

APPENDIX

DRAFT

WELSH AMBULANCE SERVICES NHS TRUST

**MINUTES OF THE OPEN MEETING OF THE STRATEGIC PLANNING, FINANCE
AND PERFORMANCE COMMITTEE HELD ON WEDNESDAY 9
FEBRUARY 2011 AT VANTAGE POINT HOUSE, CWMBRAN, TRUST HQ, ST.
ASAPH AND CEFN COED, SWANSEA**

PRESENT :

| | |
|-----------------|----------------------------------|
| Mr D Evans | Non Executive Director and Chair |
| Mr S Castledine | Non Executive Director |
| Miss N Park | Non Executive Director |
| Mr P Price | Non-Executive Director |

| | |
|--------------------|---------------------------------|
| Mr C James | Director of Service Development |
| Mr D Jones- Morris | Interim Director of EMS |
| Mr T Woodhead | Director of Finance |

IN ATTENDANCE:

| | |
|----------------|--|
| Mr M Cassidy | Deputy Chief Executive (from item 2 onwards) |
| Ms K Charters | Staff Side Representative (UNISON) |
| Mr S Fletcher | Non Executive Director and Chairman of the Board |
| Mrs J Hardisty | Director of Workforce and OD |
| Mr J Huxley | Assistant Corporate Secretary |
| Mr J Jones | Principal Accountant |
| Mr M Jose | Staff Side Representative (UNISON) |
| Mr R Lee | Regional Director, Central & West |
| Mrs D Sharp | Corporate Secretary |

APOLOGIES:

| | |
|------------|-------------------|
| Ms S Jones | Clinical Director |
|------------|-------------------|

01/11 PROCEDURAL MATTERS

RESOLVED: That

(1) the appointment of the Chairman and membership of the Committee by the Board be noted;

(2) the terms of reference of the Committee and the Planning, Performance and Development Panel be noted, subject to the following action:-

(a) the Corporate Secretary be asked to raise with the Executive Management Team the use of deputies and Director attendance at future Level 3 Panel meetings; and

Corp Sec
(DS)

(b) it be noted that Minutes of Level 3 Panel meetings would not be presented to the Committee in future;

Corp Sec
(DS)

(3) (a) the minutes of the meetings of the former Risk Management and Modernisation Committee held on 21 October and 23 November 2010 be confirmed as a correct record; and

(b) the minutes of the Planning, Performance and Development Panel held on 14 January 2011 be received;

(4) the Board be recommended to change the title of the Committee from the Strategic Planning, Finance and Performance Committee to the Strategic Planning Committee with immediate effect;

Corp Sec
(DS)

(5) a report on the proposals and timetable to produce a revised Fleet Strategy, including an update on the current position with fleet issues, be presented to the Strategic Planning, Finance and Performance Committee at its meeting on 10 March 2011; and

Rob Raistrick

(6) it be noted that the Audit Committee will be producing criteria and guidance on the type of issues Committees need to consider referring to the Audit Committee for review.

Corp Sec
(DS)

02/11 OUTLINE ENGAGEMENT AND COMMUNICATION PLAN FOR 'WORKING TOGETHER FOR SUCCESS'

In considering this subject, members advised that the implementation of the Plan needed to be linked to initiatives and publications being progressed by other directorates. The Plan also needed to consider carefully how messages were circulated within the organisation and to avoid using jargon and terminology that would not be understood both in other parts of the service and by the general public.

It was also recognised that the Trust needed to take on board ideas and suggestions from its staff and to report outcomes as a result of these suggestions. It was also pointed out that these considerations would form part of a revised Communications Strategy for the Trust.

RESOLVED: That

(1) the progress being made in relation to the Engagement and Communications Plan, as outlined in the report, be noted; and

Director of
Service Devt
(CJ)

(2) the Committee receive regular updates on the progress of the Plan.

03/11 ANNUAL PLANNING CYCLE PLANS – 2011/12

The commencement of a strategic plan for the Trust was welcomed and members emphasised the importance of ensuring that the Trust's new way of working in the future was aligned to the plans being drawn up by Health Boards. This development should be seen as an opportunity for a number of organisations to achieve the savings that were going to be required in the future.

It was acknowledged that this year the Plan would not be aligned in a structured way to the Trust's budget for 2011/12 but would become progressively so in the coming years.

RESOLVED: That

(1) the Annual Planning Cycle for the Trust's operational plans in 2011/12, as described in the report, be noted; and

Director of
Service Devt
(CJ)/Corp
Sec (JH)

(2) it be noted that a further report will be presented to the next meeting of the Committee on 10 March with a view to preparing a final report to the Board on 31 March 2011.

04/11 WORKFORCE PLAN – PROCESS AND TIMETABLE

RESOLVED: That

(1) the contents of the report be noted and the actions identified, particularly in section 4 of the report, be actively supported; and

Director of
Workforce
and OD/Corp
Sec to note

(2) it be noted that a further report will be presented to the next meeting of the Committee on 10 March and the Board on 31 March 2011.

05/11 FINANCE REPORT - MONTH 9

RESOLVED:

That the cumulative financial position as reported for the period to December 2010 (Month 9), the associated key risks and issues, and the actions being taken to address the deficit, be endorsed.

06/11 DRAFT BUDGET 2011/12

The Committee was advised that the Welsh Assembly Government (WAG) had given NHS organisations about three weeks to respond to the proposed funds allocation for 2011/12. Therefore the draft budget had to date been developed on the basis of making key assumptions in certain areas and also by formally indentifying the key risks currently being faced by the Trust.

It was clear, however, that significant savings would have to be achieved in 2011/12 and all public sector organisations in Wales would have to do things differently to achieve these savings; this clearly applied to the ambulance service. It was emphasised that the budget for 2011/12 and beyond needed to drawn up using zero based budgeting approach. It was confirmed that detailed planning was currently in progress, the results of which would be available at the next meeting of the Committee on 10 March.

RESOLVED: That

(1) progress in the process for setting a budget for 2011/12 and the associated assumptions and issues be endorsed; and

Finance
Director

(2) it be noted that a further report will be presented to the next meeting of the Committee on 10 March and the Board on 31 March 2011.

07/11 DEFINING THE FUTURE CLINICAL RESPONSE MODEL

The Committee considered a report which outlined how the recent proposed developments to the policy framework for the Welsh Ambulance Services NHS Trust (WAST) would affect the current operational response configuration and the potential future response model for the Trust. The forthcoming Board Development session on 2 March was to be used to brief members fully on the new response model.

RESOLVED: That

(1) the contents of the report be approved; and

Director of
Service Devt
(CJ)/Corp
Sec (JH)

2) it be noted that a further report will be presented to the next meeting of the Committee on 10 March 2011.

08/11 PERFORMANCE DASHBOARD

The Committee acknowledged that further work was required to produce a performance dashboard that covered performance indicators for all areas of the service. This work was progressing and

improvements in the dashboard would be evident at future meetings.

RESOLVED: That

(1) the contents of the bi-weekly National Dashboard Report be noted; and

(2) a range of additional performance indicators be produced for the Committee, when accuracy and completeness in terms of data collection has been improved sufficiently.

Director of
Service Devt
to note.

09/11 GATEWAY REVIEW SUMMARY

RESOLVED: That this subject be deferred until the next meeting of the Committee on 10 March 2011.

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 above can be found on the Trust's website, www.ambulance.wales.nhs.uk.

DRAFT

MINUTES OF THE CLOSED SESSION OF THE MEETING

PRESENT :

| | |
|--------------------|-------------------------------------|
| Mr D Evans | Non Executive Director and Chair |
| Mr S Castledine | Non Executive Director |
| Miss N Park | Non Executive Director |
| Mr P Price | Non-Executive Director |
| Mr C James | Director of Service Development |
| Mr D Jones- Morris | Interim Director of EMS |
| Mr T Woodhead | Director of Finance |

IN ATTENDANCE :

| | |
|-------------------|---|
| Mr M Cassidy | Deputy Chief Executive |
| Ms K Charters | Staff Side Representative (UNISON) |
| Mr S Fletcher | Non Executive Director and Chairman of the Board |
| Mrs J Hardisty | Director of Workforce and OD |
| Mr J Huxley | Assistant Corporate Secretary |
| Mr D Jackland | Director of ICT |
| Mr J Jones | Principal Accountant |
| Mr M Jose | Staff Side Representative (UNISON) |
| Mr R Lee | Regional Director, Central & West |
| Mr E Price-Morris | Chief Executive |
| Mrs D Sharp | Corporate Secretary |

APOLOGIES:

| | |
|------------|-------------------|
| Ms S Jones | Clinical Director |
|------------|-------------------|

PROCEDURAL MATTERS

RESOLVED:

That it be noted that there were no declarations made under the Code of Conduct.

02/11

RENEWAL OF LEASE – CWMBRAN AMBULANCE STATION

RESOLVED:

That the Board be recommended to renew the lease for Cwmbran Ambulance Station on a term of five years at a rent of £15,000 per annum which provides the Trust with an option to terminate the lease after three years by giving the landlord six months notice in writing.

Director of
ICT/National
Estates Manager
to progress,
subject to Board
approval

03/11

WREXHAM AMBULANCE STATION – SIGNING OF DEED OF VARIATION

The Committee had a detailed discussion following a presentation clarifying the position that had been reached in negotiations with the interested parties. The discussion centred upon the Trust's position in securing the best outcome and what steps were needed to ensure that this happened. This related to the wording of the Deed of Variation and an assessment of the various options that could develop in the next stage(s) of the process.

RESOLVED:

That the Board be recommended to approve the signing of a Deed of Variation in relation to the land adjacent to Wrexham Ambulance Station, subject to the deed being amended to make reference to the tripartite site and reflecting that:

Director of
ICT/National
Estates Manager
to progress,
subject to Board
approval

(1) consideration is linked to the assessment by the District Valuer;

(2) consideration only being payable in cash terms in the event that a tripartite site is not developed;

(3) consideration forms part of the financial arrangement between the two parties if the tripartite site is developed; and

(4) a longstop date may be sought in relation to the development of the tripartite site.

04/11

**RENEWAL OF LEASE – THANET HOUSE, SWANSEA
(NHS DIRECT)**

In considering the renewal of the lease, the Committee acknowledged the wider implications of entering into the commitment in terms of the future requirements in terms of service development. Members concluded that to do so presented a small risk only which could be managed satisfactorily should a much larger associated project come to fruition during the term of the new lease.

RESOLVED:

That the Board be recommended to renew the lease for Thanet House on a term of five years at a rent of £90,000 per annum.

Director of
ICT/National
Estates Manager
to progress,
subject to Board
approval

05/11

**PILOTING A TRI-SERVICE CONTROL ROOM WITH
THE FIRE AND POLICE SERVICES IN LLANGUNNOR**

The Committee considered a proposal to link with the Police and Fire services to provide joint call handling arrangements in South West Wales. The report identified many issues to be overcome to ensure that the needs of each service were met fully.

Members had a detailed discussion about the shared control room concept, what it would mean for the Trust and whether there was sufficient assurance within the proposal to ensure that clinical standards would be able to be maintained.

RESOLVED: That the Board be recommended to:

(1) approve a pilot Joint Emergency Services Control Room integration in South West Wales, to be based at Llangunnor;

(2) authorise the Management Team to continue discussions with the Joint Emergency Services Group (JESG) and the local Police and Fire Services to secure the optimum benefits from the business case with particular reference to securing the required clinical model within the Control Centre; and

(3) authorise the Management Team to produce a detailed report for the Strategic Planning, Finance

Director of
ICT/National
Estates Manager
to progress,
subject to Board
approval.

Director of
ICT/Corporate

and Performance Committee to determine the future function and location of the clinical services currently provided by NHS Direct Wales ensuring synergy with “ Working Together for Success”.

Secretary

06/11

MERCEDES 515 UVM MODULAR BODY

The Committee was briefed on an issue that had arisen affecting vehicles purchased during the 2006/07 financial year. An additional problem existed in relation to the manufacturer of these vehicles and the report provided details of the current position. The issue was still being evaluated and the Committee would be kept informed of developments.

RESOLVED: That the position be noted and any further issues be discussed at the meeting of the Strategic Planning, Finance and Performance Committee on 10 March.

Deputy Chief
Exec