

WELSH AMBULANCE SERVICES NHS TRUST

CONFIRMED MINUTES OF THE OPEN SESSION OF THE MEETING OF THE FINANCE AND RESOURCES COMMITTEE HELD ON 24 MAY 2016 AT VANTAGE POINT HOUSE, CWMBRAN AND VIA VIDEO CONFERENCING AT HEADQUARTERS ST ASAPH

PRESENT :

Martin Woodford	Non Executive Director and Chair	MW
Pam Hall	Non Executive Director (VC, St Asaph)	PH
David Scott	Non Executive Director (VC, St Asaph)	DS

DIRECTORS:

Hannah Evans	Director of Planning and Performance (Interim)	HE
Richard Lee	Director of Operations (Interim)	RL
Patsy Roseblade	Director of Finance and ICT	PR
Claire Vaughan	Director of Workforce and OD	CV

IN ATTENDANCE:

Hugh Bennett	Head of Planning and Performance	HB
Mick Giannasi	Trust Board Chairman (Part)	MG
Nathan Holman	Staff Side Representative	NH
Gwen Kohler	Financial Planning Manager (Part)	GK
Greg Lloyd	Locality Manager	GL
Steve Owen	Corporate Governance Officer (VC, St Asaph)	SO
Bleddyn Roberts	Staff Side Representative	BR
Chris Turley	Deputy Director of Finance	CT
Aled Williams	Head of ICT	AW

OTHER ATTENDEES

Richard Bowen	Aneurin Bevan University Health Board
Dorothy Edwards	Aneurin Bevan University Health Board

APOLOGIES

Keith Cox	Corporate Secretary
Professor Kevin Davies	Non Executive Director
James Mycroft	Non Executive Director

09/16 COMMITTEE 1 YEAR REVIEW

The Chairman addressed the Committee and provided an overview on the comments

and feedback he had received from Members in terms of how the Committee had performed during the last year. He advised that a copy of the comments would be circulated electronically following the meeting. Areas in which the Committee should focus on for the forthcoming year were discussed and it was agreed that the Committee's forward plan be considered at each meeting.

In terms of papers, the general consensus was to receive more succinct ones, with a focus on what was trying to be achieved.

10/16 PROCEDURAL MATTERS

The Chairman welcomed all to the meeting and reminded those in attendance that the meeting was being audio recorded. The Committee were advised of the declaration of interest of Mr Emrys Davies, Non Executive Director as being a former member of UNITE.

Minutes

The Minutes of the Committee held on 26 February 2016 were confirmed as a correct record subject to adding the words 'Internal Capital Planning Group' to resolution number 2 at Minute 03/16

Action Log

The Committee referred to the Action Log and the followings issues were raised/commented upon:

RESOLVED: That

- (1) Mr Emrys Davies, Non Executive Director declared an interest as a former member of UNITE;**
- (2) the Minutes of the Open sessions of the meeting held on 26 February 2016 be confirmed as a correct record subject to the above addition; and**
- (3) the actions within the Action Log were considered by the Committee and modifications were implemented as shown above.**

11/16 INTEGRATED PERFORMANCE REPORT – MARCH 2016

The Head of Planning and Performance **HB**, informed the Committee that future reports would be presented slightly differently and would incorporate Ambulance Quality Indicators (AQI). He added that going forward, benchmarking information would be included within the report.

In terms of highlights within the report, **HB** drew the Committee's attention to the following areas:

- 1) Sickness levels had increased from the previous reporting period
- 2) Savings – 81% of the planned savings had been achieved
- 3) The variation within Local Health Boards in terms of performance
- 4) Community First Responders (CFR) new management structure
- 5) Recruitment of Emergency Medical Staff (EMS)

Going forward, **HB** explained how the Trust was continuing with its strong focus on operational delivery and the challenges being faced in achieving success in this regard.

A query arose in terms of the significant increase in NHSDW demand and whether this was an ongoing trend. The Director of Operations (Interim) explained the process in terms of the flow of calls being received and how they were distributed within the organisation. He further advised that going forward, reporting on the data extracted from 'hear and treat' would provide the Trust with more visibility and clarity with the call demand.

One of the challenges was to reduce the number of ambulances taking patients to hospital, conveyance rates, and the Director of Operations (Interim) provided the Committee with further details on how the Trust was intending to realise this. Members commented upon and discussed the various issues with conveyance rates in further detail.

RESOLVED: That the report be noted.

12/16 INTEGRATED MEDIUM TERM PLAN (IMTP) - UPDATE

The Director of Planning and Performance (Interim) **HE**, explained that the IMTP was with Welsh Government awaiting final approval.

RESOLVED: That the update be noted.

13/16 FINANCE REPORT

Month 12

The Director of Finance and ICT **PR**, summarised the financial performance against budget to Month 12 of the 2015/16 financial year indicating that the financial plan had been achieved.

Month 1

The Director of Finance and ICT **PR**, in providing an overview of the current financial situation, reported an outturn performance for the year to date based on the Trust's Month 1 accounts, which was a deficit of £0.089m.

The Deputy Director of Finance **CT**, commented that overspend in Month 1 was predominantly attributed to the continued cost of using private providers. **PR** reiterated that the use of private providers could cease at any time.

Members discussed several areas which included funding for the Cwm Taf pilot scheme, the level of income for the Non-Emergency Patient Transport Service, the equity of service across all the Health Boards and the issue surrounding demand and capacity.

RESOLVED: That

(1) the financial position as reported for Month 12 and the draft 2015/16 financial year end position be noted;

(2) the financial position as reported for Month 1 and the associated key risks and issues be noted; and

(3) the expectation that the mitigation around risks be considered.

14/16 SAVINGS DELIVERY REPORT

The Committee noted that in conducting its initiative to save money, the Trust's approach had been to consider the larger elements and areas, for example Fleet and procurement. Nevertheless, the Committee were also informed that the smaller items where savings could be made was not overlooked and were provided with examples by **GK** where this had been the case.

The Director of Operations (Interim) **RL** provided the Committee with details in terms of how further savings could be made with regard to vehicle repairs and vehicle usage patterns.

Members reviewed the savings initiatives and discussed some of them in further detail welcoming the progress being made.

RESOLVED: That the progress in delivering the 2016-17 savings plan be noted.

15/16 WORKFORCE PERFORMANCE REPORT

The Director of Workforce and OD, **CV** presented the report providing a general overview drawing the Committee's attention to the following areas:

Sickness

Sickness levels had increased from the previous reporting period and **CV** outlined details of a refreshed action plan going forward to address this.

Statutory Mandatory Training and Continuing Professional Development (CPD)

The Director of Workforce and OD advised that there had been some issues with the module reporting system and was therefore unable to inform the Committee of any progress at this time. **CV** provided the Committee with details of how the Trust was resolving this issue.

Personal Appraisal Development Reviews

The Committee were advised of the areas where there had been considerable progress and other areas where this had been less so, however this had been addressed and **CV** was confident that levels of completion would increase.

Turnover and Recruitment

There had been respectable progress in recruitment of operational staff during the last few months. **CV** referred to the new recruitment system for NHS staff, TRAC, a major project driven by the NWSSP Recruitment Service which would streamline the whole recruitment process. The TRAC system was an interface system that linked in with NHS Jobs, the Electronic Staff Record and the Disclosure & Barring Service.

Members discussed recruitment in further detail and were pleased to see certain initiatives such as the recent Paramedic Big Bang Recruitment Event which had proven to be a great success. **CV** commented that it was still the Trust's ambition that the push for recruitment would reduce the need to continue with using private providers in certain parts of Wales.

Area of concern

Members expressed their concern at the low number of personnel being vaccinated against the flu virus; **CV** advised that a review had been conducted and the details would be taken on board for the 2016/17 campaign.

The Committee noted and were concerned of the low uptake of CPD within Corporate and Administration areas.

RESOLVED: That the 2015/16 year end performance against Workforce and OD Key Performance Indicators be received and noted.

16/16 111 UPDATE MAY 2016

The Chairman referred to the confidential briefing by Richard Bowen which had taken place before the open session in which the Committee were provided with details of the reasons why the project had been delayed.

In terms of the collaboration agreement between the Trust and the Abertawe Bro Morgannwg University Health Board the Committee were advised that the timelines would be readjusted to take into account the revised project launch date.

RESOLVED: That

- (1) the implementation arrangements for the establishment of the 111 Pathfinder in ABMU be noted;**
- (2) a process has been established to ensure that there is oversight and assurance prior to the launch date be noted;**
- (3) a collaboration agreement had been drafted and this sets out the accountability and governance framework between the Trust and ABMU health board be noted;**
- (4) there had been delays in delivering the technical infrastructure necessary to ensure that the new service could function effectively be noted; and**
- (5) a workshop for Board Members to discuss further implications be organised to take place in the near future.**

17/16 POST PRODUCTION LOST HOURS REPORT

The Director of Operations (Interim) **RL**, gave an explanation as to what a unit hour consisted of and advised the Committee of the process involved when recording lost hours. He further added that the recording of lost hours had now been standardised across the three Clinical Contact Centres which would be more efficient going forward.

Members discussed the report further and were pleased to note the progress being made going forward.

RESOLVED: That

- (1) the contents of the report be noted; and**
- (2) quarterly reports outlining the actions being taken to reduce lost unit hours be received at Executive Management Team and the FRC.**

18/16 ESTATES STRATEGIC OUTLINE PROGRAMME (SOP) REVIEW - PROGRESS REPORT

The Director of Finance and ICT **PR**, presented the report for the Committee's information and advised that it pertained to the operational aspect of the Trust.

Members considered the report in further detail and it was agreed that going forward, a final proposal for the SOP be presented at the next meeting.

RESOLVED: That

- (1) the review work undertaken to date be noted;**
- (2) it be noted there is an inter-dependency upon the outcome of the demand and capacity review to complete the Estates SOP; and**
- (3) a final proposal for the Estates SOP be presented at the next meeting.**

19/16 DRAFT PLANNING, PERFORMANCE MANAGEMENT and PERFORMANCE IMPROVEMENT FRAMEWORK

The Head of Planning and Performance **HB**, addressed the Committee and provided an overview of the draft framework. He indicated that feedback had already been received and asked that any further comments be directed to him by 7 June 2016. **HB** confirmed the framework would be presented to Trust Board on 30 June for approval.

RESOLVED: That

- (1) the Draft Planning, Performance Management and Performance Improvement Framework be considered and subject to further feedback be approved for presentation at Trust Board; and**
- (2) a note of thanks be recorded for HB and his team for the work involved in producing the framework.**

20/16 MICROSOFT OFFICE LICENCE BRIEFING

The Head of ICT **AW**, updated the Committee on the current situation regarding the Trust's licence with Microsoft. He outlined the potential costs the Trust would incur and the process involved going forward.

The Director of Finance and ICT **PR**, advised the Committee that the process would involve NHS Wales organisations across the board.

Members discussed the implications in further detail and agreed with the procedures going forward.

RESOLVED: That

- (1) the contents of the report and the paper presented to the National Information Management Board (NIMB) be noted;**
- (2) it be acknowledged that entering into an Enterprise Agreement is the most cost effective approach to purchasing Microsoft Office and associated products; and**
- (3) the entering into an EA agreement, either nationally or locally, with funding secured through relevant bid be supported.**

21/16 DIGITAL PEN IMPLEMENTATION PHASE 1 – END OF PROJECT REPORT

GL Locality Manager, introduced the report and provided a summary of the detailed findings following the closure of phase 1.

Members discussed the report further and raised the following points:

- 1) It would be useful to have seen the revenue implications within the cost analysis
- 2) Could there be lessons learned on the amount of testing that had been completed

GL commented that a more detailed validation testing process would have been useful, however, the Trust's time was curtailed due to circumstances beyond its control.

In terms of feedback from staff, **GL** drew the Committee's attention to some of the issues that had been raised following the implementation of the digital pen; one being a design issue which had subsequently been addressed.

The Committee reviewed the project in more detail and discussed the issues surrounding the backlog of Patient Clinical Records being digitised.

RESOLVED: That the report be noted.

22/16 NHS WALES EMPLOYMENT POLICIES – USE OF INTERNET, E MAIL AND SOCIAL MEDIA POLICIES

The Director of Workforce and OD presented the policies for the Committee's attention.

In terms of the Internet User policy it was agreed that subject to a further proof read with regard to the terminology used to describe Health Boards and to clearly distinguish between Internet and Intranet be approved.

RESOLVED: That, subject to the minor amendment as described to the Internet Users policy, the three NHS Wales Social Media Policies be recommended for approval and adoption by Trust Board.

23/16 POOL VEHICLE POLICY AND GUIDANCE

The Committee held a discussion which considered the way forward in terms of the governance process regarding the approval and implementation of policies.

RESOLVED: That the Pool Vehicle Policy and Guidance be reviewed and recommended for approval by the Trust Board.

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