

## WELSH AMBULANCE SERVICES NHS TRUST

### MINUTES OF THE OPEN SESSION OF THE MEETING OF THE FINANCE AND RESOURCES COMMITTEE HELD ON 17 DECEMBER 2015 AT VANTAGE POINT HOUSE, CWMBRAN AND VIA VIDEO CONFERENCING AT HEADQUARTERS ST ASAPH

#### PRESENT :

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

#### DIRECTORS:

Hannah Evans	Director of Planning and Performance (Interim)	<b>HE</b>
Patsy Roseblade	Director of Finance and ICT	<b>PR</b>

#### IN ATTENDANCE:

Keith Cox	Board Secretary (Left after Minute 36/15)	<b>KC</b>
Phillippa Doble	Assistant Director of Workforce, Head of Operational HR	<b>PD</b>
Nathan Holman	Staff Side Representative	<b>NH</b>
Rob Jeffery	Head of Operations Hywel Dda	<b>RJ</b>
Steve Owen	Corporate Governance Officer (VC, St Asaph)	<b>SO</b>
Bleddyn Roberts	Staff Side Representative (VC, St Asaph)	<b>BR</b>
Chris Turley	Deputy Director of Finance	<b>CT</b>
Aled Williams	Head of ICT	<b>AW</b>

#### APOLOGIES

None received

#### 33/15 PROCEDURAL MATTERS

The Chairman welcomed all to the meeting and reminded those in attendance that the meeting was being audio recorded. There were no declarations of interest received at the meeting.

#### Minutes

The Minutes of the Open and Closed sessions of the Committee from 23 November 2015 were confirmed as a correct record subject to the following minor changes:

It was to be recorded that James Mycroft and Professor Kevin Davies had left the meeting as stated which was in accordance with their diarised arrangements.

Apologies were to be recorded for Hannah Evans, Director of Planning and Performance (Interim)

### **Action Log**

The Committee referred to the Action Log:

Action Number 1 – Remain on Action log.

Action Number 2 – Completed – see Minute 34/15 below

Action number 3 - The Director of Finance and ICT explained that this issue had been cross referred to FRC from the Audit Committee. An update was due to be presented to the Audit Committee on 7 January 2016

Action Number 4 - This action be removed and be replaced with: A timetable of strategies be provided at the next FRC.

Action Number 5 – Details were circulated separately – Completed.

Action Number 6 – Update was provided by the Head of ICT – Completed.

Action Number 7 – Add within action: “to include a timetable of strategies”

Action Number 8 – Completed.

### **RESOLVED: That**

- (1) there were no declarations of interest;**
- (2) the Minutes of the Open and Closed sessions of the meeting held on 23 November 2015 be confirmed as a correct record subject to the minor corrections as described above; and**
- (3) the actions within the Action Log were considered by the Committee and modifications were implemented as shown above.**

### **34/15 TERMS OF REFERENCE**

Members discussed the Terms of Reference (TOR) for the Committee and the following points were raised:

- The Board Secretary was requested to seek further clarity in terms of the application of the correct governance procedures when considering approval of business cases.
- Paragraph 4.2 Attendees: add Director of Workforce and OD. Same paragraph second sentence replace the word offices with officers.

**RESOLVED: That**

- (1) the amendments to the Terms of Reference as described above be agreed; and**
- (2) the changes to the Terms of Reference as set out in Annex 1 be agreed for submission to Trust Board on 28 January 2016 for approval.**

**35/15 INTEGRATED PERFORMANCE REPORT (IPR) – October 2015**

The Director of Planning and Performance (Interim) presented the report to the Committee adding that it was the first IPR since the adoption of the new clinical response model and reminding the Committee of the mechanisms in place for reporting.

In terms of key points to note **HE** drew the Committee's attention to the following:

- There had been an improvement in performance however there was a variability across the Local Health Board localities within the Trust and in view of this there will be further work to focus on and address this issue.
- Sickness absence was improving overall throughout the LHB localities.
- A great deal of activity was underway to develop the information within the IPR and until such time information was published on the Ambulance Quality Indicators, Health Check Measures had been introduced by the Commissioner in order for him to understand the impact of the clinical response model.

The Committee held a detailed discussion which considered the contents of the IPR and raised several issues and comments within it which had been captured below:

- In terms of the various issues raised surrounding the Patient Care Services with a particular focus on renal patients; the Director of Finance and ICT explained that the new Key Performance Indicators (KPI) and Service Level Agreements would be much more specific and measureable and would address the issues raised.
- Variation within the Local Health Board localities, and how this could be tracked within the IPR was considered at length and the Director of Planning and Performance (Interim) agreed to implement a reporting mechanism within the IPR which would visibly illustrate variation.
- The Committee felt it would be useful for meal break performance to be included within the IPR.
- The Head of Operations for Hywel Dda provided the Committee with an explanation into the justification and rationale for the conveyance of patients.
- The work being undertaken which specifically considered the demand and capacity issues faced by the Trust was discussed in further detail with an overview provided by the Director of Finance and ICT.
- **DS** raised the issue of Handover to Clear performance in that there was still an issue with variations within the different Local Health Boards which required to be

addressed; the issue was debated at great length and it was agreed that a 'deep dive' analysis be undertaken to unearth the underlying concerns.

### **ICT Service Delivery**

The Head of ICT presented the Committee with an overview of ICT Delivery in terms of the KPI's being monitored against it. He advised that the number of calls being received within the ICT service desk and the staff resources available to answer the calls was generally consistent with other organisations.

#### **RESOLVED: That**

- (1) the Integrated Performance report for October 2015 be noted;**
- (2) future iterations of the IPR to include meal break performance figures and the monitoring of variation;**
- (3) a 'deep dive' analysis be conducted into the issues surrounding the variation of Handover to Clear performance with a verbal update report to be presented at the Committee meeting in February 2016. (HE and RJ Action)**
- (4) the ICT Delivery KPI's be noted.**

### **36/15 FINANCE REPORT – MONTH 8 2015/16**

The Director of Finance and ICT presented the Committee with the financial performance of the Trust as at Month 8 (November 2015) and confirmed that additional funding from Welsh Government for the Trust in 2015/16 had now been approved by the Minister and had been received. Following a detailed review of the forecast position of the Trust and the further level of likely additional planned spend between now and the year end, the level of this additional funding required had reduced from the previous forecast of £4.4m, to £3.5m.

The Director referred to the overspend that would be the position without this confirmed additional funding and reminded the Committee it was due to planned levels of additional spend which was based on the requirement to continue to improve performance by delivering both the incentivised overtime and included the additional capacity to support the Cwm Taf pilot scheme.

In terms of savings, **PR** referred to the sale of Wrexham Ambulance Station explaining that it was now being assumed that this would complete in the early part of next financial year. Additional opportunities for savings were brought to the Committee's attention and expanded upon by the Director of Finance and ICT.

The Director of Finance and ICT provided an update of the work progressing in terms of the Trust's financial strategy and deliverable and sustainable financial plan going forward. It was important for the Committee to note that this included discussions with, and requirements from the Commissioner in terms of the likely level of financial resource the Trust would receive in 2016/17 and beyond in relation to EMS. Current draft correspondence from the Commissioner was only currently confirming between £2.5m and £2.7m funding against the additional £8m made available for WAST in 2015/16. This was clearly therefore a significant risk in the plans going forward, although further discussions and negotiations would continue (including with Welsh Government) to seek

to ensure that the reasonable level of funding expected by the Trust in its planning process would be received.

The Director of Finance and ICT concluded that in terms of the financial strategy and the delivery of financial break-even and sustainability going forward a great deal of work was still required.

The Committee discussed the financial situation in further detail and raised several issues/points which included:

- the additional funding for 2015/16, now reduced to £3.5m
- funding for next year
- Trust wide cost cutting schemes
- data from Cwm Taf pilot should be analysed and utilised going forward

The Deputy Director of Finance provided the Committee with an update in terms of the funding and financial planning assumptions for the next financial year and the work due to be undertaken on how the Trust was proposing to further identify, plan and implement cost cutting and savings schemes going forward, which would be required to deliver financial balance in 2016/17 and beyond..

The Director of Finance and ICT provided the Committee with details of the vehicle replacement programme which included the ongoing work in terms of improving the maintenance process.

**RESOLVED: That**

- (1) the financial position as reported for Month 8 and the associated key risks and issues be noted; and**
- (2) the assurances provided in terms of the work progressing and continuing to develop a robust and deliverable financial plan for next year and beyond be noted.**

### **37/15 SAVINGS DELIVERY – DEEP DIVE**

The Deputy Director of Finance provided the Committee with an overview of the savings schemes as shown below which included a brief synopsis in terms of how these schemes were being implemented:

- Overruns, which had resulted in paying more overtime – target was £93k, currently forecasted to deliver £65k.
- Fleet Review – target was £100k and was currently on target to deliver.
- Staff travel review and reduction – target was £100k, currently forecasted to deliver just under £70k.

He advised that a more detailed analysis of the schemes would be circulated to Members following the meeting.

**RESOLVED: That the detailed analysis paper be circulated to Members following the meeting by the Deputy Director of Finance.**

**38/15 DRAFT WELSH GOVERNMENT BUDGET FOR 2016/17**

The Director of Finance and ICT informed the Committee of the significant details within the report and advised that it would be circulated after the meeting to the Committee for any comments.

**RESOLVED: That the Committee note the contents of the report and forward any comments to the Director of Finance and ICT.**

**39/15 DEVELOPMENT OF VEHICLE REPLACEMENT STANDING OPERATING PROCEDURE**

The Director of Finance and ICT advised the Committee that this item was being deferred until the next meeting in order for further work, which was to include discussions with Welsh Government, to be undertaken prior to presenting the report to the Committee.

**RESOLVED: That this item be deferred till the next meeting of the Committee.**

**40/15 NHS WALES SICKNESS ABSENCE POLICY**

The Assistant Director of Workforce, Head of Operational HR gave a brief overview on the contents of the policy and advised that fundamentally, the policy had not changed.

**RESOLVED: That the policy be recommended for approval by 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](http://www.ambulance.wales.nhs.uk)**