



ANSWERING THE CALL

VISION

We will improve the health of our patients by working in partnership to deliver a range of effective and appropriate healthcare services.

The Welsh Ambulance Services NHS Trust has a mandate to improve healthcare outside hospital in the context of Welsh Assembly Government strategies including, principally, *Designed for Life* and *Delivering Emergency Care Services*.

Our vision recognises that we can only do so successfully if we work in partnership with other NHS organisations, local government and other bodies, including the *Wales Air Ambulance Charitable Trust*, community health councils and citizens' groups.

Our vision also informs the priorities set out in this plan, requiring us to deliver effective services (e.g., clinically effective emergency care and reliable non emergency transportation) and to do so appropriately (e.g., improving our 999 call categorisation and NHS Direct Wales triage).

Values

Cooperative

We work together in partnerships, involving staff, patients, volunteers, the NHS and other partners to design and deliver our services

Accountable

We are accountable to our communities and one another for the effective and efficient delivery of our services

Responsive

We are responsive in developing our services according to the needs of our communities and partners

Ethical

We do the right things, behaving with dignity and respect and treating others as we would wish to be treated ourselves

Supportive

We support one another, ensuring our patients benefit from an effective and appropriate level of service

Beliefs

Our beliefs underpin everything we do. We believe that the following shape and guide everything we seek to achieve:

- Patients come first
- Partnerships are critical
- People are valued
- Public accountability is essential

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FOREWORD

We would like to take this opportunity to thank the staff of the Welsh Ambulance Service for the skill and unflagging dedication they have shown throughout a difficult year in the organisation's history.

Once again the Trust was given fantastic support by an army of volunteers, including Community First Responders and the Ambulance Car Service while in Central and West Wales, staff from the Mid and West Wales Fire and Rescue Service acted as co-responders making a valuable contribution.

The results of the Ministerial Review initiated by Health Minister Edwina Hart provided a welcome opportunity to benchmark the progress we are making mid-way through our five-year modernisation programme, Time to Make a Difference.

The review underlined that the foundations of the modernisation programme were sound but it also flagged up serious management issues first identified in a staff survey.

There were accusations of "bullying" and "excessive criticism". It is always very hard to get exactly to the root of what caused the use of those words because it can be a range of issues from actual bullying to legitimate performance management of staff who have never been performance managed.

We were determined to address the issue as a matter of urgency so we brought in the NHS Centre for Equality and Human Rights to take an objective view of the situation.

Among the improvements we have introduced is ensuring that each member of staff now has a named line manager – so that they know who they need to see if they ever need help or advice. Managers now also make sure they meet all members of staff regularly.

The Trust is committed to making things better for our staff and we are the only NHS organisation in Wales that will be undertaking a staff survey in 2009-10. This will enable us to build on the progress we have made so far.

There have been a number of major developments on the clinical front during the year. Our first cohort of higher education entrants started at Swansea University as they took their first steps towards becoming qualified paramedics. We are proud to report that more than half of them are women, which is also a major step forward for equality in the workforce.

The graduates of the course in Swansea will be glad to hear that our first Consultant Paramedic, Andrew Jenkins, is plugging a gap in the career opportunities for paramedics.

In an exciting development, we will be introducing a new grade of Specialist Paramedic with an extended scope of practice and a wider range of skills, allowing them to manage people

in their own homes rather than having to take them to hospital.

This will enable us to ensure that patients receive appropriate care when they dial 999. For patients who do not need to go to hospital, it may be better to treat them at home, refer them to their GP, Social Services or Community Health Services or give them advice for self-care.

Although it was an extremely tough year, it ended with us achieving the higher performance target set by the Welsh Assembly Government to respond to 65 per cent of life-threatening emergencies within eight minutes.

Our pledge is to continue to work hard to improve the service and restore its reputation with the people of Wales – so that our staff and volunteers can be proud of working for the Welsh Ambulance Services NHS Trust.



Stuart Fletcher
Chairman



Alan Murray
Chief Executive

ABOUT US

The Trust

The Welsh Ambulance Services NHS Trust, established in 1998, serves a population of 2.9 million, across 20,640 kilometres. From April 2007 NHS Direct Wales became an integral part of the Trust.

The Trust:

- is managed by a Board of Executive and Non-Executive Directors that meets regularly at various locations across Wales.
- employs 2,930 people – 67% are operational – 1,337 on emergency duties, 623 on non emergency ambulance and health courier services, 420 management/administrative support, 550 Control and NHS Direct Wales call handlers.
- staff are 65 per cent male and 35 per cent female.
- 83% of our staff are full time with 17% part time
- operates from 86 ambulance stations, three control centres, two NHSDW call centres, three regional offices, six vehicle workshops.
- has a National Training College with regional training centres

In 2008-09 the service dealt with 315,057 emergency incidents, 52,128 urgent journeys and transported incidents, 9,759 non-emergency patients to over 200 treatment centres throughout England and Wales.

The fleet includes 227 frontline emergency ambulances, 94 Rapid Response Vehicles, 26 High Dependency vehicles, 248 Patient Care Services vehicles and 61 Health Courier Service vehicles.

During the year the Trust has continued to develop new initiatives to deal with the ever-increasing number of emergency calls, these include managing demand in different ways by developing alternative care pathways to meet the needs of patients.

NHS Direct Wales provides a 24-hour health advice and information service to the people of Wales, and in the last year dealt with over 792,000 contacts. This includes 342,264 telephone calls and 450,111 web hits. The Service has contact centres across Wales in Bangor, Cwmbran and Swansea.

The results of a survey into the ethnic breakdown of WAST staff can be found in Appendix One on page 59.

Accountability

Everything done by those who work in the Trust must be able to stand the test of Government scrutiny and public judgements on propriety and satisfy the requirements of professional codes of conduct.

Probity

The Board, its managers and staff, are committed to maintaining absolute standards of honesty and integrity.

Openness

The Trust strives to demonstrate sufficient transparency about its activities to promote confidence among the Trust and its staff, patients and the public.

If you require this document in other languages, large print, or an audio format please ring 01745 532948.

STORY OF THE YEAR

This was a particularly tough year for the Welsh Ambulance Service.

A number of unprecedented problems had a serious impact on our performance but by the end of the year we were back on track.

The most difficult period for the service and, by definition a number of patients, was the end of 2008.

We saw gradual and then rapid increases in the time that it was taking to hand patients over in a number of hospitals in Wales and the situation was especially acute in South East Wales.

There was an upsurge in the volume of emergency calls in late November and early December - it was 16.5 per cent higher than the same period in the previous year and beyond anything that might have been expected or planned for. The very cold weather exacerbated chronic conditions, leading to an increase in the number of people suffering chest pains and breathing difficulties. All of this led to more delays in handovers at Accident and Emergency departments. As a result, queuing ambulances became an all too familiar sight across Wales and it created major problems for hospitals. It was also unfair to patients.

Health Minister Edwina Hart rightly raised the bar in relation to our performance. In the previous year, we had achieved the Welsh Assembly Government target of reaching 60 per cent of life threatening emergencies within eight minutes. The new target was to respond within eight minutes to 65 per cent of 999 calls.

It coincided with the need to find £17 million in efficiency savings to meet the statutory financial requirements of the Welsh Assembly Government. Unfortunately, it was not possible to balance the books without affecting frontline services. The rocketing price of diesel in the early part of the year did not help. The savings had to be found in the staffing of Emergency Medical Services so we found ourselves short of approximately 60 posts – more than 30 of them in South East Wales.



The year has seen three important appointments to the Clinical Directorate, Andrew Jenkins as the Trust's first Consultant Paramedic, Grayham McLean as Unscheduled Care Lead and Alison Kedward as Associate Nurse Director.

Among the highlights of the year was the opening of our new, state-of-the-art control room in South East Wales. Vantage Point House, in Cwmbran, is the blueprint for the future in all our regions.

The new Chief Executive of the NHS in Wales, Paul Williams, has given fresh impetus to improving hospital handover times and the problem is diminishing in most parts of Wales as rapidly as it emerged.

For example, in December we lost more than 1,000 hours in ambulance crew time just at the Royal Gwent Hospital. In March we lost just over 500 hours there.

There was more good news when the Welsh Assembly Government approved £10.5 million in funding to pay for an automatic vehicle location system and satellite navigation which will help ensure that we deploy the nearest and most appropriate response to any incident.

We still have a long way to go. But in March we achieved the new, enhanced standard for response to life-threatening emergencies for the first time and there is cause to be optimistic about the future.

TIME TO MAKE A DIFFERENCE

During the course of the year, we reached the mid-way point in our comprehensive modernisation programme, Time to Make a Difference.

When we set out the strategy, there were two main components – the first was improving the effectiveness of our response to life-threatening and serious emergencies and the other was about improving the appropriateness of our response.

Vantage Point House, our new state-of-the-art control room in Cwmbran, addresses both these issues and points the way forward for the rest of Wales.

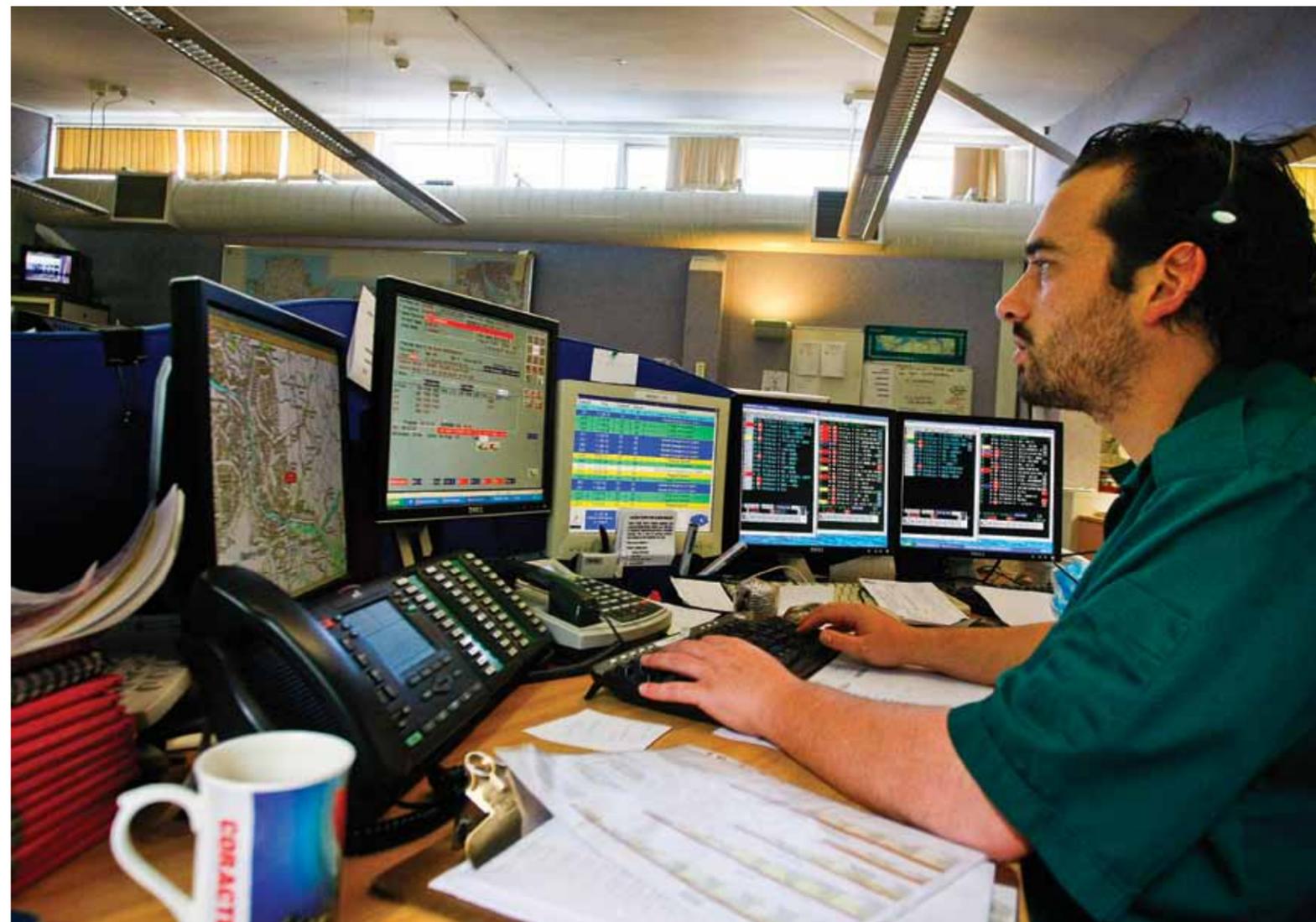
The new approach is essential. Sixty per cent of people who ring 999 in Wales do not need to be admitted to hospital. In fact, the last thing a lot of them need is being taken to hospital in an emergency ambulance.

Vantage Point House is the clinical contact centre for all emergency and non-emergency ambulance control in South East Wales. Also based there are the Gwent GP Out of Hours service. Simply having everybody under the same roof has already led to major improvements.

The aim is to fully integrate all the elements and create a single set of call handlers for all three services. When appropriate a 999 ambulance will continue to be dispatched immediately. It might, however, be better to refer some patients to mental health services or to arrange access to a clinic where minor injuries can be dealt with. On the other hand, callers can be referred straight to a GP if the patient requires primary care, or to NHS Direct if other forms of care, advice or information for self-care are what the patient needs. More appropriate care means better care for patients.

Time to Make a Difference is an evolving improvement programme and we are working hard to ensure that staff, trade unions and other NHS and local authority partners are involved in the process.

It has been designed to dovetail with the overall strategy of the Welsh Assembly Government, Delivering Emergency Care Strategy, which is being rolled out across Wales. The aim is to work together to simplify and improve access to emergency care so that patients are seen and treated as quickly as possible.



In February, the Welsh Assembly Government approved £10.5m in funding to pay for an automatic vehicle location system, mobile data terminals and satellite navigation, bringing the Welsh Ambulance Service in line with other services in the UK.

The new systems depend on Airwave, our new digital communications system which will virtually eliminate radio blackspots, improving coverage from 47 per cent to 99 per cent of Wales.

This will enable us to pinpoint the nearest available ambulance to a 999 call and send details of the call directly to ambulance crews, making a significant difference to the speed with which we can respond to life threatening emergencies.

PRAISE FOR FLYING RESPONSE

A retired RAF squadron leader has praised the flying response of the Welsh Ambulance Service when his wife fell at their home.

Eighty-four-year-old Wyn Evans dialled 999 after his wife Betty, 85, the village postmistress, took a tumble at their home in Glynarthen, near Llandysul, and he was amazed at how quickly help was at hand.

First to arrive were Fire Service Co-responders from nearby Newcastle Emllyn and they were quickly followed by paramedic Chris Thomas in a Rapid Response Vehicle and then by an emergency ambulance.

Mr Evans, whose wife has run the post office for the past 28 years, said: "The lads came very promptly and they were absolutely superb.

Chris Thomas said: "The response from the co-responders was first class and their contribution, particularly in a rural area, is vital."



FEEDBACK

The Trust continues to welcome complaints and compliments as an indicator of the quality of service we are providing. During the last financial year the number of complaints received has increased. This is attributable to the performance variations experienced during the year.

This year the Trust has centralised complaints administration, which has hitherto been devolved to the three regional teams. The administration of complaints is now more responsive. The data collected for lessons learned and trend analysis is also more robust. Once collected this data is fed into the Patient Safety Panel, which has been introduced this year. One of its tasks is to review patient safety complaints and adverse incidents, ultimately reporting to the Board on their implications for the Trust.

This is in line with the Principles of Remedy and ensuring that the Trust learns from complaints. The Trust uses a variety of investigation techniques, ensuring that the investigation is proportionate to the subject of the complaint. The complaint investigation can result in a number of recommendations. This can be individual action plans for members of staff, where training needs have been identified, or region actions such as the

Trust ceasing to use a particular Taxi company following receipt of several similar complaints.

Some recommendations have national implications, such as the use of unsuitable wheelchairs. In such cases Trust policies are revisited and all staff are informed of the complaint outcome, by using such things as patient safety notices.

Independent Review

The Trust has received a total of nine requests for independent review. Of these, none were referred for a full panel investigation, two were returned with no further action needed and seven were returned to the Trust for further local resolution.

This highlighted to the Trust that complainants were unaware that they have the opportunity to approach the Trust for further local resolution. The Trust now includes details in letters of resolution to the complainant, about how to seek further resolution from the Trust.

Additionally a new training course, to be delivered during 2009/10 will emphasise to Investigating Officers the need to work closely with complainants in resolving complaints, and the need to investigate thoroughly.

In respect of complaints investigation, the Trust's focus has been on management training and investigating officer availability. During the reporting period, 54 managers have undertaken a complaints investigation course, with further training planned for the forthcoming year.

The Trust received a total of 446 formal complaints during the year. This shows an increase of 130 complaints received, when compared with the previous year. During the reporting year the Trust has completed 1,730,944 journeys. Therefore, complaints are received on 0.02% of the Trust's activity.

Year	C&W	North	SE	NHSDW	HQ	Total
2005-06	99	62	162	*	-	323
2006-07	96	54	152	*	-	302
2007-08	86	80	119	29	-	314
2008-09	103	116	205	21	1	446

* During this reporting period, NHS Direct Wales was not part of the Welsh Ambulance Services NHS Trust.

A breakdown of complaints by region and department are as follows:

EMS				
	C&W	North	SE	Total
2007-08	32	27	66	125
2008-09	40	32	80	152
Difference	+8	+5	+14	+27
PCS				
	C&W	North	SE	Total
2007-08	49	49	48	146
2008-09	42	76	45	163
Difference	-7	+27	-3	+17
Control (EMS)				
	C&W	North	SE	Total
2007-08	5	4	5	14
2008-09	21	8	80	109
Difference	+16	+4	+75	+95
NHSDW		HQ		
2007-08	29	2007-08	0	
2008-09	21	2008-09	1	
Difference	-8	Difference	+1	

Reason for complaint.

A breakdown of the reasons for complaints is shown below. Some complainants may have more than one reason for complaint, which is why there are more reasons for complaints, than actual complaints completed. The increase in data collection has allowed this information to be used when identifying trends and as part of the Regional Complaints and Adverse Incident group meeting, whose core purpose is to review the incidents (serious/adverse), and complaints and claims to identify key themes and trends, recommending action as necessary.

	2008-09	2007-08	Difference
Attitude	107	35	+72
Clinical care	16	25	-9
Communication	19	24	-5
General care	33	40	-7
Other	64	32	+32
Service Provision	21	17	+4
Standard of driving	18	12	+6
Time	366	195	+171
Vehicles	6	9	-3

FEEDBACK

Achievement against Key Performance Indicators

Only 91% of complaints were acknowledged within two working days, when compared with 96% during the previous reporting period. This drop in performance has now been addressed by the centralisation of complaints administration.

The Trust issued formal letters of resolution in response to 336 complaints.

Of these, only 25% of complaints were fully investigated and responded to within 20 work days. This is a further drop in performance when compared with previous years and is in part due to the heavy involvement of our operational managers (who also act as complaints investigating officers) in driving performance improvement.

	2005-06	2006-07	2007-08	2008-09
Resolved in 20 working days	33%	44%	29%	25%

Compliments

The Trust received 579 compliments during the reporting period. This continues the year on year increase in compliments received from service users.

PIGGY BACK FROM GARETH

A cool headed paramedic carried a badly-hurt patient to safety in treacherous icy conditions, despite suffering an injury himself during the incident.

Denbigh-based Gareth Williams won an award after coming to the rescue of Denise Pierce who broke her ankle after she fell on ice on the steep slopes near her home close to Denbigh Castle.

The paramedic himself fell, painfully chipping his elbow, while struggling to reach the patient who had slipped on the steps of her home.

She said: "Gareth was brilliant. He set my ankle and gave me a piggy back to where Steve Williams was with the vehicle. He'd hurt his elbow but he kept on looking after me."

Gareth said: "I gave Denise morphine and reset her ankle. We didn't have any normal lifting gear with us because of the weather, so I thought the best way was to carry her by piggy back to the vehicle."



PARAMEDIC PRAISES POLICE

A paramedic and two police officers saved the life of a woman who had taken a heroin overdose.

PCs Greg Burns (right) and Tim Barrell found the young woman unconscious and not breathing at the Megabowl on Parc Tawe, Swansea.

Rapid Response Vehicle Paramedic Chris Collins said: "When I arrived the patient was in respiratory arrest and was being resuscitated by two police officers.



"They operated the bag and mask respirator and did brilliantly which allowed me to give the patient the injection which allowed her to regain consciousness and start breathing on her own again."

The two officers have received a certificate of commendation from the Welsh Ambulance Service and Chris added: "She wouldn't have survived if the police officers had not been there in the first instance.

"Even after I arrived it needed all of us working together to make sure the patient pulled through.

"It was a very good outcome though and she went from not breathing to sitting up and talking and she actually walked out to the ambulance."

EMERGENCY MEDICAL SERVICES

This was a year of contrasting fortunes for the Emergency Medical Services and one in which we responded to a record number of 999 calls.

Wales experienced the coldest winter for 10 years which resulted in a big surge in blue light emergencies and urgent calls. At the same time, there were increased delays in handing over patients from emergency ambulances to hospital accident and emergency departments. This had a serious impact on performance, particularly in December and the early part of 2009.

Overall, though, there was an improvement in both the speed we reached patients suffering life-threatening emergencies and the quality of the treatment they received. This was despite the fact that the number of calls rose from 302,664 to 315,057 .

The use of Rapid Response Vehicles to target life-threatening Category A emergencies continued to be effective, helping paramedics to reach seriously ill or injured patients more quickly. Significantly, there was also an improvement too in the speed with which follow-up ambulances arrived to provide transport for the patients.

As a result, by the end of the year, we attained the new, enhanced Welsh Assembly Government target of reaching 65 per cent of patients suffering a life-threatening emergency in eight minutes. While the service remained inconsistent in some parts of Wales, it meant that by March the overall performance of the Emergency Medical Services was better than it had ever been in the history of the Welsh Ambulance Service.

This was achieved by improving efficiency and effectiveness of systems, improving quality and consistency of care for patients and concentrating resources on the professional development of the workforce.

Another key factor in the improvement was the collaborative effort made with our health care partners, including hospital trusts, to speed up the handover of patients at A & E departments.



As a result of having to make £17 million in efficiency savings, we found ourselves short of approximately 60 EMS posts with half of them in South East Wales but the service has made genuine and significant attempts to bring the establishment back up to the required level.

Each 999 call is responded to in the most appropriate way and can include a traditional emergency ambulance, a rapid response vehicle, a high dependency vehicle, an air ambulance or telephone advice.

For those who do not need to go to hospital, highly skilled Clinical NHS Direct Nurse Advisors are available and can refer these patients to the most appropriate care pathway for their individual needs.

The Trust has a major incident plan in place and regularly takes part in multi-agency emergency planning exercises in the three regions. These exercises enable the Trust to update and improve the way we prepare for any potential emergency or threat.

The cumulative all Wales performance figures for 2008/9 are detailed in Appendix Two on page 59.

HEARTFELT THANKS

An Anglesey man has paid tribute to a team of ambulance men who brought him back from the brink thanks to a clot-busting drug.

David Jones called at Llangefni ambulance station to say a big thank you to the three emergency service staff who helped save his life after he suffered a heart attack at home in Rhosneigr.

Paramedics Wayne Davies, Hefin Jones and Ieuan Wyn Davies, all from Llangefni, administered a clot busting thrombolysing drug to David, which helped him recover from the heart attack.

Wayne said: "I put a heart monitor on David and saw he was having a heart attack so we carried him to the ambulance and administered the clot busting drug before taking him to Ysbyty Gwynedd.

"It is great that David is doing well. It's the second time that all three of us have been involved with a successful thrombolysis. It really does make a huge difference to heart attack victims."

David said: "Without the professional action of the team from the Llangefni base, I probably would not have survived."



PATIENT CARE SERVICES

Patient Care Services (PCS) could fill the Millennium Stadium nearly 20 times over with the number of patients it carries every year.

In other words, it carries out 1.3 million patient journeys which is equivalent to nearly half the population of Wales.

That adds up to around 25,000 people a week in almost 250 vehicles on non-emergency and pre-planned trips. The journeys have to be co-ordinated with more than 300 treatment centres at hospitals and clinics not just in Wales but in England too.

Making that massive undertaking more efficient and effective is the new CLERIC booking and planning computer system. It has been introduced in the North and Central and West Regions, with implementation in the South East Region planned for completion by the summer of 2009.

CLERIC speeds up the system by allowing direct booking of transport from GP surgeries and hospital clinics and departments, while an enhanced planning function will enable patients to be allocated transport which more closely meets their needs.

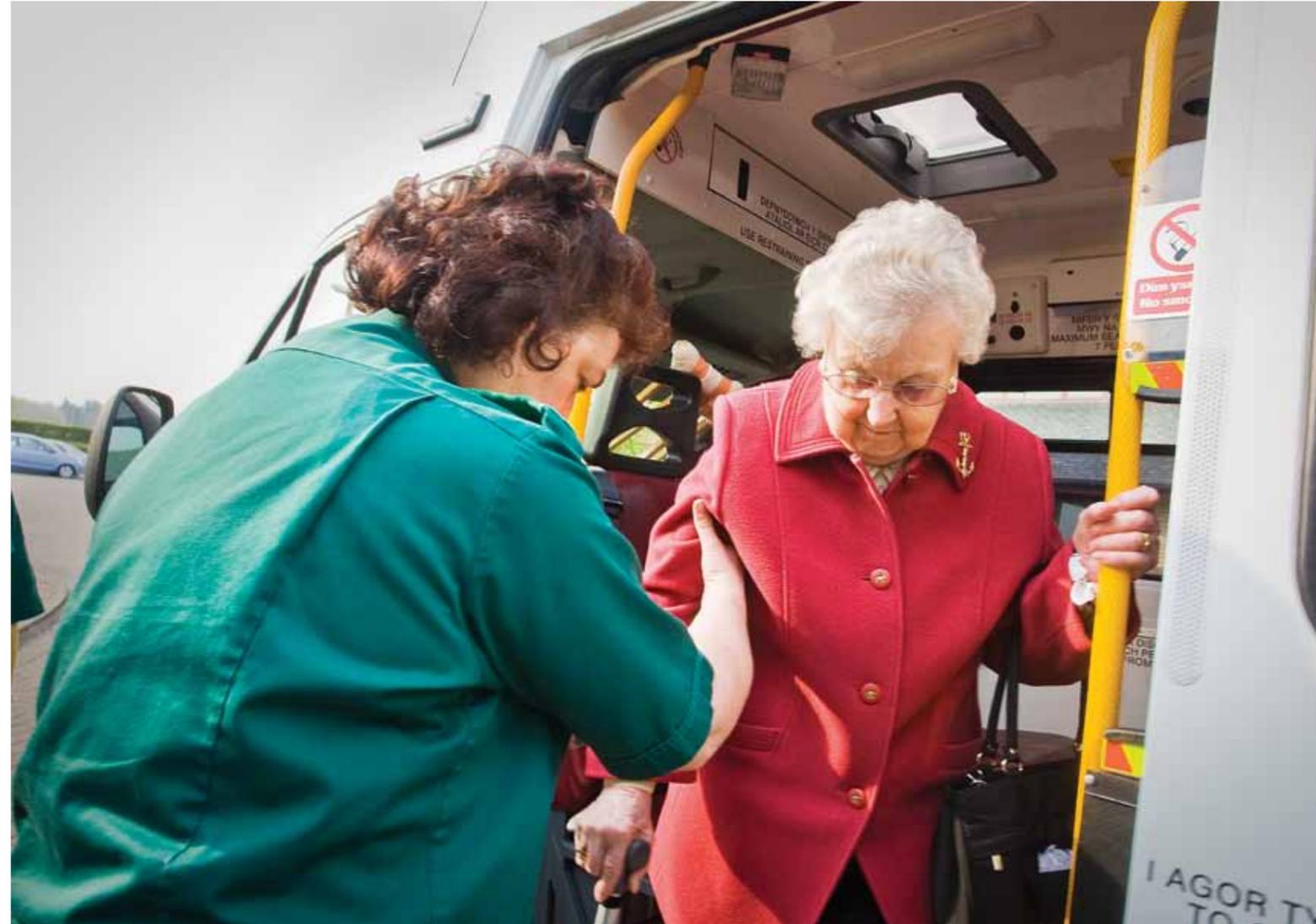
Both of these functions are critical to the development of a patient focused, leaner and more cost effective Patient Care Service.

The Trust's fleet of PCS vehicles is designed to cater for a broad range of patients and the Trust has invested significantly in replacement and modernisation.

But it is the skill and dedication of staff, supported by a dedicated team of volunteers, which is the Service's most significant asset, ensuring patients are given the best possible service which starts with the booking arrangements in the non-emergency call centres.

When patients ring up, they are taken through the eligibility criteria to decide whether they need ambulance transport. Those who need transport are taken safely to and from their appointments, either in a PCS vehicle or in a car driven by a volunteer.

The volunteer Ambulance Car Service (ACS) drivers cover eight million miles annually and provide transport for patients who have limited mobility but are able to get in or out of a car.



Although they are volunteers, the ACS drivers are given training and education over a range of patient treatments to ensure they can assist patients and tend to them if they become unwell during transport.

The ACS increases the flexibility of the PCS by providing transport during times when core resources are either reduced or not normally available such as late evenings and weekends.

The other major arm of PCS is the Health Courier Service which transports everything which is not a patient and not an emergency which includes everything from bloods to beds, samples to supplies.

In an increasingly competitive world it is important to be able to provide an efficient service and HCS has demonstrated that by winning major contracts with Health Service partners across Wales including five-year deals with Gwent Healthcare and Cardiff and Vale NHS Trust.

DOUBLE FIRST FOR CREW

An ambulance crew celebrated a double first after both delivered babies within a few days of each other.

Paramedic Sarah Vivian and technician Andrew Kiff had a combined total of 24 years in the Welsh Ambulance Service but neither had ever brought a new baby into the world.

That all changed in a few dramatic days in Cardiff when first Sarah and then Andrew had to step in to help expectant mums with home births.

Sarah, a paramedic for 10 years, said: "The first was in Ely on August 29 and we arrived to be greeted by the father who said 'The baby's coming'."

"He was right too. The head was showing and I delivered a little girl about four minutes later – it was a fantastic feeling."

Andrew didn't have long to wait for his turn because a few days later, on September 8, they had another call, this time to Llanedeyrn, where Andrew, a father of two girls, from Cardiff, delivered a healthy little boy.

He said: "I was anxious about it and it was nerve-racking but the mum was very good and it went well and the outcome was fantastic."



NHS DIRECT WALES

NHS Direct Wales (NHSDW) – the health service that is just a phone call or a mouse click away from the people of Wales – got even closer and more effective during 2008-2009.

NHSDW provides a national 24-hour bilingual 'direct to nurse' assessment, health information and advice service that the public can reach by dialling 0845 46 47 or on-line at www.nhsdirect.wales.nhs.uk

That 24-hour helpline and the website are gateways to a menu of health services that support both the unscheduled care and the public health promotion/prevention agenda.

The setting up of Wales's first ever integrated unscheduled healthcare call centre at Vantage Point House, Cwmbran and the accreditation of NHSDW as an Open College Network Centre for nurse training in telephone triage were just two of the major initiatives it was involved in.

In addition NHSDW's vital role in freeing up emergency ambulances by quickly and accurately assessing 999 calls and where necessary allocating more appropriate responses has also been a success.

Nurse assessment and support for non-emergency calls received on the 999 lines in ambulance controls in the South East and Central and West Regional ambulance control rooms has been piloted and tested and is now being implemented as a mainstream service component for the Trust.

Performance to the level of Key Performance Indicators has been achieved and new indicators established to continue the drive to successfully convert calls from unscheduled to scheduled care.

The opening of the Welsh Ambulance Service's new South East Regional Headquarters at Vantage Point House in November saw NHSDW working alongside ambulance control and Gwent Out of Hours services in a blueprint for the future of the service in Wales and beyond.

In the vital areas of Training and Education NHSDW's attainments in the field of telephone triage training have been matched by the dual skilling of six of its callers to take ambulance calls, a Safeguarding Children training package has been implemented and all frontline staff have been given Mental Health First Aid training.



The appointment of Alison Kedward as WAST's Associate Nurse Director lends support in providing nurse leadership while the Senior Nurse team is a resource across a range of areas of expertise.

NHSDW also works in partnership with other Welsh NHS Trusts and Local Health Boards to provide Out of Hours call handling and clinical telephone triage for three GP out of hours services in Swansea, Gwynedd and Anglesey, assessment and advice to all callers to six major A&E departments across Wales and emergency dental helplines for 13 LHBs.

It also helps manage patients with long term conditions, including mental health illness, supporting them in the community and avoiding hospital admission in collaboration with partner health service providers and community chronic conditions teams, through patient care plans and practitioner liaison.

PINPOINT PRECISION

A new high tech location device is being fitted to all Welsh ambulances - it's so precise that it can pinpoint their location to within metres.

The Automatic Vehicle Location System (AVLS) is a key component of the £55 million Airwave project which will revolutionise the Welsh Ambulance Service's communications systems.

The new computerised system will also mean that ambulance staff will be safer because the positional signal will give their location details to Control staff and while the present radio system only works properly in 47 per cent of Wales Airwave will mean that 99 per cent of the country is covered.

Ambulance Service chairman Stuart Fletcher said: "This should benefit both staff and patients alike, and is an exciting advancement for Wales.

"It will mean greater staff safety through our ability to locate staff and vehicles, more efficient use of our resources and the allocation of the most appropriate resources to incidents."



VOLUNTEER FIRST RESPONDERS

Volunteers trained by the Welsh Ambulance Service have been saving lives – at home and abroad.

Members of the nationwide First Responders group have come to the rescue aboard a cruise ship in the Caribbean, on an airline flight from Egypt and on a Greek island.

Closer to home members of the Wales-wide scheme have been saving lives and bringing treatment, comfort and reassurance to members of the public, providing a vital back-up service to the Trust's Emergency Medical Services.

During the year they responded to 6,804 incidents. Among their successes were an elderly council worker in Pembrokeshire who was brought back to life by St David's First Responders Roy and Pat Thomas and a Barry pensioner saved after he was shocked no fewer than six times by local responders Bryan Foley and Mo Carey.

In fact the Barry Responders, one of Wales's busiest teams, also attended their 1,000th call in just four years and had a congratulatory visit from local AM and Welsh Assembly Government Education Minister Jane Hutt.

There has also been a major initiative pioneered in North Wales and in South East Wales which has seen frontline Emergency Medical Services staff donate their time to become team trainer-managers for First Responder groups in their local areas.

This has meant local paramedics and ambulance technicians working with the volunteers in their home towns and villages to strengthen and inspire the local groups.

In addition to the First Responders, all three regions have worked hard to develop co-responders in the other emergency services. Police and firefighters have been trained to give life-saving treatment, including the use of defibrillators and oxygen equipment.



The Public Access Defibrillator scheme has also seen defibrillators installed in public buildings across Wales, in leisure centres, railway stations, universities, prisons and shopping centres, and the staff trained in their use.

There are now approximately 1,846 responders across Wales (South East 861, North 360, Central and West 625). The number of Community Responder Schemes has now increased to 58 in South East, 28 in Central and West and 42 in the North.

This is in addition to our other responder groups such as the Fire and Police Co-responder stations, (Central and West 13 with Fire Service, North one with the Police, South East one with Police), off-duty staff, Affiliated Service Responders and Static Site Responders.

The profile of the responders has increased with the wider spread network of responder groups across the regions; there has also been increased local media interest as a result of success stories and recruitment campaigns.

AIR AMBULANCE

Wales Air Ambulance is a charitable emergency service that provides vital air cover across the whole of Wales for life-threatening illness or injuries.

Since its launch on St David's Day in 2001, the three red helicopters stationed in North, Mid and South Wales have flown more than 10,000 missions, saving countless lives.

From mountain tops to back gardens, the helicopters can be anywhere in Wales within just 20 minutes.

Approximately 40% of calls are to road traffic collisions, particularly in heavily congested urban areas. A helicopter can also make a vital difference in rural locations with difficult accessibility. The helicopter can land next to the patient, saving valuable time. Paramedics on the Air Ambulance are employees of the Trust.

Wales Air Ambulance is a registered charity and is wholly dependent on public donations. This means that it does not receive direct funding from central government or the Welsh Assembly. Additionally, due to its role as an emergency service, it also fails to qualify for funding from the National Lottery.

Plans are in hand to upgrade each of its three helicopters by 2010 to comply with Civil Aviation law.

The new helicopters have more room for patients and treatment, greater fuel efficiency and the ability to carry a parent when a child is injured.

To keep the service running and introduce new helicopters, Wales Air Ambulance needs to raise £5-million a year.

Former soccer star Dixie McNeil, who was a hero of the fans at Wrexham's Racecourse ground in the 1970s, is now the Air Ambulance's Lottery Manager.

Dixie explained: "We have to upgrade our helicopters this year because the ones we have at the moment don't have GPS whereas the new ones will.

"As soon as the light closes in they can't fly. They can be out on a mission and if the light closes in they might have to call a land ambulance to help them out.

"The new helicopters will also be a little bit quicker which is important because we work on the golden hour – if we can get the patient to hospital within an hour it really increases their chance of survival.



"We can reach any location in Wales within 20 minutes and I know they have been on tops of mountains and lots of other remote places. They do a brilliant job.

"Every time we go on a mission it costs us a £1,000 but it's nothing compared to saving a life.

"The Charity has come a long way since its inception in 2001, and has grown to become one of the busiest air ambulance services in the UK. Having strived to attain the necessary upgrade, the service is now set to continue to provide an even more efficient service in the years ahead."

TRAILER FIRM LIFT

The life-saving Air Ambulance service in North Wales has been given a big lift – thanks to a £10,000 donation from Europe's biggest trailer maker.

The gift from Ifor Williams Trailers was made to mark the company's 50th anniversary.

It was one of a series of five £10,000 donations from the company which was founded in 1958.

The presentation was made at Caernarfon Airport where the North Wales helicopter is based.

The Wales Air Ambulance service has three helicopters in all – the other two are based in Swansea and Welshpool – and during the year they completed their 10,000th mission.



1,000 LIVES

A major international clinical life-saving campaign was embraced by the Welsh Ambulance Service in a unique partnership.

We became the only ambulance service in the world to sign up to the 1,000 Lives Campaign when it was launched.

The campaign, which included all NHS Trusts and Local Health Boards in Wales, was aimed at saving lives and increasing patient safety with each participating organisation pledging to try and save 1,000 lives and avoid 50,000 adverse incidents of patient safety in a two-year period.

Because we were the only ambulance service involved, many of the central strands of the project had to be adapted to meet the specific needs and situations of the service.

The Welsh Ambulance Service targeted a number of campaign areas. Among them was a series of executive walkrounds which were piloted in North and Central and West Regions and which are continuing across Wales.

These involved visits to ambulance stations and control centres to meet and discuss practice with staff and identify areas of possible improvement – they were organised along the lines of the existing communication days.

Work also took place around the importance of good communication at the handover of patients at hospital with the Situation-Background-Assessment-Recommendation (SBAR) tool.

This protocol was first piloted at Wrexham Maelor Hospital in North Region and was aimed at providing clear and accurate information to triage nurses at hospital A and E departments.

All operational staff were due to undergo training in the tool and there were plans to assess its use.

Cleaning and cleanliness are other important issues and the Ambulance Service worked with the Welsh Assembly Government, Community Health Councils and other Trusts in Wales to ensure the provision of facilities to allow ambulance crews to clean vehicle interiors at hospital A and E departments which meant crews didn't have to return to ambulance stations, so speeding up the process.



The campaign aimed to build on the health and hygiene initiatives already in place in the Welsh Ambulance Service including the Clean Hands Initiative.

Ambulance specific key measures were developed to measure against key areas such as Infection Control and Safer Patient Handling.

A quality improvement survey was devised in relation to the patient safety culture with the intention of feeding the information back to staff and improvements made based on the results.

A key area of the survey was to examine adverse incidents for negative experiences and also to identify areas for improvement from these experiences, both good and bad, that patients were encouraged to send in via the website.

MOTORING GURU THUMBS UP

Motoring guru Quentin Willson has given the thumbs up to the Welsh Ambulance Service's state of the art flag ship ambulance.

The former Top Gear host and Sunday Mirror columnist was guest of honour at the Wales Audit Office Fleet Conference at Swansea's SWALEC Stadium.

And Welsh Ambulance Service staff were on hand to show the TV host around the ambulance which has achieved global recognition.

The ambulances with their specialist lifting equipment, satellite navigation and easy to repair and maintain features, are produced at UV Modular's factory in Brighouse in Yorkshire

National Equipment Manager Gwyn Thomas, who showed the star round the new Welsh ambulance, said: "Quentin was interested in how we developed the ambulance and in what we carried on the vehicle. He sat on the corner of the cot and asked 'OK, tell me all about it!'

"He asked me to explain everything and at the end he said we should have received an award for the ambulance - he was very impressed."



EDUCATION AND DEVELOPMENT

Education and development occupies a high profile within the Welsh Ambulance Service – and generates some impressive numbers.

The Trust has a portfolio of 32 different courses and activities which it has delivered during 2008-2009, with 564 courses run attended by 4,460 staff members.

The Trust's Education and Development department has sites in all three of the Trust's Regions with the National Training College located in Swansea.

It primarily focuses on clinical and professional education for Patient Care Services, Emergency Medical Services, NHS Direct Wales and Control staff and growing expectations of pre-hospital care has demanded a commitment from the Education and Development Team to deliver expanding educational and training programmes.

The aim has been to deliver a consistent and coherent standard of education programmes for the Welsh Ambulance Services in line with the modernisation plans in the Time to Make a Difference modernisation plan.

Every member of staff now has a personal development programme and the year has seen the introduction of new Study Leave and Personal Development Review policies.

To complement this, the Trust has also developed a Management Skills Learning Programme for managers which focuses on core 'people management' skills.

It has also seen further collaboration with Swansea University to develop and validate an academic higher education programme for the paramedic role.



This pre-registration programme has recently undergone both internal and external validation and started its first cohort of 50 students during September 2008.

The hard work which this involved has led to the Professional Education and Development Team based in Swansea being awarded the Service's new Team Award for Central and West Region.

The ground-breaking two-year course they have helped develop at Swansea University is aimed at providing a highly skilled and qualified emergency workforce for the service into the future.

The tutors work with lecturers at the University's School of Health Science to deliver the course which includes ethics and law as well as hands-on life-saving training and are already planning an extension of the course into third and fourth year study which would lead to students graduating with BSc and MSc degrees.

As part of the higher education development, new practice-based educational processes and roles have been developed and implemented including educational audits of ambulance stations and the development of a two day Mentorship Preparation course for Practice Placement Educators (PPEs).

In addition to course development and delivery, the Education and Development department has been extensively involved in progressing important strategic and clinical goals.

These include developing the role of the Paramedic to enhance clinical decision making and referrals, developing Clinical Team Leadership preparation, formulating the Clinical Advisory and Professional Advisory Groups.

The Trust appointed Andrew Jenkins as its first Consultant Paramedic, one of only four in the UK, and he chairs the Clinical Advisory Group.

The department has also been assisting in the development of a strategy for the Paramedic First Contact role and undertaking considerable benchmarking and review of the Advanced Medical Priority Despatch System (AMPDS) system, training and audit processes.

STAFF SURVEY

A number of issues were highlighted by the Ministerial Review initiated by Health Minister Edwina Hart.

Among the most important were the findings of the staff survey which painted an uncomfortable picture.

There were instances where the relationships between staff and managers were not as good as they should have been and there were allegations of “excessive criticism” and “bullying”.

The Trust took the survey and its conclusions very seriously. As a result, we brought in the NHS Centre for Equality and Human Rights to take an objective view of the situation. Their help and guidance has been invaluable.

We have developed an action plan to put improvements into place and this is a standing agenda item for the Trust’s Executive team.

Our priority is to ensure that we have a highly motivated workforce which feels valued and respected so that we can provide the best possible service for the people of Wales.

Every member of staff now has a named manager which is very important. They know who their line manager is and who to go to if they need help or advice.

Managers are now expected to make sure they are available at different localities and that staff know when they are going to be around so that they can see them if necessary.

The Trust created a management learning programme (MSLP) which was developed and delivered in partnership with staff representatives.

Each member of staff now has a Knowledge and Skill Framework outlining what is needed to be able to do the job successfully.

There is now a greater emphasis on improving the way we communicate with each other so we can do so more effectively. To achieve this we are involving as many colleagues as possible through focus groups and localised plans.

We are the only NHS organisation in Wales that will be undertaking a staff survey in the coming year. We want to continue to look for improvements in the way staff feel about working for the Welsh Ambulance Services NHS Trust.



EQUALITY AND HUMAN RIGHTS

The Trust works hard to ensure that patients and staff are treated fairly in accordance with their needs.

We have re-focused our approach to Equality and Human Rights issues so that dignity and respect are at the heart of everything we do.

Results from objective assessments of the Trust’s equality and human rights provision has led to a number of improvements including the setting up of an Equality and Human Rights Steering Group.

This year’s staff survey will enable us to build on the progress we have made so far.

Other initiatives in relation to equality include:

- Developing equality patient monitoring systems
- Implementing a race equality scheme
- Facilitating events such as “working together to enable engagement for all”

It is anticipated that the new focus will help improve both the quality and quantity of communication to improve dignity and respect over the coming months and years.

During the year, the Trust’s Welsh Language Scheme was revised and subsequently approved by the Board. The Trust has also made funding available for the appointment of a full time Welsh Language Officer. The officer’s role is to actively promote the Welsh Language across the Trust and ensure the full implementation of the Trust’s revised Welsh Language Scheme.

CONSULTATION

The best judges of any service are usually the people on the receiving end of it.

That's why we put a great deal of time and effort into finding out what patients and partners think.

The Partners in Healthcare team was created as result of the Trust's Patient and Public Involvement Strategy.

The team's aim is to engage and consult with users of the service, the public, staff and stakeholders so that we can continue to improve service and the way we provide it.

The Partners in Healthcare network was created in April and since then progress on developing the structure has been made which enables the Network to support all Trust activities associated with capturing the Patient Experience.

The network includes individual patients, patient/advocate group representatives and other wellbeing groups who have registered their interest and support to be involved in Trust activities.

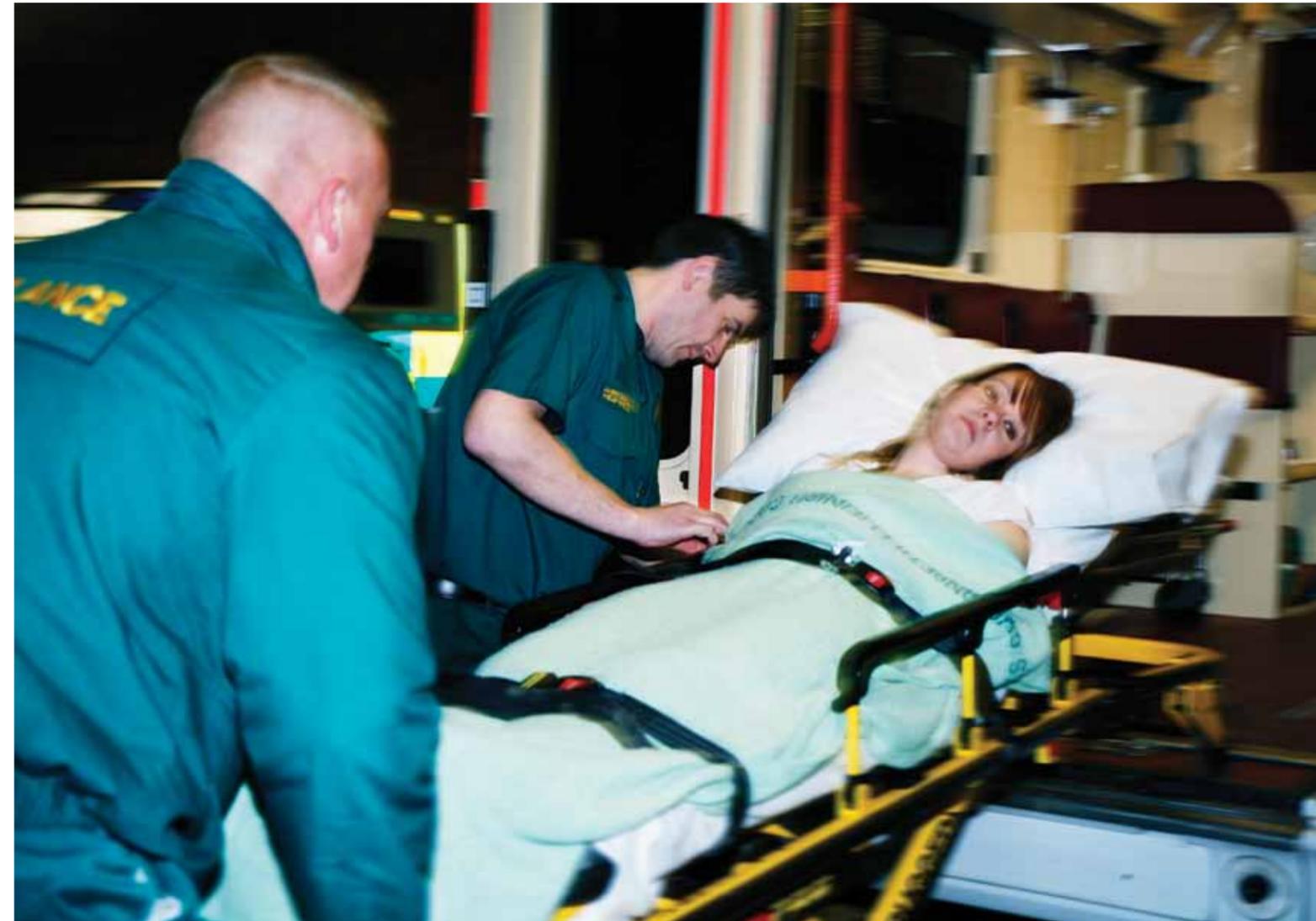
We also seek the experiences and views of children and young people, travelling communities, ethnic minority and older people.

One of the key activities within the network is the new Readers' Panel and members carried out their first evaluations of three proposed Trust leaflets in March.

An important strand to the work of the team is recording the individual stories of patients and we have done so in coordination with the Trust's work on the 1,000 Lives Campaign.

There are now three different ways in which people can share their individual Patient Stories. They can recount their experiences online via the Trust's website, face-to-face or through digital storytelling.

As a result of web user feedback, British Sign Language video clips have been created in conjunction with Deaf Association Wales and are available via the NHS Direct Wales website.



It is planned that the video clips will also be developed once the Trust is in the position to provide appropriate deaf access to its services. Work is continuing with stakeholders and the public on improving access to services for deaf users.

Feedback from the work being undertaken with minority ethnic community leaders and groups has resulted in the promotion of the Language Line facility. Information on how to access the Ambulance Service and NHS Direct Wales is now available in 12 languages through the websites. We are also reviewing all promotional materials to consider other ways in which the Trust can promote the Language Line facility.

Members of the Partners in Healthcare Network had previously suggested the use of a 'Suggestion Box Scheme' to enable patients/public to post comments into the Trust. A mobile suggestion box scheme has been developed and was piloted at an event in Swansea with some success.

HISTORIC DEFIB

The Welsh Ambulance Service has helped make a piece of history due to a special delivery from a medical supplies company.

The Trust has a long standing partnership with resuscitation solutions pioneer ZOLL which sells its products in 140 countries all over the world.

Representatives from ZOLL presented a plaque to the Welsh Ambulance Service, at the Trust's St Asaph headquarters, to celebrate the delivery of the 100,000th M Series defibrillator/monitor manufactured by the company.

ZOLL UK Managing Director Mark Webster said: "I can certainly think of no better customer to take delivery of this landmark device, and we wanted to present the Trust with this plaque to mark the occasion."

Chief Executive Alan Murray said: "We are extremely pleased to have received this honour from ZOLL."

"Defibrillators used by our staff can make that all important positive difference for a heart attack victim and I hope we can continue our relationship with this company to keep on improving how we treat cardiac patients."



HEALTH AND SAFETY

The Trust's Health and Safety Policy applies to all employees, volunteers, all contractors working on behalf of the Trust, patients/clients, visitors and others on Trust premises, including its vehicles, or wherever they are engaged on, or involved with, the activities of the Trust.

The Trust is committed to compliance with all relevant health and safety legislation, regulations and Approved Codes of Practice. The Trust's statement of general policy is:

- To provide adequate control of the health and safety risks arising from the activities of the Trust;
- To consult with the Trust's employees and volunteers on matters affecting their health and safety;
- To provide and maintain safe systems of work, safe plant, buildings, vehicles and equipment and ensure that employees and volunteers are provided with appropriate equipment that is fit for purpose and with adequate training in its use;

- To ensure safe handling and use of substances;
- To provide information, instruction and supervision for employees and volunteers appropriate to the tasks undertaken by them;
- To ensure all employees and volunteers are competent to carry out their tasks, and to provide them with adequate training;
- To do everything reasonably practicable to prevent accidents and cases of work-related ill health;
- To maintain safe and healthy working conditions; and
- To review and revise this policy and all related policies and procedures as necessary.

The Trust's Health and Safety Policy and related procedures are currently the subject of active review and revision in the light of internal Management and Committee re-structuring.

ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY

It is the Trust's stated policy to:

- Work towards the integration of environmental considerations into all the day-to-day activities of the Trust, focusing initially on those activities that have the most significant impact.
- Minimise adverse environmental impacts of the Trust's activities and further develop existing risk management policies and procedures to prevent, as far as is reasonably practicable, possible pollution incidents and related accidents.
- Work towards achieving environmental management excellence for all the Trust's operations using available national standards on sustainable environmental management, sustainable procurement, healthy transport management and waste management as quantitative and qualitative measures of performance.
- Maintain and further develop procedures and systems to identify, and ensure compliance with, all relevant legislation, regulations and standards aimed at protecting and enhancing the environment.

Compliance with the Trust's policy statement is achieved by the implementation of a structured Environmental Management System and the mandatory requirements of the Welsh Assembly Government. The Trust will use the Green Dragon Standard to assess its environmental management status. As part of its programme plan for delivering Time to Make a Difference, the Trust will follow a stepped approach to implementing sound, sustainable environmental management in all its activities.

HANGING UP HIS CAR KEYS AFTER 20 YEARS



A Gwent pensioner has hung up his driving gloves after 20 years of helping the Welsh Ambulance Service to provide a vital service to people in South-East Wales.

At the age of 78 Gerald Guard has decided to retire as a volunteer car driver after covering hundreds of thousands of miles ferrying patients to and from hospitals.

The former train crew manager based in Cardiff was often on duty five days a week and said: "I must have been doing about 40,000 miles a year, which meant I had to change my car every couple of years."

Though most of the trips were relatively local to hospitals in Newport and Cardiff Gerald was just as prepared for longer journeys to places such as Hereford, Gloucester, London and Papworth Hospital in Cambridge.

Welsh Ambulance Service Customers Services Manager Dave Adams said: "We're really grateful to Gerald for all his years of service – he really is a local hero and has done a wonderful job for us and for his community for more than 20 years."

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

Report of the Director of Finance, Tim Woodhead.

FINANCIAL PERFORMANCE AGAINST STATUTORY FINANCIAL DUTIES FOR THE YEAR ENDED 31 MARCH 2009

The Trust has met all 3 of the Financial Performance Targets for the year ended 31 March 2009.

The first of these Financial Performance Targets was to breakeven which was achieved with a surplus of £52k. This was in line with the Trust's Service Change and Efficiency Plan (SCEP).

The Trust's Service Change and Efficiency Plan (SCEP) was accepted by the Welsh Assembly Government (WAG) Regional Office and main commissioner Health Commission Wales and accepted by the Chief Executive of NHS Wales in February 2007. This projects financial performance for financial years as follows:-

2006/07 Planned deficit £6.4 million (actual £6.3 million deficit)
2007/08 Deficit £2.3 million (actual £1.7 million deficit)
2008/09 Planned Breakeven (actual £52k surplus)
2009/10 Surplus £2.9 million
2010/11 Surplus £2.9 million
2011/12 Surplus £2.9 million

At the end of this period the Trust will have recovered previous deficits in full.

The Trust is now into its third year of its Modernisation Plan, 'Time to Make a Difference' (TTMD). This is now contributing significantly to improved operational performance. The development and modernisation of services under TTMD also continues. The Trust's philosophy in developing and progressing the SCEP will be that wherever possible the level of efficiencies planned should not only be met, but exceeded in order to release resources to develop and modernise services and create "head room" for development.

The second of the Trust's Financial Performance Targets is to not exceed the External Financing Limit (EFL) notified by WAG. This year's target set by the WAG was £3,993k and the Trust precisely achieved this target.

The third and final Financial Performance Target which the Trust had to achieve was the Public Sector Payments Policy (PSP). The Trust achieved a PSP of 97.7% against the target of 95% within 30 days.

REVIEW OF THE 2008/09 YEAR

The Finance Report once again shows how the Trust is endeavouring to meet challenging financial targets and manage resources through a particularly demanding year for our services.

The Trust has implemented new staff rostering and deployment systems to improve effectiveness, achieving increased efficiency and improved response times as reported elsewhere in this report.

Pay awards for Very Senior Managers have not exceeded the 2.2% WAG guideline.

INCOME AND EXPENDITURE FOR THE YEAR ENDED 31ST MARCH 2009

Income from Activities

The Trust received £124 million of income during the year from Healthcare activities.

This is an increase of £4.4 million from 2007/08 relating mainly to inflation and pay award funding, and additional support for Capital Charges relating to Ambulance Services Modernisation.

Other Operating Income

The Trust received £18.4 million of Other Operating Income. This is an increase of £1.9 million from 2007/08. This increase is largely due to impairment funding of £2.3 million received from WAG. This represents an increase of 70% on the preceding year reflecting the Trust's developing Estate Strategy.

Operating Expenses

Operating expenses during 2008/09 totalled £140.8 million. This is an increase of £4.3 million from 2007/08.

Staff costs increased by £5 million compared to the previous years reported expenditure. The increase is mainly attributable to increases in National Pay rates in line with inflation as part of the 3 year All Wales Pay agreement under the Agenda for Change framework, and increased investment to improve Emergency Response Times.

Transport and costs increased by over 7% during the year, reflecting very high fuel prices at times during the year. However this was offset by reductions in other expenditure categories, and in particular a reduction of £6.4m in expenditure on implementation of the Ambulance Radio Re-procurement

Project as a result of slippage on the schemes at a national level.

The move from leased ambulances to owned ambulance vehicles has contributed to a reduction in costs of £0.3 million. Fleet fuel costs have however risen by £730k due to fluctuating fuel prices throughout the year

The net cost of Fixed Asset impairments totalled £2.282 million offset by additional WAG funding.

Overall Trust management costs as a percentage of Trust income decreased by 0.1% from 2007/08 to 2008/09.

Fixed Assets

The net value of the Trust's Fixed Assets decreased by £2.4 million from 2007/08 to 2008/09.

Capitalised assets brought into use during the year amounted to £4.3 million in respect of vehicles and equipment, £7.2 million in respect of buildings (including £6.8 million relating to Vantage Point House) and £3.3 million in respect of Information Technology (of which £2.5 million related to IT equipment for Vantage Point House).

FIRST CONSULTANT PARAMEDIC

The Welsh Ambulance Service has become one of the first in the UK to appoint a Consultant Paramedic to work in its Unscheduled Care Directorate.

Former Welsh Commonwealth Games judo star Andrew Jenkins, 39, beat off strong competition, including applications from the USA, for the post which is the first of its kind in Wales and only the third in the UK.

Andrew, who also enjoyed a long rugby career with Llanelli Wanderers, followed his father into the Ambulance Service and since becoming a paramedic has gained BSc and MSc qualifications in Pre-Hospital Care and Advanced Clinical Practice.

He said "This is an exciting time for the Welsh Ambulance Services NHS Trust as we look to develop and introduce extended clinical skills for the workforce.

"The work that we are doing will benefit everyone in the Trust, and help to move the Welsh Ambulance Service into the 21st Century."



FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

During the year, the Trust disposed of surplus and obsolete equipment with a net book value of £41k, proceeds from these disposals amounted to £183k resulting in a profit on sale of £142k. These figures include the sale of land at Gilfach Goch on which a profit of £64k was realised.

Current Assets and Liabilities

NHS Debtors have decreased by £1.5m, largely due to a lower year end balance of outstanding debt with the WAG than was present at 31 March 2008.

At year end the Trust held £7.85m invested with HM Treasury National Loans Fund. This related primarily to WAG funding for the AVLS project for which expenditure is expected to be incurred early in the 2009/10 financial year.

There was a decrease in the Balance Sheet provisions of £5.9 million from the previous year. Of this £4.7 million relates to an overall reduction in clinical negligence losses provision, resulting from advice given by our clinical negligence advisors 'Welsh Health Legal Services'. £3.8 million of this relates to a reduction in the provision made relating to one clinical negligence case. This case was reclassified during quarter 4 as being only of 'Possible' probability

for a successful claim against the Trust whereas previously the probability was classified as 'Certain'. In addition to this there was a decrease of £1.1 million in respect of the provision for Agenda for Change costs as a result of the progress made in assimilating staff.

The Trust's capital structure is funded from Public Dividend Capital (PDC) issued by the WAG, revaluation reserve and cumulative Income and Expenditure Reserve. The Trust's Treasury policies are to draw down PDC funding as agreed with WAG as and when required to fund anticipated capital expenditure. Short term cash surpluses are held in interest bearing public sector investments with the Paymaster General and HM Treasury Deposits.

Positive cash balances were maintained by the Trust throughout 2008/09. As part of the Trust's SCEP plans cashflow for 2009/10 will continue to be carefully monitored, repayments of capital to WAG will occur during the year to ensure the Trust maintains appropriate levels of liquidity.

Non Current Assets

Non current assets have increased by £2.4 million during 2008/09 mainly due to the increase in brokerage received from the WAG in April 2008. This resource was provided as cash support in respect of previous years' deficits.

Contingent Liabilities

The Trust has received 269 formal claims under equal pay legislation, following Agenda for Change assimilation. There is significant uncertainty regarding both the likelihood of success of any claims and the liability of the Trust if any claims were to be successful. 133 cases have been referred to employment tribunal, of these 39 have been withdrawn resulting in a net number of cases referred of 94. It is unlikely that any of these cases will be settled within the next two years.

Post Balance Sheet Events

In 2008, the Health and Social Services Minister in the WAG gave approval for the merger of NHS Trusts and LHBs to create 7 new LHBs as at 1st October 2009.

The Welsh Ambulance Services NHS Trust will continue in its present form going forward, however commissioning arrangements may change reflecting the new configuration.

Pension costs

Past and present employees are covered by the provisions of the NHS Pensions Scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.pensions.nhsbsa.nhs.uk. The Scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS Body of participating in the Scheme is taken as equal to the contributions payable to the Scheme for the accounting period.

The Scheme is subject to a full actuarial valuation every four years (until 2004, based on a five year valuation cycle), and a FRS17 accounting valuation every year. An outline of these follows:

a) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the scheme (taking into account its recent demographic experience), and to recommend the contribution rates to be paid by employers and scheme members. The last such valuation, which determined current contribution rates was undertaken as at 31 March 2004 and covered the period from 1 April 1999 to that date.

The conclusion from the 2004 valuation was that the Scheme had accumulated a notional deficit of £3.3 billion against the notional assets as at 31 March 2004. However, after taking into account the changes in the benefit and contribution structure effective from 1 April 2008, the Scheme actuary reported that employer contributions could continue at the existing rate of 14% of pensionable pay.

CHARITY JUMP FOR HARRY

A pair of life-savers from the ambulance service hit new heights – to send a seriously ill little boy on a dream trip to Euro Disney.

Paramedic Denise Taylor and ambulance technician Lyndsey Hill, both based at Flint, did a charity parachute jump in aid of four year old Harry Hudson, the son of their colleague, paramedic Sharon Hudson.

Harry, from Newton, in Chester, suffers from a very rare condition, Hunter Syndrome, which means he may not live beyond his teens.

Ambulance staff, friends and family carried out a fund-raising bike ride from Prestatyn to Llandudno.

A grateful Sharon, whose husband Paul is a teacher, says: "Lyndsey and Denise are bonkers but it just shows how kind people can be.

"They're really great friends and we really appreciate what they've done for us."

Lyndsey, from Holywell, said: "Sharon and Paul are a lovely couple, fantastic people. There are people out there who don't deserve children and great people like Sharon and Paul."



FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

On advice from the Scheme actuary, scheme contributions may be varied from time to time to reflect changes in the scheme's liabilities. Up to 31 March 2008, the vast majority of employees paid contributions at the rate of 6% of pensionable pay. From 1 April 2008, employees contributions are on a tiered scale from 5% up to 8.5% of their pensionable pay depending on total earnings.

b) FRS17 Accounting valuation

In accordance with FRS17, a valuation of the Scheme liability is carried out annually by the Scheme Actuary as at the balance sheet date by updating the results of the full actuarial valuation.

Between the full actuarial valuations at a two-year midpoint, a full and detailed member data-set is provided to the Scheme Actuary. At this point the assumptions regarding the composition of the Scheme membership are updated to allow the Scheme liability to be valued.

The valuation of the Scheme liability as at 31 March 2008, is based on detailed membership data as at 31 March 2006 (the latest midpoint) updated to 31 March 2008 with summary global member and accounting data.

The latest assessment of the liabilities of the Scheme is contained in the Scheme Actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Resource Account, published annually. These accounts can be viewed on the NHS Pensions website. Copies can also be obtained from The Stationery Office.

Scheme provisions as at 31 March 2008

The Scheme is a "final salary" scheme. Annual pensions are normally based on 1/80th of the best of the last 3 years pensionable pay for each year of service. A lump sum normally equivalent to 3 years pension is payable on retirement. Annual increases are applied to pension payments at rates defined by the Pensions (Increase) Act 1971, and are based on changes in retail prices in the twelve months ending 30 September in the previous calendar year. On death, a pension of 50% of the member's pension is normally payable to the surviving spouse.

Early payment of a pension, with enhancement, is available to members of the Scheme who are permanently incapable of fulfilling their duties effectively through illness or infirmity. A death gratuity of twice final year's

pensionable pay for death in service, and five times their annual pension for death after retirement, less pension already paid, subject to a maximum amount equal to twice the member's final year's pensionable pay less their retirement lump sum for those who die after retirement, is payable.

For early retirements other than those due to ill health the additional pension liabilities are not funded by the scheme. The full amount of the liability for the additional costs is charged to the income and expenditure account at the time the Trust commits itself to the retirement, regardless of the method of payment.

The Scheme provides the opportunity to members to increase their benefits through money purchase Additional Voluntary Contributions (AVCs) provided by an approved panel of life companies. Under the arrangement the employee/member can make contributions to enhance an employee's pension benefits. The benefits payable relate directly to the value of the investments made.

From 1 April 2008 changes have been made to the NHS Pension Scheme contribution rates and benefits. Further details of these changes can be found on the NHS Pensions website www.nhsbsa.nhs.uk/pensions.

Capital Expenditure

During the year a total of £9.256 million was invested in new and replacement assets. This was financed from the Trust's annual discretionary capital allocation and an additional £3.4 million (net of slippage on schemes deferred to 2009/10) from the Welsh Assembly Government All-Wales Capital Programme. A further £0.8 million was financed through increased Finance Lease commitments relating to Vantage Point House.

The major elements of the capital programme were vehicles/fleet investment of £3.2 million, ICT of £2.3 million and equipment of £1.2 million. A further £833k related to an increase in the capitalised element of the Vantage Point House lease, £505k on estates and £1.1 million was capitalised in respect of project support costs.

Planned expenditure of £4.7 million on Automatic Vehicle Location Systems (AVLS) was deferred into 2009/10 with the resources to implement the scheme being carried forward by the Trust in its Balance sheet.

2009/10 and beyond

The Trust is facing a very challenging year ahead in which modernisation of services will need to continue to be delivered at the same time as delivering a minimum 3% efficiency improvement in line with WAG funding assumptions.

During this year the Trust has been preparing for the conversion to International Financial Reporting Standards (IFRS) which will be reflected in its Financial statements with effect from April 2009.

2008/09 Accounts

These summary financial statements for the year ended 31st March 2009 are a summary of the financial information contained in the Trust's annual accounts. They have been prepared by the Welsh Ambulance Services NHS Trust under Section 98(2) of the National Health Service Act 1977 in the form which the Secretary of State has, with the approval of the Treasury, directed, as amended by the National Health Service and Community Care Act 1990.

COURIER SERVICE CONTRACTS

It's not just patients that the Welsh Ambulance Service transports - the Trust's Health Courier Service in South East Wales has won two major five-year contracts.

They will be responsible for all Gwent Healthcare NHS Trust's non-patient transport and that includes everything from bloods to beds, samples to supplies.

Meanwhile they will also be responsible for delivering items such as blood for vital transfusions for the Cardiff and Vale NHS Trust and its nine hospitals, including Wales's busiest, the University Hospital of Wales in Cardiff.

Tony Chatfield, Regional Head of Service for Non-Emergency Transport in South East Region, said: "These new contracts are excellent examples of partnership working with our colleagues in the NHS in this often unsung but still vitally important sector.

"Our tasks include transporting 1.1 million people and three million specimens annually in South East Region, 5,000 a day in Cardiff alone."



FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

Statement on Internal Control 2008-09

In accordance with Welsh Assembly Government requirements the Trust's full accounts for the financial year include a Statement on Internal Control which sets out responsibilities and mechanisms within the Trust for the management of risk. This includes a review of effectiveness and any significant internal control issues arising during the year.

The Trust's external auditor is the Auditor General for Wales and included in "operating expenses", on page 42 of this document is the cost of £135,000 for the external audit fee.

The financial information contained within this financial review is a summary of that contained within the final accounts and might not contain sufficient information for a full understanding of the Trust's financial position and performance. If you would like a complete copy of the Trust's full accounts, they are available on request from the following address:-

The Director of Finance
Welsh Ambulance Services NHS Trust
HM Stanley Hospital
St Asaph
Denbighshire
LL17 0RS
Tel: 01745 532938

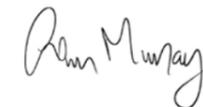
Certificates of Chairman, Chief Executive and Director of Finance

We certify, that the summary of the annual accounts set out on pages 42 to 48 are consistent with the Trust's full statements for the year ended 31st March 2009.

S Fletcher
Chairman



A. Murray
Chief Executive



T. Woodhead
Director of Finance


15th July 2009

Report of the Auditor General for Wales to the National Assembly for Wales on the Summary Financial Statements

I have examined the summary financial statements of Welsh Ambulance Services NHS Trust statutory financial statements set out on pages 42 to 48.

Respective responsibilities of the Directors and auditor

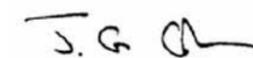
The Directors are responsible for preparing the Annual Report. My responsibility is to report my opinion on the consistency of the summary financial statements with the statutory financial statements. I also read the other information contained in the Annual Report and consider the implications for my report if I become aware of any misstatements or material inconsistencies with the summary financial statements.

Basis of opinion

I conducted my work in accordance with Bulletin 1999/6 "The auditor's statement on the summary financial statements" issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In my opinion the summary financial statements are consistent with the statutory financial statements of Welsh Ambulance Services NHS Trust for the year ended 31 March 2009 on which I have issued an unqualified opinion.



Jeremy Colman
Auditor General for Wales
Wales Audit Office
24 Cathedral Road
Cardiff
CF11 9LJ

18th September 2009

BEATING THE WINTER BLUES

The Welsh Ambulance Service again teamed up with the British Gas Help the Aged Partnership in Wales to keep older people warm during last winter.

WAST's Patient Care Service stocked up with special information packs giving advice on how to combat cold weather and on the help available from various agencies – as well as a room thermometer.

They were available on the Service's vehicles which transport thousands of older people to and from hospitals and clinics across Wales and staff also distributed the packs at day units across the country.

Julie Winspear, Regional Head of Service for the the Welsh Ambulance Service, said: "This positive initiative again provided greater access to this valuable information to more communities in Wales."

Rhyl-based PCS staff member Dewi Lewis, from Ruthin, added: "The majority of people we transport are elderly and so we were in the ideal position to hand out these leaflets."

"It's a tremendous job and very rewarding because you meet so many interesting people and are able to make a real difference to their lives. The link with British Gas Help The Aged is another facet of that."



FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

Income and Expenditure Account for the year ended 31 March 2009		
	2008/09	2007/08
	£000	£000
Income from activities	123,962	119,528
Other operating income	18,376	16,437
Total Income	142,338	135,965
Operating expenses	(140,822)	(136,521)
Operating surplus/ (deficit)	1,516	(556)
Profit /(loss) on disposal of fixed assets	142	(14)
Surplus /(deficit) before interest	1,658	(570)
Interest receivable	357	440
Interest payable	(273)	(118)
Other Finance Costs	(93)	(86)
Surplus /(deficit) for the financial year	1,649	(334)
Public Dividend Capital dividends payable	(1,597)	(1,404)
Retained surplus /(deficit) for the year	52	(1,738)

Statement of Total Recognised Gains and Losses for the year ended 31 March 2009		
	2008/09	2007/08
	£000	£000
Surplus/(deficit) for the financial year before dividend payments	1,649	(334)
Unrealised surplus/(deficit) on fixed assets revaluations / indexation	(489)	5,006
Reduction in the donated asset and government grant reserves due to the depreciation, impairment and disposal of donated and government grant financed assets	-	(7)
Total gains/(losses) recognised in the financial year	1,160	4,665

RUSH HOUR DELIVERY

A delighted mum and dad have praised the "awesome" ambulance crew who beat rush hour traffic to deliver their baby girl at home.

Roger and Lindsay Plowman were expecting to go to Swansea's Singleton Hospital but events overtook them and Roger said: "We decided to call 999 rather than risk trying to get through rush hour traffic in the city.

"In minutes an ambulance crew and rapid response car arrived and safely delivered a beautiful baby girl, Amy Hannah Plowman.

"I can't praise the three gentlemen who attended enough; David



Thomas, Jonathan Roberts and Andrew Matthews acted quickly, with awesome skill.

"They were truly our heroes."

FINANCIAL PERFORMANCE FOR THE YEAR ENDED MARCH 2009

Balance Sheet as at 31 March 2009		
	2008/09	2007/08
	£000	£000
Fixed assets		
Intangible assets	166	211
Tangible assets	68,482	70,870
Total Fixed assets	68,648	71,081
Current assets		
Stocks and work-in-progress	172	242
Debtors	6,323	13,030
Investments	7,850	2,150
Cash at bank and in hand	326	326
Total current assets	14,671	15,748
Creditors: amounts falling due within 1 year	(13,973)	(14,604)
Net current assets	698	1,144

Balance Sheet as at 31 March 2009 (continued)		
	2008/09	2007/08
	£000	£000
Total assets less current liabilities	69,346	72,225
Creditors: amounts falling due after more than one year	(12,185)	(7,827)
Provisions for liabilities and charges	(7,226)	(13,115)
Total assets employed	49,935	51,283
Financed by:		
Taxpayers' equity		
Public dividend capital	43,310	44,221
Revaluation reserve	15,198	16,819
Income and expenditure reserve	(8,573)	(9,757)
Total taxpayers' equity	49,935	51,283

KEEPING HIS COOL

An eight-year-old boy has received a special award from the Welsh Ambulance Service after he helped save his mum when she collapsed at home.

Eight-year-old Jake Mold, of Caia Park Wrexham, kept his cool on New Year's Eve and called an ambulance and helped guide the crew to his mum.

Jake was presented with a Welsh Ambulance Service plaque by ambulance vice-chairman Clare Cookson at his school Rhosddu Primary School.

Paramedic Sarah Pleavin, who attended with technician Julie Ward Smith, said: "He was just very level headed; he was a very calm little lad. He didn't panic at all; he was a real gentleman."



FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

Cash Flow Statement For The Year Ended 31 March 2009		
	2008/09	2007/08
	£000	£000
Operating activities		
Net cash inflow from operating activities	13,826	1,203
Returns on investments and servicing of finance		
Interest received	357	440
Interest element of finance leases	(273)	(118)
Net cash inflow/(outflow) from returns on investments and servicing of finance	84	322
Capital expenditure		
Payments to acquire tangible fixed assets	(10,284)	(17,637)
Receipts from sale of tangible fixed assets	183	26
Payments to acquire/receipts from sale of intangible assets	-	(145)
Net cash inflow/(outflow) from capital expenditure	(10,101)	(17,756)
Public dividend capital dividends paid	(1,269)	(1,408)
Purchase of current asset investments	(7,850)	(2,150)
Sale of investments	2,150	5,000

Cash Flow Statement For The Year Ended 31 March 2009 (continued)		
	2008/09	2007/08
	£000	£000
Net cash inflow/ (outflow) before financing	(3,160)	(14,789)
Financing		
Public dividend capital received	1,714	11,842
Public dividend capital repaid (not previously accrued)	(2,625)	-
Public dividend capital repaid (accrued in previous period)	-	(989)
Loan advances/brokerage received	4,641	3,500
Capital element of finance leases	(570)	436
Net cash inflow / (outflow) from financing	3,160	14,789
Increase/(decrease) in cash	-	-

BACK FROM BRINK

A youngster who fought back from the brink after suffering a heart attack was given a behind the scenes look at the service which helped save his life.

Jack Hill, of Rhos on Sea, was shown round the Welsh Ambulance Service's Colwyn Bay Station.

The ten-year-old, who underwent a cardiac operation as a baby, lost consciousness while swimming at Colwyn Leisure Centre.

Paramedics Peter Jones and Dave Hughes and technician Bruce Urquhart shocked Jack's heart back into rhythm and he's since made a good recovery.

Bruce said:
"It's been a pleasure to invite Jack to the station. It is always great to see such a positive outcome, especially in cardiac cases."



FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31st MARCH 2009

Management costs

The Trust has calculated its management costs using the definitions obtained within WHC (2000) 113.

Overall, management costs totalled £6,667,000, which represents 4.7% of total income received by the Trust.

	2008/09		2007/08	
	£000	% of Total Income	£000	% of Total Income
Trust Management Costs	6,667	4.7%	6,503	4.8%
Income	142,338		135,965	

Public Sector Payment Policy - Measure of Compliance

The Assembly requires that Trusts pay all their trade creditors in accordance with the CBI prompt payment code and Government Accounting rules. The target is to pay all trade creditors within 30 days of receipt of goods or a valid invoice (whichever is the later) unless other payment terms have been agreed with the supplier.

	2008/09		2007/08	
	Number	£000	Number	£000
Total				
Total bills paid	36,662	43,819	34,930	52,690
Total bills paid within target	35,751	43,023	32,217	49,207
Percentage of bills paid within target	97.5%	98.2%	92.2%	93.4%

Related Party Disclosures

During the year none of the board members or members of the key management staff or parties related to them has undertaken any material transactions with the Trust.

The Welsh Assembly Government is regarded as a related party. During the year the Trust had a number of material transactions with the Assembly and with other entities for which the Assembly is responsible, namely:

- Health Commission Wales;
- All Welsh NHS Trusts; and
- The All-Wales Risk Pool.

The Trust has also received revenue and capital payments from a number of charitable funds, certain of the Trustees for which are also members of the Trust Board.

In July 2000 a charity appeal and trading company were set up with the aim of raising money to fund the operation of the Wales Air Ambulance Service. This charity has been registered with the Charity Commission separately from the Trust's NHS charitable funds.

ETHAN KEEPS COOL

A nine-year-old boy has received a special award from the Welsh Ambulance Service after he saved his mum when she collapsed.

Little Ethan Grounds kept his cool when his mother, Heather, a diabetic, was taken ill at their home in Pontardulais, near Swansea.

He dialled 999 on his mum's mobile phone and when paramedic Keri Davies and technician Jeremy James arrived he helped them treat his mum.

Ethan was presented with a Welsh Ambulance Service plaque by Trust Chairman Stuart Fletcher in a special ceremony at his school, Penllergaer Primary.

Keri said: "Ethan phoned control and when we got there he gave us a good history of his mum's condition, got her medication and told us her past medical history and it was all handed over to us very professionally."



"Make no mistake, if he hadn't acted so promptly and well the worst case scenario in a diabetic case like this is death."

Stuart said: "He really is a remarkable young man and he's done superbly well in circumstances which would have tested anyone."

GLENYS APPEALS

Award-winning ambulance car volunteer driver Glenys Parry's missions of mercy have seen her deliver thousands of patients to hospital appointments over nearly 50 years.

The 72-year-old grandmother from Tan yr Allt, Harlech, said: "It's very important work and makes a vital contribution to the local community and it's very rewarding as well."

"I have had no trouble at all throughout my time, I have thoroughly enjoyed it and I'm not looking forward to the day I have to finish."

Glenys recently received the Welsh Ambulance Service North Region volunteer award for excellence at a special ceremony held at the Trust's St Asaph Headquarters.

She was nominated for the award by Ambulance Car Service administrative assistant Bernice O'Hanlon who said: "Glenys has a lovely manner with all of her patients and she is always very willing to lend a helping hand."



THE BOARD 2008/09

The Trust is managed by a Board of Executive and Non-Executive Directors which meets regularly at various locations across Wales. The Board meets on a bi-monthly basis. Meetings are open to the public and are advertised accordingly.

Board members

Chairman – Stuart Fletcher
Chief Executive – Alan Murray
Non Executive Directors (appointed by the Welsh Assembly Government)
Clare Cookson
Dilwyn Evans
Kevin Fitzpatrick (April 2008)
Peter Price
Felicity Williams (until 14 November 2008)

Executive Directors

Mike Cassidy – Deputy Chief Executive
Tim Woodhead – Director Finance
Sara Jones - Director of Unscheduled Care/Clinical Director
David Jackland - Director of ICT
Steve Pryor, Interim Director of Ambulance Services (interim appointment pending the return of the Deputy Chief Executive from long term sick leave).

Three staff representatives, appointed by the GMB, UNISON and UNITE, attend Board meetings and are able to contribute to discussions. The Board of Community Health Councils in Wales is also represented.

Board Committees

The Board is supported in its work by five committees as follows:

Audit (mandatory); Kevin Fitzpatrick; Felicity Williams (chair from 1 April 2008 to 14 November 2008); Dilwyn Evans (chair with effect from 14 January 2009).

Risk Management and Modernisation; Dilwyn Evans (chair); Clare Cookson; Peter Price; Felicity Williams; Deputy Chief Executive; Director of Finance; Director of ICT; Director of Unscheduled Care/Clinical Director.

Human Resources; Peter Price (chair); Clare Cookson; Kevin Fitzpatrick; Deputy Chief Executive; Director of Finance; Director of Unscheduled Care/Clinical Director.

Clinical Governance; Clare Cookson (chair); Felicity Williams; Kevin Fitzpatrick; Deputy Chief Executive; Director of ICT; Director of Unscheduled Care/Clinical Director.

Remuneration & Conditions of Service (mandatory); Stuart Fletcher (Chair); Peter Price; Felicity Williams.

Vacancies on the committees following the resignation of Felicity Williams have been filled on an ad hoc basis by other Non-Executive Directors pending a permanent replacement (with the exception of Mr Dilwyn Evans as interim chairman of the Audit Committee).

In addition to the formal membership of the committees as outlined above, the Chief Executive, Executive Directors and other officers of the Trust attend committee meetings as appropriate.

Board members declare any interests relevant and material to their role as Directors of the Trust. A register of interests is kept at Trust Headquarters and is available for inspection during normal working hours.

In addition to the Executive Directors and the Non-Executive Directors, the Board is also supported by a number of Associate Directors and one Associate Non-Executive Director.

Remuneration Report

The Remuneration and Conditions of Service Committee reviews the pay and benefits of the Chief Executive, executive directors and senior managers and recommends the level of any increase to the Board. The Chief Executive and Director of Human Resources attend the meetings, except for any review of their

performance, remuneration or terms of service. The Committee's constitution and terms of reference are available from the Corporate Secretary at Trust Headquarters.

Executive Directors are rewarded for their individual contribution to the organisation, whilst having proper regard to the organisation's circumstances and performance and to the provisions of any national agreements for such staff where appropriate.

The Trust does not operate a performance related pay scheme.

The Chief Executive and Executive Directors are employed on permanent contracts, which can be terminated by giving due notice (six months) unless for reasons of misconduct.

Full details of senior managers' remuneration are given on pages 56 and 57 while details of management costs are given on page 48.

The Trust complied with Welsh Assembly guidance during the year and pay awards for very senior managers have not exceeded 2.2%.

EXPRESS DELIVERY FOR CONTROLLER ROB

A delighted mum and dad have paid tribute to the Welsh Ambulance Service controller who talked them through the birth of their new daughter.

Darren and Charlotte Waite, of St Fagan's Road, Fairwater, in Cardiff, were all set for a relaxing home birth but they hadn't reckoned with little Betsan Sara.

An express delivery left dad Darren holding the baby but only after vital help from Rob Morgan at the Ambulance Service's South East Region control room at Vantage Point House, Cwmbran.

Darren, 34, said: "Rob was great and he calmed me down when I was having a Frank Spencer moment.

"When the baby came out I thought she wasn't breathing but Rob talked me through it and within 20 seconds she gave a big cough and started crying.

"We couldn't have asked for more. We've got a beautiful daughter and we owe a big thank you to Rob."

Rob, 24, from Merthyr Tydfil, admitted: "It was a bit of a shock because I hadn't done a birth before and the dad was a bit panicky but he coped pretty well - it was a relief to hear the baby cry though."



MAKING THE CONNECTIONS - RECURRING AND NON-RECURRING SAVINGS

2008-09											
Themes	Smarter Procurement		Streamlining Support Functions		Shaping Public Services			Making Better Use of Staff Time, Skills and Expertise		Totals	Investment Costs
	Cash Releasing	Non-Cash Releasing	Cash Releasing	Non-Cash Releasing	Cash Releasing	Non-Cash Releasing		Cash Releasing	Non-Cash Releasing		
	£000	£000	£000	£000	£000	£000		£000	£000		
Recurring Efficiency Gains											
List of main projects											
Recurring efficiency gains b/fwd from 2007/08 (To be c/fwd to 2008/09)	24	0	1,273	0	3,148	0		6,078	0	10,523	0
2008-09 Projects											
Unscheduled Care Nursing Posts	HQ6	0	0	0	0	0		296	0	296	0
ICT Directorate efficiency savings	HQ3	0	0	0	0	272	0	0	0	272	0
Rota Reviews	Various	0	0	0	0	0	0	447	0	447	0
Others - Total value of all other projects not included above:		79	0	-2	0	1,681	0	786	0	2,544	0
Recurring efficiency gains for 2008/09 (To be c/fwd to 2009/10)		103	0	1,271	0	5,101	0	7,607	0	14,082	0

MAKING THE CONNECTIONS - RECURRING AND NON-RECURRING SAVINGS

Themes	Smarter Procurement		Streamlining Support Functions		Shaping Public Services			Making Better Use of Staff Time, Skills and Expertise		Totals	Investment Costs
	Cash Releasing	Non-Cash Releasing	Cash Releasing	Non-Cash Releasing	Cash Releasing	Non-Cash Releasing		Cash Releasing	Non-Cash Releasing		
	£000	£000	£000	£000	£000	£000		£000	£000		
Non- Recurring Efficiency Gains											
Forecast total value of all non-recurring efficiency gains	0	0	1,266	0	3,551	0		26	0	4,843	0
TOTAL FOR 2008/09	103	0	2,537	0	8,652	0		7,633	0	18,925	0
Forecast for 2009/10											
Recurring Efficiency Gains											
Forecast of NEW recurring efficiency gains for 2009/10	306	0	655	0	7,820	0		838	0	9,619	0
Forecast of recurring efficiency gains b/fwd from 2008/09	103	0	1,271	0	5,101	0		7,607	0	14,082	0
Total forecast of recurring efficiency gains for 2009/10	409	0	1,926	0	12,921	0		8,445	0	23,701	0
Non- Recurring Efficiency Gains											
Forecast total value of all non-recurring efficiency gains in 2009/10	0	0	0	0	0	0		0	0	0	0
TOTAL OF FORECAST FOR 2009/10	409	0	1,926	0	12,921	0		8,445	0	23,701	0
Descriptive identification of major projects, by efficiency gain value, forecast to deliver gains in this year (2009/10).											
2008/09 Reporting/forecasts against 2007/08 forecasts											
2007-08 Total forecast of recurring efficiency gains for 2008/09	24	0	1,464	0	9,628	0		6,593	0	17,709	0
Actual recurring efficiency gains for 2008/09	103	0	1,271	0	5,101	0		7,607	0	14,082	0
2007/08 forecast of recurring efficiency gains for 2009/10	24	0	1,464	0	15,620	0		6,593	0	23,701	0
2008/09 forecast of recurring efficiency gains for 2009/10	409	0	1,926	0	12,921	0		8,445	0	23,701	0

SALARY AND PENSION ENTITLEMENTS

A) Remuneration						
Name and Title	2008-09			2007-08		
	Salary	Other Remuneration	Benefits in Kind	Salary	Other Remuneration	Benefits in Kind
	(bands of £5,000)	(bands of £5,000)	Rounded to the nearest £100	(bands of £5,000)	(bands of £5,000)	Rounded to the nearest £100
Stuart Fletcher - Chairman	40-45			35-40		
Dilwyn Evans - Non Executive Director	5-10			5-10		
Clare Cookson- Non Executive Director	5-10			5-10		
Brian Meredith- Non Executive Director (Left Trust 31.03.08)	N/A			5-10		
Peter Price- Non Executive Director	5-10			5-10		
Felicity Williams- Non Executive Director (left Trust 14.11.08)	5-10			5-10		
Kevin Fitzpatrick- Non Executive Director (wef 10.04.08)	5-10			N/A		
Elfed Roberts- Associate Non-Executive Director (wef 01.01.09)	0-5			N/A		
William Alan Murray - Chief Executive	115-120			115-120		
Mik Webb - Director of Finance (left Trust 17.12.07)	N/A			55-60		
Tim Woodhead - Director of Finance	85-90		5,800	80-85		
Lyn Meadows - Director of Personnel and Development (left Trust 25.03.08)	N/A			70-75		5,500
Mike Cassidy - Deputy Chief Executive	90-95		3,400	90-95		2,400
David Jackland - Director of IT	80-85		1,900	40-45		900
Sara Jones - Director of Unscheduled Care/Clinical Director	80-85		4,500	80-85		3,400
Julie Rowles - Interim Director of HR and Development (left Trust 30.06.08)	5-10			5-10		
Steve Pryor - Interim Director of Operations (wef 01.10.08)	55-60			N/A		
Jo Davies - Director of Personnel and Development (wef 03.11.08)	30-35			N/A		
Mick Colquhoun - Medical Director (left Trust 31.12.07)	N/A			30-35		

B) Pension Benefits								
Name and title	Real increase in pension at age 60 (bands of £2,500)	Real increase in Lump sum at aged 60 related to real increase in pension (bands of £2,500)	Total accrued pension at age 60 at 31 March 2009 (bands of £5,000)	Lump sum at age 60 related to accrued pension at 31 March 2009 (bands of £5,000)	Cash Equivalent Transfer Value at 31 March 2008	Cash Equivalent Transfer Value at 31 March 2009	Real Increase in Cash Equivalent Transfer Value	Employers Contribution to Stakeholder Pension
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
William Alan Murray - Chief Executive	0	0	30-35	90-95	554	696	58	17
Tim Woodhead - Director of Finance	0-2.5	2.5-5.0	10-15	30-35	103	155	49	12
Mike Cassidy - Deputy Chief Executive	0-2.5	5.0-7.5	30-35	100-105	473	672	186	13
David Jackland - Director of IT	0-2.5	2.5-5.0	20-25	60-65	232	366	90	12
Sara Jones - Director of Unscheduled Care/Clinical Director	0-2.5	2.5-5.0	25-30	75-80	319	434	196	12
Jo Davies-Director of Personnel and Development (wef 03.11.08)	0-2.5	0-2.5	15-20	55-60	244	320	28	5
Julie Rowles is employed by Gwent NHS Trust								
Steve Pryor is employed by South West Ambulance Services								
Dr M Colquhoun is employed by Cardiff University								

DIRECTORS' STATEMENT

As far as I am aware, there is no relevant audit information of which the Welsh Ambulance Services NHS Trust's auditors are unaware. I have taken all the steps that I ought to have taken as a director in order to make myself aware of any relevant audit information and to establish that the Trust's auditors are aware of that information.

Signed:



Alan Murray
Chief Executive



Sara Jones
Director of Unscheduled Care/Clinical Director



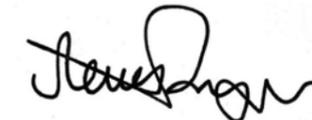
Tim Woodhead
Director of Finance



David Jackland
Director of ICT



Mike Cassidy
Deputy Chief Executive



Steve Pryor
Director of Ambulance Services

APPENDICES

Appendix One: Welsh Ambulance Services NHS Trust staff ethnic breakdown

Sum of Total	Total
Ethnic Origin	
Any Other Ethnic Group	1
Asian or Asian British - Any other Asian background	3
Asian or Asian British - Indian	2
Black British	1
Chinese	1
Mixed - Other/Unspecified	1
Other Specified	1
White	127
White - Any other White background	5
White - British	343
White - Irish	3
White English	74
White Other European	2
White Scottish	3
White Unspecified	92
White Welsh	351
Grand Total	1010

These figures are based upon a survey completed by 46% of WAST staff, although some may not have answered all of the questions asked.

Appendix Two: Welsh Ambulance Services NHS Trust Annual Response Performance 2008-09

The cumulative all Wales Performance figures for 2008/9 was as follows - target figures in brackets:

A8 – 59.6% (65%)

A9 – 64.1% (70%)

A10 – 68.5% (75%)

A14:18:21 – 85.5% (95%)

B14:18:21 – 78.6% (95%)

U15 – 80.2% (95%)

Emergencies are:

Category A - Life threatening.

Category B - Serious but not life threatening.

Category C - Neither serious nor life threatening.

A14:18:21 refers to the target time for an ambulance able to transport a patient arriving at the scene. The divisions are 14 minutes for urban, 18 minutes for rural and 21 minutes for sparse areas. In Wales only Cardiff is categorised as urban.

Urgent journeys are where a doctor requests an ambulance for a patient, where the target is for arrival within 15 minutes.

AMBIANS



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AMBIANS

