

CONFIRMED MINUTES OF THE OPEN MEETING OF THE WELSH AMBULANCE SERVICES NHS TRUST BOARD, HELD on THURSDAY 26 NOVEMBER 2020
Meeting Conducted via Zoom

PRESENT:

Martin Woodford	Chair of the Board
Jason Killens	Chief Executive
Lee Brooks	Director of Operations
Craig Brown	Trade Union Partner (Part)
Keith Cox	Board Secretary
Emrys Davies	Non Executive Director
Professor Kevin Davies	Non Executive Director
Bethan Evans	Non Executive Director
Pam Hall	Non Executive Director
Andy Haywood	Director of Digital Services
Estelle Hitchon	Director of Partnerships and Engagement
Paul Hollard	Non Executive Director
Nathan Holman	Trade Union Partner
Dr Brendan Lloyd	Medical Director
Rachel Marsh	Director of Planning and Performance
Claire Roche	Executive Director of Quality and Nursing
Joga Singh	Non Executive Director
Andy Swinburn	Associate Director of Paramedicine
Chris Turley	Director of Finance and Corporate Resources
Martin Turner	Non Executive Director
Claire Vaughan	Director of Workforce & OD

IN ATTENDANCE

Dr Catherine Goodwin	Organisational Culture and Workplace Wellbeing Lead
Leanne Hawker	PIH Lead
Lois Hough	Head of Communications
Naomi Machin	Communications Officer
Kim Tovey	Senior OD Manager
Steve Owen	Corporate Governance Officer
Jeff Prescott	Corporate Support Officer
Rachel Watling	Head of Communications
Paul Cooke	
Will Corbet	
Ben Grace	
Ray Jones	
Malcolm Latham	
Stephen Sims	

BSL Interpreters

Hannah Wilson
Rachael Davies

108/20 WELCOME AND APOLOGIES FOR ABSENCE

Welcome and apologies

The Chair welcomed all to the meeting and advised that it was an open session of the Board; it was being conducted through the medium of Zoom and broadcasted on Facebook. In particular he welcomed Hannah Wilson and Rachael Davies from the British Sign Language who would be interpreting the meeting

Apologies

No apologies recorded

Declarations of interest

The standing declarations of interest were formally recorded in respect of:

Professor Kevin Davies, Independent Trustee of St John Cymru, Emrys Davies, retired member of Unite, and Nathan Holman, member of the Llannon Community Council

RESOLVED: That the standing declarations and apologies as described above were formally recorded.

109/20 CHAIR INTRODUCTION AND UPDATE

The Chair informed the Board that he and the Chief Executive had been involved in a number of the Association of Ambulance Chief Executive meetings. These meetings had been a great opportunity to share information across all other ambulance services across the UK.

The Board were also advised of the NHS Confederation meeting he attended in England which had looked into what had been learned from the pandemic and again reciprocally sharing the learning and understanding.

From an internal perspective, the Board had continued to monitor, review and consider its strategy and to focus on the effectiveness of the Board going forward.

He and the Chief Executive had also been involved in a range of meetings which focussed on the current pressures within the Trust. He added that he had personally met with each Health Board Chair in Wales and discussed the issue of hospital handover delays at great length.

RESOLVED: That the update was noted.

Prior to the update, Jason Killens congratulated all those who had been involved in the 111 service being made live earlier this week in the Cwm Taf Morgannwg University Health Board area; the fifth Health Board in Wales to do so. Furthermore a note of thanks was recorded for all staff involved with the recent opening of the Grange University Hospital in Cwmbran

In providing his update he drew the Board's attention to the following areas:

1. The restructure of the Clinical Team Leader role had now been agreed and it expected to be implemented from January 2021
2. The Grange University Hospital (GUH) as previously mentioned has now successfully opened. The Trust's involvement was in connection with the dedicated transfer of patients. Rachel Marsh updated the Board in terms of the planning process which would involve around 72 additional patient transfers per day. In order to enable this service going forward, funding of approximately £5m had been secured. In terms of an operational perspective Lee Brooks informed the Board that during the period 15-17 November, 123 patients had been relocated mainly from the Nevill Hall and the Royal Gwent Hospitals to the GUH.
3. Dr Brendan Lloyd updated the Board on the UK and Euro Navigator Conference which he had recently attended alongside Lee Brooks and Andy Swinburn. Positive feedback had been received from the host, (the International Academies of Emergency Dispatch (IAED)) regarding the Trust's presentation, the subject of which was how the Trust was managing the pandemic and in particular how the Trust utilised protocol 36 (the mechanism used by call takers to manage calls which were specifically Covid related)
4. Lee Brooks informed the Board that in October 2020, the Trust had submitted its reports to the IAED in respect of the prioritisation system used in the Trust's clinical contact centres. Following review of these reports, the Trust achieved a 'Good Standing' accreditation for Quarter three 2020. The Board noted the work in attaining this high standard and congratulated all those involved, especially the Emergency Medical Dispatchers, in maintaining this high consistency of best practice, particularly during this challenging period.
5. Equality, diversity and inclusion. Jason Killens referred to the recent NHS Wales staff survey from which it was hoped to garner their feedback on any issues they may have within the workplace.

Comments:

In terms of mental health, Members sought further information on the Mental Health Practitioner pilot scheme. Jason Killens advised the Board that during the winter period, mental health clinicians would be situated in the EMS control room. The Trust was also considering in conjunction with the mental health access review, to secure further mental health professionals; thereby enhancing the support to mental health patients.

RESOLVED: That the update was received and noted.

111/20 PATIENT STORY

Claire Roche presented the patient story which related to Fiona who cared for her father. Fiona's father was suffering with vascular dementia and Alzheimer's

Members were shown a video in which Fiona related to an occasion when her father became very ill and she had to call the ambulance service.

On arrival, the ambulance crew attended to her father in a very professional and compassionate manner treating him as person. Fiona was kept advised of her father's condition by the crew who listened to her as she explained her father's wishes. Thankfully her father did not need to go to hospital

Being a carer, Fiona explained the mental and emotional stress involved. She added that treating the carer and patient as people made an immense difference to her and her father's experience whilst under the care of the ambulance service.

Comments:

Claire Roche informed the Board that today was world carers' day and felt that the story was very appropriate. She added that following a recent carers' survey which had been extended to staff, and the feedback received, had illustrated that the pandemic had impacted greatly on the mental health and wellbeing of carers. In terms of staff, the situation was similar and they had reported increased pressure. There had also been an increase in safeguarding issues in the community.

A member of the public commented that it had been a heart-felt story and a valuable reason to continue with the Trust's mental health well-being pilot scheme

Members asked if the Trust could learn from any feedback received from the crew. Claire Roche stressed the importance of learning from these stories and going forward, suggested that future staff and patient stories could be integrated as one experience

The Board noted that the Trust was linking carers and staff who were carers as part of its consultation on the national plan for carers

It would be useful to understand how young carers were managing and how crews were learning from this. Claire Roche informed Members that as part of the new quality strategy the Trust was establishing a new network and building on its engagement with the public including young persons

Andy Swinburn added that it was pleasing to see some of the Band six competencies of the crew being drawn out in this story

RESOLVED: That the patient story was noted.

112/20 HEALTH AND WELL BEING STRATEGY

Claire Vaughan informed the Board that the development of the WAST Health and Wellbeing Strategy 2019-2023 had been delayed due to the pandemic adding that a first draft was presented at the Executive Management Team and People and Culture Committee in June and July 2020 respectively

Members were briefed on the five key objectives in the strategy and Claire Vaughan outlined how these would be implemented.

The strategy had been consulted on widely and the feedback had been particularly positive and supportive.

There had been some concern raised by Trade Union partners about whether the Trust could deliver on the promises and ambitions. Claire Vaughan added that collaboration with TU partners would continue to ensure delivery was met and this would be monitored and reviewed through an annual implementation plan with agreed priorities

The Board also recognised that a communications plan would be developed to share the new Strategy across the wider organisation

Comments:

Members recognised the excellent work of Dr Catherine Goodwin, who had been instrumental in developing the strategy

The Board welcomed the breadth of the strategy which not only embraced all staff currently in service but also post-employment

From a TU perspective the strategy was welcomed and noted that it addressed several concerns that had previously been raised and looked forward to working in partnership

Jason Killens added that the strategy would further enhance support for all staff and improve the care given to patients

RESOLVED: That the Health and Well Being strategy was reviewed and approved.

113/20 DIGITAL STRATEGY

Andy Haywood explained that the WAST Digital Strategy had been developed with input from across the Trust and the wider system in order to guide that change.

The Board were shown a video that gave an overview of several digital initiatives the Trust was using and projects that were due to be implemented. This included:

1. Expansion and roll out of 111
2. The Coronavirus symptom checker was now live on the website
3. Chatbot technology (an alternative method of accessing the ambulance service)
4. Consultant Connect, an application based platform used to enable ambulance crew to link in with hospitals
5. What Three Words (an application that provides coordinates for a 3 metre squared area and the GPS coordinates)

6. Individual iPads for crews giving them access to e mails etc... whilst on the road
7. Virtual events using Teams and Zoom etc.
8. Electronic Patient Record

In terms of the strategy being able to realise its full potential, the following set of principles should be followed:

1. To empower all users to be able to do more and ensuring any digital changes were user friendly
2. To ensure access for all, for example the use of British Sign Language
3. Respect and deliver value from the data
4. It is on an all Wales collaborative process, a need to ensure that systems were compatible throughout Wales with other organisations
5. Deliver a sustainable change going forward

In order to drive this digital change the Trust will implement four key missions based on the following; the digital patient, the digital workplace, intelligence through data and digital foundations. At all times the patient remains the highest priority.

In terms of delivering the strategy this would be implemented through three phases:

1. Stabilise; this would include reviewing some of the key risks and mitigate against them
2. Optimise; part of this phase would be looking at aligning the strategy across all of the Trust's plans
3. Sustain; this would also involve working with patients and NHS Wales to transform the delivery of unscheduled care

Comments:

1. The Chair of the Finance and Performance (F and P) Committee informed the Board that the strategy had recently been presented to them. One of the key points from the discussion was that the Committee felt it was important to keep testing the strategy to confirm it was delivering on the ambitions within it and must add value.
2. The Board welcomed the strategy noting if it was going to succeed the necessary resources would be required. Andy Haywood added that modelling was underway in order to consider the number of staff required to enable successful delivery of the strategy
3. Claire Vaughan commented that the workforce team were totally on board with the strategy and were focusing on the digital workplace
4. In terms of the quality perspective, Claire Roche welcomed the strategy adding that it seamlessly intertwined with the Quality Strategy
5. It was important to embrace the strategy going forward and to harness the technological advances within it both from a patient and staff perspective

6. Could the Trust enable deaf people to connect with the ambulance service? Andy Haywood advised that aside from the BSL solution there were other initiatives such as automatic transcription during a meeting which he would look into

Members fully endorsed and supported the strategy noting it was a fantastic opportunity to improve the delivery of care to the community and to totally transform the workplace and develop and support staff more effectively

RESOLVED: That the Board approved the digital strategy, with a commitment to review and refresh annually from this date forward.

114/20 DRAFT COMMISSIONING INTENTIONS: 2021/22

Rachel Marsh explained that the purpose of this update was to provide the Board with an analysis of the draft emergency medical service (EMS) Emergency Ambulance Services Committee (EASC) 2021/22 commissioning intentions.

These intentions have been reviewed and the Commissioners had set out a new approach underpinned by a set of six strategic intentions:

1. Seize the opportunities afforded by the welsh clinical response model and the five step EMS pathway
2. Optimise the availability of front line resources to meet demand
3. Deliver maximum productivity from the Trust's resources
4. Taking a value based approach towards service delivery
5. Reducing and preventing harm outcomes
6. Collaborating with the Commissioners to deliver services that contributed to the wider healthcare system

EMT have welcomed this approach and would be providing feedback to the Commissioner to enable further discussion to mould the final intentions. It was expected that final commissioning intentions would be presented to EASC at its next meeting in January 2021.

It should be noted that effective delivery of these intentions were reliant upon, in some cases, a positive partnership with health boards

Comments:

1. The Board recognised the critical importance of system wide collaboration across the NHS in Wales for this to thrive
2. Members sought clarity on which intentions were wholly the responsibility of the Trust. Rachel Marsh explained how the performance framework in Health Boards differed from the Trust's
3. It would be beneficial to align the scrutiny and monitoring process in terms of the metrics, once agreed, with the Commissioners and the Trust
4. Dr Brendan Lloyd commented that whilst Advanced Paramedic Practitioners (APPs) were not explicitly mentioned as part of the intentions, he gave an overview of how APP's had been working with primary care colleagues to reduce

conveyance rates and the reduction of harm to patients. He further advised that the work of APP's and clinical audit would be presented to Commissioners next year

5. A query arose as to whether this was the right approach in terms of developing the Trust on a strategic level. Rachel Marsh explained the Trust was hoping to align its long term strategy in line with the Commissioners strategy.

RESOLVED: That

- (1) the revised approach to commissioning intentions was noted; and**
- (2) any additional comments and feedback was noted in framing the ongoing discussions with Commissioners.**

115/20 IMTP PROGRESS ASSURANCE FRAMEWORK

Rachel Marsh reminded the Board the Trust had submitted its Board approved IMTP to WG on 31 January 2020, following Emergency Ambulance Services Committee (EASC) approval on 28 January and a letter of support from the Chief Ambulance Services Commissioner

Despite positive informal feedback, the IMTP was not approved by the Minister for Health and Social Services prior to the implementation of the national pandemic response. Instead, during the pandemic response, Welsh Government required that all NHS bodies in Wales submitted Board approved quarterly Operational Plans.

Rachel Marsh presented the report as read adding that progress had been positive, especially with some of the larger key initiatives.

The report had been presented to the recent Finance and Performance Committee who had noted the excellent progress in spite of the pandemic

The Board recognised the laudable progress, given the disruption, but should remain vigilant to the potential of a third wave of the pandemic.

RESOLVED: That

- (1) the update provided on progress of the IMTP in 2020/21 to date was noted; and**
- (2) the risks to delivery for the remainder of 2020/21 for which there were mitigations in the quarterly operational plan set out in appendix 2 was noted.**

116/20 PATIENT SAFETY HIGHLIGHT REPORT: SEPTEMBER 2020 – OCTOBER 2020

Claire Roche presented the report as read and drew the Board's attention to the following areas:

1. There had been a total of 77,559 verified incidents
2. The number of 111 calls received was 72,528

3. There had been 430 patient safety incidents reported; WG had been notified of 12 serious adverse Incidents. This was an increase from the previous year. The Trust was analysing the figures to understand any themes/trends
4. 138 concerns had been received; the two day acknowledgement in September was 84% and 90% in October. The 30 day response was 75% in September and 84% in October
5. The Trust lost a total of 15,711 hours to handover delays across September and October. It should be noted that this was a significant increase on Q2 2020/21, with 2,942 hours lost in November to date. As a result of this a total of 11 incidents were escalated to health board colleagues
6. Members noted that the next report would include a section on the themes and trends for learning as a result of clinical incidents
7. The Board also noted that the scrutiny of incidents was being carried out by the Operational Delivery Unit

Members recognised that hand over delays were a significant contributory factor in being able to respond in a timely manner

The Chair of the Quest Committee updated the Board on their efforts in addressing the issue of hand over delays; adding that the scrutiny panel which conducted incident monitoring and review, and had stopped meeting during the pandemic, was expected to reconvene.

RESOLVED: That the Trust Board received the report for information, discussion and noting.

117/20 MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT

Rachel Marsh explained that the purpose of the report was to update the Board on the Trust's quality and performance against key indicators for October 2020. This report had been presented at the recent F and P committee meeting.

In terms of highlights from the report Rachel Marsh drew attention to the following:

1. Both red and amber response performances were below the prescribed target. Red demand had increased significantly over the last two years and was a major contributing factor in relation to performance. A comparison of demand in 2020 compared to 2018 showed demand was up by c500 calls per month, which was around a 25% increase. For other categories of calls, demand was now returning to pre-COVID levels. Jason Killens commented that the additional time required by crew to don PPE was one of the factors affecting performance
2. One of the main areas of concern and focus was the unacceptable level of hospital handover delays throughout Wales
3. The percentage of patients with attempted resuscitation following cardiac arrest, documented as having a return of spontaneous circulation (ROSC) at hospital door was 7.91% in Sep-20 (11.37% Aug-20 and 10.30% Jul-20). A deep dive analysis

into why this metric had fallen in performance from the previous year was being monitored through the Quest Committee

4. It was noted that 98.5% of 999 calls were answered within 6 seconds in Oct-20. There was a clear upward trend in 999 call answering performance from Q3 2019/20. This improvement was due to a combination of; forecasting of call demand, effective rostering to the demand and an increased capacity.
5. Emergency Ambulance Unit Hours Production (the number of hours of ambulances being made available) was recorded as 94% in Oct-20 compared to 89% in Sep-20; this was against a benchmark figure of 95% as illustrated in the EMS Demand & Capacity Review. The total hours produced was a key standard of measure for patient safety.

Comments:

1. The Chair of the F and P Committee, Martin Turner, gave an overview of the discussion at that Committee; the main area of concern was the problem with handover delays. He added that Welsh Government needed to be constantly made aware of this issue
2. Concern was expressed in regard to the 226 patients who had waited longer than 12 hours for an ambulance response. Jason Killens added that the Trust would send the most appropriate response to the sickest patient first and often, patients with less serious conditions do, regrettably, wait for longer than would be expected. He put on record his personal apology to all those affected by these long waits. He gave details of the initiatives the Trust was implementing to reduce these delays and to improve the situation including the collaboration with health boards
3. The Board noted the positives from the report including the response to 999 call answering and the increase in hear and treat rates

The Chair reiterated the main concern was the timeliness of response to patients in the community which were influenced by the ongoing unacceptable handover delays.

RESOLVED: That the Trust's Oct-20 integrated quality and performance report and actions being taken were considered by the Board.

118/20 RISK AND BOARD ASSURANCE FRAMEWORK (BAF)

- 1 Keith Cox explained that the purpose of this report was to provide the Trust Board with a composite report containing the Trust's Corporate Risks, which were aligned to the strategic themes on the Board Assurance Framework (BAF), in addition to describing key internal and external controls, what the gaps were and where and how management and the Board received its assurances.
- 2 The Risk Management portfolio transferred to the Board Secretary from the Executive Director of Quality and Nursing on 1 November 2020, for a period of six months. In terms of risks the following details were provided:
 - a. Currently there were 20 risks on the Corporate Risk Register

- b. three risks had increased in score, four risks had reduced in score and three new risks had been added
- 3 Keith Cox referred to the BAF which detailed how the Trust was managing the risks and illustrated the controls in place to mitigate the risks thereby giving the relevant assurance to the Board

Comments

1. Regarding the risks relating to long delays, was it given the same exposure at health boards and was it on their risk registers? Keith Cox advised that some health boards had captured it on their register; he added he was still in the process of receiving confirmation from the other health boards.
2. Trust reputation, why was this scored as a high risk? Estelle Hitchon explained there was a general feeling across the whole of the NHS that reputation was dwindling and with Covid and the approaching winter pressures, it was unlikely to improve in the near future. Estelle added there were several external factors which impacted upon the Trust in which it had limited control. Going forward into early 2021 the risk would be reviewed and it was hoped that it could be decreased.

RESOLVED: That Members received assurances on the contents of the report; specifically:

1. the risk management activity during the period;
2. the changes to existing Corporate Risk scores and the inclusion of three new risks on the Register; and
3. received and commented on the BAF report.

119/20 FINANCIAL PERFORMANCE MONTH 7 AND CAPITAL PROGRAMME UPDATE

Chris Turley explained that the report provided the Board with a summary update on the revenue financial performance as at 31 October 2020 (Month 7), along with a more detailed update on the 2020/21 capital programme. Both of these were also considered in some detail at the Finance & Performance Committee meeting held on 19 November 2020.

The Board's attention was drawn to the following areas:

1. The cumulative revenue financial position reported was a small underspend against budget of £0.023m, assuming funding for the additional costs incurred as a result of COVID-19. Confirmation of the funding was expected early next week
2. Due to the COVID-19 pandemic, the Trust had recorded additional spend in the Month 7 position totalling £7.466m, £3.174m of pay costs, £4.480m of non-pay, £0.271m of unachieved savings targets. This had been offset somewhat by reduced expenditure of £0.459m. Following discussions with WG at the Q3 / Q4 review meeting the Trust was awaiting formal confirmation of the funding.

3. In terms of the capital programme, Chris Turley informed the Board that as at Month 7 the Trust's current approved WG set Capital Expenditure Limit (CEL) for 2020/21 was £13.043m. To date there had been £4.618m of capital expenditure incurred, which was in line with current plans. Included within the £4.618m were £0.864m worth of capital cost as a result of the pandemic, for which confirmation had been received from WG that this was being fully funded.
4. Chris Turley added that some schemes which had been paused due to the pandemic were being restarted; this had resulted in funding being committed from the next financial year. A new scheme had emerged during the year which involved estates and accommodation and was predominantly in connection with the new Grange University Hospital. Given the value, formal Board approval would be required once details were finalised

Comments:

1. The Chair of the F and P Committee outlined the details of the discussion held at that Committee in terms of the financial performance and were content to commend the report for the Board.
2. Had there been any progress on the appeal for holiday pay and voluntary overtime? Chris Turley added the issue was still ongoing and was being led by one of the English ambulance Trust's; WAST were in constant discussion with WG and Members were assured that an agreed approach in terms of the financial costs involved had been implemented

RESOLVED: That

- (1) the Month 7 revenue financial position and performance of the Trust as at 31 October 2020 was noted;**
- (2) the updates in relation to the Trust's capital programme, including the detailed update on the discretionary capital plan, paying particular attention to the Board approval assumptions set out in paragraphs 32 and 33 were noted; and**
- (3) the Board were assured that the appropriate due diligence, in terms of the capital funding process in particular, had been followed.**

120/20

UNITED KINGDOM'S EXIT FROM THE EUROPEAN UNION: AN UPDATED RISK REGISTER

Estelle Hitchon updated the Board on the Trust's engagement in the current Brexit process from an NHS Wales perspective.

In terms of Brexit risks pertinent to the Trust there were at this time, no additional risks that had not already been accounted for and no current risks that had been escalated.

Of note, what the Trust had gleaned from its learning during the pandemic had given rise to additional issues to consider for Brexit.

Comments:

In terms of stockpiling levels e.g. fuel, was the figure in line with other health boards and ambulance trusts? Estelle advised the amount was in line with other organisations.

RESOLVED: That the Board noted the work undertaken to re-assess and address any risks inherent in the ending on 31 December 2020 of the United Kingdom's "Brexit" transition period.

121/20 STRATEGIC EQUALITY OBJECTIVES (MID-YEAR REVIEW)

Claire Vaughan updated the Board on the activities since the approval of the refreshed set of strategic equality objectives.

Despite the disruption of the Pandemic, progress towards delivery of the objectives was being made in several areas including patient engagement.

Highlights from the report included:

1. Funding was now available to increase staff resource in the workforce team
2. The Diversity and Inclusion Steering group had now met on two occasions since Covid restrictions had eased with colleagues championing six broad areas – Race, LGBTQ+, Women, Disability, Age and Welsh Culture
3. The Reverse Mentoring scheme has now commenced with seven Directors participating in the pilot project which was due to finish in April. Once complete, it will be evaluated and reported to the People and Culture Committee; there has already been positive feedback on the scheme from participants
4. A proposal from the Patient Experience and Community Involvement team to develop the iN-Network which aimed to achieve inclusivity, innovation, influencing and involvement had been supported by management.
5. Jason Killens updated the Board on the Trust's involvement with the Association of Ambulance Chief Executives (AACE) in their commitment to stamp out racism

Comments

The Board welcomed the report, noting the challenges it presented adding it may be beneficial for the Trust's Chaplain to attend future Board meetings

RESOLVED: That the Board noted the report and supported promotion of the AACE promises to stamp out racism.

122/20 CHARITABLE FUNDS ANNUAL REPORT AND ACCOUNTS 2019/20

Chris Turley explained that one of the roles of the Board was that as Trustees of the charity and as such would receive the accounts on an annual basis.

The draft Trust Charity Annual Report and Accounts were presented to the Charitable Funds Committee (CFC) on 3 September 2020. Since then, the Audit Wales (AW) team had undertaken an independent examination of the Annual Report and Accounts. There

were some aspects of the Annual Report that had been incorporated following feedback from AW

In terms of the accounts £28k had been received from income and donations with £53k being spent on a range of welfare items. Plans were in place to spend the residual balance along with any increases during the year

The Board recognised that the Charity's financial situation as a going concern should be confirmed by the Trustees; and should be made as a joint decision when approving the accounts.

Comments:

The Chair of the Charitable Funds Committee, Professor Kevin Davies added that it was an ambition, in terms of the scrutiny and due diligence of accounts, that they became part of a central accounting system, in line with other organisations.

RESOLVED: That

- (1) the Trust Board approved the Trust Charity Annual Report and Accounts for 2019/20 and that the Trustees confirmed their assessment of the Charity's financial situation as a going concern, prior to submission to the Charity Commission by the prescribed deadline of 31 January 2021; and**
- (2) a note of thanks was recorded for Jill Gill and her team in producing an excellent set of accounts.**

123/20 QUESTIONS FROM MEMBERS OF THE PUBLIC

Estelle Hitchon advised the Board of the following questions:

1. How clear was the Trust being on the availability of the 111 Non -Emergency phone service in North Wales, other than Covid related enquires? Rachel Marsh explained that the roll out of the service was on a health board basis, with Betsi Cadwaldr University Health Board being one of the last to go live. There was still further work to consider on the viability of an earlier roll out. Chris Turley added that part of the issue had been the requirement to test the robustness of the underlying technical equipment to support the system. Estelle Hitchon added that whilst the Trust was the provider of the 111 service, a Programme Board that supported the implementation would take the decision in terms of the full roll out of the service. Jason Killens commented that several stakeholders/organisations were involved in the delivery of the 111 service; the Trust being the principal front end call handling service and the providers of the initial clinical advice. The national implementation programme had representatives from health boards, GP's and other stakeholders. Although it was not in the gift of the Trust it was hopeful that the planned go live date could be brought forward.
2. Face coverings were clearly an issue for the deaf community; when was it likely for the Trust to start using clear masks? Claire Roche advised that a practical solution was being considered going forward.

RESOLVED: That the questions were noted and where applicable an answer provided.

124/20 PROCEDURAL MATTERS

The following procedural matters were brought to the Board's attention:

Minutes

The minutes of the closed session of the meeting of the Board held on 17 August 2020, the open and closed sessions held on 1 October 2020 and the closed sessions held on 16 October and 11 November 2020

Action Log

The Trust Board Action Log was considered:

Action number: 32 Amber review - Within the narrative, list the actions that other organisations were responsible for and a separate list for the Trust's actions. To remain on log

Action number 39: Estelle Hitchon gave an update on the survey which had been conducted in respect of the attendance at virtual board meetings. Headline figures were, 64% knew that board meetings were held in public on a digital platform. The majority who had attended were interested in the future plans of the Trust. One of the suggestions from the survey was to consider holding meetings on different days/times. Discussions at meetings should be kept to a minimum and there should be more stories from the staff's perspective. Action Closed

Estelle Hitchon informed the Board that another survey would be conducted in the coming months.

Board and Committee Calendar – 2021/22

The 2021/22 calendar of Board and Committee meetings was attached for the Board's approval. Keith Cox advised that dates were submitted in advance and were in line with the previous year's dates. Going forward, as the open and closed sessions would in the future be on different days, a separate meeting for the closed would need to be considered and it was agreed this would be discussed outside of the Board

Use of the Trust Seal

Since the last Trust Board meeting, the Trust seal was used as follows:

- a. Building contract for Cardiff Make Ready Depot, between John Weavers (contractors) and WAST
- b. Licence for alterations relating to Unit B5, Porthmadog Business Park between Welsh Ministers and WAST

Chair's Action: Authority to settle a claim

A Chair's action dated 23 October 2020 gave authority to settle a damages claim commencing with a starting point of £618,023 raising to a maximum of £772,529. The Minutes of the meeting were attached for ratification.

RESOLVED: That

- (1) the minutes of the Trust Board meetings as described above were confirmed as a correct record subject to adding the declaration of interest in respect of Nathan Holman for the closed minutes and consideration was given to any matters arising, together with the actions set out in the action log;**
- (2) the 2021/22 calendar for Board and Committee meetings was approved;**
- (3) the use of the Trust seal as described was noted; and**
- (4) the Chair's Action as described above was ratified.**

123/20 COMMITTEE UPDATES

Updates to the accompanying SBARs were given on the People and Culture Committee and the Finance and Performance Committee

RESOLVED: That the updates were noted and received.

124/20 MINUTES OF COMMITTEES

The Minutes of the following Committees were presented for endorsement

1. People And Culture Committee held on 14 July 2020
2. Finance And Performance Committee held on 15 September 2020

RESOLVED: That the above meetings were received and endorsed.

125/20 ANY OTHER BUSINESS

The Chair advised Members that this was Pam Hall's, Non Executive Director, last Board meeting as she was stepping down at the end of December 2020.

On behalf of the Board he thanked Pam for her outstanding contribution and commitment to the Trust; not only as Chair of the Audit Committee but also her support on the numerous projects she was involved with over the past several years. The Board wished her well for the future.

Date of next meeting: 28 January 2021