

# WELSH AMBULANCE SERVICES NHS TRUST

## MINUTES OF THE CLOSED SESSION OF THE MEETING OF THE FINANCE AND RESOURCES COMMITTEE HELD ON 21 APRIL 2015 AT WREXHAM AMBULANCE STATION WITH VC LINKS TO VANTAGE POINT HOUSE, CWMBRAN and HQ ST ASAPH and TELEPHONE CONFERENCE

### PRESENT :

Martin Woodford	Non Executive Director and Chairman	<b>MW</b>
Kevin Davies	Non Executive Director (Via VC, VPH Cwmbran)	<b>KD</b>
Pam Hall	Non Executive Director	<b>PH</b>
James Mycroft	Non Executive Director (Via Telephone Conference)	<b>JMy</b>
David Scott	Non Executive Director	<b>DSc</b>

### DIRECTORS:

Mike Coupe	Director of Strategy, Planning and Performance (Via VC, VPH Cwmbran)	<b>MC2</b>
Judith Hardisty	Director of Workforce and Organisational Development	<b>JH</b>
Patsy Roseblade	Director of Finance and ICT	<b>PR</b>

### IN ATTENDANCE:

Jonathan Jones	Corporate Accountant (Via VC, HQ)	<b>JJ</b>
Edward Roberts	Project Accountant ( Via VC, HQ)	<b>ER</b>
Gordon Roberts	Head of Operations Betsi Cadwaladr University (Via Telephone Conference, joined during Minute 03/15)	<b>GR</b>
Dawn Sharp	Corporate Secretary	<b>DSh</b>

### APOLOGIES

Wynne Evans	CHC Representative
Tracy Myhill	Interim Chief Executive

## 01/15 QUALITY AND DELIVERY FRAMEWORK AGREEMENT

The Director of Strategy, Planning and Performance introduced the Framework Agreement, highlighting the fact that there were inevitable shortcomings within the document, given that commissioning was still in development. As a result of this he recommended that should the Trust sign off the document, it was to be accompanied by a covering letter which would explain in further detail the basis of its acceptance. He felt that in the future there was a danger of ending up with a very bureaucratic system. Over time it would be advantageous if a greater distance between the commissioning process and provision process was formed.

**DSc** raised concern that there was no clarity in the document around potential penalties if the Trust did not show improvement against performance measures in any one month. After discussion, the Committee concluded that this issue would be addressed in the aforementioned covering letter.

**PR** led a lengthy discussion on finance and provided the Committee with further

clarity in terms of the extra funding the Trust was given which was being used to improve performance.

Members debated at length certain wording within the document focussing on the extra funding and how the Trust was going to express, in its covering letter to Welsh Government accompanying the document, the way it intended to use it to alleviate certain cost pressures. It was agreed that the content of the letter would emphasise the fact that the Trust was all Wales and not just a regionally focused entity.

Reference was made to the volume of additional information that was required by the end of July as illustrated within the document. The Committee's concerns in making this deliverable were also to be expressed within the covering letter.

It was decided following prolonged discussion that the Committee was in agreement for the document to be signed in recognition of the collaborative intention that lay behind it.

**RESOLVED: That**

- (1) the Quality and Delivery Framework Agreement be agreed; and**
- (2) on behalf of the Board, the Chairman and the Interim Chief Executive sign the agreement with the provisos that it be accompanied by a covering letter, highlighting in particular the Trust's perspective in relation to performance measures being used as a benchmark for improvement and the additional funding being utilised to offset cost pressures.**

**02/15 BUDGET SAVINGS AND INVESTMENT**

The Director of Finance and ICT introduced the report which was the full budget setting draft paper for 2015/16. It was to be recommended that the paper be commended to the Trust Board for approval and it was to be noted that a criteria were being developed as a basis for deciding on proposed developments.

**PR** provided an overview of the details within the paper and highlighted the following areas which she expanded upon:

- Reserve funds
- Unachieved savings from each Directorate where applicable be rolled forward
- Savings schemes and savings plans
- Key risks
- Supported Cost pressures
- Supported Service Improvements
- Proposed developments
- Savings schemes to be quantified
- Reduction in the cost of sickness and potential savings and whether that was deliverable

**GR** advised the Committee that each savings scheme within the Operations Directorate would be individualised against each Head of Operations with a financial figure against each one. These financial plans would be monitored and managed on a monthly basis which would identify progress and whether the schemes were on target. The Committee were given assurance that this different approach in managing the plans would be a significant and positive development.

The Committee were presented with an overview by **PR** in terms of the costs associated with the rotas within the Clinical Contact Centre (CCC). **JH** provided the Committee with details of the ongoing work being conducted to look into the whole rota process. Members discussed in detail the possible impact of any proposed changes to the rota within the CCC, highlighting the potential lead time in making changes.

**PR** provided further explanation on certain areas, namely, variable types of pay, for example overtime and also details of which savings plans were comprehensive and which were developed.

The following points were raised by Members:

- The Trust must ensure proper monitoring arrangements were in place and within future reports more detail be provided
- Concern was expressed that, notwithstanding the positive and encouraging progress highlighted thus far in some areas, greater assurance was still required in the final iteration of the report
- Until assurance was higher in all areas and any gaps in savings had been identified, it would be prudent to hold on to the reserve which had been set aside for developments

The Chairman proposed that the Committee having noted the assurance provided on savings delivery and how savings would be monitored by the Executive Team and reported back to the Committee, the budget be commended to the Board for final signing off. It was therefore agreed that the proposed budget be commended to the Board for approval and it was to be noted that the Director of Finance and ICT would be working on criteria for future developments.

**DSH** advised the Committee that normally the Budget paper would have been presented in open session. Members held a discussion in terms of how it was intended to present the budget paper at Trust Board given that it was during the election purdah period and it was agreed that this issue was to be considered after the meeting.

**RESOLVED: That**

- (1) **the proposed budget be commended to the Board for approval; and**
- (2) **it be noted that the Director of Finance and ICT was working on criteria for future developments.**

## **03/15 ESTATES REPORT**

The Director of Finance and ICT presented the report which provided an update in terms of progress of three areas within the Trust's Estate portfolio.

**RESOLVED: That the progress on these three estates work streams be noted.**

**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)**