

**UNCONFIRMED MINUTES OF THE OPEN MEETING OF THE WELSH
 AMBULANCE SERVICES NHS TRUST, HELD ON FRIDAY 8 MAY 2015, IN
 VANTAGE POINT HOUSE, CWMBRAN AND VIA VIDEOCONFERENCING
 LINK TO HEADQUARTERS, ST ASAPH.**

BOARD MEMBERS

PRESENT:

Mick Giannasi	Chairman of the Board
Tracy Myhill	Chief Executive
Emrys Davies	Non Executive Director
Pam Hall	Non Executive Director (Via VC HQ St Asaph)
Judith Hardisty	Director of Workforce and Organisational Development
Sara Jones	Director of Quality and Nursing
Brendan Lloyd	Medical Director
John Morgan	Non Executive Director
Patsy Roseblade	Director of Finance and ICT
David Scott	Non Executive Director (Via VC HQ St Asaph)
Martin Woodford	Non Executive Director and Vice Chair

TRUST BOARD

REPRESENTATIVES:

Hugh Bennett	Head of Planning and Performance
Estelle Hitchon	Associate Director, Chief Executive's Office (Joined during Minute 31/15)
Nigel Heal	Staff Side Representative
Melfyn Hughes	Welsh Language Officer
Gordon Roberts	Head of Operations for Betsi Cadwaladr University Health Board area (Via VC HQ St Asaph)
Dawn Sharp	Corporate Secretary
Claire Vaughan	Associate Director of Transformation (Workforce)
Jonathan Watts	Associate Programme Director

APOLOGIES

Mike Collins	Director of Operations
Mike Coupe	Director of Strategy, Planning and Performance
Kevin Davies	Non Executive Director
James Mycroft	Non Executive Director
Bleddyn Roberts	Staff Side Representative

28/15 CHAIRMAN WELCOME AND UPDATE

The Chairman of the Board, Mick Giannasi, opened the meeting and reminded everyone that it was being audio recorded. He welcomed everyone to the main part of the meeting in particular Claire Vaughan, Associate Director of Transformation (Workforce), Hugh Bennett, Head of Planning and Performance and Jonathan Watts, Associate

Programme Director.

The Chairman referred to the recent performance development review conducted with the Health Minister. The feedback had been very positive and the Minister was very pleased with the overall progress adding that he felt there was a growing sense of momentum within the Trust. In terms of the Integrated Medium Term Plan (IMTP), the Minister acknowledged that it had not yet been approved, however notwithstanding that, he welcomed the work conducted thus far and commented that it was a sound basis for going forward.

The Chairman expressed his and the thanks of the Board to all the staff for concentrating their efforts in the drive to improve performance albeit through the ongoing challenges being faced.

RESOLVED: That the oral report of the Chairman of the Board be received.

29/15 INTERIM CHIEF EXECUTIVE'S REPORT

The Board received the oral report of the Interim Chief Executive. The following points were highlighted:

- **Performance** – It had been very encouraging that performance had improved month on month for the past three months and the thanks to all staff was reiterated.
- **Cwm Taf Health Board Explorer Project** – The improvement in A&E performance had been outstanding, staff morale had improved noticeably and the time taken from handover to clear at hospitals was improving significantly.
- **Absence of Director of Operations** - During this time, the arrangements in place were as follows: Accountable Officer, Executive Medical Director supported by the following with their particular responsibilities as indicated: Gordon Roberts (Operations), Richard Lee (Clinical Services) and Nick Smith (Non Emergency Patient Care Service).
- **North region and Headquarters, visit by Chief Executive** – The recent visit to the North had been very productive and informative. HQ staff had expressed several concerns one of which being a lack of communication in terms of being informed of any developments concerning them. The Chief Executive emphasised the importance of ensuring increasing presence and communications with those in the North reminding the Board of the all Wales nature of the Trust.
- **Award ceremonies** – These had been a great success and were the ideal opportunity for the staff to be recognised for the work they do.

RESOLVED: That the oral report of the Chief Executive be noted.

30/15 PROCEDURAL MATTERS

The Chairman advised Members of the standing declaration of Mr Emrys Davies as a retired member of UNITE.

Minutes

The Minutes of the Open and Closed sessions of the Board held on 26 March 2015 were confirmed as a correct record subject to the minor corrections as circulated.

Action Log

That the update on the Action Log be noted.

Board Mentees

The Chairman advised the Board that the 12 month mentorships for the two Mentees, Jennie Allport and Moawia Bin-Sufyan had concluded and would not be extended. He further informed the Board that as a direct result of the Trust's appointment of the Mentees, Welsh Government had now developed an 'all aboard' Wales wide programme with each Board now having two Mentees. There were currently 18 people from under-represented groups who were being progressed through a development programme with the intention that they would, through development and training be better candidates for future potential appointments. The Chairman added that he was in the process of shortlisting potential Mentees for a further twelve month appointment.

Staff Side Representation

The Chairman advised the Board that the Health Minister had approved Nigel Heal and Bleddyn Roberts as the two Staff side representative members of the Trust Board.

RESOLVED: That

- (1) the standing declaration of Mr Emrys Davies as a retired member of UNITE be noted;**
- (2) the Minutes of the open and closed sessions of the Board held on 26 March 2015 be confirmed as a correct record subject to the minor corrections as circulated;**
- (3) it be noted that the 12 month mentorship in respect of Jennie Allport and Moawia Bin-Sufyan was concluded; and**
- (4) the approval of the Minister to the Trust Board Staff side representatives, Nigel Heal and Bleddyn Roberts be noted.**

31/15 2015/16 STARTPOINT BUDGETS

The Director of Finance and ICT presented the report and provided Members with a brief overview of each of the key income assumptions as detailed within the report.

The Chairman welcomed comments from Members. The following points were raised.

- Martin Woodford, Non Executive Director was content to defer comment on the detail of the budget until the closed session of this Board meeting.
- A question arose in terms of key risks and in particular why key risk number four had been identified as a risk as could this be something which could be challenged. The Director of Finance and ICT explained that should an

inappropriate amount of revenue costs be transferred to the capital programme, that would be challenged by the auditors which is why it was listed as a risk.

RESOLVED: That the proposed opening budgets for the 2015/16 financial year as summarised in the report be approved subject to there being no significant issues arising from the Closed session discussion of the budget.

32/15 NATIONAL COLLABORATIVE COMMISSIONING: QUALITY & DELIVERY FRAMEWORK FOR EMERGENCY AMBULANCE SERVICES (CQDF).

The Chief Executive introduced the report and advised Members that the framework was essential and fundamental to the development and success of the Trust going forward. She then introduced Hugh Bennett, Head of Planning and Performance who provided the Board with a detailed summary of the framework.

Martin Woodford informed the Board of the Finance and Resources Committee's discussion at its last meeting and highlighted the recommendations from that meeting which were being addressed.

The general view of the Board was that they were content and very supportive of the document going forward.

RESOLVED: That

- (1) the summary of the Framework be noted;**
- (2) the decision of the Finance and Resources Committee, on behalf of the Board to authorise the Chair and Chief Executive, to sign the Framework Agreement with the provisos that WAST will commit to improving performance on a month by month basis, but the standards, outcomes and measures stated in the Framework are defined as a benchmark for measuring improvement rather than targets for which WAST is accountable be endorsed;**
- (3) the letter from the Chief Executive, to the Chief Ambulance Services Commissioner (CASC) be noted; and**
- (4) the developing arrangements for managing the on-going collaborative relationship with the Commissioner's team be noted.**

33/15 DELIVERING THE INTEGRATED MEDIUM TERM PLAN (IMTP)

The Chief Executive presented the Board with a brief outline of the plan and introduced Jonathan Watts, Associate Programme Director who provided further details of the plan for the Board's attention. It was his intention that staff would be provided with a less technical version of the IMTP for their feedback which would be incorporated into future iterations.

The following points were raised:

- Clarity was required in terms of the linkage between the eight themes and the four workstreams. The Chief Executive explained that further clarity would be provided at the next Board Development session.

- In terms of A8 performance how did this programme support the continued focus. This would be provided in greater detail and clarity within the next iteration of the plan.
- Caution and careful management should be applied when communicating to and engaging with staff with regard to the IMTP in order to avoid any scepticism.
- There was a sense of optimism amongst the staff that things were beginning to improve.
- Whilst the document identified that the core components of PRINCE2 (Projects in controlled environments) would be utilised a query was raised with regard to staff capability in running projects and whether they had sufficient PRINCE2 knowledge. This issue was addressed by the Associate Programme Director who confirmed that a core capacity of people who were professionally trained and understood the methodology was required. The Director of Workforce and Organisational Development further added that the Trust had staff already trained in this particular skill and there were staff who were keen to learn and develop those skills. It would be beneficial, once the skill gaps had been identified, for the Trust to look at what type of specific development programme was required to support the training needs going forward.
- In terms of the caveats with regard to the capacity to deliver, had these been quantified and added to the budget setting. The Director of Finance and ICT provided a comprehensive explanation in terms of how these caveats related to the budget and informed the Board that further requests for development funding would be expected as the Trust evolved.
- Why was ICT considered generally as business as usual, ICT projects should be taken on a case by case basis for example the (CAD) Computer Aided Despatch. In terms of the CAD business case the Director of Finance and ICT stressed this was not business as usual, it required a whole raft of personnel who were involved in its development. The Associate Programme Director provided further detail in terms of how as certain areas of work developed they moved away from business as usual and into the project management arena.
- The Associate Programme Director advised the Board that once a project was initiated there were inherent risks around, amongst others the capacity and capability. Members were assured that robust risk registers were now in place to address these risks proactively.

The Chief Executive referred to the IMTP and advised the Board that a further iteration taking into account the recommendations and comments as discussed would be presented at the next Board meeting.

RESOLVED: That

- (1) progress being made in refining the IMTP in light of feedback received from Welsh Government and the presentation of a refreshed IMTP at the next Board meeting be noted;**

- (2) the development of a refreshed IMTP which draws together the priorities of the Trust, the requirements of the Collaborative Commissioning Framework and incorporates the critical elements of the previous Strategic Transformation Programme be noted;**
- (3) the internal process which has been undertaken to provide assurance around clarity of the priorities and resource required to deliver them be noted;**
- (4) the structure put in place to manage delivery be noted;**
- (5) the need for the Chief Executive to continue with further discussions on WAST's approaches to strengthening and embedding planning across WAST be noted;**
- (6) the proposed eight priorities for 2015/16 in the emerging refreshed IMTP be approved;**
- (7) the proposed mechanisms for ongoing delivery of the IMTP be approved;**
- (8) a training needs analysis be undertaken;**
- (9) ICT projects classified as strategic or business as usual would be taken on a case by case basis.**

RESOLUTION TO MEET IN CLOSED SESSION

Representatives of the press and other members of the public were excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted in accordance with the requirements of Section 1(2) of the Public Bodies (Admissions to Meetings) Act 1960.

Reports relating to the items of business in these minutes can be found on the Trust's website, www.ambulance.wales.nhs.uk