

WELSH AMBULANCE SERVICES NHS TRUST

UNCONFIRMED MINUTES OF THE OPEN SESSION OF THE MEETING OF THE FINANCE AND RESOURCES COMMITTEE HELD ON 28 JULY 2016 AT VANTAGE POINT HOUSE, CWMBRAN AND VIA VIDEO CONFERENCING AT HEADQUARTERS ST ASAPH

PRESENT :

Martin Woodford	Non Executive Director and Chair	MW
Professor Kevin Davies	Non Executive Director (Part)	KD
Pam Hall	Non Executive Director (VC, St Asaph) (Part)	PH
James Mycroft	Non Executive Director	JM
David Scott	Non Executive Director (VC, St Asaph)	DS

DIRECTORS:

Richard Lee	Director of Operations (Part)	RL
Patsy Roseblade	Director of Finance and ICT	PR
Claire Vaughan	Director of Workforce and OD	CV

IN ATTENDANCE:

Debbie Bateman	Programme Manager (VC, St Asaph) (Part)	DB
Keith Cox	Corporate Secretary (Part)	KC
Nick Morgan	Staff Side Representative	NM
Deborah Kingsbury	Strategy and Planning Manager	DK
Gwen Kohler	Financial Planning Manager (Part)	GK
Steve Owen	Corporate Governance Officer (VC, St Asaph)	SO
Bleddyn Roberts	Staff Side Representative	BR
Chris Turley	Deputy Director of Finance (Part)	CT
Aled Williams	Head of ICT	AW

OTHER ATTENDEES

Helen Higgs	Head of Internal Audit (Part)
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APOLOGIES

Hannah Evans	Director of Planning and Performance (Interim)
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26/16 PROCEDURAL MATTERS

The Chairman welcomed all to the meeting and reminded attendees that the meeting was being audio recorded.

Minutes

The Minutes of the Committee held on 24 May 2016 were confirmed as a correct record.

Action Log

The Committee referred to the Action Log and addressed and commented upon the actions therein. The Action Log was updated accordingly.

RESOLVED: That

- (1) the Minutes of the Open session of the meeting held on 24 May 2016 were confirmed as a correct record; and
- (2) the actions within the Action Log were considered by the Committee and modifications were implemented as required.

27/16 COMMITTEE FORWARD PLAN

In terms of the Committee Forward Plan, Members discussed in detail which items should be presented at future meetings. The following were earmarked for presentation at the meetings as indicated: 13 September 2013

- 1) Demand/Capacity review
- 2) CCC Option appraisal
- 3) Approval of HQ option
- 4) Estates SOP

24 November 2016

- 1) IMTP progress update

23 February 2017

- 2) ICT Strategy

It was further agreed that the updated plan be circulated prior to the next meeting.

RESOLVED: That the Corporate Team amend the Forward Plan and circulate prior to the next meeting.

28/16 MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT

The Strategy and Planning Manager **DK** referred to the new and revised report advising that the reporting period was from March 2016 through to May 2016. The Ambulance Quality Indicators (AQIs) had now been embedded within the report and **DK** added that it was her intention to develop a more streamlined method of reporting to the various interested organisations going forward.

DK drew the Committee's attention to several highlights within the report:

- 1) Three new AQI had been implemented
- 2) Demand had increased by 3.8%

- 3) There had been an increase of 8.5% in calls to NHS Direct
- 4) Red performance was reported as 77% in June
- 5) There had been a reduction in sickness absence

Members gave further consideration to the report and the AQIs. Several comments were raised which were discussed in greater detail and included:

- 1) Variation on conveyance rates. JM commented that conveyance rates, given the Trust's ambition to reduce them, it would be very useful to have some narrative to explain in detail the causes behind the issues and suggested a 'deep dive' be conducted at the next meeting. This was endorsed by MW who added that, going forward, the Committee should be given a detailed summary of the actions being progressed focussing on the areas where performance was deteriorating.
- 2) Patients being re-presented within 24 hours. There had been a significant increase in this indicator; from 11% to 36%.
- 3) AQI Data and the role of FRC
- 4) Handover to Clear update. DS expressed his concern that there was still a complete lack of improvement in this indicator notwithstanding the numerous discussions at previous FRC meetings and it was agreed this issue would be monitored going forward.
- 5) AQI 18 – 'give me treatment' data
- 6) Embargo on publication and circulation of Data. The Committee were anxious that given WG's restriction on the release of the Quarterly AQIs impacted on the Committee's ability to effectively monitor performance

The Chairman acknowledged that Members had reflected on the importance of the report and the AQI. He added that FRC would continue to monitor the reports in detail noting the actions required going forward.

RESOLVED: That

- (1) the report was noted;**
- (2) it was agreed that future reports contain written explanations into the trends being reported was noted;**
- (3) it was agreed that CV would liaise with the Director of Operations to provide FRC with an analysis on the variation with conveyance rates at the next meeting; and**
- (4) the Director of Operations agreed to circulate to FRC Members an update on the Handover to Clear situation following the conclusion of the process mapping exercise was noted.**

29/16 FINANCE REPORT – MONTH 03 2016/17

Members were provided with an overview by the Director of Finance and ICT with regard to the Trust's financial position as at month three. The in-month financial variance in June represented the best run rate for the year to date, reflecting the Trust's steady improvement and indicating that it had become more efficient.

The use of Private Providers, whilst continuing and contributing to operational performance, was reducing as planned. There was no plan however at the moment to

completely cease this provision.

It was noted that the detailed delivery against the Trust's 2016/17 savings target would be reviewed via the separate savings report.

CT added that the income and funding levels assumed within the Trust's Integrated Medium Term Plan (IMTP), whilst fully supported by the Commissioner, had yet to be finally confirmed through the commissioning process, but were being assumed within the Trust's reported financial position and performance for 2016/17.

Members considered the report in further detail; **PH** expressed her deep concern that the funding had not yet been fully confirmed at this late stage with Members fully supporting the comment.

PR explained that, agreement for the funding had been received via correspondence from the Chief Ambulance Services Commissioner, however the overall process of translating this into an updated Collaborative Commissioning Framework for 2016/17 had yet to be concluded but was continuing to be chased up from the Trust's commissioners.

JM suggested the Trust should aim to achieve a surplus during the summer months which would lessen the inevitable impact brought on by the winter pressures.

In addressing a query with regard to reducing the current use of resources and the effect on performance, Members were provided with an overview by **RL** that should resources be reduced, there would be an impact upon overall performance going forward. He advised the Committee that the use of private providers had been reducing steadily, as planned.

RESOLVED: That

- (1) the financial position as reported for Month 3 was noted; and**
- (2) Members concern that the Trust's income from commissioners be confirmed as soon as possible, was noted.**

30/16 SAVINGS DELIVERY REPORT

The Financial Planning Manager **GK** provided the Committee with an overview of the savings realised in the first quarter. She drew the Committee's attention to the fact that savings had been made against every area in which they had been planned.

Notwithstanding the savings made thus far, there were still other areas where savings could be made going forward.

In terms of operational savings and cost reductions **RL** provided the Committee with the following examples of developments going forward:

- 1) job cycle efficiency work was being undertaken
- 2) ongoing work to implement a staff internal transfer register to realign paramedics
- 3) former control at Withybush – work ongoing to resolve the situation
- 4) Fleet – various savings initiatives had been implemented which had identified further savings

RL expanded upon the above commenting on the benefits that would be realised culminating in the reduction of shift overruns; adding that the imminent start of the Fleet related efficiencies would result in savings such as within stores procurement. Another aim of these initiatives would be to replace new schemes with those that had been classified as redundant.

Members gave further detailed consideration to the report raising several comments specifically to the detail and presentation within it which were either addressed contemporaneously or confirmed would be incorporated into future reports going forward. In terms of the split between recurring and non-recurring savings, **PH** requested that this continued to be monitored.

Furthermore, a detailed discussion took place with regard to the sickness reduction target and **CV** advised that further analysis and monitoring in this area would be conducted in the near future. **DS** drew the Committee's attention to the inherent risk of double counting the sickness savings as both corporate and local initiatives.

The Chairman welcomed the detailed debate and acknowledged the work undertaken by those involved in implementing the savings schemes.

RESOLVED: That the additional progress in delivering the 2016-17 savings plan, and the context within the overall financial position of the Trust, was noted.

31/16 WORKFORCE PERFORMANCE REPORT

The Director of Workforce and OD **CV** gave an overview of the report and drew the Committee's attention to the following areas:

- 1) Sickness - levels overall were improving and the ambition was to focus on the local variations in sickness levels.
- 2) Personal Appraisal Development review (PADR) - whilst progress was being made in the completion of PADR's, there was still room for improvement
- 3) Continuing Professional Development (CPD) - the system was improving, there were plans to develop the Statutory and Mandatory training aspect going forward
- 4) Recruitment – this was continuing to be successful
- 5) MedTRiM – Medical Trauma Risk Management, this training was opportunistic as opposed to planned and would be re-evaluated by the Trust prior to being implemented
- 6) Band 6 Paramedic – a Job Evaluation Group was being developed to consider the implications involved should the paramedic role be upgraded to Band 6 going forward; noting it was important to value staff ensuring they were remunerated commensurate with their role

The Committee gave detailed consideration to the report and commented on various aspects within it which included CPD training. It was noted that Staff side expressed concern in terms of the transition process should the Paramedic role be upgraded to Band 6.

RESOLVED: That the April to June quarter performance against Workforce & OD Key Performance Indicators was received and noted.

32/16 WREXHAM AMBULANCE AND FIRE SERVICE RESOURCE CENTRE (ARSRC) – END OF PROJECT AND LESSONS LEARNED

DB Programme Manager, provided the Committee with an outline of the end of project report adding that it had been delivered on time and within the allocated budget.

In terms of the lessons learned, **DB** presented the Committee with a comprehensive evaluation commenting that there had been several challenges in the design phase which were overcome throughout the process.

Members considered the report in further detail and raised several comments which were addressed by **DB**. The Committee acknowledged the work of those involved with the project adding that the success of this should be used as the 'blueprint' for further projects going forward.

PH reminded Members that one of the aims of the project was to see a 2% improvement in response times and this should now be tracked going forward. She further added that the staff involved in the project had been doing so in addition to their normal daily routine which was to be commended. In addition she urged that the lessons learnt from this project be widely disseminated which was fully supported by the Committee.

RESOLVED: That the following was noted:

- 1) **the project has now ended and will be formally closed down at the end of the twelve months Defects Liability Period on 1 March 2017;**
- 2) **that all actions / risks / issues have been completed and closed, except those that are noted in Section 11 of the End of Project Report as Follow on Actions;**
- 3) **that each of the Follow on Actions has been directed to a responsible owner to ensure completion of the outstanding action as part of Business As Usual in operational life;**
- 4) **that the Follow on Action register will be reviewed again at the end of the Defects Liability period, to ensure that all outstanding actions have been completed and closed off, prior to the formal Project Closure;**
- 5) **that the Benefits Realisation Process will commence monitoring and measuring benefits against the base line data that has already been captured. The Benefits Realisation Plan will be formally reviewed in twelve months' time;**
- 6) **that lessons learned activities have been completed as part of the End of Project Closure process with the resulting Lessons Learned Report; and**
- 7) **the End of Project Report and Lessons Learned Report, recognising that all outstanding issues have been captured to ensure a controlled closure of the AFSRC project was endorsed for Board approval.**

33/16 MAJOR INCIDENT FEEDBACK

The Committee were provided with information in relation to the incident which had caused the Clinical Contact Centre (CCC) in Vantage Point House to be temporarily without a power supply for a short period. **RL** commented on the actions of the CCC staff which under the circumstances had been commendable. **RL** agreed to provide a

written report on the incident to the FRC meeting on 13 September 2016.

RESOLVED: That

- (1) the update be noted; and**
- (2) RL to provide a written report at the FRC meeting on 13 September 2016 was noted.**

34/16 BUSINESS CONTINUITY PREPAREDNESS BRIEFING PAPER

The Director of Operations **RL** advised the Committee of the current position and referred to the follow up review in which the assurance had now been deemed as satisfactory; it was agreed following detailed discussion that until further notice, reports in terms of business continuity would no longer be required at FRC. It was agreed however, that a summary report on the position be presented at the next Audit Committee meeting on 8 September 2016.

DS addressed the Committee and reminded them of this issue which had been a long standing item on the Audit Tracker and also referred to executive directors' job descriptions which should include business continuity.

RESOLVED: That

- (1) the update was noted; and**
- (2) RL to produce a summary report for presentation at the Audit Committee on 8 September 2016 was noted.**

35/16 DISCRETIONARY CAPITAL BIDS 2016/17 - ROUND 2

Members were given an overview by **PR** of the bids in progress thus far with a summary of the process involved advising that the scoring system had been refined from last year. There were four bids currently under development and the Committee were informed that these may need to be funded through the discretionary capital route once they had been reviewed and 'approved'; further updates would be provided to FRC in due course.

The Committee was content with the process described and gave approval for the Executive Management Team to proceed on those bids which were within their delegated limits. Nevertheless any bids over the delegated limit were to be appropriately processed through the Chair's action procedure.

In addition the Committee felt it would be useful for staff who deal with business cases, to receive training which would develop the quality of business cases being submitted going forward. **PR** commented that this issue had previously been addressed and would be considered as part of the Local Delivery Plan going forward.

RESOLVED: That

- (1) the update was noted;**
- (2) any bids outside of the delegated limit would require processing through Chair's action followed by Trust Board ratification was noted;**

- (3) the competing financial demands placed upon discretionary capital funding by the various projects and organisational priorities was noted; and**
- (4) the prioritisation process employed to obtain best value from the resources available was noted; and**

36/16 BIDS FROM HEALTH TECHNOLOGY FUND (HTF)

The Director of Finance and ICT **PR** advised the Committee that there were no bids at present against the current call for exemplars. The more general HTF would be open for bids again soon and she agreed to circulate to Trust Board Members details of the bid process going forward.

RESOLVED: That the update was noted.

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