0	5,948	5,948	0



	Other (Including IFRS 16 Leases) Schemes:						
50	IFRS16 – 2025- 26 Tranche 1	244	244	0	244	244	0
51	IFRS16 – 2025- 26 Tranche 2	218	218	0	218	218	0
52	IFRS16 – 2025-26 March (229)	229	229	0	229	229	0
53	TRANSFER OF lease of Unit 25, Samlet Road, from Velindre	159	159	0	159	159	0
54				0			0
55				0			0
56				0			0
57				0			0
58				0			0
59				0			0
60				0			0
61				0			0
62				0			0
63				0			0
64				0			0
65				0			0
66				0			0
67				0			0
68				0			0
69				0			0
70	Sub Total	850	850	0	850	850	0
71	Total Expenditure	33,176	33,176	0	33,176	33,176	0
	Less:						
	Capital grants & Capital AME (e.g. dilapidations):						
72				0			0
73				0			0
74				0			0
75				0			0
76				0			0
77	Sub Total	0	0	0	0	0	0
	Donations:						
78				0			0
79	Sub Total	0	0	0	0	0	0
	Asset Disposals:						
80				0			0
81				0			0
82				0			0
83				0			0
84				0			0
85				0			0
86				0			0
87				0			0
88				0			0
89				0			0
90				0			0
91	Sub Total	0	0	0	0	0	0
92	Technical Adjustments			0			0
93	CHARGE AGAINST CRL / CEL	33,176	33,176	0	33,176	33,176	0
94	PERFORMANCE AGAINST CRL / CEL (Under)/Over		(0)			(0)	

Welsh Ambulance Trust

Period : Mar 26

This Table is currently showing 0 error

Table J - In Year Capital Scheme Profiles

Ref:	All Wales Capital Programme: Schemes:	Project Manager	In Year Forecast		Capital Expenditure Monthly Profile												YTD £'000	Total £'000	Risk Level
			Min. £'000	Max. £'000	April £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000			
1	ESMCP - Control Room Solutions	A WILLIAMS	421	421	0	0	0	0	71	0	0	23	0	0	327	0	421	421	Low
2	MDVS	A WILLIAMS	72	72	0	0	0	0	0	0	0	0	0	0	72	0	72	72	Low
3	Special Operational Response Teams (SORT) Enhancement	D HOLMES	290	290	0	0	0	0	0	0	0	1	1	0	10	278	290	290	Low
4	Welsh Ambulance Services NHS Trust – Vehicle Replacement	D HOLMES	22,452	22,452	1,142	228	256	379	236	875	1,363	1,529	695	56	2,897	12,798	22,452	22,452	Low
5	TEF - Infrastructure	R DAVIES	300	300	0	0	2	6	21	19	6	11	9	6	0	221	300	300	Low
6	TEF - Decarbonisation	R DAVIES	707	707	0	0	0	8	21	(6)	4	4	51	268	53	306	707	707	Low
7	Replacement PC/Laptops, Server & Switch upgrades - End of Year	A WILLIAMS	550	550	0	0	0	0	0	0	0	0	0	0	206	344	550	550	Low
8	EA Chassis 26-27 - End of Year funding 2025-26	D HOLMES	1,290	1,290	0	0	0	0	0	0	0	0	0	0	0	1,290	1,290	1,290	Low
9	Voice Conference & Voice Recorders Upgrade - End of Year	A WILLIAMS	296	296	0	0	0	0	0	0	0	0	0	0	0	296	296	296	Low
10																	0	0	
11																	0	0	
12																	0	0	
13																	0	0	
14																	0	0	
15																	0	0	
16																	0	0	
17																	0	0	
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34																	0	0	
35																	0	0	
36																	0	0	
37																	0	0	
38																	0	0	
39																	0	0	
40																	0	0	
41																	0	0	
42	Sub Total		26,378	26,378	1,142	226	258	392	349	886	1,374	1,568	755	330	3,565	15,533	26,378	26,378	
Discretionary:																			
43	I.T.	A WILLIAMS	1,149	1,149	(32)	177	29	12	66	111	41	49	92	36	(94)	662	1,149	1,149	Low
44	Equipment	D HOLMES	250	250	90	11	17	(82)	10	33	36	13	19	3	27	73	250	250	Low
45	Statutory Compliance	R DAVIES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Low
46	Estates	R DAVIES	4,507	4,507	12	(16)	110	(132)	(135)	52	57	163	487	441	386	3,083	4,507	4,507	Low
47	Mental Health	N/A															0	0	Low
48	Other	E ROBERTS	42	42	5	2	4	0	0	5	3	4	0	7	7	5	42	42	Low
49	Sub Total		5,948	5,948	75	173	160	(202)	(69)	201	137	229	598	487	326	3,823	5,948	5,948	
Other Schemes (Including IFRS 16 Leases):																			
50	IFRS16 – 2025- 26 Tranche 1	R DAVIES	244	244	0	0	0	0	0	0	0	0	0	0	0	244	244	244	Low
51	IFRS16 – 2025- 26 Tranche 2	R DAVIES	218	218												218	218	218	Low
52	IFRS16 – 2025-26 March (229)	R DAVIES	229	229												229	229	229	Low
53	TRANSFER OF lease of Unit 25, Samlet Road, from Velindre to NHS Wales	R DAVIES	159	159												159	159	159	Low
54																	0	0	
55																	0	0	
56																	0	0	
57																	0	0	
58																	0	0	
59																	0	0	
60																	0	0	
61																	0	0	
62																	0	0	
63																	0	0	
64																	0	0	
65																	0	0	
66																	0	0	
67																	0	0	
68																	0	0	
69																	0	0	
70	Sub Total		849	849	0	0	0	0	0	0	0	0	0	0	0	850	850	850	
71	Total Capital Expenditure		33,175	33,175	1,217	399	418	190	290	1,087	1,511	1,797	1,353	817	3,891	20,206	33,176	33,176	

Table K - Capital Disposals

This Table is currently showing 0 errors

A: In Year Disposal of Assets

	Description	Date of Ministerial Approval to Dispose (Land & Buildings only)	Date of Ministerial Approval to Retain Proceeds > £0.5m	Date of Disposal	NBV	Sales Receipts	Cost of Disposals	Gain/ (Loss)	Comments
		MM/YY (text format, e.g. Apr 25)	MM/YY (text format, e.g. Apr 25)	MM/YY (text format, e.g. Feb 26)	£'000	£'000	£'000	£'000	
1	Overage vehicles and equipment	n/a	n/a	25-26	0	317		317	
2								0	
3								0	
4								0	
5								0	
6								0	
7								0	
8								0	
9								0	
10								0	
11								0	
12								0	
13								0	
14								0	
15								0	
16								0	
17								0	
18								0	
19								0	
	Total for in-year				0	317	0	317	

B: Future Years Disposal of Assets

	Description	Date of Ministerial Approval to Dispose (Land & Buildings only)	Date of Ministerial Approval to Retain Proceeds > £0.5m	Date of Disposal	NBV	Sales Receipts	Cost of Disposals	Gain/ (Loss)	Comments
		MM/YY (text format, e.g. April 26)	MM/YY (text format, e.g. April 26)	MM/YY (text format, e.g. Feb 27)	£'000	£'000	£'000	£'000	
20								0	
21								0	
22								0	
23								0	
24								0	
25								0	
26								0	
27								0	
28								0	
29								0	
30								0	
31								0	
32								0	
33								0	
34								0	
35								0	
36								0	
37								0	
38								0	
	Total for future years				0	0	0	0	

Welsh Ambulance Trust

Period : Mar 26

This Table is currently showing 0 errors

This table needs completing monthly from Month: 3

Table L: EXTERNAL FINANCING LIMIT

REF		Full Year Per WG £'000	Full Year Per Trust £'000	Planning Variance £'000	Actual to date £'000
	<i>NET FINANCIAL CHANGE</i>	A	B	C	D
1	Retained surplus/(deficit) for period	80	80	0	80
2	Depreciation	18,625	18,624	(1)	18,623
3	Depreciation on Donated Assets			0	
4	DEL and AME Impairments	2,390	2,390	0	2,390
5	Net gain/loss on disposal of assets		(317)	(317)	(317)
6	Profit/loss on sale term of disc ops			0	
7	Proceeds of Capital Disposals		317	317	317
8	Other Income (specify)	1,771	1,771	0	1,771
9	<i>APPLICATION OF FUNDS</i>				
10	Capital Expenditure	(32,326)	(32,326)	0	(32,326)
11	Other Expenditure/ IFRS 16 Lease Payments Exc. Interest & VAT (ROU)	(850)	(850)	0	(850)
	<i>MOVEMENTS IN WORKING CAPITAL</i>				
12	Inventories	(193)	(193)	0	(193)
13	Current assets - Trade and other receivables	(13,201)	(12,749)	452	(12,748)
14	Current liabilities - Trade and other payables	6,795	6,795	0	6,796
15	Non current liabilities - Trade and other payables	0	0	0	0
16	Provisions	18,672	18,672	0	18,672
17	Sub total - movement in working capital	12,073	12,525	452	12,527
18	NET FINANCIAL CHANGE	1,763	2,214	451	2,215
	<i>EFL REQUIREMENT TO BE MET BY</i>				
19	Increase in Public Dividend Capital	10,920	10,468	(452)	10,468
20	Net change in temporary borrowing			0	
21	Change in bank deposits and interest bearing securities	(9,841)	(9,841)	0	(9,841)
22	Net change in finance lease payables	(2,842)	(2,841)	1	(2,842)
23	TOTAL EXTERNAL FINANCE	(1,763)	(2,214)	(451)	(2,215)

Table N - General Medical Services

This Table is currently showing 0 errors

Table to be completed from Q1 / Month: 3

Operating Expenditure - ring fenced GMS budget

SUMMARY OF GENERAL MEDICAL SERVICES FINANCIAL POSITION						Year to Date
	LINE NO.	WG Allocation £000's	Current Plan £000's	Forecast Outturn £000's	Variance £000's	£000's
Global Sum	1					
Practice support payment	2					
Total Global Sum and MPIG	3				0	0
QIF Aspiration Payments	4					
QIF Achievement Payments	5					
QIF - Access Achievement Payments	6					
Total Quantity	7				0	0
Direct Supplementary Services (To equal data in Section A (i) Line 30)	8				0	
National Supplementary Services (To equal data in Section A (ii) Line 40)	9				0	
Local Supplementary Services (To equal data in Section A (iii) Line 93)	10				0	
Total Supplementary Services (To equal data in section A Line 94)	11		0	0	0	0
LHB Administered (To equal data in Section B Line 108)	12				0	
Premises (To equal data in section C Line 137)	13				0	
IM & T	14				0	
Out of Hours (including OOHDF)	15				0	
Dispensing (To equal data in Line 153)	16				0	
Total	17	0	0	0	0	0

SUPPLEMENTARY INFORMATION

Directed Enhanced Services Section A (i)		LINE NO.	£000's	£000's	£000's	£000's	£000's
Childhood Immunisation Scheme		18				0	
Mental Health		19				0	
Influenza & Pneumococcal Immunisations Scheme		20				0	
Services for Violent Patients		21				0	
Minor Surgery Fees		22				0	
MENU of Agreed DSS							
Asylum Seekers & Refugees		23				0	
Care of Diabetes		24				0	
Care Homes		25				0	
Extended Surgery Opening		26				0	
Gender Identity		27				0	
Homeless		28				0	
Oral Anticoagulation with Warfarin		29				0	
TOTAL Supplementary Services (must equal line 8)		30		0	0	0	0

National Supplementary Services A (ii)		LINE NO.	£000's	£000's	£000's	£000's	£000's
INR Monitoring		31				0	
Shared care drug monitoring (Near Patient Testing)		32				0	
Drug Misuse		33				0	
IUCD		34				0	
Alcohol misuse		35				0	
Depression		36				0	
Minor injury services		37				0	
Diabetes		38				0	
Services to the homeless		39				0	
TOTAL National Supplementary Services (must equal line 9)		40		0	0	0	0

Local Supplementary Services	A (iii)	LINE NO.	£000's	£000's	£000's	£000's	£000's
ADHD		41					0
Asylum Seekers & Refugees		42					0
Cardiology		43					0
Care Homes		44					0
Care of Diabetes		45					0
Chiropody		46					0
Counselling		47					0
Depo - Provera (including Implanon & Nexplanon)		48					0
Dermatology		49					0
Dietetics		50					0
DOAC/NOAC		51					0
Drugs Misuse		52					0
Extended Minor Surgery		53					0
Gonaderlins		54					0
Homeless		55					0
HPV Vaccinations		56					0
Immunisations (inc Pertussis excluding DES - Childhood Imm & Influenza & Pneumococcal Imm)		57					0
Learning Disabilities		58					0
Lithium / INR Monitoring		59					0
Local Development Schemes		60					0
Mental Health		61					0
Minor Injuries		62					0
MMR		63					0
Multiple Sclerosis		64					0
Muscular Skeletal		65					0
Nursing Homes		66					0
Orthopaedic (Upper Limb GPwSi/Clinical Assessments)		67					0
Osteopathy		68					0
Phlebotomy		69					0
Physiotherapy (inc MT3)		70					0
Referral Management		71					0
Respiratory (inc COPD)		72					0
Ring Pessaries		73					0
Sexual Health Services		74					0
Shared Care		75					0
Smoking Cessation		76					0
Substance Misuse		77					0
Suturing		78					0
Swine Flu		79					0
Transport/Ambulance costs		80					0
Vasectomy		81					0
Weight Loss Clinic (inc Exercise Referral)		82					0
Wound Care		83					0
Zoladex		84					0
		85					0
		86					0
		87					0
		88					0
		89					0
		90					0
		91					0
		92					0
TOTAL Local Supplementary Services (must equal line 10)		93		0	0	0	0

TOTAL Supplementary Services (must equal line 11)	94		0	0	0	0
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**GENERAL MEDICAL SERVICES
Operating Expenditure**

		WG Allocation	Current Plan	Forecast	Variance	Year to Date
LHB Administered	Section B	£000's	£000's	Outturn	£000's	£000's
	LINE NO.			£000's		
Seniority	95					
Doctors Retention Scheme Payments	96					
Locum Allowances consists of adoptive, paternity & maternity	97					
Locum Allowances : Cover for Sick Leave	98					
Locum Allowances : Cover For Suspended Doctors	99					
Prolonged Study Leave	100					
Recruitment and Retention (including Golden Hello)	101					
Appraisal - Appraiser Costs	102					
Primary Care Development Scheme	103					
Partnership Premium - GP partners	104					
Partnership Premium - Non GP Partners	105					
Supply of syringes & needles	106					
Other (please provide detail below, this should reconcile to line 127)	107					
TOTAL LHB Administered (must equal line 12)	108				0	0

Analysis of Other Payments (line 107)	LINE NO.	£000's	£000's	£000's	£000's	£000's
Additional Managed Practice costs (costs in excess of Global Sum/MPIG)	109					
CRB checks	110					
GP Locum payments	111					
LHB Locality group costs	112					
Managing Practice costs (LHB employed staff working in GP practices to improve GP services)	113					
Primary Care Initiatives	114					
Salaried GP costs	115					
Stationery & Distribution	116					
Training	117					
Translation fees	118					
COVID vaccination payments to GP practices	119					
	120					
	121					
	122					
	123					
	124					
	125					
	126					
TOTAL of Other Payments (must equal line 107)	127					0

Premises	Section C	LINE NO.	£000's	£000's	£000's	£000's	£000's
Notional Rents		128					
Actual Rents: Health Centres		129					
Actual Rents: Others		130					
Cost Rent		131					
Clinical Waste/ Trade Refuse		132					
Rates, Water, sewerage etc		133					
Health Centre Charges		134					
Improvement Grants		135					
All other Premises (please detail below which should reconcile to line 145)		136					
TOTAL Premises (must equal line 13)		137					0

Analysis of Other Premises (Line 136)	LINE NO.	£000's	£000's	£000's	£000's	£000's
	138					
	139					
	140					
	141					
	142					
	143					
	144					
TOTAL of Other Premises (must equal line 136)	145					0

Memorandum item	LINE NO.	£000's	£000's	£000's	£000's	£000's
Supplementary Services included above but in dispute with LMC (TOTAL)	146					
Supplementary Services included above but not yet formally agreed LMC	147					

GENERAL MEDICAL SERVICES
Dispensing

Dispensing Data	LINE NO.	WG Allocation	Current Plan	Forecast Outturn	Variance	Year to Date
		£000's	£000's	£000's	£000's	£000's
Cost of Drugs and Appliances, after discounts and plus container allowance (and plus VAT where applicable)						
Dispensing Doctors	148					
Prescribing Medical Practitioners - Personal Administration	149					
Dispensing Service Quality Payment	150					
Professional Fees and on-cost						
Dispensing Doctors	151					
Prescribing Medical Practitioners - Personal Administration	152					
TOTAL DISPENSING DATA (must equal line 16)	153					0

Welsh Ambulance Trust

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Table O - General Dental Services

This Table is currently showing 0 errors

Table to be completed from Q1 / Month: 3

Operating Expenditure from the revenue allocation for the dental contract

SUMMARY OF DENTAL SERVICES FINANCIAL POSITION		WG Allocation	Current Plan	Forecast Outturn	Variance	Year to Date
Expenditure / activities included in a GDS contract and / or PDS agreement	LINE NO.	£000's	£000's	£000's	£000's	£000's
Gross Contract Value - Personal Dental Services	1				0	
Gross Contract Value - General Dental Services	2				0	
Emergency Dental Services (inc Out of Hours)	3				0	
Additional Access	4				0	
Business Rates	5				0	
Domiciliary Services	6				0	
Maternity/Sickness etc.	7				0	
Sedation services including GA	8				0	
Seniority payments	9				0	
Employer's Superannuation	10				0	
Oral surgery	11				0	
OTHER (PLEASE DETAIL BELOW)	12				0	
TOTAL DENTAL SERVICES EXPENDITURE	13		0	0	0	0
OTHER (PLEASE DETAIL BELOW) - Activities / expenditure not included in a GDS contract and / or PDS agreement. This includes payments made under other arrangements e.g. GA under an SLA and DZS, plus other or one off payments such as dental nurse training	LINE NO.		£000's	£000's	£000's	£000's
Emergency Dental Services (inc Out of Hours)	14					
Additional Access	15					
Sedation services including GA	16					
Continuing professional development	17					
Occupational Health / Hepatitis B	18					
Gwen Am Byth - Oral Health in care homes	19					
Refund of patient charges	20					
Design to Smile	21					
Other Community Dental Services	22					
Dental Foundation Training/Vocational Training	23					
DBS/CRB checks	24					
Health Board staff costs associated with the delivery / monitoring of the dental contract	25					
Oral Surgery	26					
Orthodontics	27					
Special care dentistry e.g. WHC/2015/002	28					
Oral Health Promotion/Education	29					
	30					
	31					
	32					
	33					
	34					
	35					
	36					
	37					
	38					
	39					
	40					
	41					
	42					
TOTAL OTHER (must equal line 12)	43			0		0
RECEIPTS						
TOTAL DENTAL SERVICES INCOME (Enter as a negative value)	44				0	

Welsh Ambulance Trust

Period Mar 26

This table needs to be completed from month 3

Table A: Allocation Paper 25/26 New Rows Forecast	WG Annual Allocation	Current Plan	Expenditure (€000s) - Variance (deficit/surplus)												Total YTD	Total Annual	Total Variance against WG Allocation (forecast/under spend)	
			April	May	June	July	August	September	October	November	December	January	February	March				
Learning Disabilities (€76.6m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mental Health Services (€771.9m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Palliative care/Bereavement Hospice (€9.9m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Genomics for Precision Medicine Strategy (€15.6m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Critical care funding (€19.7m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned Care Recovery (€50.0m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned and Unscheduled Care Sustainability (€130.0m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Value based Recovery (€14.0m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Regional Integration Fund (€132.9m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Further Faster (€12.0m)	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table B - Additional In-Year (25/26 Anticipated & Allocated)	WG Annual Allocation	Current Plan	Expenditure (€000s) - Variance (deficit/surplus)												Total YTD	Total Annual	Total Variance against WG Allocation (forecast/under spend)	
			April	May	June	July	August	September	October	November	December	January	February	March				
Urgent Emergency Care Allocations	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mental Health Allocations	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned Care	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Value Based Health Care	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Spare	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Spare	Plan															0	0	0
	Actual/Forecast - not yet committed															0	0	0
	Actual/Forecast - committed															0	0	0
	Variance against current plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

List below which allocations have been included in the In-Year Plan Sections (state if received or anticipated)

Urgent Emergency Care Allocations (Confirms in below text 'Allocated' or 'Anticipated')	€000s	WG Annual Allocation	Current Plan	April	May	June	July	August	September	October	November	December	January	February	March	Total YTD	Total Annual
																0	0
																0	0
																0	0
Total																0	0

Mental Health Allocations (Confirms in below text 'Allocated' or 'Anticipated')	€000s
Total	0

Planned Care (Confirms in below text 'Allocated' or 'Anticipated')	€000s
Total	0

Value Based Health Care (Confirms in below text 'Allocated' or 'Anticipated')	€000s
Total	0

Spare (Confirms in below text 'Allocated' or 'Anticipated')	€000s

This Table is currently showing 0 errors

Table Q - IFRS16 & CAME - Dilapidations

Table to be completed from Q1 / Month 3:

	Lease Payments Exc. Interest & VAT (Value to be repaid to WG)	Interest	DEL Non Cash Depreciation - IFRS 16 Leases	AME Non Cash Depreciation - IFRS 16 Leases (Peppercorn)
	£000	£000	£000	£000
1 Transitioning from 22/23 plus new/renewals approved prior to 25/26	1,287	88	2,194	82
2 25/26 New/Renewal - Approved	93	26	256	44
3 Total Approved	1,380	115	2,450	126
4 25/26 New/Renewal - Unapproved	0	0	0	0
5 Total Approved/Unapproved	1,380	115	2,450	126

	£000
6 CAME Dilapidations	1,771

Risk ID 641	The Trust's inability to implement the learning from all relevant Manchester Arena Inquiry (MAI) recommendations impacting its response to a major incident/mass casualty incident		Date of Review:	13/03/2026	TREND	20 (4x5)
			Date of Next Review:	13/04/2026	→	
IF the Trust has not fully implemented the MAI recommendations AND a major incident or mass casualty incident is declared	THEN there is a RISK that the Trust's Incident Response will be suboptimal	RESULTING IN avoidable patient harm and/or death, detriment to staff wellbeing, reputational damage and potentially expose the Trust to legal liability.		Likelihood	Consequence	Score
			Inherent	5	5	25
			Current	4	5	20
			Target	2	3	6
IMTP Deliverable Numbers:						
Strategic Objective:						
EXECUTIVE OWNER	Executive Director of Operations	ASSURANCE COMMITTEE	Finance & Performance Committee			
Risk Commentary						
<p>Following the Manchester Arena Incident in May 2017, whereby twenty-two (22) innocent people were sadly killed, and the subsequent Public Inquiry (MAI), ambulance services across the UK have reviewed their ability to respond to a Major Incident. WAST has undertaken its own review and has identified sixty-eight (68) of the MAI recommendations as being pertinent to the ambulance service and/or multi-agency preparedness and response. Once these recommendations have been implemented then the risk will be mitigated to target; however, additional financial resources are required to do this.</p> <p>As part of the Trust's ongoing commitment to deliver the necessary change against the MAI recommendations, a dedicated team was established in June 2023 to investigate and assure the Board that all necessary organisational processes were in place should an incident occur in Wales. Since the beginning of this project, significant progress has been made in addressing the recommendations (as identified in the 'Controls' section below) and the Trust is better prepared because of the work undertaken to date.</p> <p>As part of the ongoing work, the Trust has completed a series of investigations and developed a series of 'Capability Reports' to demonstrate and explain where remaining challenges to an anticipated Major Incident could occur. The capability gaps identified are detailed in the below reports, which were shared with the Board, and are supported by a significant base of evidence produced as part of the 'R105' self-review process. The reports are:</p> <ul style="list-style-type: none"> - R106 Capability Report - Capability to Prepare - Capability to Respond - Capability of Specialist Assets <p>The reports identify that a significant proportion of the MAI recommendations remain outstanding, and the Trust is unable to progress these further or fully implement the identified learning without financial support. The reports highlighted what is needed to complete or significantly progress twenty (20) MAI recommendations and forms the basis of the 'Gaps in Controls' and 'Actions' sections. Transitioning these gaps and actions across into the 'Controls' section when achieved will act as a longitudinal method of tracking progress of completion against the MAI recommendations, and the associated risk reduction as this occurs. If the Trust is unable to implement the MAI recommendations fully, there remains a risk to the public, the organisation, and commissioners in the event of a mass casualty incident.</p> <p><i>This Board Assurance Framework (BAF) extract is supported by a more detailed appendix of itemised actions required to permit greater scrutiny of remaining gaps and actions, as well as a detailed repository of control measures that have been successfully implemented.</i></p>						
CONTROLS		ASSURANCES				
		Internal Management (1st Line of Assurance)				
1. Forty-six (46) of the pertinent MAI Recommendations have been implemented into WAST practice through the work undertaken to date.		1. MAI recommendations that have been marked as implemented by the EPRR MAI Project are authorised and ratified by Operations Senior Leadership Team and cascaded via the approved governance route (AAA) to ELT and Trust Board. This forms a documented governance route for rationale for completion and details of this are recorded in the EPRR share drive alongside evidence of compliance. Additional details of assurance are provided in the annex to this Corporate Risk. Ongoing monitoring and assurance of lessons learned is captured through BAU processes and the established debriefing/lessons learned process such as the Organisational Learning Spreadsheet.				
GAPS IN CONTROLS		GAPS IN ASSURANCE				
1. Two (2) outstanding MAI Recommendations, identified as pertinent to WAST by the self-assessment, require action against to implement the associated learning (REF: MAI recommendations 26 & 88). These are not included in the R106 funding request.		1. Work is progressing against these recommendations as part of the ongoing MAI project. It is anticipated that these recommendations can be implemented without additional financial support. Regular updates on these four recommendations are provided through the regular 'touch point' meetings with EPRR HoS, ADO for National Operations & ED of Ops, with periodic updates to SLT that are then cascaded via the approved governance route.				
2. Eighteen (18) outstanding MAI Recommendations that have been submitted to Trust commissioners via the 'R106' process as requiring financial support to implement the learning (REF: MAI recommendations		2. The outstanding recommendations are not able to be implemented independently by WAST and may remain unresolved until such time that additional financial resources and practical arrangements are in place to support this work. Trust commissioners have been notified of this via the formal R106 submission completed in August 2024. Prior to progressing the outstanding 18 recommendations, the organisation is awaiting a response from the JCC in relation to approval of funding.				

Risk ID 641	The Trust's inability to implement the learning from all relevant Manchester Arena Inquiry (MAI) recommendations impacting its response to a major incident/mass casualty incident	Date of Review:	13/03/2026	TREND	20 (4x5)
		Date of Next Review:	13/04/2026	→	
16, 17, 20, 23, 24, 25, 50, 53, 71, 84, 85, 86, 87, 92, 108, 109, 117, 124).					
Actions to reduce risk score or address gaps in controls and assurances	Action Owner	By When/Milestone	Progress Notes:		
1. Implement the learning relating to forty-eight (48) recommendations identified in the MAI report as pertinent for WAST (REF: Outstanding MAI recommendations (26 & 88)).	Assistant Director of Operations, National Operations & Support	CLOSED	<p>This programme of work is underway, with nearly all recommendations completed. 2 recommendations remain outstanding, with a plan in place to implement all these recommendations.</p> <p>May 25 – Progress report has been submitted to SLT, and outstanding actions are now monitored through the risk register (Ref: 641). Submission to commissioners and further scrutiny sessions completed and awaiting commissioner outcome expected in August 2025.</p>		
2. Submit evidence to Commissioners demonstrating that additional funding is required to implement a further twenty (20) recommendations identified in the MAI report (REF: MAI recommendation R106).	Assistant Director of Operations, National Operations & Support	CLOSED	<p>March 25- During March and April the Trust has engaged with commissioners on a series of scrutiny sessions to review content of submission for the MAI; following these scrutiny sessions it will be for the commissioners to formally respond to the Trust, determining next steps and any subsequent course of action.</p> <p>A formal submission of requirements has been submitted to commissioners for consideration and approval. Commissioners have been engaged with since early 2024 to raise awareness and facilitate early discussion. The Trust is awaiting a formal response to the submission.</p> <p>May 25 – Progress report has been submitted to SLT, and outstanding actions are now monitored through the risk register (Ref: 641). Submission to commissioners completed and awaiting commissioner outcome expected August 2025.</p> <p>Oct25 – A series of scrutiny sessions with Commissioners has been undertaken, the most recent being in September 2025. The original timescales to respond to the Commissioner November 2025 has been extended by 1-month to December 2025.</p> <p>Feb 26- The Trust is still awaiting formal outcome of the commissioning decision. The CEO and the Interim Chief Commissioner have engaged a number of times in recent months to identify timeline, with the most recent update confirming conclusion of external review in the 1st week of February and JCC consideration of findings as soon as possible following this.</p>		
3. Implement the necessary amendments to Trust infrastructure, resourcing level and equipment required to address the remaining recommendations once funding has been made available. (REF: MAI recommendations 16, 17, 20, 23, 24, 25, 50, 53, 71, 84, 85, 86, 87, 92, 108, 109, 117, 124).	Assistant Director of Operations, National Operations & Support	March 2029	<p>An assortment of 20 proposals rests with commissioners at present. As these proposals are funded, capabilities gaps will be addressed and an associated reduction in the risk score can be expected. Some of these proposals may take several years to implement (e.g. a North Wales HART Unit) which is reflected in the target date. Other proposals could be accomplished in a much shorter timeframe if funded.</p> <p>Once the implementation of infrastructure, resourcing and equipment has occurred, WAST will either be compliant with the MAI recommendations, or, in some circumstances, may need to undertake further work to integrate the MAI learning into practice (e.g. once the EPRR Training & Exercising Team have established, they will then need to provide sufficient levels of exercising to comply with the exercising-related MAI recs).</p>		

Risk ID 542	Failure to deliver the Welsh Government NHS Wales Decarbonisation Strategic Delivery Action Plan		Date of Review:		02/03/2026	TREND	16 (4x4)
			Date of Next Review:		02/04/2026	➡	
IF there is a lack of resources and available technology and infrastructure	THEN there will be a failure to deliver the commitments outlined in the action plan and within the Welsh Government timelines	RESULTING IN negative environmental and social impacts causing reputational damage		Likelihood	Consequence	Score	
			Inherent	5	4	20	
			Current	4	4	16	
			Target	2	4	8	
IMTP Deliverable Numbers: 17, 18, 33							
Strategic Objective:							
EXECUTIVE OWNER		Executive Director of Finance and Corporate Resources	ASSURANCE COMMITTEE		Finance and Performance Committee		
Risk Commentary							
Challenges continue around resources and technology, and currently there is not an ability to reduce this score. Decarbonisation Programme Board continue to meet. Noting some progress on positive movement to actions within the DAP. Recent progress is focussing on implementation of PHEV and BEV SRVs. WG is refreshing the Strategic Delivery Plan – final version now received and discussion took place at ELT (25 th February 2026) on the Trust response, the next steps, and the resources required to further progress this. It should be noted that as work in this space increases, so too does the volume of BAU management required e.g. on the development of EV charging infrastructure, the Trust now has an EV Network which needs to be formally managed (contract management with suppliers, remedial action on faults, warranty renewal, liaison with suppliers, use of network and prevention of fraudulent use, reporting on charging capacity used, financial implications etc). Actions will need to be updated following ELT discussion.							
CONTROLS				ASSURANCES			
				Internal Management (1st Line of Assurance)			
1. Oversight of implementation and delivery of Decarbonisation project and monitoring of action plan at Decarbonisation Programme Board and Capital Management Board		1. Regular meetings of the Decarbonisation Programme Board quarterly. Requirements of the Decarbonisation project have been presented to the Trust Board & Finance and Performance Committee. Challenges of the project have also been highlighted. Report goes regularly to FPC and then onto Trust Board. Next update will be January FPC meeting					
2. Capital and Estates directorate lead support – Director of Finance (DOF)		2. Regular briefings to DOF					
3. Partnership working via Communications/Stakeholder liaison group with NHS Wales, Welsh Government and other bodies to gain support and knowledge- with the anticipation of working in collaboration.		3. Sharing of knowledge via partnership working through various forums is documented in minutes of meetings held. Requirements also form part of the action plan					
4. Approach changed for heating/lighting/energy systems to become more energy efficient- replacing old inefficient plant with more sustainable technology such as natural gas boilers for air source heat pumps		4. (i) Estate Survey undertaken every 5 years. This is a 6-facet survey to understand where the back log is and the requirements for energy systems. Next survey round to take place in 2025/26 which will inform the update of the Estates SOP. (ii) Approved Estates SOP (iii) Estate Retrofit Guide and framework used to prepare schemes					
5. Changing procurement practices for fleet, Estates, equipment, supplies, and ICT to reduce emissions		5. Fleet SOP shows move to ULEV vehicles. BJC 2025/26 details intention for move to EV for smaller and support vehicles. Ambitions for further decarbonisation of fleet to be included in 2026/27 Business Justification Case (approved by Trust Board on 27 th Nov and submitted to WG on 28 th Nov 2025)					
6. Board Development sessions with respect to Decarbonisation to raise awareness of decarbonisation requirements, additional sessions will be required.		6. Board Development session occurred on 8th November 2021 – presentation slides are available.					
7. Finance & Performance Committee has oversight of decarbonisation project, decarbonisation to become a standard agenda item.		7. (i) Routine updates at every other FPC meeting (3 times a year) (ii) Annual report (which includes a Sustainability section) is approved by the Finance & Performance Committee					
8. KPIs with respect to energy transmissions are communicated to Estates team annually by sustainability manager		8. KPIs to Estates team includes energy use at all WAST managed buildings					
9. ISO14001 accreditation in place		9. ISO14001 – Annual audits are undertaken against the accreditation. Environmental Coordinators act as champions in the organisation.					
10. Environment Strategy in place		10. Environment strategy has been approved by the Trust Board. This covers the next 5 years					
11. Programme Board Risk Register		11. Programme Risk Register reviewed at every Decarbonisation Programme Board meeting					
12. Reporting to WG via DCR reporting, qualitative, and quantitative reports and emissions reporting		12. Submissions to WG – quarterly DCR reporting. Annual qualitative and quantitative reporting					
13. Membership of National Programme Board (WG), Transport Task and Finish Group and BERP Project Board		13. Minutes and papers of meeting					

Risk ID 542	Failure to deliver the Welsh Government NHS Wales Decarbonisation Strategic Delivery Action Plan		Date of Review:	02/03/2026	TREND	16 (4x4)
			Date of Next Review:	02/04/2026	→	
14. Full engagement in Strategic Development Plan (SDP) refresh process undertaken by Welsh Government		15. WAST specific comments provided. Full engagement in support of influencing future SDP (and therefore DAP) actions.				
		External - Independent Assurance: <ul style="list-style-type: none"> Sustainability section in Annual Report audited by Internal Audit. Annual audits by BSI on accreditation 				
GAPS IN CONTROLS		GAPS IN ASSURANCE				
1. Establishment of further workstreams to address a Programme Plan to support strategy requirements						
2. Ability to deliver on EV infrastructure plan including electrical capacity issues for the purposes of electronic charging points for vehicles						
3. Procurement of an electronic fleet of vehicles – this is not currently possible for anything other than a car/van (limited)						
4. Resources to be able to deliver extent of DAP – work ongoing to establish actions required and potential cost impacts. Note detailed schemes are challenging to work up without appropriate resource which in turn allow for realistic financial estimates to be made about cost.						
Actions to reduce risk score or address gaps in controls and assurances		Action Owner	By When/Milestone	Progress Notes:		
1. Ability to deliver on EV infrastructure plan including electrical capacity issues for the purposes of electronic charging points for vehicles: develop an investment strategy/prioritised list of sites where further EV charging is required. Will need further investment.		Decarbonisation Programme Board	Ongoing programme of investment. Next phase to be complete by March 2026	Actions taken in line with investment provided to implement rapid charging by end of March 2025 at a small number of sites. Confirmed adequate charging provision for the replacement of 20 x PHEV and 10 x BEV in March/April 2025. This action is ongoing. Further consideration of the increasing resource requirements will be highlighted at the Transport Project Board, Decarbonisation Programme Board and through the Capital Management Board. Specific action in relation to development of investment plan was closed on the Audit Tracker in March 2025, given that this has been absorbed within other strategic investment plans. To note, as the Trust further implements infrastructure, there is a greater BAU workload which the team is currently not resourced to manage. With the development of EV charging infrastructure, the Trust now has an EV Network which needs to be formally managed (contract management with suppliers, remedial action on faults, warranty renewal, liaison with suppliers, use of network and prevention of fraudulent use, reporting on charging capacity used, financial implications etc)		
2. Procurement of an electronic fleet of vehicles – this is not currently possible for anything other than a car/van (limited): development of specifications for vehicles considering achievable and safe ULEV options where possible. NOTE: will be dependent on confirmation of 2024/25 BJC funding		Fleet Team	Ongoing programme of investment. Next phase to be completed by March 2026	Position remains that only vans can currently be purchased. This will be delivered by March/April 2025. Further PHEV SRVs and full BEV small NEPTS vehicles to be procured in 2025/26 for implementation by end March 2026.		
3. Resources to be able to deliver extent of DAP – work ongoing to establish actions required and potential cost impacts. Note detailed schemes are challenging to work up without appropriate resource which in turn allow for realistic financial estimates to be made about cost: Development of an investment requirements schedule (also aligned to IA recommendations). Contribute resources to support the Decarbonisation Strategy action plan		Director of Finance & Corporate Resources	31.03.25 March 2026	Discussions ongoing regarding enhanced resource requirements to implement low carbon emission vehicles. Targeted Estate Fund (TEF) bids were submitted, and it has been confirmed that 3 of the 6 submitted projects have been supported. Work is well underway on delivery of the 2025/26 schemes. Further consideration will need to be given to the ELT discussion and actions arising on the Trust response to the new SDP, and the ability for the Trust to resource this appropriately. Given the developmental nature of this work, it is now not possible to sustain the current governance, infrastructure, progress without additional resource.		

Risk ID 671	Unauthorised or Inappropriate use of AI technologies		Date of Review:	15/03/2026	TREND	16 (4x4)
			Date of Next Review:	15/04/2026	➡	
IF staff use Gen-AI tools (e.g. ChatGPT, Copilot, Gemini) or other AI-enabled platforms (including standalone apps, algorithms or built-in functionality) outside of approved organisational channels or without appropriate governance	THEN information passed into, accessed by, or returned by the AI tools may breach information security and data protection controls, and use of the output may breach transparency, medical device, equality, Welsh Language and ethical requirements	RESULTING IN potential breach of confidentiality and data protection law, data leakage (staff, public and business sensitive information), damage to Trust reputation through such a breach or through FOI responses, and non-compliance with other EU, UK or Welsh legislation, regulation and standards		Likelihood	Consequence	Score
			Inherent	5	4	20
			Current	4	4	16
			Target	2	4	8
IMTP Deliverable Numbers:						
Strategic Objective: 3 - Being at the forefront of innovation and technology						
EXECUTIVE OWNER		Director of Digital	ASSURANCE COMMITTEE		Finance & Performance Committee	
Risk Commentary						
<p>The current risk is high due to the appetite of WAST to adopt new AI technologies, the ease of access by individuals to a breadth of (freely) available Generative-AI tools offered by tech start-ups and companies globally, and the currently limited guidance and regulation offered in this sector for health & care providers.</p> <p>Given the evolving nature of AI technologies, it will not be possible to fully mitigate this risk. The consequences will remain, but with greater awareness, confidence and support for staff, the chance of breach, bias, or reputation damage from AI output can be reduced.</p> <p>An AI Steering Group (AISG) has been established, reporting into Information Governance Steering Group, which already has delegated authority from the Executive Leadership Team, and provides AAAs monthly, and additional reporting for assurance through to Finance & Performance Committee. The AISG met for the first time in October 2025 and continues to meet monthly with a regular cycle of business including oversight of existing tooling, projects and implementations, advice on strategic alignment of future use cases, and responsibility to support the development of guidance and frameworks to ensure the approach of "responsible AI" across the Trust.</p>						
CONTROLS			ASSURANCES			
1. Guidance & Awareness <ul style="list-style-type: none"> a) Gen-AI guidance + Engagement sessions (small audience) b) Procurement toolkit 			1. Guidance & Awareness <ul style="list-style-type: none"> a) Gen-AI guidance issued to all WAST (January 2025); Copilot guidance issued to Copilot licence holders (as onboarded to the pilot); Copilot Pilot feedback form b) Toolkit for Procurement of AI in health and social care sector in Wales (v1.2 2025), has been published by the AI Working Group of Health & Social Care in Wales, 2025. 			
2. Strategic Alignment <ul style="list-style-type: none"> a) IMTP reference to use cases 			2. Strategic Alignment <ul style="list-style-type: none"> a) AI safety and adoption updates reported via Digital Report to Finance & Performance Committee bi-monthly b) IGSG maintain responsibility for data protection and information security, including in respect to AI. IGSG report via AAA to ELT monthly and an IG report passes to Finance & Performance Committee bi-monthly. 			
3. Technical Controls <ul style="list-style-type: none"> a) Digital issued and managed Copilot licences (and pilot) b) Deactivation of licences not regularly used 			3. Technical Controls <ul style="list-style-type: none"> a) Monitoring of Copilot users via MS Purview b) Copilot pilot evaluation feedback allows scrutiny of use cases and applications at regular intervals 			
4. Processes <ul style="list-style-type: none"> a) Cyber Assurance of suppliers during procurement processes through existing mechanisms e.g. cyber essentials b) Data Protection related to AI projects / tools covered by existing DPIA c) Alignment with NHS Wales guidance and position including e.g. procurement routes d) Decision making mechanism implemented in AISG to ensure consideration of ethics, fairness, transparency, security and other principles of Responsible AI during meeting discussions. 			4. Processes <ul style="list-style-type: none"> a) Cyber risks and Data Protection logs reported to IGSG. b) Monitoring of Datix incidents related to data breaches and security 			

Risk ID 671	Unauthorised or Inappropriate use of AI technologies	Date of Review:	15/03/2026	TREND	16 (4x4)
		Date of Next Review:	15/04/2026	➔	
5. Expertise a) Ability to draw on Digital expertise for advice (including data science, algorithmic, cyber, data protection, data quality and other relevant domains) b) Leverage support from existing suppliers with technical expertise (e.g. Microsoft) c) AI Steering Group established to advise and guide on AI-related decisions and progress	5. Expertise a) AI risks and issues informally reported via IGSG to date in lieu of dedicated forum b) - c) First meeting of monthly AISG occurred in October 2025, with AAA to be shared at next meeting of IGSG, and routinely thereafter.				
GAPS IN CONTROLS		GAPS IN ASSURANCE			
1. Guidance & Awareness a) Copilot rollout and chat requires guidance for all WAST staff b) General awareness sessions / e-learning for all WAST staff c) Ethics and responsible AI frameworks	1. Guidance & Awareness a) eLearning compliance b) Pulse check or other mechanism to understand staff views on AI c) Approval and monitoring of any developed or adopted frameworks by AISG and IGSG				
2. Strategic Alignment a) AI Mission Statement / strategy b) Clear set of 'approved' use cases c) Steering Group to maintain alignment of use cases and horizon scan (for opportunity and risk)	2. Strategic Alignment a) Regular reporting and clear governance route from AI Steering Group to Board				
3. Technical Controls a) MS 365 Copilot chat offer for all staff (without need for upgraded licence) - needs monitoring for appropriate use b) Sanctioned / unsanctioned apps list to be maintained c) Monitoring and auditing of users d) Sensitivity tagging projects for all digital documents to support access management e) Metadata / data quality project to support accurate AI use	3. Technical Controls a) Escalation route established for inappropriate use of Copilot chat and other available tooling b) SharePoint access and controls to be tested and confirmed				
4. Processes a) Procurement to consider AI specific requirements b) IG x AI Programme to be developed c) WAST AI Policy to consider UK and Welsh position across several domains (data protection, cyber security, WBFGA, Equality Act, Welsh Language etc)	4. Processes a) Processes to be identified, developed and maintained by AI steering group				
5. Expertise a) AI lead to be determined and position filled b) Connection in with NHS Wales and public sector specialist groups.	5. Expertise a) DTIP forum in development to support governance routes and in decisions related to capacity, planning and prioritisation of Digital expertise to WAST projects b)				
Actions to reduce risk score or address gaps in controls and assurances		Action Owner	By When/Milestone	Progress Notes:	
1. Publication of WAST AI Policy		Leanne Smith	November 2025 June 2026	AI Policy in development with support from TU Partner; due to recent absences of key individuals and capacity challenges in Digital , in agreement with Policy Group, this has been further deferred until June 2026 meeting to allow inclusion of recent guidance and external policy updates.	
2. Agreement on sanctioned and unsanctioned apps, and block of certain apps / sites		James Rowland	Q4 25/26	WAST to align with national steer on sanctioned / unsanctioned apps. This is being managed as business as usual but awaiting response from DHCW regarding DPIA around the existing sanctioned tooling of Copilot and Copilot Chat.	
3. Awareness campaign (including ethics, DP, shadow IT risks)		Leanne Smith	Q1 26/27	To be managed by AISG	
4. Board Development Day and AI Mission Statement development with Trust Board		Leanne Smith	February 2026 June 2026	Deferred to June 2026 Board Development Day due to recent absences of key individuals in Digital, and a scheduling conflict with the February BDD	

Risk ID 671	Unauthorised or Inappropriate use of AI technologies	Date of Review:		15/03/2026	TREND	16 (4x4)
		Date of Next Review:		15/04/2026	➔	
5. Copilot rollout to avoid ChatGPT risk – requires usage monitoring mechanism	Aasha Cowey	June 2026 (current pilot licences run until this time)	Dependent on funding Dec-25: copilot pilot evaluation underway, and decision to be made on reallocation of unused licences and associated process. Mar-26: Copilot Chat – a version included already in core licencing arrangements is being explored as a more affordable way to rollout this technology for the majority of staff.			
6. Alignment with WG and NHS Wales AI policy positions	Leanne Smith	Q4 25/26	Proactively engage with WG AI Commission March-26: NHS Wales AI commission is being redesigned. Engagement has not been able to progress.			
7. eLearning for all staff	Leanne Smith	Q4 25/26	Supported by AISG Dec-25: AISG to support Digital Learning Manager (Education & Development team) in development of AI e-learning module. Leanne Smith as Chair of AISG to be responsible for updates on this action. March-26: AISG are reviewing an internally developed offer and will provide a recommendation to Board at the Board Development Day (as part of action 4)			
8. IG x AI programme (confirming DPIA and checklists are appropriate)	Kelly Holding	Q4 25/26 2026/27	It has been confirmed that this will be a requirement of the 26/27 IG Toolkit and so progress will occur throughout 26/27 as part of the regular Toolkit work led by the IG team. It will need to be completed by March 2027.			
9. WG AI Commission membership / alignment	Leanne Smith	Q3 25/26	Proactively engage with WG and NHSW AI groups Dec-25: Welsh Government are redesigning the AI Commission and considering membership (likely to include Directors of Digital). An AI policy and plan is also in draft for Wales. Further updates are expected in Q4 25/26. Mar-26: no further updates have yet been received from across Wales.			
10. Document sensitivity / confidentiality tagging project (linked to SharePoint migration project)	Leanne Smith / Aled Williams	Q4 26/27	Large scale project across digital – this has not been planned into the 26/27 IMTP due to financial constraints but may feature in future years of the plan. In the meantime, the need for All-Wales implementation of appropriate sensitivity labelling is being escalated through the NHS Wales IGMAG (Information Governance) group.			
11. AI Lead to be identified and agreed	Leanne Smith	Q3 25/26	AISG to have oversight			
12. Monitor usage	Kara Walsh	Ongoing from Q3 25/26 Complete for Copilot – see assurances 3a.	AISG to have oversight Dec-25: AISG now regularly monitor the use cases, tooling and uptake of AI tools. This will form part of regular reporting through to IGSG in future months. Mar-26: Copilot usage is being monitored. Action closed but may need to reopen if other AI tools are implemented across WAST.			


RISK ID 594	The Trust's inability to provide a civil contingency response in the event of a major incident and maintain business continuity causing patient harm and death			Date of Review:	13/03/2026	TREND →	15 (3x5)
				Date of Next Review:	13/04/2026		
IF a major incident or mass casualty incident is declared	THEN there is a risk that the Trust cannot provide its pre-determined attendance as set out in the Incident Response Plan and provide an effective, timely or safe response to patients due to vehicles not being released from hospital sites	RESULTING IN catastrophic harm (death) and a breach of the Trust's legal obligation as a Category 1 responder under the Civil Contingency Act 2004		Likelihood	Consequence	Score	
				Inherent	4	5	20
				Current	3	5	15
				Target	2	5	10
IMTP Deliverable Numbers: 1, 5, 6, 7,14, 15, 24							
Strategic Objective:							
EXECUTIVE OWNER	Director of Operations		ASSURANCE COMMITTEE	Finance & Performance Committee			
Risk Commentary Q1 2024/2025							
<p>The challenges across the unscheduled care system. Handover lost hours in December were 13,040 and January were 19,380 There is a direct correlation with ambulance availability and high levels of resources unavailable due to protracted waits at hospital E.Ds. Several incidents declared have failed to provide sufficient on the ground assurance that vehicles would be released. Health Boards have declined to incorporate testing of vehicle release into a recent mass casualty exercise. Further, a recent workshop undertaken by the EPRR team as part of the Manchester Arena Inquiry assurance process which has tested our ability to fulfil the PDA in North and South Wales, both in and out of hours, has confirmed that we would only meet the PDA in one of these four mass casualty scenarios.</p> <p>After a thorough review and assessment of Risk 594 within the Corporate Risk Register at SLT on 02/10/2024, we propose reducing the risk score from 20 to 15 (likelihood from 4 to 3) due to the following reasons:</p> <ul style="list-style-type: none"> · Mitigation/Controls have been Implemented: We have several controls measures that directly address the identified risk and are content we have exhausted all opportunities for additional controls. These controls are embedded within the corporate risk register. · Immediate Release Protocol: The revised version of the IR protocol v1.3 has been agreed and shared at COO group and published which has included the release schedule for ambulances at the declaration of an incident as set out below: <ul style="list-style-type: none"> ·50% of vehicles released within 10 minutes · 75% of vehicles released within 20 minutes · 100% of vehicles released within 30 minutes · Monitoring and Review: We will continue to monitor the risk within the normal governance channels (SOT/SLT/ADLT etc) to ensure that mitigations are still in place and any emerging risks are promptly identified and addressed. <p>22/01/25 - In light of the critical incident declared earlier this month, a review of the risk scoring is scheduled for this at SLT on 11th February in the first instance and this will be updated following conversations.</p> <p>March 25 – following review at SLT, it has been agreed to maintain the score as it stands currently.</p>							
CONTROLS				ASSURANCES			
				Internal Management (1st Line of Assurance)			
1. Immediate release protocol				1. The Immediate Release Protocol is a Nationally agreed NHS Wales protocol. Refusals by Health Boards are Datixed by WAST and compliance report provided weekly to the DG for Health & Social Services. V1.3 has been reviewed, updated and released (August 2024).			
2. Resource Escalation Action Plan (REAP)				2. The Senior Leadership Team convenes every Tuesday as the Weekly Performance Meeting to review performance and demand data, and review/assign REAP Levels as appropriate. Dynamic escalation via Strategic Command structure. REAP has undergone an annual review with v5.1 released in January 2025			
3. Regional Escalation Protocol				3. Daily conference calls to agree RES levels in conjunction with Health Boards			
4. Incident Response Plan				4. The Incident Response Plan has been ratified via EMT			
5. Mutual Aid arrangement with NARU				5. AACE National Policy on mutual aid in place			
6. Clinical Safety Plan				6. CSP adopted by EMT and operational; reviewed annually by SLT in December 2023, Version 2.21 of the Clinical Safety Plan was released. The reduction in the demand is the assurance which is dynamically monitored via ODU. New version 3.3 released in December 2024.			
7. Operational Delivery Unit 24/7 cover				7. Shift reports from ODU & ODU Dashboard received by Exec, SOT, and On-Call Team at start/end of shift and cover review at weekly performance meeting			
8. In hours and Out of hours command cover				8. Civil Contingency requirement as set out in the Command Policy and Incident Response Plan. Cover review at weekly performance meetings			
9. Notification and Escalation Procedure				9. Published procedure in operation, reviewed 3 yearly by SLT			
10. Continued escalation of risk to partners and stakeholders				10. Referenced by the Executive Director of Operations in correspondence sent to health board Chief Operating Officers dated 30 March 2023. It was further emphasised at the face-to-face COO Peer Group meeting on 14 April 2023.			


RISK ID 594	The Trust's inability to provide a civil contingency response in the event of a major incident and maintain business continuity causing patient harm and death	Date of Review:	13/03/2026	TREND	15 (3x5)
		Date of Next Review:	13/04/2026	➔	
		External Independent Assurance			
		N/A			
11. CEO letter to Health Boards dated 3 Jan 2023, and DOO letter to Chief Operating Officers dated 30 March 2023 to seek assurance on plans.		11. Acknowledgement and acceptance of risk by HBs and balancing the risk across the whole system. Improvement in handovers in C&VHB and ABUHB. This has been sustained form some months across C&V in a phased programme of improvement with no delays more than 2 hours. Programme of improvement underway in ABUHB commencing at 4-hour tolerance with a plan to reduce over time. In other HBs there remains little or no controls with variation in both handovers and risk levels across HBs.			
12. Health boards are asked to provide assurance of existing and tested plans to immediately reduce emergency ambulances on incident declaration.		12. All Health Boards responded with assurance of plans except BCU.			
13. Multi Agency Exercise to be arranged.		13. This exercise has taken place although Health Boards declined to incorporate vehicle release plans			
14. Meeting with Welsh Government to outline this risk; WG agreed to write to HBs seeking assurance from EPRR leads in HBs on the ability to clear EDs and release vehicles. WG agreed to incorporate testing into the forthcoming mass casualty exercise, and a timeframe for vehicle release was proposed by WAST with 30% of vehicles released within 10 minutes of an incident declaration, 50% within 20 minutes and 100% within 40 minutes.		14. WG have confirmed that they have written to HB EPRR leads. Health Board COOs approved the proposals for vehicle release as outlined.			
GAPS IN CONTROLS		GAPS IN ASSURANCE			
Despite the controls listed, the single most limiting factor in providing a pre-determined response in line with the Incident Response Plan is the lost capacity due to hospital handover delays. In this area, WAST has no control. – link to CRR 223 on CRR.		The Trust is not assured that Hospital sites have plans in place that are trained and tested to release ambulances effectively and immediately in the event of an incident declaration.			
		Following two incidents (Pembroke Dock Ferry fire on 11 th February 2023 and the Swansea gas explosion on 13 March 2023), The Trust is not assured by the effectiveness of assurances given by Health Boards (responses provided following correspondence from WAST CEO – formal returns received from LHBs except BCU). Despite these two incidents being lower-level incident declarations where the pre-determined attendance was met, the experience does not add confidence to the ability to release all resources from hospitals which would support assurance. Further testing of the pre-determined attendance levels has been undertaken as part of the Manchester Arena Inquiry recommendations; This tested the Trust's ability to fulfil the PDA in North Wales and South Wales in the event of a mass casualty scenario both in hours and out of hours. This simulation concluded that in three of these four scenarios, the Trust would be unable to fulfil the PDA. A further declared major incident at Treforest Industrial Estate in December 2023 following an explosion, failed to release resources from Morryston Hospital, Wales's dedicated burns unit (formal debrief still to be conducted).			
Actions to reduce risk score or address gaps in controls and assurances		Action Owner	By When/Milestone	Progress Notes:	
1. Review of Manchester Arena Inquiry		Assistant Director of Operations	CLOSED	This programme of work is underway, and a workshop has confirmed that the PDA would be unable to be met in three out of four simulated mass casualty scenarios. The financial case associated with MAI is planned to be familiarised with ELT and JCC during Jan and Feb 2024, with the final outline case to ELT in March 2024. A revised timeline for the governance process for the final MAI reports has been agreed, commencing in May 2024 and finalising at Trust Board the end of July 2024. 01/10/2024 - Progress against the 68 recommendations, directly or through partnership working, that relate to the Trust continues. The Trust has undertaken a detailed review of its provision as part of its obligation under recommendations 105 and 106 and has recently produced an evidence-based series of reports aimed at addressing the identified gaps. This has been supported further by the development of three Quality Impact Assessments that have been approved by the Clinical Quality Governance Group. The work identified 20 recommendations for which there is a financial dependency. The submission to commissioners of the Trust's reports relating to these recommendations has now occurred and the Trust awaits their considered response. The remaining recommendations continue to be progressed, and it is anticipated these will conclude within the next six months. To ensure the continued visibility of these report findings within the Trust, a corporate risk is being developed for inclusion in the Trust's risk register. This will enable the alignment of outstanding MAI recommendations with a clearly defined business-as-usual framework, ensuring proper governance of capability gaps while awaiting financial decisions from commissioners and the implementation of necessary changes.	

RISK ID 594	The Trust's inability to provide a civil contingency response in the event of a major incident and maintain business continuity causing patient harm and death		Date of Review:	13/03/2026	TREND	15 (3x5)
			Date of Next Review:	13/04/2026	→	
			<p>Jan 2025 - Progress against the 68 recommendations, directly or through partnership working, that relate to the Trust, continues. We expect to complete all recommendations that do not rely on financial investment by the end of this financial year. To ensure the continued progression and completion of the recommendations with financial dependency (18 recommendations), a corporate risk has been developed for inclusion in the Trust's Corporate Risk Register and Board Assurance Framework. As the risk progresses through the internal governance route, culminating in final approval at Trust Board in January 2025, there is an alignment of the outstanding MAI recommendations with a clearly defined business-as-usual framework, which will support the governance of capability gaps whilst awaiting financial decisions from commissioners and the implementation of necessary changes.</p> <p>Mar25 – Progress of MAI will now be reviewed within CRR 641. During March and April the Trust has engaged with commissioners on a series of scrutiny sessions to review content of submission for the MAI, following these scrutiny sessions it will be the commissioners to determine next steps and any subsequent course of action.</p> <p>May 25 – Actions complete subject to closure report to SLT with outstanding actions monitored through the risk register (Ref: 641). Submission to commissioners completed and awaiting commissioner outcome expected August 2025.</p>			
2. Further correspondence to Welsh Government to seek assurance of testing plans following recent mass casualty exercise where Health Boards declined to incorporate vehicle release plans	Assistant Director of Operations	CLOSED	<p>Immediate Release Protocol Developed and Released August 2024. Correspondence with Welsh Government remains ongoing.</p> <p>22/02/2024 - Risk 594 has also been referenced in the context of MAI presentation to Welsh Government (6th Feb 2024). Further follow up will be provided as MAI progresses. Welsh Government has been and will continue to be kept up to date on the developing case, as have the JCC.</p> <p>May25 – Further correspondence submitted to the NHS Executive dated 28 April 2025, highlights that plans remain untested in the context of a continued deterioration on handover delays.</p>			
3. Request from COO network to share Action cards related to risk	Executive Director of Operations	Q1 CLOSED	<p>May24 – LB will follow up with COO network on the sharing of their action cards to WAST.</p> <p>March 24 – This risk was discussed at both JCC management and in the COO meeting.</p> <p>May25 – The Trust has now exhausted its influence on this risk, and with further correspondence to NHS Executive in April 2025 highlighting the outstanding risk and untested plans, the Trust considers all actions closed.</p>			

Risk ID 100	Failure to persuade JCC/Health Boards about WAST's ambitions and reach agreement on actions to deliver appropriate levels of patient safety and experience		Date of Review:	20/03/2026	TREND	12 (3x4)
			Date of Next Review:	20/06/2026		
IF WAST fails to persuade JCC/Health Boards about WAST ambitions	THEN there is a risk of a delay or failure to receive funding and support	RESULTING IN a catastrophic impact on services to patients & staff and key outcomes in the IMTP not being delivered		Likelihood	Consequence	Score
			Inherent	4	4	16
			Current	4	4	16
			Target	2	4	8
IMTP Deliverable Numbers: 7, 9, 11, 12, 14, 15, 20, 24, 25, 32						
Strategic Objective:						
EXECUTIVE OWNER	Executive Director of Strategy, Planning & Performance		ASSURANCE COMMITTEE	Finance and Performance Committee		
Risk Commentary						
<p>From the 01 April 2024 111, emergency ambulance and Ambulance Care are all commissioned by the Joint Commissioning Committee (JCC). This is viewed as a positive development by the Trust, supporting the development of an organisational ambition.</p> <p>The ambition is appropriate levels of patient safety and good working conditions for our staff across the 111 pathway, emergency ambulance care pathway and Ambulance Care pathway. Clearly, is not being achieved across the three commissioned patient pathways currently as evidenced by the call abandonment rate & P2/P3 performance in the 111 service, the wait times for Emerg and Orange in the emergency ambulance care pathway and the level of cancellations in the Ambulance Care, specifically NEPTS patient pathway. The Trust reports the specific quality and performance issues on these in its monthly integrated quality & performance report. As part of its 2026-29 IMTP development the Trust has reflected the JCC's commissioning intentions for 2026/27 in its plans and set out its ambitions in a quantified form, through a report to Trust Board (26 March 2026) recommending a revised set of top metrics for Trust Board, cross referenced to the Trust's strategic objectives, with supporting ambitions (benchmarks, performance ranges, level of quality etc.). Like every part of NHS Wales, the Trusts' IMTP reflects a more challenging financial environment, with no new monies to support investment in support of the strategic objectives. So, whilst the JCC is broadly supportive of the Trust's ambitions, there is no new commissioned monies in support of them. The Trust has plans to re-invest internal monies in support of its ambitions, which will be subject to business cases with the JCC. Within the construct of less monies, productivity is, unsurprisingly, becoming more important. The JCC is currently undertaking a strategic review, which is wider than just productivity, but this is another aspect of the changing environment that the Trust is now interfacing with the JCC on.</p>						
CONTROLS			ASSURANCES			
			Internal & External Management (1st Line of Assurance)			
1. JCC/WAST Forward Plan for EMS and NEPTS in place and monitored at JCC meetings			1. Minutes of meetings and a standard agenda item			
2. JCC and its 2 sub-committees established as a forum to discuss WAST's strategy			2. Minutes of meetings and a standard agenda item. Sub-committees now established.			
3. Weekly catch up between Interim Director of 111 & Ambulance Commissioning /CEO			3. Meetings are diarised every week			
4. Collaboration between JCC and WAST on specific projects			4. Representatives are co-opted onto meetings and frequency is between 3-6 weeks. Set agendas with JCC reps co-opted e.g. New Ambulance Performance Framework.			
5. Joint WAST Executive/JCC SLT Monthly Meeting			5. This has restarted by is not embedded yet.			
6. Patient Safety information e.g. Appendix B incidents, weekly/monthly patient safety reports produced			6. These reports supplied to Director of Quality and Nursing in Health Boards and other senior stakeholder's fortnightly			
7. Commissioning intentions.			1. Quarterly progress is reported to ELT/STB and onto a JCC sub-committee.			
8. Governance arrangements for JCC Committee, Ambulance & 111 Commissioning Management Group, NEPTS CAG and 111 CAG			2. Minutes of meetings and a standard agenda item			
			External Management (1st Line of Assurance)			
			1. Plans go to every bi-monthly meeting			
			2. Meet bi-monthly and agendas, minutes and action logs available			
GAPS IN CONTROLS			GAPS IN ASSURANCE			
1. JCC remit is wider than just ambulances and will reduce the agenda time dedicated to WAST's three patient pathways.			1. A shorter provider brief will go to the JCC with more detailed discussions taking place at its sub-committees. There is no provider brief going at this time, but the Trust does produce extensive slides for the bi-monthly WG Integrated Quality, Planning & Delivery accountability meeting, with the Director of Commissioning for Ambulance & 111 Services in attendance. 02/12/25 It is anticipated			

Risk ID	Failure to persuade JCC/Health Boards about WAST's ambitions and reach agreement on actions to deliver appropriate levels of patient safety and experience	Date of Review:	20/03/2026	TREND	12 (3x4)
100		Date of Next Review:	20/06/2026		(3x4)
		that the new Joint WAST/JCC SLT Monthly Executive Meeting will provide dedicated time for discussion on the three pathways and will likely be supported by a quality, performance & information pack from WAST. 20/03/26 The financial pressures across the system and on the JCC through this budget round do suggest that JCC time to focus on WAST is compressed, however, day to day relationships between WAST and the JCC team remain strong.			
2. Governance coordination between the JCC and WAST to be improved.	2. Identified need for a governance meeting between JCC and WAST to manage the overall commissioner/provider interface. Actioned, but has lapsed due to capacity and resourcing in NCCU team (now the JCC team). This will be further reviewed as the JCC goes live in April-24 (period of transition likely to extend through Q1). This has lapsed at this time, but request to re-establish it sent to commissioners. This meeting has now been restarted and continues to function. 20/03/26 The Commissioning & Performance Team does now have a greater ability to service JCC requests and co-ordinate internally within WAST. Generally, as the monetary situation tightens, the Trust is servicing more requests and more meetings, and this is expected to remain the case, increase.				
3. WAST's ability to influence hospital handover delays (this is outside of the Trust's control and a Health Board responsibility)	3. Ministerial direction on handover reduction with significant pressure being applied to health boards through the NHS Leadership Board and NHS Executive accountability arrangements. The Welsh Government target is no waits > one hour, which equates to 7,000 lost hours. WG has now established an Ambulance Patient Handover Improvement Implementation (APHID) Group to take forward this ambition. This has led to the W45 initiative i.e. 45 minute handover, with handover lost hours in July 2025 being their lowest since July 2021. A continued focus by health boards is required to achieve the ambition and sustain it. 02/12/25 14,512 hours were lost to hospital handover in Nov-25. Previous year's performance would suggest this will increase further in Dec-25. Whilst there has been a material reduction in handover lost hours, they are some distance from the 6,000 hours on which the roster keys are predicated. 20/03/26 There has been an improvement in handover lost hours, but the Trust still had an average loss of >15,000 hours in 2025/26 YTD. The Trust will continue to influence in this space, particularly as part of the productivity debate, because the biggest productivity gain for the Trust, as set out in its IMTP, would be W45 or even better W45.				
4. Funding does not flow in a manner to balance demand with capacity (outside of WAST's control)	4. Strategic demand and capacity review completed and reported to Finance & Performance Committee. Whilst the Director of 111 & Ambulance Commissioning is sighted on the findings, it has not yet been formally reported to the JCC, in agreement with WAST. This remains the case. 02/12/25 2026/27 is expected to be flat cash, with a significant savings target for the Trust. The Trust is also expecting the JCC to carry out a review of WAST during the remainder of Q3 and into Q4. 20/03/26 There are recognised imbalances between demand & capacity across the three commissioned patient pathways. The 2026-29 IMTP contains various planned mitigations e.g. 111 digital front end, further capacity in the 999/EMS remote clinician space, options for NEPTS etc.				
Actions to reduce risk score or address gaps in controls and assurances		Action Owner	By When/Milestone	Progress Notes:	
1. Agree and influence JCC/Health Boards that sufficient funding to be provided to WAST		CEO WAST	As part of 25/26 budget setting process in Q4 this year (18/03/25 F&P Committee). IMTP now with WG awaiting approval, timeframe dependent on WG.	26.06.24 Funding for a 32 FTE APPs secured for 2024/25 and 23.2 FTEs into Integrated Care. 06/08/24 WAST briefing on evolved CRM and 2023 EMS Demand & Capacity Review to JCC Board Development session in Aug-24. 21/01/25 ELT has considered the draft commissioning intentions and responded to the Director of Commissioning. 14/04/25 Commissioning intentions built into the Trust's 2025-28 IMTP with FTE additionality planned in the remote care and see & treat space. MAI scrutiny exercise on-going. Skills Mix Task & Finish on-going, due to report into ELT end of April 2025, no funding from JCC expected. 19/08/25 Q1 commissioning intentions reported to JCC sub-committee. EA Skills Mix paper went to ELT in June 2025 with further paper on 27/08/25. 02/12/2025 The Trust has responded to the draft review by the JCC, the draft 2026/27 commissioning intentions and has submitted a presentation on its outline 2026-29 IMTP identifying risks, cost pressures, emerging deliverables etc. Whilst the Trust is actively influencing the commissioning process, this is within the construct of flat cash for 2026/27. 20/03/26 The JCC has requested business cases for the proposed IMTP reinvestments in the 2026/29 IMTP.	

Risk ID 100	Failure to persuade JCC/Health Boards about WAST's ambitions and reach agreement on actions to deliver appropriate levels of patient safety and experience		Date of Review:	20/03/2026	TREND	12
			Date of Next Review:	20/06/2026		(3x4)
2. Agree and influence JCC/Health Board of the need for significant reduction in hospital handover hours	CEO WAST	IQPD 12/02/25 The APHID is a WG led group, so timeframe is dependent on WG.	<p>26/04/24 This modelling has been further supplemented by modelling the Ministerial target of no handovers of more than one hour.</p> <p>26/06/24 May-24 levels at 24,000, which is higher than 2023 and concerning as an indicator of the winter the Trust may expect. Trust moving at pace to evolve clinical response model, with Welsh Government full sighted on impact of handover hours on the Trust.</p> <p>21/01/25 The Trust experienced 26,000 ambulance unit hours lost to hospital handover in December 2025, in line with its prediction, but significantly above the WG target of no waits over one hour, which equates to approximately 7,500 hours.</p> <p>14/04/25 WG has now established an Ambulance Patient Handover Improvement Implementation (APHID) Group to take forward this ambition.</p> <p>19/08/25 This has led to the W45 initiative i.e. 45 minute handover, with handover lost hours in July 2025 being their lowest since July 2021. A continued focus by health boards is required to achieve the ambition and sustain it.</p> <p>02/12/25 As above, hospital handover lost hours have seen a material reduction, however, 14,512 hours were lost to hospital handover in Nov-25. Previous year's performance would suggest this will increase further in Dec-25. Whilst there has been a material reduction in handover lost hours, they are some distance from the 6,000 hours on which the roster keys are predicated.</p> <p>20/03/26 Handover lost hours have reduced but averaged 15,000 hours through 2025/26 YTD. W45 would require this figure to be more than halved.</p>			
3. Increased understanding of NEPTS by JCC	Executive Director of Strategy Planning and Performance	02/08/23 30/06/24 20/08/24 21/02/25 Timeframe tbc, subject to current discussion with JCC.	<p>16/04/24 Workshop arranged for April 2024 (completed).</p> <p>26/06/24 Workshop results reported to newly established Interim Ambulance Commissioning Committee.</p> <p>06/08/24 The WAST briefing to the JCC Board Development session in Aug-24 includes coverage of five workstreams, one of which is Health Transport, which includes NEPTS and UCS.</p> <p>21/01/25 Consideration of Future Vision for NEPTS at JCC meeting on 21/02/25.</p> <p>14/04/25 On-going discussions with JCC on the Future Vision, in particular, next steps, with possible development of a service blueprint connected to the Vision.</p> <p>18/08/25 The Director of Commissioning for Ambulance & 111 Services has raised a concern about the level of capacity management cancellations and asked for options for mitigating these, which the Trust is currently exploring.</p> <p>02/12/25 The Trust is currently undertaking modelling on different options for increasing NEPTS capacity within the current resource envelope.</p> <p>20/03/26 WAST has presented options to the JCC on how to improve capacity and the number of patients reached by NEPTS. The Trust is currently undertaken a complex and difficult re-rostering of NEPTS, which will have a material impact on capacity, but will not be sufficient on its own. Further traction is required in this space, including actions by health boards and decisions by the JCC/WG.</p>			
4. Governance meeting between NCCU and WAST to manage the commissioner provider interface	Assistant Director Commissioning & Performance	02/08/23 Checkpoint Date Timeframe for establishing a replacement for CASC Assurance is a JCC responsibility.	<p>30.09.22 Meeting in place and meeting regularly. 12/01/23 Meetings continue. 02.05.23 These have lapsed due to pressures and sickness absence in the NCCU. HB to reboot, subject to ability of NCCU to undertake. 28.07.23 Availability remains a challenge, but there is regular informal dialogue between WAST and NCCU. 18.01.24 This specific meeting remains lapsed, but the Trust is currently meeting every two weeks with the NCCU on the development of the IMTP. As the Trust moves into the new JCC from 01 April 2024 there will be a further opportunity to address this control.</p> <p>16/04/24 The new commissioning arrangements are in transition and still quite fluid at the moment.</p> <p>26/06/24 Request to commissioners to re-establish this meeting.</p> <p>06/08/24 Meeting now re-established. 21/01/25 Meeting continues to operate.</p> <p>14/04/25 Meeting continues, but the monthly CASC Assurance meeting has lapsed and needs to be restarted. This is anticipated by the Trust but is dependent on the Director of 111 & Ambulance Commissioning discussion with JCC colleagues.</p>			

Risk ID	Failure to persuade JCC/Health Boards about WAST's ambitions and reach agreement on actions to deliver appropriate levels of patient safety and experience		Date of Review:	20/03/2026	TREND	12
			Date of Next Review:	20/06/2026		(3x4)
			<p>19/08/25 As above, the WG IQPD meeting operates bi-monthly and provides an accountability mechanism, but the Trust is anticipating the resumption of a JCC mechanism in the second half of the year.</p> <p>02/12/25 The first Joint WAST Executive/JCC SLT Monthly Meeting was held on 26 Nov-25</p> <p>20/03/26 This meeting is now up and running, but it remains early days. As per previous remarks the day-to-day relationships between the Trust and the JCC ambulance & 111 commissioning team remain strong, but executive churn in the JCC has made establishing a good rhythm of business with the wider JCC more challenging.</p>			
5. Develop and roll out the Stakeholder Influencing Plan	Director of Partnerships & Engagement AD Planning & Transformation	Q2 24/25 onwards	<p>15/03/24 This action is captured in Risk 201 on the CRR. The reputation audit being repeated in Q1 will inform the development and roll out of this plan in Q2.</p> <p>14/04/25 The CMT Programme Engagement Plan (PEP) is live. During Q4 the programme has undertaken a series of priority engagement sessions with key clinical groups and stakeholders on the Clinical Services Model proposals. The next steps are to undertake wider system engagement.</p> <p>19/08/25 System wider engagement was undertaken as part of the phase one Ambulance Performance Framework go live on 01 July, with further communications planned as part of the phase 2 go live on 01 December 2025.</p> <p>20/03/26 Further consideration needs to be given to how WAST can influence and engage with the JCC. The Executive Director of Strategy, Planning & Performance has identified this as a key action for the Commissioning & Performance Team during 2026/27.</p>			

Risk ID 139	Failure to deliver our Statutory Financial Duties in accordance with Legislation	Date of Review:		10/03/2026	TREND	8 (2x4)	
		Date of Next Review:		10/06/2026	➡		
IF the Trust does:		THEN there is a risk that	RESULTING IN		Likelihood	Consequence	Score
<ul style="list-style-type: none"> not achieve financial breakeven and/or does not meet the planning framework requirements and/or does not work within the EFL and/or fails to meet the 95% PSPP target and/or does not receive an agreement with commissioners on funding 		the Trust will fail to achieve all its statutory financial obligations, and the requirements as set out within the Standing Financial Instructions (SFIs)	potential interventions by the regulators, qualified accounts, and impact on delivery of services and reputational damage				
				Inherent	3	4	12
				Current	2	4	8
				Target	2	4	8
IMTP Deliverable Numbers: 9, 12, 15, 18, 24, 25, 30, 31, 32							
Strategic Objective:							
EXECUTIVE OWNER		Executive Director of Finance and Corporate Resources		ASSURANCE COMMITTEE	Finance and Performance Committee		
Risk Commentary: To end of February 2026 of the 2025/26 financial year. The risk has now been further reviewed in conjunction with the level of financial risk detailed in the Trust's financial monitoring returns submitted to WG year to date to Month 11 of the 2025/26 Financial Year. The score is consistent with that of Qtr. 3 2025/26 due to presenting an opening balanced financial plan for 2025/26, full allocation of the £8.5m savings delivery target and YTD overachievement. Reported Financial position is currently in surplus (£0.100m) and revised year end forecast is one of balance. Clear monitoring of the savings target for 25/26 will need to continue as this is £2m increase from the 24/25 delivered position and the achievement of the year end forecast in the challenging financial climate for all public sector organisations.							
CONTROLS				ASSURANCES			
				Internal Management (1st Line of Assurance)			
1. Financial governance and reporting structures in place				1. Risk is reviewed quarterly at FPC, and a report is submitted bi-monthly to Trust Board			
2. Financial policies and procedures in place							
3. Budget management meetings				3. Diarised dates for budget management meetings and delegation of budgets has occurred			
4. Regular financial reporting to ADLT, EFG, ELT, FPC and Trust Board in place				4. Diarised dates for ADLT, FPC and Trust Board and monthly reports with budget managers. EFG meetings held in July and August 25 and continued discussions / reporting through ELT.			
5. Welsh government reporting				5. MMR submitted monthly to WG and monthly catch ups with F&P Delivery unit			
6. Monthly review of savings targets				6. ADLT updated via core reporting. Reporting included in finance reports to committees and boards			
7. Regular review monitoring and challenge via WAST and JCC / CASC quality and delivery meeting with commissioners.							
8. Monthly ICMB (Internal Capital Monitoring Board) meetings to monitor and review progress against capital programme and engagement with WG and capital leads.				8. Diarised dates for ICMB meetings with regular monthly report			
9. PSPP monthly reporting and regular engagement with P2P colleagues and periodic Trust Wide communications				9. Regular PSPP communications (Trust wide) on Siren			
10. Forecasting of revenue and capital budgets				a) Monthly monitoring returns to ELT (EFG) and FPC (b) Reliance on available intelligence to inform future forecasting.			
11. Business cases and benefits realisation (both revenue and capital)				11. Business cases – scrutiny and approval at senior management team which are submitted to ELT, FPC prior to Trust Board for approval as appropriate according to value.			
				External Assurances Management (1st Line of Assurance)			
				5. Monthly Monitoring Returns to Welsh Government			
				7. JCC management meetings and at bi-monthly meeting with JCC Finance teams			
				8. Capital meetings with Trust and WG capital leads			
				9. Regular P2P meetings diarised (bi-monthly)			
				10. Monthly monitoring returns into Welsh Government			
				Independent Assurances (3rd Line of Assurance)			
				1-10 Internal audit reviews covering			

Risk ID 139	Failure to deliver our Statutory Financial Duties in accordance with Legislation	Date of Review:	10/03/2026	TREND	8 (2x4)
		Date of Next Review:	10/06/2026		
		1-10 External audit reviews			
GAPS IN CONTROLS			GAPS IN ASSURANCE		
1. Lack of formalised service contracts between Commissioner and WAST as a commissioned body			1. None identified.		
Actions to reduce risk score or address gaps in controls and assurances	Action Owner	By When/Milestone	Progress Notes:		
1. Continuing negotiations with Commissioners	Director of Finance and Corporate Resources/ Director of Strategy Planning and Performance	31/03/25 31/03/26	Supported financial plan included in IMTP for 25/26. At least bi-monthly meetings with WAST finance and JCC in relation to contract payments.		
2. Embed a transformative savings plan and ensure organisational buy in	Savings subgroup / FSP	31/03/25 31/03/26	The Financial Sustainability Program (FSP) will continue to be a key vehicle for the Trust to monitor and develop its savings program. Over delivery was achieved for the 24/25 financial year and the point of strong delivery is further highlighted with the programs ability to fully identify the 25/26 £8.5m savings plan before the start of the financial year.		
3. Embed value-based healthcare working through the organisation	Executive Leadership Team and Value Based Healthcare Group	31/03/25 31/03/26	Work to identify the PROMS & PREMS evaluation criteria for Emergency based services via the Value-Based Healthcare working group continues.		
4. Foundational economy, Decommissioning, and procurement to mitigate social and economic wellbeing of Wales	Estates, Capital and Fleet Groups, NHS Wales Shared Services Partnership	31/03/25 31/03/26	The organisation utilises the NWSSP Shared Services Procurement framework to ensure contracts tendered provide best value for money while ensuring criteria within the tender docs ask bidders to highlight their ability to serve the aims of FE, Decommissioning, Decarbonisation and social as well as the economic wellbeing of Wales. Ad hoc reports are received from Shared Services on WAST's progress in switching more expenditure to Welsh suppliers to keep the Welsh pound in Wales.		