



## **Minutes of the Board of Directors Meeting (held in PUBLIC)**

**Thursday 28 November 2024 at 11:15**

**Venue: Kirkstall, Fountains and Rosedale, Trust Headquarters, Wakefield**

### **Voting Directors:**

Martin Havenhand	Chair
Anne Cooper	Non-Executive Director/Deputy Chair
Tim Gilpin	Non-Executive Director (Senior Independent Director)
Jeremy Pease	Non-Executive Director
Amanda Moat	Non-Executive Director
Peter Reading	Chief Executive
Nick Smith	Chief Operating Officer
Dave Green	Executive Director of Quality and Chief Paramedic
Julian Mark	Executive Medical Director
Kathryn Vause	Executive Director of Finance

### **Non-Voting Directors:**

Marc Thomas	Deputy Chief Executive
Mandy Wilcock	Director of People and Organisational Development

### **Contributing Directors:**

Adam Layland	Director of Partnerships and Operations (South Yorkshire)
Jeevan Gill	Director of Partnerships and Operations (Humber and North Yorkshire)
Carol Weir	Director of Strategy, Planning and Performance
Sam Robinson	Chief Digital Information Officer

### **In Attendance:**

Rebecca Randell	NExT Director
Helen Edwards	Associate Director of Communications and Community Engagement
Lynsey Ryder	Head of Corporate Affairs
Odette Colgrave	Corporate Business Officer (minute-taker)
Tracey Wilson	Senior Executive Officer
Lesley Mee	Corporate Business Administrator
Lewis Henery	360 Assurance

### **Apologies:**

Andrew Chang	Non-Executive Director
David O'Brien	Director of Corporate Services and Company Secretary
Rachel Gillott	Director of Partnerships and Operations (West Yorkshire)

BoD24/11/1	<b>Welcome and Apologies</b>
1.1	Martin Havenhand welcomed all to the Board.
1.2	Apologies were received from Andrew Chang, David O'Brien and Rachel Gillott.
1.3	The meeting was quorate.
BoD24/11/2	<b>Declaration of Interests</b>
2.1	No declarations of interest were reported. If any declarations of interest arose during the meeting these would be considered at that time.
BoD24/11/3	<b>Minutes of Previous Meeting</b>
3.1	The minutes of the meeting of the Board of Directors held in public on 26 September 2024 were approved as an accurate record.
3.2	There were no matters arising.
BoD24/11/4	<b>Action Log</b>
4.1	<ul style="list-style-type: none"> <li>• BoD24/05/19.2 – update provided; action closed.</li> <li>• BoD24/11/5.3 &amp; 5.5 – this matter will be discussed at the Remote Patient Care meeting. Included on forward planner – action closed.</li> <li>• BoD24/11/15.5 – update will be provided on the January agenda; action closed.</li> <li>• BoD24/11/16.6 – update provided; action closed</li> <li>• BoD24/11/16.7 – update provided; action closed</li> <li>• BoD24/11/19.5 – 100% in most directorates, six known individuals not had appraisals due to secondments, action closed.</li> </ul>
BoD24/11/5	<b>Patient Story</b>
5.1	Dave Green introduced the patient story about a patient who suffered a cardiac arrest and was successfully resuscitated. His son performed CPR for 10 minutes before the crew arrived, this made a significant impact on his survival.
5.2	It was discussed how the Trust interacts with families and debriefs staff following this type of incident.
5.3	Tim Gilpin sought assurance of the number of cases of cardiac arrest paramedics may deal with as opposed to the specialist paramedics who attend these scenes and the risk of skill fade. Dave Green advised that all paramedics have internal investment and clinical refresher days to maintain these skills.
5.4	<b>Resolved:</b> The Board noted the contents and areas of learning.
BoD24/11/6	<b>Chair's Report</b>
6.1	Martin Havenhand presented the Chair's report and drew attention to the response to the Non-Executive and Associate Non-Executive advertisement with 48 applications received.

6.2 **Resolved**

The Board noted the report.

BoD24/11/7 **Chief Executive's Report**

7.1 Peter Reading presented the Chief Executive's report and drew attention to the following key points:

- CQC- identified significant issues around timely access with GPs and dental care
- Restart a Heart Day – 172 secondary schools participated
- Delivering lifesaving training at local mosque

7.2 Jeremy Pease sought assurance in relation to the electric vehicle charging infrastructure. Although the Trust is making good progress, the current chargers installed can take up to eight hours to fully charge the vehicle and there is a need to consider faster chargers if the Trust were to use electric vehicles for 999 responses. Peter Reading confirmed the Trust is aware of this issue and is in discussion with Glen Adams, Associate Director of Estates and Fleet.

7.3 **Resolved**

The Board noted the report.

BoD24/11/8 **Business Plan: Quarterly Update Report**

8.1 Marc Thomas presented the quarterly update report for the Business Plan. The Trust performance review meetings, focus on important key issues linked with the Business Plan.

8.2 Julian Mark explained the reason for the delay in completion of the medicines management plan. The measure relates to individuals confirming compliance using the Electronic Staff Record (ESR), however, this is not yet possible in ESR. Compliance can be tracked through the Joint Royal Colleges Ambulance Liaison Committee (JRCALC) app. If implemented we can expect 50% of staff will be compliant by year end. However full assurance cannot be given as no solution is currently in place.

8.3 Martin Havenhand commented that several business plan objectives are off track and the Board will need assurance on how the Trust intend to deliver what was agreed. There is a need to mitigate any risks of not delivering our business plan.

8.4 Mandy Wilcock advised the reduction in sick absence will not be achieved. The Trust have been trying a number of ways to address this issue.

8.5 Martin Havenhand commented that if there are changes to actions throughout the year, the Board needs to be aware of them but we need to focus on the outcomes and not the process.

8.6 Carol Weir gave assurance that all areas which may not deliver will be reviewed and impact on the Trust considered. However some are difficult to achieve as they are outside the Trust's influence.

- 8.7 Martin Havenhand suggested that Marc Thomas draw particular attention to key issues for the board to consider at the next Board meeting.
- 8.8 **Resolved:**  
The Board:
- Noted the progress in Q2 on delivery of the Trust business plan priorities for 2024/25.
  - Understood the impact of workstreams that are off-track and supported the recovery plans to improve progress and delivery of the Trust business plan priorities.

BoD24/11/9 **Risk Report**

- 9.1 Marc Thomas presented the Risk Report.
- 9.2 Handover delays remain the greatest area of concern, mainly occurring in the Humber North Yorkshire and South Yorkshire areas. The Trust have seen the highest peak since last winter and mitigations are in place to address this.
- 9.3 Industrial action of GPs has not significantly impacted the Trust; however, this will continue to be monitored.
- 9.4 Marc Thomas has attended cyber security and Senior Information Risk Owner (SIRO) sessions and will now reassess any risks and report back to Board.
- 9.5 **Resolved:**  
The Board:
- Noted the assurance report regarding corporate risks.
  - Identified any areas for further investigation and / or assurance.

BoD24/11/10 **Board Assurance Framework (BAF)**

- 10.1 Marc Thomas presented the Board Assurance Framework; he drew attention to Appendix C and gave assurance these risks are being monitored.
- 10.2 Anne Cooper sought clarity on possible seasonal variation. It was suggested that comparison data between seasons would be helpful.
- 10.3 Julian Mark acknowledged that the BAF report was much improved. Jeremy Pease also added that the revised report generated good discussions at both the Finance and Performance Committee and the Quality Committee.
- 10.4 **Resolved:**  
The Board:
- Noted the current position regarding BAF strategic risks
  - Identified areas for further investigation or assurance

BoD24/11/11 **Finance and Performance Committee Chair's Report**

- 11.1 Amanda Moat, in her capacity as Chair of the Finance and Performance Committee, presented the Finance and Performance Committee report relating

to the meetings held on 24 September and 22 October 2024 and the Month 6 financial performance.

11.2 The key points discussed were:

- Risks discussed in relation to the Corporate Risk Register and BAF
- The Committee recommends to the Board the need for a discussion on the Trust's partnership work (relationships with ICBs)
- PTS activity and discrepancy in funding

11.3 Martin Havenhand requested that the discussion in relation to the Trust Partnership work (11.2) should be added to the Strategic Forum forward planner.

**ACTION: David O'Brien**

**Resolved**

11.4 The Board noted the report.

BoD24/11/12 **Operational Assurance Report**

12.1 Nick Smith presented the Operational Assurance Report. The following key points were raised:

- 12.2
- Engagement with South Yorkshire is very effective and opportunities are being identified within the Rotherham area through a joint initiative
  - In Humber and North Yorkshire, investment days have been re-introduced to support the engagement and development of operational staff in the area
  - Timeliness for PTS response remains good, especially for our vulnerable renal patients
  - Hospital handovers remain a challenge and an increase of Category 1 calls is impacting on Category 2 response times
  - North Yorkshire has seen significantly extended response times for a number of years, caused by significantly high handover delays at Hull, Scarborough and York hospitals
  - The availability and access of alternative pathways in South Yorkshire varies - the leadership team are working closely with the system at place to reduce variation in access
  - Challenges with EOC, pathways and Vocare, further engagement with other ambulance services regarding trends and supporting 999 calls
  - Overspend in PTS due to increase in demand in Hull and North Yorkshire

12.3 Marc Thomas advised we have recruited more staff and hear and treat is at its highest, although sickness is increasing. Handover delays are the highest since December last year. It was noted that 'duty to rescue' had been implemented twice over the past twelve months.

12.4 Members discussed if the 45-minute turnaround time and if it was implemented what impact it would have on the Trust

12.5 Anne Cooper sought assurance in relation to the long waits and patient safety and experience of these. Nick Smith responded that the Trust does need to do things differently.

- 12.6 Adam Layland commented that when staff are expected to wait in an ambulance for eight hours, this has a significant impact on them and can impact on sickness.
- 12.7 Peter Reading emphasised the Trust need to be more assertive when pressure is at its greatest and high level engagement is required with acute hospitals and clinicians via Dave Green, Julian Mark and Nick Smith.
- 12.8 **Resolved**  
The Board noted the report.

BoD24/11/13 **Finance Report**

- 13.1 Kathryn Vause presented the Financial Performance Report. The Trust's financial position at Month 7 (period ending 31 October 2024) was reported as follows:
- The forecast position is break-even but includes £5m risk
  - Two main issues:
    - Increase in PTS demand in Humber and North Yorkshire
    - The Trust may not receive the additional £1.1m NHSE funding for Category 2 performance which we spent over the summer.
  - Agency spend is £4.1m year-to-date and exceeds planned agency spend by £799k
  - The Trust has achieved all the targets for three consecutive months for the Better Payment Practice Code (BPPC)
  - The Trust has an adverse variance against the efficiency plan; YTD £1.0m and forecast £2.5m
  - Purchased assets expenditure is behind plan due to delayed delivery of PTS electric vehicles but forecast to fully expend by the end of the year at £3.2m
  - Leased assets expenditure is behind plan due to delayed delivery of HART vehicles

- 13.2 Anne Cooper observed that the Trust needs to focus on the cost improvements and this is a reoccurring issue for the Trust. Martin Havenhand requested a report to outline our short-, medium- and long-term cost improvement plans.

**ACTION: Marc Thomas**

- 13.3 **Resolved**  
The Board noted the report.

BoD24/11/14 **Quality Committee Chair's Report**

- 14.1 Anne Cooper, in her capacity as Chair of the Quality Committee, presented the Quality Committee Highlight Report from the meeting held on 17 October 2024.
- 14.2 The key points raised were:
- The Committee are to meet in December to discuss winter pressures and long waits
  - The Committee is requesting assurance from Executive colleagues to understand the outcome of patients who experience long waits.

14.3	Nick Smith gave assurance this is being addressed with the Operations Leadership Group and Adam Layland will provide feedback to the Committee. Dave Green will also support this work with data from the Regional Operations Centre (ROC).
14.4	Anne Cooper asked the Board to note the escalation of the winter pressures to focus on patient safety and any escalating risks, given any poor performance.
14.5	<b>Resolved</b> The Board noted the report.
BoD24/11/15	<b>Quality and Clinical Highlight Report</b>
15.1	Dave Green presented the quality sections of the Quality and Clinical highlight report, drawing attention to the following: <ul style="list-style-type: none"> <li>• A new process for the utilisation of Specialist Paramedics Urgent Care (SPUC) has been agreed to be introduced Trust wide</li> <li>• The clinical supervision work is progressing well</li> <li>• The introduction of the GoodSAM pilot has been delayed due to technical issues. This is now at the final stages and it is hoped the pilot will go live in next month.</li> </ul>
15.2	Julian Mark presented the clinical sections of the Quality and Clinical highlight report, drawing attention to the following points: <ul style="list-style-type: none"> <li>• Provided assurance on medicines and governance – a good increase in compliance particularly across West Yorkshire</li> <li>• Martin Havenhand attended a meeting where the success of the app was discussed and asked for clarity in relation to rolling this out to the wider areas of Yorkshire. Julian Mark confirmed Glen Adams is the SRO and will manage this programme of work.</li> <li>• North Yorkshire are using pre-pack pouches which improves patient care, efficiencies and wastage.</li> </ul>
15.3	<b>Resolved</b> The Board noted the report.
BoD24/11/16	<b>People Committee Chair's Report</b>
16.1	Tim Gilpin, in his capacity as Chair of the People Committee, presented the People Committee Highlight Report arising from the meeting held on 19 November 2024.
16.2	Tim Gilpin drew attention to the assurance provided regarding collaborative working with trade union colleagues on managing incidents of sexual misconduct and improving sexual safety. The Trust is taking firm action on any issues and the culture appears to be moving in the right direction.
16.3	The Board was reminded of the recent Sky News broadcast which recorded a victim of sexual harassment from an ambulance trust.

- 16.4 **Resolved**  
The Board noted the report.

BoD24/11/17 **People and Organisational Development Highlight Report**

- 17.1 Mandy Wilcock presented the People and Organisational Development highlight report, drawing attention to the following key points:
- Sickness absence has seen a sharp rise in short term sickness absence
  - Staff survey ends 29 November 2024, the current response rate is 46% - roadshows and incentives were done to increase engagement for the target of 55%
  - Employee relations casework is very high (highest level in a two-year period). It is increasingly difficult to secure regular commitment from the pool of trained investigators due to capacity. There are currently seven investigations outsourced to external investigators
    - 34 disciplinary
    - 12 grievances
    - 4 bullying and harassment
    - 6 performance related
    - 17 staff suspended
  - Since the launch of Sexual Safety Charter we have commissioned 40 cases with 12 suspensions.
- 17.2 Anne Cooper sought assurance regarding the Trust resources to manage the case load and to respond in a timely manner. Mandy Wilcock had received approval this week from TEG for extra resources for six months. The Trust are currently struggling with capacity with internal managers as external managers are very costly.
- 17.3 Alison Cockerill, Head of Employee Relations will be providing further training and support for managers with access to legal, HR advice and peer support. However, further work is required.
- 17.4 Martin Havenhand expressed his disappointment in relation to the staff survey response rate. In conversation with colleagues it was suggested that staff were suffering from survey fatigue due to the number of different survey requests being circulated.
- 17.5 We must ensure that no additional surveys are requested during the same period as the staff survey in future.

**Resolved**  
The Board noted the report.

BoD24/11/18 **Culture Programme Quarterly Update**

- 18.1 Mandy Wilcock presented the first quarterly update on the Trust's work on improving culture.  
The key points were:
- Plans, actions and recommendations to further embed the YAS Together Culture Programme



	<ul style="list-style-type: none"> <li>• Focus on development of leaders</li> </ul>
18.2	Rebecca Randell asked whether the Trust embeds the Trust values in our annual appraisals. It was confirmed that this is included in the appraisal conversation.
18.3	The National Ambulance Culture Review summarises objectives that the Trust need to consider. Mandy Wilcock will report to Board with all actions taken.
18.4	<p style="text-align: right;"><b>Action: Mandy Wilcock</b></p> <p><b>Resolved:</b> The Trust Board:</p> <ul style="list-style-type: none"> <li>• Understood the background and rationale in relation to the development of YAS Together.</li> <li>• Noted the progress of the YAS Together Cultural Programme.</li> <li>• Noted the risks to delivery of the programme.</li> <li>• Requested future reports to include an assessment of performance against plan.</li> </ul>
BoD24/11/19	<b>North East and Yorkshire Workforce Planning and Controls</b>
19.1	Mandy Wilcock presented the North East and Yorkshire Workforce Planning and Controls: return template – Autumn 2024. This is a new requirement to submit our planning and controls to both North East Integrated Care Board (ICB) and NHSE.
19.2	Special thanks to Carol Weir and the Finance team for providing the information. The paper had been approved by TEG and Finance and Performance Committee.
19.3	<p><b>Resolved:</b> The Board approved the template attached for submission.</p>
BoD24/11/20	<b>Audit and Risk Committee Chair's Report</b>
20.1	The board received the chair's report and noted that the committee had supported an increase in Standing Financial Instructions Waivers and Contracts from £100k to £500k.
BoD24/11/21	<b>Board Governance Report</b>
21.1	Marc Thomas presented the Corporate Governance report and drew particular attention to the NHSE Guidance: The Insightful Provider Board; this will be included in the Strategic Forum meeting on 12 December 2024.
21.2	<p><b>Resolved</b> The Board noted the developments in Board governance outlined in this report.</p>
BoD24/11/22	<b>Review of Trust Standing Orders</b>
22.1	Marc Thomas presented the review of the Trust Standing Orders and drew attention to No 28. The £100k limit is considered low by current standards and does not align with other elements of the Standing Financial Instructions (SFIs)

	or Scheme of Financial Delegation. A limit of £500k is considered more appropriate.
22.2	<b>Resolved</b> The Board of Directors approved the proposed amendments to the Trust Standing Orders.
BoD24/11/23	<b>Any Other Business</b> 23.1 Martin Havenhand advised that Public Board meetings will be live streamed from January 2025.
BoD24/11/24	<b>Risks</b> 24.1 No additional risks were raised for inclusion on the risk register or the Board Assurance Framework.
BoD24/11/25	<b>Evaluation of Meeting</b> 25.1 Anne Cooper provided evaluation of the meeting.
BoD24/11/26	<b>Date and Time of Next Meeting</b> 26.1 The next meeting is scheduled to take place on Thursday 30 January 2025.  The meeting closed at 14:16 hrs.

## CERTIFIED AS A TRUE RECORD OF PROCEEDINGS

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

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