

**Minutes of the Board of Directors Meeting (held in Public)**

**Thursday, 27 April 2023 at 9.30am**

**Via MS Teams**

**Present:**

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| Martin HavenhandAnne Cooper | ChairNon-Executive Director |
| Andrew Chang | Non-Executive Director  |
| Tim Gilpin Amanda Moat | Non-Executive Director/Deputy ChairNon-Executive Director |
| Jeremy Pease | Non-Executive Director |
| Rod Barnes | Chief Executive |
| Clare AshbySteven Dykes Nick SmithKathryn Vause | Interim Executive Director Quality, Governance and Performance AssuranceActing Medical DirectorExecutive Director of OperationsExecutive Director of Finance |
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 **In Attendance:**

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| Zafir AliSamantha BentleyHelen Edwards | Associate Non-Executive DirectorFreedom to Speak up GuardianHead of Communications and Community Engagement |
| Jeevan Gill | System Partnership Director (North Yorkshire) |
| Lynn HughesAdam Layland  | Interim Company SecretarySystem Partnership Director (South Yorkshire)  |
| Simon Marsh | Chief Information Officer (*from BoD23/04/7 onwards)* |
| Steve PageSuzanne Hartshorne Mussarat Suleman | Director of TransitionDeputy Director of Workforce and Organisational Development Head of Employee Health and Wellbeing *(item BoD23/04/15&16 only)* |

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| BoD23/04/011.11.21.3 | **Welcome and Apologies**Martin Havenhand, Chair welcomed everyone to his first Board meeting held in public since he commenced in post on 1 April 2023.Apologies for absence were received from Mandy Wilcock, Director of Workforce and Organisational Development and Rachel Gillott, System Partnership Director (West Yorkshire)The meeting was quorate.  |
| BoD23/04/022.1 | **Declaration of Interests**There were no declarations of interests reported in relation to open agenda items. It was noted that any declarations of interest would be considered if they occurred during the meeting. |
| BoD23/04/033.1 | **Minutes of Previous Meetings** **Resolved:** the draft minutes of the meeting held 27 April 2023 were approved as an accurate record. |
| BoD23/04/044.1 | **Action Log**The action log was received and noted. Completed actions were agreed to be closed.Action TB22.003 Freedom to Speak Annual Report 21/22 was agreed to be closed.Action TB22.006 Annual Corporate Governance Report, it was noted work was underway to review the Standing Order/SFIs now the Head of Financial Services is in post. This action would remain open until completed.Action TB22.075.05 Patient Story. It was agreed to close this action due to arrangement in place to work with partners.Action TB22.078.7 Significant Events and Lessons Learned. It was agreed a paper would be provided to the next meeting and the action would remain open until completed.Action TB22.079.8.2 Patient Transport Service. It was noted this action had been completed. |
| BoD23/04/055.1 | **Matters Arising** There were no matters arising in addition to those included on the agenda. |
| BoD23/04/066.16.26.3 | **Staff Story**Clare Ashby, Interim Executive Director Quality, Governance and Performance Assurance introduced the Staff Story, which covered staff experience of body warn cameras. NHS England had funded the pilot scheme to June 2024 with the aim of reducing violence and aggression towards staff. The scheme had proved successful to date. The Chair queried the arrangement in place to provide update reports on violence and aggression. In response, Clare Ashby explained that bi-annual reports were planned to be provided to the People Committee for assurance with regards to the violence protection standards. **Resolved:** the positive impact of body warn cameras reported within the Staff Story with the intension of reducing violence and aggression was noted. *Simon Marsh joined the meeting.* |
| BoD23/04/77.17.27.37.47.57.67.7 | **Chair’s Report**Martin Havenhand, Chair presented his first report to the Board since he commenced as Chair of Yorkshire Ambulance Service NHS Trust (the Trust) on 1 April 2023. He explained that it was a privilege to have joined such a well-respected organisation that provides essential services to the public of Yorkshire. Everyone had been most welcoming and he was looking forward to his new role as Chair of the unitary Board under the new accountability framework, established under the Health and Care Act 2022. The Chair formally recorded his and the organisations thanks and appreciation to Tim Gilpin, Non-Executive Director for undertaking the interim Chair position from December 2022 to 31 March 2023; and to Phil Storr who had completed his term of office as Associate Non-executive Director at the end of March 2023.The Chair reported on his review of the corporate governance structure with the support of Lynn Hughes, Interim Company Secretary that had been carried out to date, which included a review of the Board Committees membership and their Terms of Reference, schedule of Board meetings, Board Strategic Seminars and Board Development sessions. Annual Appraisals for Board members were underway which included a 3600 process with the outcome of Non-executive Directors annual appraisals reported to NHS England as part of the Trust’s governance requirements. It was noted that the Strategic Partnership Directors would be a member of Trust Executive Group and it was an oversight that they had been omitted from the membership. Following the Chair’s 1:1 with each Board member a number of key issues were identified to be addressed as a matter of priority early in the new financial year. The Chair proposed the inclusion of seven top priorities and five top enablers into the Trust’s Operational (Business) Plan for 2023/24, which were approved.Discussion took place around the Trust’s request for a change to its Establishment Order to increase its Non-executive Director membership. In the interim, Andrew Chang, Non-executive Director and Chair of Audit and Risk Committee would be a member of the People Committee to ensure that Non-executive Director time is shared fairly, until such a time that the Trust is granted permission to increase its Non-executive Director membership.**Resolved:** i) Tim Gilpin’s appointment as Deputy Chair and Anne Cooper’s appointment as Senior Independent Director for 2023/24 was approved; ii) the membership of the Board Committees for 2023/24 was approved; and  iii) the inclusion of the seven top priorities and five top enablers listed within the report were agreed to be added to the Trust’s Operational (Business) Plan for 2023/24.  |
| BoD23/04/88.18.28.2.18.38.48.58.68.78.88.9 | **Chief Executive’s Report and Integrated Performance Report** ***(including annual operating performance 2022/23)***Rod Barnes, Chief Executive drew attention to the following:Industrial Action that had taken place to date had proved a challenge for the Trust despite strong partnership working with trade unions the duration and scale of action had impacted on operational delivery and patient care. During industrial action the main focus was to prioritise patients with life-threatening conditions and the number of clinicians in call centres was increased to ensure a timely triage of calls. Volunteers across system partners were trained to support call taking and dispatch in call centres, the military assisted with transport of low acuity patients and additional private ambulances supported non-urgent transport.The Chief Executive reported that the Trust would continue to work with system partners to mitigate risks of on-going industrial action including action taken by junior doctors and members of the Royal College of Nursing in other settings of care and he thanked everyone at the Service for the commitment and professionalism demonstrated throughout the periods of industrial action. The National Guardian’s Office had published a report of culture within the ambulance sector, “[Listening to Workers – A speak up review of ambulance Trusts in England](https://nationalguardian.org.uk/wp-content/uploads/2023/02/Listening-to-Workers-Speak-Up-Review-of-Ambulance-Trusts.pdf)”. The report found variation in the implementation and practice of the Freedom to Speak Up Guardian (FTSUG) role nationwide with a potential impact on staff wellbeing and patient safety. Recommendations contained within the report, which the Trust are taking forward, included improved awareness on training for leaders, an increase to the number of Guardians within each service, and a proactive approach to speaking up through its cultural improvement programme. NHS England had announced the establishment of a national Improvement Board with the aim of agreeing shared, national priorities. NHS England aim to work with the Care Quality Commission to realign the  CQC well-led inspection process to the improvement approach.Operational Planning,the Trust had submitted its operational and financial plans, which are aligned to priorities contained with national planning guidance, the national delivery plan for recovering urgent and emergency care services and local integrated care system plans. The Chief Executive advised that during the planning process NHS England had allocated £200m capacity funding to all 10 English ambulance services to support increased capacity to improve ambulance Category 2 response times to 30 minutes on average over 2023/24, with further improvement required in 2024/25.Demand and Performance, the Trust noted an increase in demand and operational pressures in NHS 111 and Accident and Emergency Operations in early March 2023. Delays in patient handovers at hospital emergency departments increased during February and early March 2023, which were associated with pressures in North, East and South Yorkshire hospitals. Patient Transport Services had experienced increased demand with high acuity patients. During April 2023 to date Accident and Emergency response times had shown an improvement and the Trust continued to prioritise improvement work with acute hospitals and system partners to improve patient flow to fully utilise available patient care pathways in local communities.ICT and Business Intelligence, the Chief Executive was pleased to report that York Fairfield EOC, a major refurbishment and expansion of the 999-call centre was almost complete; and the Trust’s programme to replace its aging, legacy telephone lines to the latest model included voice lines based on Session Initiation Protocol for 999, 111 and Patient Transport call centres.Tim Gilpin, Non-executive Director queried the arrangements proposed to set the 30 minutes average response target for Category 2 and raised concerns that the target was unrealistic. In response, Nick Smith, Executive Director of Operations explained that it was a system target to achieve below 30 minutes, which would require system working to achieve. Discussion took place around Hearing and Treat to support improvements required across pathways, which was noted had been discussed in detail at the last Finance and Investment Committee. The Chair noted that the 30-minute target was one of the Trust’s priorities for the year and risks and mitigations would be required to be shared across the system to support successful delivery against the target.**Resolved:** the Chief Executive’s report; and the Integrated Performance Report was received and noted. |
| BoD23/04/99.19.29.39.49.5 | **Trust’s Draft Operational Plan 2023/24**The Chief Executive provided an update on the development of the Trust’s Business Plan 2023/24 in response to the planning guidance, which was issued by NHS England on 23 December 2022 and included 31 national objectives. Further guidance was issued in January 2023, which focussed on: increasing capacity; growing the workforce; improving discharge; expanding and better joining up health and care outside hospital; and making it easier to access the right care. The specific target for ambulance organisations/ICBs included the Category 2 ambulance response times target to achieve an average of 30 minutes across 2023/24, with further improvement towards pre-pandemic levels in 2024/25. The draft Operational Business Plan with deliverable actions and a strategic summary of the Business Plan was considered. It was noted that the Trust had received £13.4m ambulance capacity funding to achieve the Category 2 mean target of 30 minutes with the support of system partners in relation to the delivery of UCR and reduction of handover times. Discussions were noted to be ongoing with place and system partners to further develop planning trajectories. Reference was drawn to the risks, which included the current level of system financial deficits, which required bridging to deliver a balanced system financial plan; the Category 2 mean target required significant improvements in hospital handover times and utilisation of alternative pathways; and the current financial overspend and demand profile in Patient Transport Services. It was noted that discussions continued with commissioners and system partners regarding collective actions to address risks.Steven Dykes, Acting Executive Medical Director highlighted the importance of including research and development to support continuous improvement. Tim Gilpin and Amanda Moat, Non-executive Directors queried how priorities could be focussed and monitored effectively to ensure delivery, which initiated discussion. The Chair highlighted that one forum to clearly oversee deliverables against priorities was required. The Trust Executive to meet in advance of the May 2023 Board meeting to discuss the specific requirements in order that a final version can be presented to the May 2023 Board meeting for approval, which was agreed. **AGREED (R Barnes/Trust Executive Group)****Resolved:** i) the progress made on the development of the Trust’s Operational Business Plan 2023/24 was noted; and  ii) the Trust Executive Team to meet to provide a further report to the May 2023 Board was agreed. |
| BoD23/04/1010.110.210.3 | **Report from the Chair of the Audit Committee** Andrew Chang, Non-executive Director (Chair of Audit Committee reported on escalations from the Committee, which included Quality Committee and Finance and Investment Committee both had raised concerns with regards to: i) the overall availability of capital moving into 2023/24 and workforce turnover; ii) IT asset records need to be reconciled and compliance with asset management processes improved; and iii) hospital handovers continued to be the highest Trust risk.It was noted that hospital handovers was of great concern and would continue to be monitored very closely.**Resolved:** the Audit Committee Chair’s report from the meeting held on 18 April 2023 was received and noted.   |
| BoD23/04/1111.111.2 | **Report from the Chair of the Quality Committee**Anne Cooper, Non-executive Director (Chair of Quality Committee) highlighted that the Committee planned to monitor Serious Incidents closely and it was concerned with the recent increase. In response to the Chair’s request, it was agreed that a report would be provided to a future meeting on the action plan in place to address the concerns with regards to the increased number of Serious Incidents. **ACTION (C Ashby)****Resolved:** the Quality Committee Chair’s reports from the meetings held on 23 February and 29 March 2023 were received and noted. |
| BoD23/04/1212.112.2BoD23/04/13 13.113.213.2.113.2.213.313.413.5BoD23/04/1414.114.214.314.414.514.614.7BoD23/04/1515.115.2BoD23/04/1616.116.216.316.416.5BoD23/04/1717.117.217.317.4BoD23/04/1818.118.218.318.4BoD23/04/1919.119.219.319.419.5 BoD23/04/2020.120.220.3 | **Report from the Chair of the Finance and Investment Committee**Jeremy Pease, Non-executive Director (Chair of Finance and Investment Committee) provided a verbal update drawing reference to discussions held and assurances sought on the PTS remodelling and Internal Audit report on PTS. Operational and Financial Plans had been reviewed by Trust Executive Group and Trust Management Group prior to being provided to the Committee for assurance purposes. He escalated the risk to the Board on the recruitment and retention and uncertainty of the funding for the 2% pay award. **Resolved:** the Finance and Investment Committee Chair’s verbal update report from the meeting held on 9 March 2023 and Extra Ordinary meeting held on 25 April 2023 were received and noted.**Risk Report including Corporate Risk Register, Board Assurance Framework and Statement of Risk Appetite 2023/24**Clare Ashby, Interim Executive Director Quality, Governance and Performance Assurance reported that one new risk had been added to the Corporate Risk Register and the highest rated risk (25) continued to be hospital handovers, which had been discussed earlier in the meeting. Changes to risk scores and risks removed from the Corporate Risk Register were noted. The changes to the Board Assurance Framework (BAF) since it was presented to the Board in November 2022 and at the Board Development Session in February 2023 was received and noted.At the Board Development session on 28 February 2023 the Board reviewed its statement of risk appetite, which had been further developed for approval by the Board. Following consideration the Statement of Risk Appetite for 2023/24 was approved. It was noted that development on the format and content of the BAF to align risks to Board Committees was planned to take place over the coming months. Zafir Ali, Associate Non-executive Director queried if there were plans in place to record issues in addition to risks. In response, Clare Ashby explained that the current Datix system did not have the facility to capture issues but they were recording issues separately. Clare Ashby invited Zafir Ali and Amanda Moat, Non-executive Director to meet with her and her team to discuss further outside the meeting with the aim of gaining a greater understanding of the risk system currently in place.The Chair highlighted the importance of the operational business priority risks being captured on the Corporate Risk Register and BAF going forward. **Resolved:** i) the current position regarding corporate risks was noted; ii) the position regarding the Board Assurance Framework; and iii) the Statement of Risk Appetite for 2023/24 was approved.**Freedom to Speak Up Bi-Annual Report** Steve Page, Director of Transition and Samantha Bentley, Freedom to Speak Up Guardian presented the Bi-annual Freedom to Speak Up Guardian (FTSUG) report. A total of 95 FTSU concerns had been raised during 2022/23 including 23 received in March 2023. The breakdown of concerns were highlighted with a number of concerns triangulated with other information, which had identified the need for targeted independent reviews in specific work areas. Samantha Bentley advised that in areas with a higher number of FTSU cases reported ambassadors had been increased.Plans were noted to be in place to recruit an additional FTSUG in accordance with the recommendations of the National Guardian’s office.Tim Gilpin, Non-executive Director thanked Samantha for her support to develop the FTSUG role in the Trust and noted the work in place around culture, which will aim to address the cultural changes necessary to tackle some of the concerns raised in the paper. He highlighted the work to increase awareness to help support staff to speak up. Suzanne Hartshorne, Deputy Director of Workforce and Organisational Development anticipated an increase in FTSU cases raised over the next 12 months with the development of the cultural programme. Nick Smith, Executive Director of Operations highlighted the importance of enabling staff to speak up and to continuously challenge any inappropriate behaviour.The Chair thanked Samantha for taking on the FTSUG role, which is a vital role to support the organisation. In response to the Chair’s query it was noted that there were 13 Ambassadors across the Trust in addition to the FTSUG. The Chair requested a further report is presented to the Board in the near future from the Chief Executive and director colleagues on the work that is being taken forward to address the concerns raised by staff. **ACTION (Chief Executive)****Resolved:** i) the FTSUG bi-annual report was noted;  ii) assurance on the actions taken and future plans were received and supported.*Mussarat Suleman, Head of Employee Health and Wellbeing joined the meeting***Health and Wellbeing Closing Report 2022/23**A video was shown on the progress achieved against the Health and Wellbeing Plan 2022/23 Plan, with the therapy dog and drop-in health and well-being support and crisis line noted as a huge success.**Resolved:** theHealth and Wellbeing Closing Report for 2022/23 was received.**Health and Wellbeing Plan 2023/24**The Health and Wellbeing Plan was developed to support the delivery of the NHS People Plan and the Trust’s People Strategy aiming to “*create a healthy working environment to enable staff to perform at their best”*. It was noted that the Health and Wellbeing Group would monitor progress against the plan by exception on a bi-monthly basis with assurance provided up to the People Committee.Amanda Moat, Non-executive Director drew reference to benefits to supporting health and well-being of staff and the association with improved performance and financial savings of reduced staff absences. Jeremy Pease, Non-executive Director congratulated *Mussarat Suleman, Head of Employee Health and Wellbeing on the progress made with her support to date and for her work on the Occupational Health tender, which was endorsed by the Board.***Resolved:** the Health and Wellbeing Plan for 2023/24 was approved.**Equality, Diversity and Inclusion Plan 2022-23 Progress Report**Progress against the Equality Diversity and Inclusion Action Plan 2022 – 2023 including statutory responsibilities under the Workforce Race/Disability Equality Standards (WRES/WDES) and the Gender Pay Gap were received and noted.Suzanne Harthorne, Deputy Director of Workforce and Organisational Development explained that a combined action plan had been developed with stakeholders and agreed by Trust Management Group and the Board in July 2022 and progress against the plan monitored by the Diversity and Inclusion Steering Group.Suzanne Harthorne commended the work of Tasmin Alley, who had been Chair of the BAME Network for 10 years and has undertaken this role alongside her substantive position. The Chair congratulated the work that had taken place to date and the support of the BAMME Network Chair and expressed his interest in attending a future network meeting in the near future.**Resolved:**  the progress made against the 2022-23 Equality, Diversity and Inclusion Plan was noted. **Gender Pay Gap Report**The 2022 Gender Pay Gap and action plan was received and noted, which included plans in place to address the disparity between (average) male and female pay against statutory requirements of the Public Sector Equality Duty. As a public sector employer the Trust is required to undertake six calculations, based on a snapshot of payroll data and publish the results annually as at 31 March.Suzanne Hartshorne, Deputy Director of Workforce and Organisational Development drew reference to the Action Plan, which provided information on the plans in place to address the gap between male and female pay, given the pay gap had increased for a second consecutive year, in favour of men. From the benchmarking carried out it against other ambulance trusts in England it was noted that the Trust is not an outlier.**Resolved:** the Gender Pay Gap Report as at 31 March 2023 was noted.**National Staff Survey**Results of the 2022 National Staff Survey were noted. Suzanne Hartshorne, Deputy Director of Workforce and Organisational Development drew reference to the Trust reported as the third most improved ambulance services in England for the engagement score and an overall improvement on the previous year’s results. The Trust has seen a marked increase in areas such as compassionate culture, compassionate leadership and Diversity and Inclusion since the 2021 results.An area of concern was a decreased score for motivation at 0.1 below the sector average; an and a response rate of participation of the survey at 34%.The data was planned to be used to further develop plans and engagement with stakeholders commenced in March 2023 with the aim of gaining a greater response rate to the 2023 Staff Survey.Jeremy Pease, Non-executive Director queried if the targets were stretching and if it was feasible to benchmark against local providers. In response, the Chair supported the suggestion of stretched targets with the aim of achieving upper quartile of ambulance trusts.**Resolved:** the 2022 Staff Survey Results and the plans in place to increase the response rate to the 2023 Staff Survey was noted.**Governance Report**The report provided an update on regulatory and statutory developments relevant to the Trust. Since the last Board meeting the Trust had received an updated Provider Licence. The changes included: supporting system working; enhancing the oversight of key services provided by the independent sector; addressing Climate Change; and technical amendments.NHS England has published an updated Code of Governance for NHS providers, which includes expectations of collaboration by NHS Trusts and Foundation Trusts and the governance characteristics that trusts must have in place to support this. The Code was previously in place for NHS Foundation Trusts and extended to NHS Trusts with effect from 1 April 2023 to demonstrate NHS England’s view that the principles of good governance apply universally to NHS provider Trusts. Following the enactment of the Health and Social Care Act 2022. NHS England has emphasised that updating the principles of good governance has a key role to play in supporting NHS Trusts and NHS Foundation Trusts to contribute to the success of their Integrated Care Systems. The Trust will be required to include evidence of compliance to the Code within its Annual Report and Accounts 2023/24.**Resolved:** the Governance Report was noted. |
| BoD23/04/2121.1 | **Any Other Business**There was no other business.  |
| BoD23/04/22 22.1 BoD23/04/2323.1 BoD23/04/24 | **Risks**There were no additional risks raised for consideration of inclusion on risk registers of the Board Assurance Framework.**Date of Next Meeting of the Trust Board (held in Public)** The next meeting to be held in public has been arranged to take place on 27 July 2023.**Move to Confidential Meeting (Meeting in Private)****Resolved:** that the remaining business to be transacted is of a confidential nature and from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest. |
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**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

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