



## MINUTES

### Extraordinary Trust Board Meeting in Public

**Venue:** Videoconference

**Date:** Tuesday 14 June 2022

**Time:** 0930 hrs

#### Board Members Present:

Kathryn Lavery*	Chairman
Andrew Chang*	Non-Executive Director
Anne Cooper*	Non-Executive Director
Amanda Moat*	Non-Executive Director
Jeremy Pease*	Non-Executive Director
Rod Barnes *	Chief Executive
Kathryn Vause*	Executive Director of Finance
Dr Steven Dykes*	Acting Executive Medical Director
Nick Smith*	Executive Director of Operations
Clare Ashby*	Interim Executive Director of Quality, Governance and Performance Assurance
Zafir Ali	Associate Non-Executive Director (NeXT Development)
Mandy Wilcock	Director of People and Organisational Development
Karen Owens	Interim Director of Urgent Care and Integration
Simon Marsh	Chief Information Officer

#### In Attendance:

Helen Edwards	Head of Communications and Community Engagement
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#### Apologies:

Tim Gilpin*	Non-Executive Director
Phil Storr	Non-Executive Director

#### Minutes produced by:

Helen Greer-Waring	Executive Coordinator (Interim)
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\*Indicates voting Board members

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#### OPENING BUSINESS

TB22/018 018.1	<b>Welcome and Apologies</b> Apologies were received from Phil Storr, Associate Non-executive Director and Tim Gilpin, Non-executive Director.
TB22/019 019.1	<b>Declaration of Interests</b> No Declarations of Interests were made
<b>ITEMS FOR DISCUSSION AND APPROVAL</b>	
TB22/020 020.1	<b>Provider Licence Self-certification</b> The Board received the self-assessment declarations against the NHS Provider Licenses.

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020.2	The Board noted that these had been reviewed and supported by the Audit Committee on 9 June 2022.
020.3	<b>Resolved:</b> to approve G6 (The provider has taken all precautions necessary to comply with the license, NHS Acts and the NHS Constitution), and FT4 (The provider has complied with the required corporate governance arrangements).

### ANNUAL REPORT INCLUDING THE ANNUAL ACCOUNTS 2021-22

TB22.021	<b>Annual Report 2021-22 (Narrative)</b>
021.1	The Board received the narrative section of the Annual Report for approval.
021.2	The Chief Executive presented an overview noting that 2021-22 had been a challenging year with four waves of high level Covid infection rates. This had impacted activity in IUC/111 with a notable change to demand 'in hours' activity. There had been a significant increase in high acuity category 1 calls in A&E with ambulance handover delays also being at an all-time high.
021.3	The pandemic had led to a significant amount of innovation with digital technology being a key enabler during the year. Other areas of innovation had been seen through support from Community First Responders supporting falls response, and YAS taking part in the PTS national pathfinder programme.
021.4	Volunteers had been a huge support through the pandemic.
021.5	Pressures continued throughout the year as the increase in calls received into the Emergency Operations Centre (EOC) had been compounded by high levels of staff absence, primarily through sickness. The Trust had worked with other ambulance services providing mutual aid across both 111 and 999 services. Rod Barnes, on behalf of the Trust Executive, recognised and acknowledged the way in which colleagues across the Trust and ambulance sector peers worked together despite intense demand.
021.6	The Trust was grateful to have received support from the Queen's Own Gurkha Logistics regiment, and support from NHS England who recognised the pressures across the sector and provided additional financial support to aid recruitment of staff in the call centres and front line.
021.7	High levels of sickness absence had impacted the IUC's ability to respond at optimum levels. This was further impacted by changes to NHS pathways system used by the contact centres, although the IUC team had pulled together and responded well to the challenges. The Trust implemented several innovations within the contact centres to support staff health and wellbeing, these would be built on further during 2022-23.
021.8	The Patient Transport Service (PTS) had additional pressures due to the implementation of single passenger journeys in line with infection prevention and control guidelines, and supported system partners with increased 'on day' activity and discharges.

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021.9	It had been a significant year for the Trust with no area or function not impacted by the pressure created by the pandemic, with everyone going above and beyond keeping the patient at the centre. This included education and learning, IT support for remote working, sustainability activity – with the Trust shortlisted for an HSJ environmental award.
021.10	The Chair noted that 2021-22 was the toughest year she had known in the NHS and that the Organisation has risen to the challenge as much as it possibly could. The Chair commended the work, compassion and skill of the whole workforce and expressed thanks on behalf of the Board.
021.11	The Chair highlighted that the Board had exhibited and upheld governance, scrutiny, and challenge, as well as great team spirit, and togetherness despite the extreme pressure. The Chair expressed her thanks to the Board for its support.
021.12	Amanda Moat, Non-executive Director, raised a question around 2022-23 and sought assurance from the Executive Team and the views of the CEO on the ability of the Trust to create the space and capacity to have reflection and time for learning and innovation as well as pushing ahead initiatives for recovery, acknowledging that there was still a 'long tail' of the pandemic. In response the Chief Executive identified that several initiatives started during 2021-22 would continue to be further developed through 2022-23 offering support for staff and creating space for innovation.
021.13	Areas for focus in the coming year would be based on the risks currently faced by the Trust. A key element was getting the right numbers of staff in the right location, noting the ongoing recruitment and retention challenges and the work to understand how to improve this. The Trust was looking to establish a team-based working approach across IUC and EOC.
021.14	There had been a significant amount of learning for the Trust, particularly around Resource Education Action Plans (REAP), as these were designed for short term emergencies. However, were used over a prolonged period due to the pandemic and there was a recognised need to review the process to protect staff and the service.
021.15	It was noted that the Board members, particularly the non-executive directors were looking forward to getting out and meeting staff again. Having the right number of staff enables strong engagement and provides the space to move forward.
021.16	Anne Cooper, Non-Executive Director, stated that it was a testament to the workforce that the Trust had managed to keep going despite the resource limitations across the corporate and 'back office' functions.
021.17	The Chair summarised noting that the Trust would continue to make sure the services delivered are as good as they could possibly be and thanked the team for a very positive Annual Report following a very tough year.
021.18	<b>Resolved:</b> to approve the 2021-22 Annual Report Narrative.

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TB22.022	<b>Annual Governance Statement</b>
022.1	The Board received Trust's Annual Governance Statement for 2021-22 ref TB22.018.
022.2	The paper had been considered at Audit Committee on 9 June 2022 and by auditors with no concerns raised.
022.3	A summary was provided, and it was noted that, shortages of items such as microchips had impact on technology and fleet and the risks aligned to these would be carried forward into 2022-23.
022.4	<b>Resolved:</b> to review and approve the Annual Governance Statement.
TB22.023	<b>Annual Accounts 2021-22</b>
023.1	<u>Trust Financial Accounts for 2021-22 and Going Concern Statement</u> The Board received a paper which presented the Annual Accounts for approval.
023.2	The Accounts had been considered in detail by the Audit Committee. The Board's attention was drawn to the following areas:
023.3	The adjusted financial performance surplus was £8.203m and the adjusted system performance surplus was £7.78m. The latter figure was in line with internal reporting.
023.4	Due to the in-year surplus, the Trust's healthy cash balance had increased. This was due in part to: <ul style="list-style-type: none"><li>• Holiday Pay (Flowers) and the national agreement to pay.</li><li>• Job Evaluations provision made.</li><li>• New provision in relation to salary the sacrifice scheme and repayment from HMRC.</li></ul>
023.5	It was confirmed that the Accounts had been prepared on a going concern basis, and no circumstances were identified causing the Directors to doubt the continued provision of NHS services.
023.6	A discussion took place around the training commitment, It was confirmed that the Trust had capacity to deliver the training paused due to REAP level 4 actions over the past year. The income from Health Education England was for specific training, and as such, it was appropriate to treat it as deferred income. The expectation being that the training would be carried out in 2022-23.
023.7	The Board extended its thanks to Kathryn Vause and the finance team for their hard work and commitment in preparing the 2021-22.
023.8	<b>Resolved:</b> to approve the Financial Accounts for 2021-22 for signature, subject to the receipt of the final Annual Governance Report to those Charged with Governance
023.9	<b><u>Events after the Reporting Period</u></b> The Board received paper TB22.020 which considered if there had been any post balance events for accounting purposes.

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023.10	<b>Resolved:</b> to confirm that there had been no adjusting or non-adjusting post balance sheet events.
TB22/024	<b>Head of Internal Audit Opinion and Report</b> The Chair of the Audit Committee provided reflection on the Annual Governance Statement and noted significant assurance had been received from the Head of Internal audit on their overall opinion. The Trust had received a number of high and significant assurance indicators, despite a very difficult year which is a testament to the people who have carried out the work.
024.1	It was noted that positive feedback had been received from colleagues regarding the company 360Assurance. The Board were encouraged about the engagement of 360Assurance and how they conducted themselves.
024.2	<b>Resolved:</b> to note the contents of the report.
TB22.025	<b>Letter of Representation to External Audit</b>
025.1	The Board received a paper presenting the Letter of Representation for approval
025.2	The Board agreed that KV would sign the Letter of Representation on behalf of the Board.
025.3	<b>Resolved:</b> to approve the Letter of Representation for 2021-22 for signature.
TB22.026	<b>Annual Governance Report to those Charged with Governance (ISA260)</b>
026.1	Andrew Chang, Non-executive Director, and Chair of the Audit Committee presented paper TB22.020 on behalf of the External Auditor.
026.2	A report had been provided to the Audit Committee at its meeting on the 9 June 2022. However, a draft final opinion on the 2021-22 accounts had not yet been issued by Ernst & Young.
026.3	The following updates had been provided by Ernst & Young ahead of the meeting: <ul style="list-style-type: none"><li>• Value For Money: no issues regarding internal control.</li><li>• Going Concern: no issues for concern identified.</li><li>• Property, Plant and Equipment: Issues were not anticipated in relation to this.</li><li>• Review of Ernst &amp; Young's file Quality Control: Part completed; it was not anticipated that any issues would be found.</li></ul>
026.4	Areas of work on which focus was required had been indicated in pages 10 onwards of the paper. Nothing had been found to cause concern with areas of risks, and not material differences in the accounts to report. It was noted that there was nothing of significance to report back to the Board, and the Auditors were satisfied with what they had seen so far.
026.5	It was anticipated that the final draft report would be available on 20 June 2022, to enable the Trust to be able to submit final accounts by the 22 June 2022 deadline.

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026.6	<p>This would be distributed to Board members who, upon receipt, would acknowledge and confirmation of receipt to be recorded.</p> <p style="text-align: right;"><b>ACTION (K Vause)</b></p> <p><b>Resolved:</b> to receive the update and agree to confirm receipt of the document once received.</p>
TB22.027	<p><b>2021-22 Quality Account</b> The Board received the draft 2021-22 Quality Account (TB22.024) noting that this would be published with Board approval on 31 June 2022 via the National Portal.</p> <p>027.1 The Quality Account had been reviewed and considered by the Quality Committee and shared with HealthWatch partners as well as the Trust's Audit Committee.</p> <p>027.2 The Chair noted that the document was brought to life through the inclusion of patient and staff stories, thanking those involved for their contributions. Noting that having experienced pressures and a tough year, the production of a positive report was good to read and further demonstrated the excellent work and efforts of everyone.</p> <p>027.3 Anne Cooper, Non-executive Director, and Chair of the Quality Committee, extended her thanks to all the teams for their impressive work, noting the phenomenal efforts of the Research team, recognising studies being progressed in both Covid and non-Covid subject areas.</p> <p>027.4 The Board was advised that members had until 29 June 2022 to provide any further feedback to Clare Ashby.</p> <p style="text-align: right;"><b>ACTION (All Board Members)</b></p> <p>027.5 <b>Resolved:</b> to approve the Quality Account as presented, noting any further feedback could be considered up until 29 June 2022.</p>
<b>CLOSING BUSINESS</b>	
TB22.028	<p>In closing, the Chair stated that the Trust had much to be proud of, recognising the pressures of 2021-22 and that it would move forward into 2022-23 with strength, commitment, and passion.</p>
<p><b>Date of the Next Meeting of the Trust Board Held in Public:</b></p> <ul style="list-style-type: none"><li>• 26 July 2022</li></ul>	

The meeting closed at approximately 10.30hrs.

**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

\_\_\_\_\_  
**CHAIRMAN**

\_\_\_\_\_  
**DATE**