



Trust Board Meeting in Public

Venue: Videoconference

Date: Tuesday 25 January 2022

Time: 0930 hrs

Board Members Present:

Kathryn Lavery	(KL)	Chairman
Tim Gilpin	(TG)	Non-Executive Director / Deputy Chairman
Phil Storr		Associate Non-Executive Director
Anne Cooper	(AC)	Non-Executive Director
Amanda Moat	(AM)	Non-Executive Director
Jeremy Pease	(JP)	Non-Executive Director
Rod Barnes	(RB)	Chief Executive
Zafir Ali	(ZA)	Associate Non-Executive Director (NeXT Development)
Kathryn Vause	(KV)	Executive Director of Finance
Clare Ashby	(CA)	Interim Executive Director Quality, Governance and Performance Assurance
Dr Stephen Dykes	(SD)	Acting Executive Medical Director
Nick Smith	(NS)	Executive Director of Operations
Mandy Wilcock	(MW)	Director of People and Organisational Development
Simon Marsh	(SM)	Chief Information Officer

In Attendance:

Helen Edwards	(HE)	Head of Communications and Community Engagement
Juliana Field	(JF)	Head of Corporate Affairs
Arifa Chakera	(AC)	Associate Director of Planning and Development

Apologies:

Karen Owens	(KO)	Interim Director Urgent Care & Integration
Andrew Chang	(ACC)	Non-Executive Director

Minutes produced by:

Odette Colgrave	(OC)	Executive Coordinator
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The meeting commenced at 0930 hrs.

Minute Ref:	
OPENING BUSINESS	
TB21/074	Apologies and Declaration of Interests: Apologies were noted for this meeting. Any declarations of interest would be considered during the meeting.
TB21/075	Minutes of the Previous Meeting held on 26 October 2021 including Matters Arising (not on the agenda) and Action Log. The Minutes of the Meeting held on 26 October 2021 were approved as a true and fair representation of the meeting subject to the following amendments:

	<ul style="list-style-type: none"> • PS was present, not listed on attendees. • TB21.068 - The Committee recognised the significant pressure on the Trust and potential impacts for both patients and staff operating consistently at REAP4. The need to be clearer with the word '<i>potential</i>' due to the number of incidents that indicate harm is occurring due to operational pressures was noted. <p>There were no matters arising from these minutes.</p> <p>Action Log Members reviewed the Action Log noting that all items were complete or not yet due.</p>
TB21/076	<p>Record of Urgent Decision UA21.002: Command Resilience Vehicle Lease The Board received the record of a decision taken on 23 December 2021 to approve the proposal to lease 59 vehicles to support the proposed model and entering a contract with an overall value of £2.36m.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Formally Note the urgent decision taken in December 2021.
STRATEGY DEVELOPMENT & BUSINESS PLANNING	
TB21/077	<p>2022-23 Priorities and Operational Planning Guidance The Board received a presentation and paper which provided an overview of 2022/23 priorities and operational planning guidance. The 10 priorities and objectives for 2022/23 set out in the planning guidance were based on COVID-19 returning to a low level.</p> <p>As part of the continuation of the H2 Business Planning process, the Planning & Development team gave assurance to the Board they would work collaboratively with directorates across the Trust and support the planning requirements of the Integrated Care Partnership via the Integrated Commissioning Framework (ICF). Work will also continue with ICS and internal business partners. All information will be presented at Board by February 2022.</p> <p>It was noted a significant increase in elective recovery will impact on PTS. The next steps are to work through the system and priorities and develop clear assumptions for 2022/23 including activity, performance and workforce trajectory. It was noted a joint meeting with the Financial and Investment Committee and Quality Committee will be arranged before the next submission date.</p> <p>Action: The final submission will be brought back to the Board for approval in April 2022.</p> <p>The Board received a presentation on the financial planning 2022/23 which noted the move back to pre-pandemic arrangements of agreed flows rather than blocked payments. The move will be from the interim financial regime to locally agreed payment flows. Commissioner allocations were based on fair shares calculations where our efficiency requirements may change. To note, the policy and funding arrangements are aimed towards elective recovery. This impacts on the funding available for ambulance COVID costs which is expected to reduce in 2022/23. The Trust needs to ensure we can have access to the elective recovery funding which should come to the Trust to cover PTS services.</p>

Contractual arrangements will come back into force by 31 March 2022 with concerns over non-alignment to the financial guidance. The national financial sanctions will be removed from the NHS contract.

The Board resolved to:

- **Note** the provisional timeline and requirements for the Trust's operational plan response.
- **Note** 2022/23 Priorities and Operational Planning Guidance.
- **Note** initial feedback on 2022/23 financial framework (full publication expected in late January).
- **Note** 2022/23 National Tariff Payment System – consultation notice.
- **Note** NHS Standard Contract 2022/23 – Draft Technical Guidance.

QUALITY, SAFETY & PATIENT EXPERIENCE

TB21/078

Significant Events and Lessons Learned

The Board received a paper that provided an update on significant events highlighted through Trust reporting systems and by external regulatory bodies and provides assurance on actions taken to effectively learn from adverse events.

It was noted the number of incidents have remained static for the period of 1 July-30 September 2021 (Quarter 1). The key focus was around patient safety in all areas of A&E, IUC and PTS with delayed responses due to capacity and staff sickness. Violence and aggression had remained low although we saw a slight peak in July 2021. Other complaints noted are from patient's surveys and coroners' claims.

The Board resolved to:

- **Receive assurance** from the actions described within this paper and support any proposed developments.

PERFORMANCE AND FINANCE

TB21/083

Chief Executive's Report and Integrated Performance Report

The Board received the report which provided an update on the activities of the Trust Executive Group (TEG) since the end of October 2021 and present the December 2021 Integrated Performance Report.

It was noted following the pressures over the festive period the Trust continued to see sustained improvements in response times had improved. Full PTS services had been reinstated this week and improved call answering times had also been seen in IUC.

The Chief Executive wanted to thank all staff and volunteers including TEG colleagues who had shown commitment and resilience in taking mitigating actions. The Trust have given continued support to frontline staff to maximise attendance at work.

Operations Directorate

Team Based Working went live on 11 October 2021. Immediately after the festive period, the Trust saw a significant increase in staff COVID related absence. Mitigations were put in place, staff were deployed and Military Aid (MACA) was

implemented this week. The team had seen a reduction in demand since 6 January 2022, response time performance had improved and achieved ARP standards, however staff absence related to COVID remained high. Some improvement had been seen with handover delays although work at local level and with NHSE will continue.

The Chair wanted to formerly note, congratulate and thank the leadership, TEG members and the Chief Executive. The Board had recognised the work, skill and compassion all staff have provided during this difficult period.

Action: A reflective piece of work will be implemented for any lessons learned during and after the pandemic.

Clinical Directorate

The clinical directorate have worked across the organisation to ensure safe processes are in place including development of the cohorting and rapid handover Standard Operating Procedure (SOP). Despite the current organisational pressures business as usual activity has continued including clinical governance support. YAS, together with WMAS, have opened the PACKMaN study – Paramedic Administration of Ketamine or Morphine for Trauma in adults. To date (10/12/2021) 26 patients have been enrolled.

Quality, Governance and Performance Assurance

NHSE had recognised our recruitment for the Paediatric Liaison Nurse and may wish to roll out the model to other regions.

Workforce & Organisational Development Directorate

Significant recruitment is ongoing and MW wanted to thank YAS Academy for their continued support. Supporting the mandating of vaccines and using educational material for unvaccinated staff. Numbers are being reported back to NHSE.

Digital

The team are working with NHSE/I on national plans for NHS111 Single Virtual Contact Centre and the Trust's two-year plan on how we maximise our investments into systems and telephony given to frontline staff.

The Board resolved to:

- **Receive** assurance on the activities of the Executive Team.
- **Receive** the Integrated Performance Report for December 2021.

WORKFORCE

TB21/084	No Items for Consideration.
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RISK MANAGEMENT AND INTERNAL CONTROL

TB21/085	<p>Corporate Risk Register and Board Assurance Framework Report</p> <p>The Board received a paper which presented an overview of the material changes to the Corporate Risk Register, highlighted emerging risk and provided an update on the Board Assurance Framework.</p>
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Two areas of emerging risks were highlighted to Board, the requirement for all frontline NHS staff to be vaccinated against COVID-19 and the recruitment of the

	<p>Emergency Care Assistant (ECA) which will have a significant financial impact if banding is increased.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the overview of risk currently facing the Trust. • Note the recent material changes to the Corporate Risk Register. • Note the areas of emerging risk. • Approve the updated Board Assurance Framework
ITEMS FOR INFORMATION AND ASSURANCE (By Exception)	
TB21/086	<p>Report from the Chair of the Audit Committee The Board received the report providing an overview of matters discussed during the meeting held on 6 January 2022.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the contents of the report.
TB21/087	<p>Report from the Chair of the Quality Committee The Board received the report providing and overview of matters discussed during the meetings held on 30 November 2021 and 16 December 2021.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the contents of the report.
TB21/089	<p>Report from the Chair of the Finance and Investment Committee. The Board received the report providing and overview of matters discussed during the meeting held on 16 December 2021. There were no risks identified or matters of concern to raise.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the contents of the report.
MEETING AS THE YAS CHARITY TRUSTEE	
TB21/090	<p>Report from the Chair of the Charitable Funds Committee The Board received the report providing and overview of matters discussed during the meeting held on 13 January 2022.</p> <p>It was noted the charity had seen an increase in requests for financial assistance from staff; the memorial wood was agreed at the Fairfield site and good progress has been made in relation to a number of outstanding CFR issues.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note progress on the internal audit actions
CLOSING BUSINESS	
TB21/091	<p>Key Points Arising & Review of the Meeting The Chairman provided a summary of the meeting.</p>
Date of the Next Meeting of the Trust Board Held in Public: 28 April 2022	

The meeting closed at approximately 1030 hrs.

CERTIFIED AS A TRUE RECORD OF PROCEEDINGS

_____ **CHAIRMAN**

_____ **DATE**

DRAFT