

be presented at the next A&E Sub Committee.

47/06 High Impact Changes – Update

RS discussed the broad intentions of the Service's intended high impact changes, then asked PeH, MB and PW to talk through each project in greater detail.

Home Responding

MB stated that the areas selected for trial are those with low call volumes and thus fewer LAS resources. The postcodes identified are EN5, NW4, N14, NW11, E4, RM3, RM5, CR0, CR5, TN16 and KT6.

The level of payment for home responding is still to be confirmed, but the initial idea is to pay a retainer and then an amount per callout attended. Money for this scheme will need to come out of the current overtime pot. So the Service needs to closely consider whether the scheme would offer value for money. MB said that he was hoping to settle the payment issues within the next 3 weeks. Once this is done he will send out a draft agreement for Staff Side consideration.

RS said that he hoped that Agenda for Change (AfC) pay arrangements would not bar implementation of the scheme as there appears to be a large amount of interest from staff.

CT asked how staff's involvement would integrate with the Working Time Directive.

MB responded that this element was included in the general considerations.

EB then asked that any pay arrangements decided upon are submitted to the AfC Terms & Conditions Group for consideration.

Job Cycle Time

PeH stated that he is tasked with reducing the average job cycle time, but more importantly evening out the workload more fairly amongst staff. The project will be piloted in the West to iron out any difficulties. A benchmark time of 20 minutes has been established for time spent at hospital. PeH also described how a project has been undertaken to process map interactions within A&E Departments to try and make handovers more efficient. He is also to look at speeding up the alert system used to inform managers when build-up is occurring in A&E Departments so that managers can offer better support to crews. Finally PeH stated that the paperwork requirements will also be examined to see if efficiencies can be made.

PW added that a pilot process map had been done at Mayday Hospital and following this an additional administrative booking-in station was set up next to the clinical handover station. This helped to improve efficiency.

There are 32 A&E Departments around London that need looking at. Andrew Castle who consults for the SHA will be helping with the project. Fionna Moore will be writing to the London A&E Consultants Group to notify them of the work in progress and to recruit their assistance where possible. PW has also met with GE and PH who have put out a joint bulletin to staff in the West Area to inform them of the project and its aims.

Improving Performance at Shift Changeover Times

MB stated the work on this issue seeks to remove the performance drops at shift changeover times. The work is focussing mainly on the evening changeovers as this is where the biggest effect is located.

Improving Performance at Shift Changeover Times (continued)

The first phase of the project looks at all FRU sites and the 8 worst effected ambulance complexes: Isleworth, St Johns Wood, Barnehurst, Greenwich, Waterloo, Croydon, City & Hackney and Newham. Their start/finish times will hopefully be staggered where necessary. The first phase will also look at where the highest volume of calls generally occurs at changeover times.

The second phase will look at the next 10 most effected complexes.

The final phase will involve evaluation and implementation, and discussions around solutions will take place at local level.

Staff & Union Engagement

RS stated that he is ensuring that staff side are involved in all of these high impact changes, and regular reports will be made to the Staff Council. RS will also be making sure that Communications publish relevant bulletins whenever necessary.

Tony Crabtree is leading on updating the constitution as this is now out of date following the introduction of the new sector operating model. Additionally managers have been asked to ensure that all consultative meetings are taking place.

Finally RS stated that he has asked Angie Patton to design a more structured face to face staff briefing system.

Individual Performance Monitoring

RS reported that staff from IM&T and Management Information have been working on procedures to link names on Promis with call signs used on vehicles and show various statistics on peoples' performance. The objective is to produce data that will highlight the small number of people who are falling behind the performance of their colleagues.

Review meetings will be held with staff who are performing poorly, with the aim of helping them to identify any issues that are hindering them. RS has made clear to managers that these meetings must be held in a supportive and sensitive manner. There are 3 sites which will be running a pilot study from Monday 06/11/06; Hanwell, City & Hackney and Waterloo. RS wants to see if any interventions have a positive or negative effect on staffs' performance.

GE raised concerns about the accuracy of information used to monitor staff. He asked if this information would be used to discipline staff at some later date.

RS replied that the data is taken from crews multi-function button pushes on the MDT. The three month accumulation of data for each person is aimed at getting a clearer picture of their performance and thus eliminating the odd occasion of forgetting to push the button at appropriate times. RS highlighted the need to work with people who for example are staying too long at A&E Departments and to identify why they can't turn around more quickly..

RS stated that the word 'disciplinary' is banned from being uttered at performance meetings. They are about support and development, not punishment.

EOC High Impact Changes

JH gave the group an update on the changes in EOC. As staff are becoming accustomed to changes that have already been implemented performance is starting to improve following an initial dip. JH will be obtaining feedback from staff on their reactions to the changes. Peter Bradley is due to sign off on the restructure of senior management in EOC and JH will consult with JE on this.

EB asked JH to look into speeding up the flow of fuller call information to crews following the initial dispatch of a vehicle with the call basics.

48/06 Resource Centre (RC) Locations

RS stated that there has been some concerns from staff regarding the future locations of Resource Centres. PeH has expressed a desire to have a resource centre located in the West Area. RS said that he felt that 3 resource centres was still the right number to have. There have been no conclusions drawn as to whether it would be cost effective to move any of the RC locations. RS and PeH have offered to consult with RC staff, however discussions on this subject are at a very early stage and there will certainly be no actions taken before April 2007.

PW added that he would like to make clear that the extension works to Hanwell do not include plans for a resource centre.

49/06 Police Use of LAS

RS said that he thought this issue was raised in relation to the Police calling the LAS when they don't have a vehicle to send.

EB added that the Police often ask the LAS to investigate when there have been reports of a person acting strangely.

JE clarified that it is quite often in cases where a person is in shock following a burglary and the Police have not attended.

SS suggested that JH has links to his counterparts in the Police control room and it would be a good idea for them to discuss this matter.

50/06 Dangerous Address Register Review

The group did not know why this had been requested to be put on the agenda and therefore there was no discussion.

51/06 Alternative Rest Days

EB raised that alternative rest days are part of the annual leave agreement . Now under Agenda for Change alternative rest days are no longer covered. EB asked that the annual leave on the agreement be raised to include the alternative rest days.

RS stated that he would speak to EB on this outside of the meeting.

52/06 Lone Responder Duties

The group did not know why this had been requested to be put on the agenda and therefore there was no discussion.

53/06 EMT2 and EMT1 Crewed Together

This issue was covered in item 46.01 above.

54/06 Cleaning Impounded Vehicles

EB stated that the Police procedure is to impound LAS vehicles that have been used to convey the victims of crime such as stabbings to hospital. Very often it takes two days to get the vehicle back and it will still be in the same contaminated condition as when it was impounded. The problem is that a completely different crew are then expected to clean the vehicle.

MB suggested that discussions are held with Make Ready to explore if there is a way for them to do the cleaning.

EB also asked if the Police could be challenged on the usefulness of their impounding procedure.

RS replied that the Service has spoken to the Police about this before but they are unwilling to change at present.

PW offered to ask AOMs to speak to police locally to release vehicles more quickly.

PW

RS said that he would ask Chris Vale to speak to Make Ready.

RS

55/06 Single Staffing Policy

EB stated that resource centres are interpreting the Single Staffing Policy differently. He argued that in situations where there are three members of staff to do two peoples work such as one person on overtime, one on relief and one on shift, the decision to ask one person to move should be taken fairly.

SP replied that she has been approached about this before. She said that she would discuss this with the other resource centres.

SP

SS felt that this needs to be looked at by the AfC Terms & Conditions group. He suggested that he arrange a meeting with Tony Crabtree and a staff side representative.

SS

EB said he would give SS a nomination.

EB

56/06 Willesden & Park Royal Station Merger

PH reported that it appears the AOM at St Johns Wood has not arranged any consultative meetings about the merger of Willesden and Park Royal stations. PH then booked a meeting with the AOM but in the meantime a lease was signed for a new site. PeH has now taken this matter on however relations between staff and management at St Johns Wood have been damaged. PH stated that he would attempt to resolve this issue locally.

PW acknowledged that communications have not been as good as they should be. He stated that he is working with PeH to improve this situation but for the record the management give their apologies for the way that this matter was handled.

57/06 Cycle Response Unit & Calls

JE highlighted that EOC staff cannot identify Cycle Response staff as a resource at present, and having to make manual calls to staff damages performance as it is inefficient. Tom Lynch

Cycle Response Unit & Calls (continued)

of the Cycle Response Unit has asked for mobile MDTs which he has been told is possible.

MB replied that he knows this matter is on an action list for IM&T. They just need to free up personnel to work on the software issues.

58/06 Any Other Business

Black Boxes on Vehicles

RS told the group that he understands an incident data recorder 'black box' is being trialled on some vehicles. It will give a 30 second snapshot of vehicle operating conditions prior to and after accident. RS said he would report back with further details at the next meeting.

RS

Diabetes Update

PH reported that internal grievance letters are being submitted next week from staff who are currently barred from blue light driving due to their diabetes condition. PH repeated staff side's request for HR to review the policy.

JC responded that Ann Ball is speaking to Dr Jonathan Spencer at OHD to ask that each member of staff can be individually examined and assessed.

**Date of next meeting: Thursday 21st December 2006
1300-1600, Conference room, HQ**