



## **Minutes of the Annual General Meeting**

**Thursday 26 September 2024 at 16:00**

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

### **Voting Directors:**

|                  |                                                      |
|------------------|------------------------------------------------------|
| Martin Havenhand | Chair                                                |
| Tim Gilpin       | Non-Executive Director/ Deputy Chair                 |
| Anne Cooper      | 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) |
| Rachel Gillott | Director of Partnerships and Operations (West Yorkshire)  |
| Carol Weir     | Director of Strategy, Planning and Performance            |
| Sam Robinson   | Chief Digital Information Officer                         |
| David O'Brien  | Director of Corporate Services and Company Secretary      |

### **In Attendance:**

|                 |                                                               |
|-----------------|---------------------------------------------------------------|
| Helen Edwards   | Associate Director of Communications and Community Engagement |
| Rebecca Randell | NEXt Director                                                 |
| Lynsey Ryder    | Head of Corporate Affairs                                     |
| Odette Colgrave | Corporate Business Officer (minute-taker)                     |
| Jo Jennings     | Senior Executive Officer                                      |

### **Observers**

#### **[online]:**

|              |                                                         |
|--------------|---------------------------------------------------------|
| Jackie Cole  | Associate Chief Operating Officer - Central Services    |
| Sarah Brewer | Director of System Integration for Yorkshire and Humber |
| Lewis Henery | Auditor 360 Assurance                                   |
| Jade Rose    | South Yorkshire Integrated Care Board                   |

#### **[in person]**

|                    |                               |
|--------------------|-------------------------------|
| Steph Toon         | NHS Critical Friends Network  |
| Helen Greer-Waring | Ambulance Vehicle Preparation |

### **Apologies:**

|              |                        |
|--------------|------------------------|
| Andrew Chang | Non-Executive Director |
|--------------|------------------------|

## Welcome and Apologies

- Apologies were received from Andrew Chang.

## Declaration of Interests

- No declarations of interest were reported. If any declarations of interest arose during the meeting these would be considered at that time.

## Minutes of the AGM held 26 October 2023

- The minutes of the Annual General Meeting held 26 October 2023 were received and approved.

- There were no matters arising.

## Review of Financial Year 2023/24 - Annual Report 2023-24

- Peter Reading delivered a presentation setting out the Trust's highlights and key developments during 2023-24.

- Key highlights presented included the following:
- The new Trust strategy was launched for 2024-29 developed with staff and stakeholders.
  - Four new values for the Trust – Kindness, Respect, Teamwork and Improvement alongside four new bold ambitions – Our Partners, Our People, Our Patients and Our Planet and Pounds.
  - It was a challenging year across the health service and the Trust also experienced this pressure.
  - YAS implemented the Patient Safety Incident Response Framework (PSIRF).
  - There was a focus on improving handover delays with our partners.
  - New vehicles were purchased for 999 and Patient Transport Services (PTS) with dementia friendly vehicles.
  - YAS introduced new paramedic roles, including a specialised mental health role (first in the country).
  - Digital developments included sharing electronic patient record via Yorkshire and Humber Care Record.
  - The YAS Together cultural programme continued with development of our five pillars and tools to help our staff.
  - The launch of our Sexual Safety Charter.
  - Staff survey response increased to 51% with all themes showing improvement .
  - Support networks were strengthened with the launch of the Armed Forces Network.
  - Apprenticeship provision recognised with a ‘good’ Ofsted rating and several awards.
  - The launch of the YAS Research Institute.
  - Implementation of the new senior management operating model.

AGM24/05

## **Review of Financial Year 2023/24 – Financial Accounts**

5.1 Kathryn Vause delivered a presentation outlining the financial accounts for 2023-24.

5.2 Key highlights presented included the following:

- Break even revenue plan.
- Funding for Category 2 performance improvement.
- Recruitment challenges; underspend supported wider system.
- Unqualified Audit Opinion on Financial Statements.
- Income and Expenditure was showing a surplus of £260k with capital grants and other adjustments left the Trust with £51k surplus.
- 93% of income is received for patient care, where the majority is directly from Integrated Care Boards (ICBs).
- 3% non-patient care income and 3% centrally funded pension costs.
- Expenditure – 75% go into pay costs with a second highest expenditure on transport and leases at 7%.
- The Trust delivered a capital expenditure programme for purchased assets of £16.5m:
  - Fleet £8.6m
  - Estates £4.6m
  - ICT £3.3m
  - Medical Equipment £0.1m
- Replaced 64 Double Crewed Ambulances (DCAs).
- Purchased ICT communications kit to support the 80 DCA uplift
- Completed a major refurbishment of Goole ambulance station.
- Accelerated EV charging installation, minor stations refurbishments and replacement of ICT infrastructure and hardware to maximise slippage on other projects.
- Capitalised leased assets of £11.4m:
  - Renewed a number of premises leases.
  - Acquired modular units to expand and improve facilities across several stations.
  - Renewed Rapid Response Vehicles (RRVs), commander cars and PTS vehicles.
  - Additional DCA medical equipment – defibrillators and stretchers to support our fleet uplift.
- Installed 98 EV charging points to support our fleet and electrification programme.
- Took delivery of six new purpose-built Mental Health vehicles built to national specification.

5.3 Finally, Kathryn Vause gave an overview and outlook for 2024-25, the key points were:

- The Trust have submitted a break-even financial plan for 2024/25.
- Focus on efficiency and productivity – and must deliver £21.6m (5%) cost reduction, to achieve financial balance.
- More challenging financial environment with an increasing level of external scrutiny.

- The ability to deliver real transformation is hindered by the lack of capital funds.

AGM24/06

## **Performance Highlights 2023/24**

6.1

Nick Smith gave an overview of the performance highlights for Operations which included:

- One million 999 calls received (2,700 per day, 2 per minute) – average call answer was 10 seconds compared to 50 seconds in the previous year.
- Increased clinicians in clinical hubs which supported 92,000 patients to be treated without requiring an ambulance response (Hear and Treat).
- Improved response times and continued work on handover delays. Average response time to Category 2 calls improved by 9 minutes from the previous year. This was 32 minutes and 32 seconds which is above the standard of 30 minutes.
- 9 out of 10 Category 1 calls arrived within 14 minutes and 39 seconds.
- Recruitment in staff and graduates, 205 ambulance support workers, 256 paramedics and 33 paramedics from Australasia.
- The new role of Specialist Paramedic in mental health was introduced.

6.2

Nick Smith gave an overview of the performance highlights for Integrated Urgent Care (IUC), NHS 111 and Patient Transport Service (PTS) which included:

- 1.7 million calls received to NHS 111, 63% of these were answered within 60 seconds with an average answer time of 124 seconds.
- From the previous year we saw an increase in calls during 'working hours'.
- Implemented the Case for Change programme.
- 13 nurses from India have proved an excellent addition to our clinical team.
- In PTS, over 681,000 non-emergency journeys were completed.
- Demand increased by just over 2% last year compared to the previous year with 73,000 journeys a month since May 2023. This makes YAS one of the largest patient transport services in the country.
- 50% of our journeys are supported from quality assured private partners.
- Dementia friendly vehicles were introduced.

Other key points highlighted were:

- Work continues in Central Operations, Emergency Planning, Resilience and Response teams.
- Over 1,000 volunteers supported patients.
- We celebrated 10 years of Restart a Heart, with support from over 700 staff we have trained 35,000 students at 136 schools in cardiopulmonary resuscitation (CPR).

AGM24/07

7.1

Dave Green presented the highlights on Quality Performance which were:

- The Patient Safety Incident Response Framework went live from 01 October 2023. Learning outcomes are achieved more quickly and 20 have been trained managers trained in patient safety.

- YAS secured three Patient Safety Partners who will ensure we are delivering the right care.
- Funding was received for a patient safety specialist to focus on our future education offer.
- YAS became an accredited Resuscitation Council UK advanced life support training provider.
- The Trust has refreshed the quality improvement enabling plan. We have a well-established quality improvement scholarship and for the first time we have secured a Level 4 Improvement Practitioner's scheme.
- 480 individual clinical supervision conversations have taken place.
- The Critical Friends Network continues to provide expertise with a future focus on the development of our patient experience and involvement framework.

AGM24/08

8.1

- Julian Mark gave an overview on Clinical performance; the key highlights were:
- Two Associate Medical Directors were appointed. These roles will focus on critical care and to develop and lead our emergency response incident team. They will also strengthen our specialist supervision and support frontline colleagues in emergency care. They will also strengthen relationships with the wider healthcare systems and develop our expertise in remote clinical assessment both within EOC and IUC.
  - The YAS Research Institute was launched in October 2023, recognising 10 years of hard work in developing and consolidating our position in the research arena. 11 peer reviewed research publications were authored by staff at the Trust covering a wide subject range.
  - We have introduced pre-pack pouches alongside an in-house medicines management app across West Yorkshire which has already demonstrated an improvement in clinical safety, alerting and incident reporting.
  - We have utilised an expert in population health analytics to improve our understanding of the experience and barriers and outcomes for specific groups such as the homeless population in Hull and respiratory patients in deprived areas of Leeds.
  - We have developed acute and urgent clinical pathways given our unique access to every aspect of health across a wide geography. We have developed relationships with alternative pathway providers so that patients can be signposted to the most appropriate care for their needs.
  - YAS has implemented the Yorkshire and Humber Care Record, making us the first organisation in the country to do 'transfer of care' which means the transfer of the patient's record into the receiving centre's records automatically.
  - Introducing GPs in Emergency Operations Centres (EOC) had a significant effect on the confidence of our staff.

AGM24/09

9.1

Mandy Wilcock delivered a presentation on the highlights in People and Organisational Development.

The key highlights were:

- 9.2
- YAS Together cultural improvement programme was launched and focused around five pillars: Care Together; Lead Together; Grow Together; Excel Together and Everyone Together.
  - This was used to help to drive improvements and introduced a series of interventions for our colleagues. These included: an appreciation and recognition guide; a programme of succession planning; a team communication best practise toolkit and launch of the Sexual Safety Charter.
  - 50% of our staff completed the 2023 NHS Staff Survey which increased from 34% in the previous year.
  - One of our key achievements last year was our apprenticeship offer within the Trust which continues to be recognised nationally. In 2023 we were named as one of the top 100 apprenticeship employers and placed at #36.
  - Our apprenticeship provision was also hailed as good with outstanding features following a full Ofsted inspection.
  - We were named the Health and Science Apprenticeship Provider of the Year in the National Annual Apprenticeship Conference Awards in February 2024.
  - We will continue to have a clear focus on equality, diversity and inclusion across the Trust and our Equality, Diversity and Inclusion plan has set out clear priorities to ensure our services and employment practises are accessible and inclusive for the diverse communities we serve as well as our workforce.
  - Another focus will be on how we can improve our recruitment processes and make sure that they are as fair and inclusive as possible.
  - The health and well-being of our people continues to be one of our top priorities and a detailed plan was developed and launched with input from staff across the Trust.
  - Highlights have included the launch of our menopause policy; development of a suicide awareness toolkit; therapy dogs offer and a more comprehensive managers package to support themselves and their staff.
  - Going forward, we will have a particular focus on supporting our colleague's mental health and giving them the support they need to reduce sickness absence and stay well at work.
  - We have five established support networks:
    - BME Network – now known as our Race Equality Network
    - Pride at YAS
    - Women and Allies Network
    - Disability Support Network
    - Armed Forces Network
  - Each network now has an assigned Executive sponsor and Non-Executive champion to ensure they have full support from our senior leadership teams.
  - Network chairs and deputies have also had their protected time increased from 10.5 hours to 15 hours per month.
  - A new People and Culture group has been created to give even greater focus on our people and how we support their employment journey.
  - We will continue to focus on our culture as part of our YAS Together work, including our work on sexual safety, well-being and equality and diversity actions to improve the experience of our people.

- We are committed to delivering our plan milestones and to continue to work towards achieving our bold ambitions and making YAS a truly great place to work.

AGM24/10

10.1

Kathryn Vause delivered a presentation on the key highlights in the Fleet and Estates departments, these were:

- Investment in fleet and medical devices (DCA additional vehicles).
- Increase in zero emission vehicles and charging points.
- Opened our new Logistics Hub, supporting vital services to deliver patient care and the space is used to store Information Communications Technology (ICT) and medical equipment.
- Investment in our contact centres (York).
- Investment in our stations and improved outdoor spaces.
- We are continuing to reduce the backlog maintenance requirement across all our stations.

AGM24/11

11.1

### **Overview of 2024/25 Plans**

Peter Reading delivered a presentation on the overview of 2024-25 which included the following:

- Our Strategy 2024-29 is driven by our four bold ambitions, underpinned by our four core values, supported by YAS Together and the five pillars.
- Our 9 priorities for 2024-25 will be:
  - Improve our category 2 response times
  - Strengthen quality and safety
  - Improve integrated clinical assessments across 999 and 111 services
  - Strengthen workforce
  - Improving health, wellbeing and safety
  - Improve culture
  - Embed partnership working and system collaboration
  - Deliver a balanced break-even financial plan
  - Strengthen vehicle availability

AGM24/12

12.1

### **Questions from the Public**

David O'Brien delivered one question received in advance from the public: How does an Emergency Medical Technician or Emergency Care Assistant become a paramedic?

12.2

Mandy Wilcock advised there are two routes to become a Paramedic:

- One is the apprenticeship route which starts with a Level 3 Ambulance Support Worker apprenticeship progressing to a level 4 Associate Ambulance Practitioner. This leads onto a transitional Ambulance Practitioner role before it is taken onto the degree apprenticeship programme.
- The second route is direct entry to an undergraduate or postgraduate paramedic science degree.
- The Trust do not directly recruit to Level 4 Associate Ambulance Practitioners as this is an internal career pathway.

- 12.3 Sarah Brewer [online], Director of System Integration for Yorkshire and Humber, hosted in West Yorkshire working on behalf of the three ICBs. As lead Commissioner Sarah stated it was good to hear the progress made during 2023/24 and the plans for this year which we are seeing coming to fruition. On behalf of the commissioners Sarah thanked and congratulate YAS on the progress made.
- 12.4 Sarah also commented that the ICB have also seen the strength of the partnership in the last 12-18 months, growing from strength to strength across the three ICBs and the Trust, creating an environment for shared accountability and shared ownership of these system issues. They will continue to work collaboratively with the Trust and our partners in the months and years to come.
- AGM24/13 **Closing Remarks**
- 13.1 Martin Havenhand thanked all our colleagues for their presentations and declared the Annual General Meeting closed.

The Annual General Meeting of the Yorkshire Ambulance Service closed at 1657 hrs.

**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

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

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