



COUNCIL OF GOVERNORS MEETING

(open to Trust members, members of the public, and the press)

- DATE:** Tuesday 8 October 2013
- TIME:** 18.30pm to 21.00pm
(refreshments from 18.00pm)
- VENUE:** King Charles Room (1st Floor)
Shaw House
Church Road
Newbury
Berkshire RG14 2DR
- CHAIR OF MEETING:** Trevor Jones, Trust Chairman
- GOVERNORS:** See Members of the Council of Governors (overleaf)
- DIRECTORS:** See Members of the Board of Directors (overleaf)
- IN ATTENDANCE:** Steve Garside, Company Secretary
Rachel Jeacock, Assistant Company Secretary
- APOLOGIES:** Patrick Conafray, Elected Public Governor, Oxfordshire
Constituency
- *****
- FUTURE MEETING DATES:** 2 or 9 December 2013 (tbc), Shaw House, Newbury
(6.30pm start) 9 January 2014, Shaw House, Newbury
24 March 2014, Shaw House, Newbury
- FUTURE WORKSHOP DATES:** 24 October 2013, Regency Park Hotel, Thatcham
(6.30pm start) (Quality and Patient Safety)

Current Members of the Council of Governors

Olukemi Adenubi	Elected Public Governor -Hampshire Constituency
Paul Carnell	Elected Public Governor - Hampshire Constituency
Sabrina Chetcuti	Appointed Partner Governor (CCGs – North)
David Chilvers	Appointed Partner Governor (CCGs – South)
Gary Clark	Elected Public Governor - Berkshire Constituency
Patrick Conafray	Elected Public Governor - Oxfordshire Constituency
Eddie Cottrell	Elected Staff Governor
John Donne	Elected Staff Governor
Bob Duggan	Elected Public Governor - Buckinghamshire Constituency
Christina Fowler	Elected Staff Governor
Allan Glass	Appointed Partner Governor (Local Authority)
Melanie Hampton	Elected Public Governor - Berkshire Constituency (Lead)
Simon Hoare	Appointed Partner Governor (Local Authority)
Keith House	Appointed Partner Governor (Local Authority)
Barry Lipscomb	Appointed Partner Governor (Air Ambulance Charities)
David Palmer	Elected Staff Governor
Benita Playfoot	Elected Public Governor - Berkshire Constituency
Allan Read	Elected Public Governor - Hampshire Constituency
David Ridley	Elected Public Governor - Buckinghamshire Constituency
Richard Ryan	Elected Public Governor - Hampshire Constituency
Alan Tottle	Elected Public Governor - Hampshire Constituency
Carol Watts	Elected Staff Governor
Tim Windsor-Shaw	Elected Public Governor - Oxfordshire Constituency
<i>Vacancy</i>	<i>Elected Public Governor - Buckinghamshire Constituency</i>
<i>Vacancy</i>	<i>Elected Public Governor - Oxfordshire Constituency</i>
<i>Vacancy</i>	<i>Elected Public Governor – Hampshire Constituency</i>

Current Members of the Board of Directors (voting)

Trevor Jones	Chairman
Alastair-Mitchell Baker	Vice-Chair, Senior Independent Director
Ilona Blue	Non-Executive Director
Claire Carless	Non-Executive Director
Keith Nuttall	Non-Executive Director
Eddie Weiss	Non-Executive Director
Professor David Williams	Non-Executive Director
Will Hancock	Chief Executive
John Black	Medical Director
Deirdre Thompson	Director of Quality and Patient Care
Charles Porter	Director of Finance
James Underhay	Director of Strategy and Business Development
Sue Byrne	Chief Operating Officer

Support to the Council of Governors

Steve Garside	Company Secretary
Rachel Jeacock	Assistant Company Secretary

AGENDA – COUNCIL OF GOVERNORS – 8 OCTOBER 2013
18.30pm – 21.00pm, King Charles Room, Shaw House, Church Road, Newbury, RG14 2DR

*****Governors to direct questions / comments through the Chair; please state your name and role before speaking for the benefit of the members and public present*****

No.	Item	Time	Enclosures
1.	OPENING BUSINESS		
1.1	Chairman's Introduction, including apologies for absence <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> to receive an opening introduction from the Trust Chairman, including apologies received in respect of absence 	18.30	(Verbal)
1.2	Declaration of Governors' Interests <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> to note any interests from governors as part of their obligation to declare any interest relevant to any item under consideration at the meeting 	18.40	(Verbal)
1.3	Minutes of the Council of Governors' meeting held on 4 July 2013 <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> to <u>approve</u> the minutes of the meeting held on 4 July 2013 	18.42	Enclosure A
1.4	Matters arising from the Council of Governors' meeting held on 4 July 2013 <i>(Steve Garside – Company Secretary)</i> <ul style="list-style-type: none"> to note progress with the matters arising from the meeting held on 4 July 2013 	18.45	Enclosure B
2.	REAPPOINTMENT OF NON EXECUTIVE DIRECTOR / QUALITY AND SAFETY COMMITTEE CHAIR		
2.1	Recommendation from the Nominations Committee <i>(Trevor Jones, Chairman / Chair of Nominations Committee; Melanie Hampton – Lead Governor / Member of Nominations Committee)</i> <ul style="list-style-type: none"> to receive a recommendation from the Nominations Committee regarding the proposed reappointment of Keith Nuttall as NED/Quality and Safety Committee Chair 	18.50	Enclosure C
3.	HOLDING THE BOARD OF DIRECTORS TO ACCOUNT FOR THE PERFORMANCE OF THE TRUST, VIA THE NON EXECUTIVE DIRECTORS		
3.1a	Cost Improvement Programmes: Ensuring no adverse impact for patients <i>(Will Hancock – Chief Executive; Charles Porter – Director of Finance; Deirdre Thompson – Director of Patient Care; Sue Byrne – Chief Operating Officer)</i> <ul style="list-style-type: none"> to hear details of how the Trust maintains and improves the quality of its services whilst making the required efficiency savings and cost reductions 	19.05	Enclosure D
3.1b	Cost Improvement Programmes: Ensuring no adverse impact for patients – governor questions <i>(Governors; Ilona Blue, Keith Nuttall and Trevor Jones, Non Executive Directors)</i> <ul style="list-style-type: none"> for governors to direct questions to the NEDs in attendance 	19.15	(Verbal)

No.	Item	Time	Enclosures
3.2a	Chief Executive's Report <i>(Will Hancock – Chief Executive)</i> <ul style="list-style-type: none"> to receive a written report from the Chief Executive covering key issues for the Trust, including clinical and operational performance 	19.45	Enclosure E
3.2b	Chief Executive's Report – questions from governors <i>(Governors; Ilona Blue, Keith Nuttall and Trevor Jones, Non Executive Directors)</i> <ul style="list-style-type: none"> questions from the governors to the NEDs regarding issues covered in the Chief Executive's Report 	20.00	(Verbal)
4. REPORTS FROM COUNCIL OF GOVERNORS SUB-COMMITTEES			
4.1	Report from the Membership and Engagement Committee <i>(David Ridley, Chair of the Membership and Engagement Committee)</i> <ul style="list-style-type: none"> to receive the minutes of the 10th July 2013 meeting of the Membership and Engagement Committee 	20.20	Enclosure F
5. GOVERNOR ACTIVITY AND FEEDBACK			
5.1	Feedback from Governors on Activities Undertaken <i>(All Governors)</i> <ul style="list-style-type: none"> to receive an update on activities undertaken by governors since the last meeting, covering the statutory duties of engaging with members and holding the NEDs to account 	20.25	(Verbal)
6. ITEMS FOR INFORMATION			
6.1	Update on Public Governor Election Process – Autumn 2013 <i>(Rachel Jeacock – Assistant Company Secretary)</i> <ul style="list-style-type: none"> to receive an update on the forthcoming public governor election process 	20.45	Enclosure G
7. CLOSING BUSINESS			
7.1	Any Other Business <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> to note any items of additional business, including those notified by the governors to the Company Secretary no less than two working days prior to the meeting 	20.50	(Verbal)
7.2	Date and Time of Next Meeting <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> to note that the next meeting will be held on either 2 or 9 December 2013 (tbc) at Shaw House, Newbury, commencing at 18.30pm 	21.00	(Verbal)

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Minutes of the Council of Governors meeting held on 4 July 2013
Presented by:	Trevor Jones, Chairman
Paper for Debate, Decision or Information:	Approval
Main Aim:	To ensure good governance practice in confirming that the minutes of the 4 July 2013 meeting represent an accurate record of business undertaken
Summary of key points for consideration:	These minutes, in draft form, were initially circulated to governors on 23 July 2013.
Recommendations or Outcome Required :	Approval
Previous Forum:	N/A
Statutory Requirements Met:	N/A
Contact in case of query concerning this paper:	Rachel Jeacock, Assistant Company Secretary, 01869 365029

Unapproved minutes of the seventh meeting of the South Central Ambulance Service NHS Foundation Trust Council of Governors held on Thursday 4 July 2013 at Shaw House, Newbury, Berkshire, RG14 2DR

Present:	Trevor Jones Olukemi Adenubi Paul Carnell Gary Clark Eddie Cottrell Bob Duggan Christina Fowler Melanie Hampton	Chairman Hampshire Constituency Hampshire Constituency Berkshire Constituency Staff Constituency Buckinghamshire Constituency Staff Constituency Berkshire Constituency / Lead Governor (from item 2.1 onwards)
	Keith House	Appointed Partner Governor (until item 2.1)
	Benita Playfoot	Berkshire Constituency (until item 3)
	Allan Read	Hampshire Constituency
	David Ridley	Buckinghamshire Constituency
	Richard Ryan	Hampshire Constituency
	Al Tottle	Hampshire Constituency
	Tim Windsor-Shaw	Oxfordshire Constituency
In attendance:	Will Hancock Ilona Blue Eddie Weiss Professor David Williams John Nichols Steve Garside Rachel Jeacock	Chief Executive Non Executive Director Non Executive Director Non Executive Director Director of 111 Company Secretary Assistant Company Secretary
Apologies rec'd:	Patrick Conafray John Donne Barry Lipscomb Carol Watts Simon Hoare David Chilvers David Palmer Duncan Burke	Oxfordshire Constituency Staff Constituency Appointed Partner Governor Staff Constituency Appointed Partner Governor Appointed Partner Governor Staff Constituency Director of Communications and Engagement

Opening Business

1.1

Apologies for Absence and Chairman's Welcome

The Chairman welcomed all to the meeting and apologies were noted from seven governors.

The Chairman reported that Dr David Chilvers has been appointed to the position of partner governor representing Clinical Commissioning Groups in the south of our area and an induction meeting has been arranged. A process is in place to appoint a representative from the north of our area and it is hoped that details will be confirmed shortly. Steve Garside added that he hopes that the name of the new Local Authority representative will be confirmed on 11 July and details will be shared with the Council of Governors when received.

The Chairman reported that the recent finance workshop for governors had been well received and that further workshops were planned. The Chairman encouraged governors to submit ideas for topics to be covered at workshops to the Company Secretary.

Action 1.1

Governors to forward ideas for subjects to be covered at future governor workshops to the Company Secretary.

The Chairman advised that the next public Board meeting will be held on 31 July 2013 at the Hampshire and Isle of Wight Air Ambulance base in Thruxton. The subsequent meeting on 25 September 2013 will be followed by the Annual General Meeting and the Annual Members Meeting and will be held at the Kassam Stadium in Oxford. The Chairman encouraged all governors to attend this event.

The Chairman reported that the appraisal process for Non Executive Directors had been completed as had his own personal appraisal led by the Senior Independent Director.

The Chairman noted that information had been circulated to the governors giving details of the establishment of Monitor's independent panel for advising governors. This panel can be consulted in the event that a governor(s) considers that the Trust has not acted in accordance with its Constitution and if all internal processes have been exhausted first. A referral also requires the majority of governors to vote in support of it.

The Chairman confirmed that a review of the Council of Governors meetings had been completed and as a result the agenda had been rearranged with the most important items scheduled at the beginning of the agenda followed by an opportunity for the governors to question those Non Executive Directors in attendance. In addition, future meetings will include a section for governors to feedback from events and members meetings they have attended. The Chairman acknowledged that a number of governors had been actively participating in membership events recently.

1.2

Declaration of Governors' Interests

There were no new declarations of interest.

1.3

Minutes of the Council of Governors' meeting held on 15 April 2013

The minutes of the previous meeting were **approved** with one amendment to correct a spelling error on page 2.

1.4

Matters arising from the Council of Governors' meeting held on 15 April 2013

The Company Secretary reported that all matters arising had been completed and encouraged all governors to continue to provide suggestions for improvements to the governors' portal.

Holding the Board of Directors to account for the performance of the Trust

2.1

NHS 111 – SCAS strategy and performance and 2.2a Questions from Governors

John Nichols presented details of the Trust's 111 service, explained its strategic importance to the Trust and the clinical and financial risks involved. The following points were highlighted:

- The service is extremely busy at weekends.
- Phased introduction across Berkshire has been successful with lessons learnt from the experience in Oxfordshire.
- Pass rates to 999 are low compared with other providers.
- Abandonment rates are low and are broadly in line with the key performance indicators.
- There is significant attention from the Department of Health on 111 providers.
- The focus for the Trust is now on improving efficiency with a cost reduction action plan developed concentrating on four major areas.

A range of questions were asked by the governors including the following:

In response to a question from a governor Ilona Blue explained that a warm transfer is when a caller is put directly through to a clinician as opposed to a clinician calling the patient back.

Eddie Weiss advised that it is forecast that the service will receive one million calls per annum which is twice that of the 999 service. Professor David Williams added that the Trust has responded well to the challenge of setting up a new service from a standing start and that the response rate is amongst the best in the country.

Benita Playfoot asked if comparisons had been made between NHS Direct call figures and SCAS 111 figures. Ilona Blue responded that the SCAS 111 service is taking NHS Direct calls as well as calls from other GP out of hours numbers so although comparisons had been made it was difficult to draw any conclusions. Ilona Blue added that she had spoken to call handlers who had already identified patterns regarding health issues presenting at certain times of the day and these will be followed up.

Richard Ryan reported his positive personal experience of using the service and asked what steps were being taken to link with other organisations. Ilona Blue explained that the Trust's ability to provide a good service is dependent on others therefore effort is being made to ensure good linkages. Within Oxfordshire call handlers can book an appointment for you at your GP surgery. This facility is not possible elsewhere but the Trust is engaging in discussions with Clinical Commissioning Groups to implement this capability across the service.

Allan Read asked if there had been any press interest. The Chief Executive reported that the Trust has been actively working with the media and have generated positive articles which have appeared in the local press. He added that media coverage is generally led by the commissioners.

A number of governors reported positive feedback from constituents about the service and were asked to encourage constituents to provide written patient feedback to the Trust.

Christina Fowler asked how the Trust was planning to resolve the four disparate complaints processes. John Nichols reported that the Trust is trying to get clinical commissioners to work collegiately and to this end a Clinical Advisory Group has been set up to look at this and other issues.

Al Tottle asked if the reasons the service was busiest at the weekends were known. Professor David Williams responded that the reasons were many and varied with one of the biggest reasons being convenience.

Gary Clark asked how comfortable the Non Executive Directors were that the cost reduction plan was achievable and was given adequate attention and resources. Eddie Weiss reported that there is some concern about financial results this year and therefore the plan is subject to close scrutiny by the Board. Ilona Blue explained that the Trust is trying to balance average call length, which is currently above plan, with providing a high quality service. Eddie Cottrell added that call length is reducing as call handlers are gaining experience.

Kemi Adenubi asked for clarity on the end dates for the pilots in Oxfordshire and Buckinghamshire and what the next steps would be. John Nichols confirmed that the Oxfordshire pilot concludes in June 2014 and that the Berkshire pilot is for a period of two years with the end date to be confirmed. It is anticipated that a full bidding process will be undertaken at the end of the pilot periods.

Kemi Adenubi asked to what extent the direct booking of appointments at GP practices was in the control of SCAS. Professor David Williams explained that discussions are on-going with Clinical Commissioning Groups as this is something the Trust is keen to do.

Christina Fowler asked if the Trust had any plans to change its operating model from AMPDS to NHS Pathways. John Nichols explained that the Trust is currently considering this and is in the process of undertaking an options appraisal which will be reviewed by the Board as appropriate.

Benita Playfoot asked what provision had been made to demonstrate that the Trust is compliant with CQC as telehealth is a red flag area. The Chief Executive

explained that 111 service is on the risk register and Board Assurance Framework and therefore subject to regular monitoring and review. Further the CQC have visited the Trust and reviewed the service with no issues highlighted. Benita Playfoot agreed to put her question in writing to the Company Secretary to ensure her concerns were adequately addressed.

Action 2.1

Benita Playfoot to forward question regarding CQC compliance to the Company Secretary for a response.

2.2b

Chief Executive's Report and 2.2b – Questions from Governors

The Chief Executive highlighted a range of current issues and developments for the Trust:

- Performance is good with all of the main national response times being successfully achieved.
- Demand is high compared to the same period last year.
- A national-level urgent and emergency care services review steering group has been established with the design principles currently out to consultation.
- The Trust is working hard to build links with Clinical Commissioning Groups, Local Authority colleagues and Health and Well Being Boards and increase their knowledge of the service.
- Sue Byrne will join the Trust on 8 July as Chief Operating Officer. The Executive Team will then be at full complement.

Melanie Hampton asked for an update on hospital handover times. Professor David Williams reported that this remains a challenge and discussions were continuing with acute trusts. In addition the Trust has put on additional crews to ensure ambulance response times are maintained. The Chief Executive added that larger fines can now be levied against acute trusts if waits are over one hour.

Paul Carnell expressed this thanks to the Executive Team for the excellent support to staff and the funeral arrangements following the tragic accident in the New Forest. The Chief Executive confirmed that the police investigation was due to be concluded by the end of July and that the Trust was also conducting its own independent investigation.

Report from the Council of Governor Task and Finish Groups

3.1

Report from the 'Review of the Effectiveness of the CoG' Task and Finish Group

The Company Secretary presented the report from the Task and Finish Group that was established to review the effectiveness of the Council of Governors. The review was split into four areas with recommendations being presented from each of the areas.

The Company Secretary reported that the Trust would review its arrangements for Board meetings to help facilitate governor attendance with consideration being given to some meetings being held outside normal working hours. Governors were encouraged to share views with the Company Secretary on how this could work.

Action 3.1

Governors to share with the Company Secretary ideas to help facilitate governor attendance at Board of Director meetings.

The Company Secretary presented the Charter of Expectations which sets out the types of activities a governor needs to undertake to fulfil their duties and explained the Charter has been split into essential activities and those that are highly desirable.

The Company Secretary confirmed that the review of the Code of Conduct will be undertaken before the forthcoming elections.

Eddie Weiss confirmed that a number of governors had taken up the offer of buddying arrangements with Non Executive Directors. Benita Playfoot explained that she had put herself forward but had not been satisfied with how this was working in practice.

Action 3.2

The Company Secretary to link with Benita Playfoot to resolve issues with Non Executive Director buddying arrangements.

Richard Ryan shared his support for the principles and the importance of recommendation 11 – informal Non Executive Director sessions. Eddie Weiss reflected that the recent finance workshop was a good opportunity to do this.

Turning to section four – representing the interests of members of the public – the Company Secretary reiterated the importance of effective engagement with members now that the membership target had been reached. To this end innovative ways to engage were being developed and a range of suggestions were put forward which will be driven by the Membership and Engagement committee.

Bob Duggan reported that he had recently attended a group of parish council meetings and felt this was a good way to engage with the public.

The Council of Governors noted the report and accepted the 13 recommendations outlined in the report. The governors accepted the Charter of Expectations, noting the importance for each governor to deliver the suggested activities, given the extended statutory duties and learning from Mid Staffordshire.

Reports from Council of Governors Sub Committees**4.1****Report from the Nominations Committee**

The Company Secretary presented the report from the Nominations Committee which covered the proposed process for the recruitment of a Non Executive Director / Audit Committee Chair.

The Chairman confirmed that for this role it was agreed that a financial background was essential, as reflected in the role descriptions which had been developed, but that a mix of skills and personalities is required to achieve a balanced and effective board. The Company Secretary agreed to circulate the Non Executive Director role outlines.

Action 4.1

The Company Secretary to circulate the role outlines for the Non Executive Directors which were agreed at the April Council of Governors meeting.

The Council of Governors supported the proposed process for recruiting a Non Executive Director.

The Council of Governors noted and received the Annual Report and Terms of Reference for the Nominations Committee.

Election Plan

The Company Secretary presented the plan for the future public governor elections including the arrangements for the forthcoming elections and confirmed that all public governors would be appointed to a three year period of office with the maximum period a governor being able to stand being three terms or 9 years.

Christina Fowler asked what the legal procedures were around a runner up being appointed if a successful governor stood down. The Company Secretary explained that the constitution states that a reserve candidate can fill the vacancy if one arises within six months of the retiring governor's date of election.

The Council of Governors supported the Governor Election Plan and noted the process for the forthcoming elections.

4.2

Report from Membership and Engagement Committee

David Ridley presented the report from the Membership and Engagement Committee and reported that the Trust now has 12,596 members with the focus of the committee now shifting to developing and improving engagement with members.

David Ridley informed the group that the Membership and Engagement Strategy was a work in progress and would be updated to reflect the Charter of Expectations and further discussions at the next meeting of the committee. The finalised Strategy will be circulated to governors and uploaded on the portal.

David Ridley reported that the committee had developed a presentation for governors use at membership events. This presentation has been tested with further changes identified in particular to include slides which detail up to date information on membership numbers, performance etc. It was suggested that the presentation could be updated regularly and uploaded on the portal.

The Council of Governors

- ratified the minutes of the meeting held on 22 April 2013.
- noted the annual report and the Chairman stated that he was pleased to see the large number of governors involved.
- approved the changes to the Terms of Reference.

Tim Windsor-Shaw advised the meeting that the committee is currently looking for a new member and requested that any interested governors contact the Assistant Company Secretary for further information.

Action 4.2

Governors who are interested in joining the Membership and Engagement Committee to contact the Assistant Company Secretary for further information.

Items for Information**5.1****Annual Report including Annual Accounts and Annual Quality Report 2012 / 2013**

The Company Secretary presented the Annual Accounts, Auditors Report and Annual Report in line with the statutory duties of the governors to receive these reports.

The Company Secretary reported that good feedback had been received from KPMG on the reports and that they had provided limited assurance, the highest level of assurance, on the Trust's Quality Report. The governors commented that they regarded the Annual Report as a high quality, professional document.

5.2**Process for the Appointment of a Lead Governor from 6 September 2013**

The Company Secretary presented the process for the appointment of a Lead Governor for the period 6 September 2013 to 5 September 2014.

Gary Clark asked if the term of office for the lead governor could be co-terminus with elections to avoid the possibility that a lead governor was appointed and then subsequently not re-elected.

Following discussion it was agreed to extend the existing lead governor's appointment to 31 March 2014 with an election process, involving newly elected governors, taking place during March 2014.

Closing Business**6.1****Any Other Business**

David Ridley acknowledged the members of public that were in the audience and asked that meeting attendees limit the use of acronyms and jargon.

6.2**Date and Time of Next Meeting**

The next meeting was noted as being held on Tuesday 8 October at Shaw House, Newbury commencing at 18.30pm.

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Matters arising from meeting held on 4 July 2013
Presented by:	Steve Garside, Company Secretary
Paper for Debate, Decision or Information:	Information
Main Aim:	To ensure good governance practice in confirming that the action points from the 4 July 2013 Council of Governors meeting are in hand / have been delivered.
Summary of key points for consideration:	<p>There were 6 action points from the Council of Governors meeting on 4 July 2013. Related to these, governors are asked to note that:</p> <ul style="list-style-type: none"> • suggestions for future governor workshops should be submitted to the Company Secretariat • a vacancy remains on the Membership and Engagement Committee; this is open to both elected and appointed governors
Recommendations or Outcome Required :	To note progress with the actions from the previous Council of Governors meeting
Previous Forum:	N/A
Statutory Requirements Met:	N/A
Contact in case of query concerning this paper:	Rachel Jeacock, Assistant Company Secretary, 01869 365029

Enclosure B - Matters Arising Schedule – Council of Governors meeting 8 October 213

ACTIONS AGREED AT 4 JULY 2013 COUNCIL OF GOVERNORS MEETING					
Ref No	Agenda Topic	Summary of Action Required	Lead	Due Date	Status
1.1	Apologies and Welcome	Governors to forward ideas for subjects to be covered at future governor workshops to the Company Secretary	CoG	ASAP	Ongoing; suggestions welcome at any point
2.1	NHS 111 Strategy and Performance	Benita Playfoot to forward question regarding CQC compliance to the Company Secretary for a response	BP	ASAP	Completed – see also CQC update in Chief Executive's Report
3.1	Report from the CoG Task and Finish Group	Governors to share with the Company Secretary ideas to help facilitate governor attendance at Board of Director meetings	CoG	ASAP	Completed; verbal update to be provided as part of the Chairman's Report
3.2	Report from the CoG Task and Finish Group	The Company Secretary to link with Benita Playfoot to resolve issues with Non Executive Director buddying arrangements	SG	ASAP	Completed
4.1	Report from Nominations Committee	The Company Secretary to circulate the role outlines for the Non Executive Directors which were agreed at the April Council of Governors meeting	SG	ASAP	Completed: role outlines circulated 5 September 2013
4.2	Report from Membership and Engagement Committee	Governors who are interested in joining the membership and Engagement Committee to contact the Assistant Company Secretary for further information.	CoG	ASAP	Ongoing; a vacancy remains on the Membership and Engagement Committee – this is open to both elected and appointed governors.

KEY to LEADS

CoG All governors
 BP Benita Playfoot
 SG Steve Garside, Company Secretary

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Recommendation from the Nominations Committee
Presented by:	Trevor Jones, Trust Chair and Chair of the Nominations Committee Melanie Hampton, Lead Governor and Member of the Nominations Committee
Paper for Debate, Decision or Information:	Decision required
Main Aim:	To present a recommendation from the Nominations Committee (NC) regarding the re-appointment of Keith Nuttall (KN) as Non Executive Director and Quality and Safety Committee Chair, following application of the process approved by the Council of Governors in January 2013
Summary of key points for consideration:	<ul style="list-style-type: none"> • KN is one of seven NEDs at SCAS FT, and the CoG approved his appointment to the FT Board of Directors for an initial period of 1 March 2012 to 31 March 2014 (first term) • KN carries out an extensive range of responsibilities and duties, which include chairing the Quality and Safety Committee • KN wishes to continue to serve SCAS beyond 31 March 2014 and this is strongly supported by the Trust Chairman • The NC have considered the request for reappointment, applying the procedure agreed by the CoG in January 2013 (this covers a range of factors, including attendance at meetings, appraisal record and Board 'fit') • The NC make a unanimous recommendation to the full CoG that KN be reappointed as NED and Quality and Safety Committee Chair for a further three year period (i.e. from 1 April 2014 to 31 March 2017) subject to continuation of satisfactory performance for the remainder of 2013/14
Recommendations or Outcome Required :	Agreement to the recommendation from the NC
Previous Forum:	Procedure for the appointment/reappointment of NEDs – approved by CoG, January 2013
Statutory Requirements Met:	The appointment of NEDs is a statutory duty for governors
Contact in case of query concerning this paper:	Steve Garside, Company Secretary, 01869 365032



COUNCIL OF GOVERNORS 8 OCTOBER 2013 (Enc. C)

RECOMMENDATION FROM THE NOMINATIONS COMMITTEE

BACKGROUND

1. The Nominations Committee (NC) is a formal sub-committee of the Council of Governors (CoG), with a current membership, appointed by the CoG, of:
 - Trevor Jones, Trust Chairman and Chair of the Committee
 - Melanie Hampton, Lead Governor
 - Bob Duggan, Public Governor (Buckinghamshire)
 - Eddie Cottrell, Staff Governor
 - Keith House, Appointed Partner Governor (Local Authority)
2. This report covers a recommendation from the NC regarding the reappointment of the current Non Executive Director (NED) and Quality and Safety Committee Chair, Keith Nuttall, which has been considered at recent meetings.

REAPPOINTMENT OF NED AND QUALITY & SAFETY COMMITTEE CHAIR

Background

3. Keith Nuttall (KN) is one of seven NEDs at SCAS, and the CoG approved his appointment to the FT Board of Directors for an initial period of 1 March 2012 to 31 March 2014 when SCAS became an FT.
4. In addition to his NED role, KN also undertakes other specific responsibilities:
 - Chair, Quality and Safety Committee
 - member, Audit Committee
 - NED lead for patient safety
 - support, coaching and mentoring to the Director of Patient Care
 - engagement with Hampshire Local Authorities, Acute and Mental Health sectors
 - NED champion for voluntary car drivers
5. KN has expressed his desire to continue to serve SCAS beyond his current term of office expiry date of 31 March 2014, and this is strongly supported by the Trust Chairman.

The work of the SCAS FT Nominations Committee

6. The CoG approved the policy for the appointment/reappointment of NEDs at its meeting in January 2013. Under the powers delegated to it by the

CoG, the NC has received a recommendation from the Trust Chairman in relation to the reappointment of KN.

7. The NC has taken into account the following, as required by the policy, in considering the proposed reappointment of KN, and making a formal recommendation to the CoG:
 - a summary, from the Chair, of the last three years of appraisal for KN
 - a statement from KN seeking reappointment
 - a summary, from the Company Secretariat, of KNs attendance at Board and Committee meetings over the last twelve months
 - an assessment by the Chair of the balance of skills of the NED team and KNs contribution to this
8. The outcomes of this process are described below.

Previous performance appraisals of KN for the last three years

9. The NC are aware that the SCAS NED appraisal process, agreed with the CoG, has four levels in relation to performance: *outstanding*, *fully satisfactory*, *generally competent with areas for improvement*, and *poor*: and that KN has achieved a rating of *fully satisfactory* for each of the last three years.

A statement from KN seeking reappointment

10. KN wrote to the NC confirming his desire to continue to serve as a NED (and Quality and Safety Committee Chair) at SCAS, and highlighting the skills and expertise he brings to the role.

KN attendance at Board and related meetings

11. The NC noted that during the period 1 September 2012 to 31 August 2013 KN has the following attendance record at key meetings involving the Trust: Public Board (100%), Board Seminars and Workshops (100%), Quality and Safety Committee (100%), Audit Committee (100%) and formal Council of Governors meetings (50% vs an expectation of at least 40% each year).

KN contribution to the Board, including unique skills and expertise

12. The Trust Chairman provided his opinion to the NC on the contribution KN makes to the Trust Board of Directors, in particular highlighting that KN:
 - makes a strong contribution to the Board and, more widely, to the Trust
 - has historical knowledge of the ambulance service nationally which provides a useful insight
 - has empathy with staff and patients, and a particular approach and personality that brings a good balance to the Board
 - is able to commit significant time to the role enabling him to engage widely with stakeholders, both internally and externally
 - has networked widely in the local health community, bringing useful insights to the Trust and helping to build relationships

13. The Trust Chairman is also keen to have some continuity in terms of the NED composition of the Board; SCAS has three relatively new NEDs and three relatively new Executive Directors (KN has served as a NED at SCAS since April 2010).

Other factors relevant to KNs potential reappointment

14. In line with the policy approved by the CoG for the appointment/reappointment of NEDs, additional information was considered as follows:
 - there are no changes to KNs position in terms of his independence and ability to deliver an objective NED role
 - there are no changes to KNs position in terms of the time commitment he is able to give to the role (which exceeds that set out in the NED role description).

Conclusion and recommendation

15. The NC, having considered an application for the reappointment of KN under the approved policy, make the following unanimous recommendation to the CoG:
 - Keith Nuttall be reappointed as NED and Quality and Safety Committee Chair at SCAS FT for a further three year period (i.e. from 1 April 2014 to 31 March 2017) subject to continuation of satisfactory performance for the remainder of 2013/14

16. In the event that the recommendation made by the NC is rejected by the CoG, then a competitive recruitment process will need to take place.

Steve Garside
Company Secretary
19 September 2013

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Cost Improvement Programmes – Ensuring No Adverse Impact for Patients
Presented by:	Will Hancock - Chief Executive; Charles Porter – Director of Finance; Sue Byrne – Chief Operating Officer and Deirdre Thompson, Director of Patient Care
Supported by:	Trevor Jones, Keith Nuttall and Ilona Blue, Non Executive Directors
Paper for Debate, Decision or Information:	Information and discussion
Main Aim:	<ul style="list-style-type: none"> • For the Trust's Directors to explain the approach to identifying and delivering cost improvement programmes and ensuring there is no adverse impact for patients • For the governors to address questions to the Chair and NEDs in attendance on how they seek assurance that the Trust does not compromise the quality and safety of services provided whilst striving to achieve the required efficiency savings
Summary of key points for consideration:	<ul style="list-style-type: none"> • Attached for prior reading is a presentation and supporting appendix from the Lead Directors; an overview of which will be given at the meeting • Governors will be encouraged to direct questions to the NEDs present to ascertain how they seek assurance that the Trust does not compromise the quality and safety of services provided whilst striving to achieve the required efficiency savings
Recommendations or Outcome Required :	The governors understand the challenges associated with identifying and delivering cost improvements. They also gain an understanding of how the NEDs approach the objective of gaining assurance that safe and effective savings continue to be provided.
Previous Forum:	Governors receive details of financial and clinical performance at each CoG meeting
Statutory Requirements Met:	N/A
Contact in case of query concerning this paper:	Steve Garside, Company Secretary, 01869 365032



Cost Improvement Programmes:

Ensuring no adverse impact for patients



Content

- Why do we need Cost Improvement Programmes (CIPs)
- What are the current major CIPs?
- How do we ensure CIPs do not compromise quality and safety
- How do the Board and NEDs gain assurance?
- Questions from governors to the NEDs



Background

Our strategic priorities include:

- Deliver clinical excellence by improving clinical outcomes, ensuring patient safety and providing a positive patient experience

AND

- Deliver value for money and a strong financial standing

Get involved



The Challenge

“Recognising the financial challenges and the significant level of CIPs that need to be delivered, all Boards should assure themselves that where CIPs are being implemented their impact is being assessed on an on-going basis such that the quality of services is being maintained and improved and that the Trust can continue to deliver safe services sustainably”

(Monitor, August 2013)



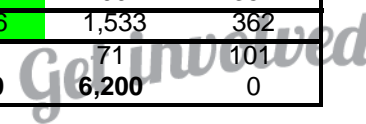
Why do we need CIPs?

- CIPs are needed to offset the impacts of:
 - Inflation (pay and non pay)
 - Cost increases e.g. high clinical negligence premiums
 - Income reduction
- Department of Health requires us to make savings equal to 4% of income each year
- Our 999 contract is currently reduced each year by a deflator of 1.3%
 - This assumes we make 4% cost savings and have inflation of 2.7% (4% less 2.7% = 1.3%)
 - If we don't make the savings we have less money for front line services



What are the current major CIPs?

Project	Month			YTD			Full Year		
	Actual	Budget	Var	Actual	Budget	Var	Forecast	Budget	Var
PTS Hampshire	70	31	39	250	155	95	606	371	235
PTS Berkshire	-12	12	(24)	(20)	60	(80)	(70)	145	(215)
PTS Ox	-14	20	(34)	107	98	9	147	236	(89)
PTS Bucks	-2	13	(15)	(12)	59	(71)	293	204	89
Commercial Training	-6	3	(9)	0	10	(10)	29	58	(29)
Logistic Services	5	5	(0)	61	27	34	64	64	(0)
Management costs	2	0	2	46	0	46	26	0	26
Subtotal Commercial Division	43	84	(41)	432	409	23	1,094	1,077	17
Unsocial Payments	0	48	(48)	0	231	(231)	360	591	(231)
Sickness Saving	57	49	8	159	224	(65)	514	579	(65)
Increase Utilisation	32	32	0	124	96	29	372	343	29
Private providers Mix / price	0	8	(8)	0	76	(76)	217	170	46
Implementation of agency workers	4	12	(9)	4	42	(37)	84	121	(37)
Increase Hear & Treat	(29)	29	(57)	(75)	116	(191)	61	360	(299)
Increase See & Treat	21	19	2	95	99	(4)	240	245	(4)
Reduce Meal Break payments	22	15	7	68	54	14	167	152	14
EOC - Reduce Not Ready Time	5	5	0	49	9	40	81	41	40
EOC - Profile Usage & adjust shift patt	9	9	0	18	(19)	37	82	45	37
OSD / Fleet savings	0	10	(10)	0	50	(50)	110	121	(10)
111 savings	24	111	(87)	48	225	(176)	751	751	(0)
Subtotal A&E	143	345	(202)	491	1,203	(712)	3,038	3,518	(480)
Education and HR	32	32	0	103	99	3	281	278	3
Finance, Estates and Information	7	7	0	41	41	0	83	112	(29)
ICT savings	0	13	(13)	3	25	(22)	127	149	(22)
Properties rationalisation	96	89	7	283	270	13	952	895	57
Other overheads	82	15	68	208	73	135	453	99	354
Subtotal Corporate	218	156	62	639	510	129	1,896	1,533	362
Target/(contingency)							172	71	101
Total	404	585	(182)	1,562	2,121	(559)	6,200	6,200	0





Ensuring CIPs do not compromise quality / safety

- CIPS identified through a joint clinical / operational process (i.e. not finance driven)
- All CIPS subject to an initial quality impact assessment
 - Evidence provided to commissioners
- All CIPs reviewed and sign-off by a senior management led Cost Savings Board
 - Includes senior clinical representation
- Cost Savings Board reviews ongoing progress with delivery of CIPs each month



Ensuring CIPs do not compromise quality / safety

- All CIPs risk assessed using National Patient Safety Association risk matrix
- Overview of CIPs and quality impact undertaken by Executive Team each month
- Integrated Performance Reporting ensures quality and finance not considered in isolation



How do the Board and NEDs gain assurance?

- Monthly IPR – shows Quality Impact Assessment for all CIPs
 - Risk rating, mitigating actions etc
- Monthly Board reporting covering finance and quality indicators
- Assurance from the Quality and Safety Committee
 - Quality/Patient Care representation at Audit Committee meetings, and Finance representation at Quality and Safety Committee meetings
- Other quality / clinical assurance processes



1 to 3
4 to 6
7 to 12
13 plus

Low risk
Moderate risk
Significant risk
High risk

Quality Impact Assessment of the Cost Improvement Programmes 2013-14

Action to Mitigate Downside Scenario	Source of Saving	Quality	Ease	Potential Impact to Quality/Delivery	Risk Rating	Mitigating Actions	Mitigated Risk Level
Unsocial - Reduction in payments (Incl. EOC)	National change in Afc - sickness absence will not attract unsocial payment.	3	3	Potential issues with staff morale if not communicated and consulted / attendance when not well/ spread of infection.	9	Consultation with staff side (unions rejected proposal) / local management by team leaders of staff returning from sick leave to ensure well enough and no infection risk	9
Sickness reduction of 1%	Focus on reducing sickness using Kronos absence module	4	3	Potential issues with staff morale sickness not managed appropriately / attendance when not well/ spread of infection. Resource levels have been planned on the basis of the reduced level of sickness - if this is not achieved then there is a risk around not having sufficient resources to deliver quality and safety to appropriate standards.	12	Consultation with staff side / local management by team leaders of staff returning from sick leave to ensure well enough and no infection risk. Sickness to be monitored weekly and resource levels adjusted through other variable resource if sick levels are higher than plan.	9
Matching supply & demand (UHU)	Applying Unit Hours Utilisation model to optimise resources and further facilitate this through operating of the Urgents Desk in EOC.	5	4	Possible risks to care if resources are too low - long waits are higher than last year	20	Weekly review of the effect of UHU model implementation on performance and quality to ensure that this does not result in an adverse effect on response times and all misses are reviewed in detail.	12
Private Provider cost reduction	Cost saving to be achieved by optimising the mix of vehicles (DCA, dual ECA and RRV) and the best value suppliers.	5	3	Lower cost suppliers may have lower quality of staff, vehicles and reliability.	15	Incident reporting system for adverse events relating to reduced privates or availability to attend. Quality assessment of private providers suppliers by SCAS - surprise visits, review of systems etc. Qlikview monitoring of performance of private providers.	9
Implementation of agency workers	Use of agency staff without vehicles	4	3	Utilisation of agency may result in inconsistent standards of care to patients.	12	Training programme. Work alongside SCAS staff. Quality assurance processes with agency supplying the staff. Agency now in place and working well	9
Increase Hear & Treat	Increase proportion of H&T from 4.7% to 6.2% though increased use of CSD including GP's in EOC.	5	4	Potential patient safety issue if CSD undertake high levels of hear and treat / Incorrect balance of front line vehicles for see and treat and transporting patients / Potential rise in complaints due to increased hear and treat and patient perceptions of wanting an ambulance / Potential negative media coverage from poor patient experiences	20	Monitoring of complaints, feedback and concerns through PERG and IPR. Monitoring of CSD activity and performance through level 2 meetings and through IPR. CSD patient satisfaction survey. Peer review audit in CSD. Refresher training CSD from May 13. GP's in EOC should enhance the level of clinical decision-making.	12
Increase non-conveyance through more see and treat	Increase level of See and Treat by 1%.	5	4	Potential patient safety issue with leaving patients at home that need urgent care and treatment. Failure to align to health community QUIP. Patients not going to most appropriate place for their needs. Staff not confident and not had training applicable to assessment and leaving at home or onward referral to another care pathway. No care pathways available for onward referral. Potential increase in complaints and poor media coverage if patient left at home then deteriorates.	20	GP triage schemes - working with GP commissioners - tracked through meeting minutes and stakeholder calls <ul style="list-style-type: none"> • Locality care plans • Non conveyance work streams outlined in programme - monitored through Executive team • Locality unscheduled care boards - monitored through meeting minutes • Matching of QUIP plans through BPB programme and Re-contact rates measured through IPR • Use of the Clinical Support Desk to undertake complex clinical assessment / increase CSD use 	15
Meal breaks	Manage meal break within window to reduce payments for missed meal breaks.	4	3	Planned savings from 1 May 2013. Inability to reach patients as per need and target affecting outcome and/or experience if staff unavailable. Timing of meal breaks must not impact on availability of staff to respond; potential to increase delays and long waits.	12	This has been modelled on the Optima software and there is no estimated impact on performance (any misses as a result only move to a different time - no overall impact). Monitor long waits and incident reports.	6
EOC Savings - Reduce not ready time	Reduce staff available in EOC from 25% to 20% to align with national averages.	3	2	May reduce wrap up time risking poor documentation and communication	6	Shift mangers monitoring	6
EOC Savings - shifts	New rota July	4	2	Potential to not have sufficient staff across shifts.	8	Modelling against demand rather than flat shift pattern.	6
OSD Payroll savings	Reduce agency costs	4	4	Staff may not be able to access OSD for vehicle repair/maintenance/ moving vehicles as readily resulting in vehicle availability reduction and ability to respond.	16	If there is a quality impact more resources will be taken on which would jeopardise the financial savings in the interest of maintaining quality.	12

111 savings	To bring costs in line with budget	5	3	Risk to delivering performance in 111 services if staff not in post/trained. Patients may not receive timely response resulting in adverse outcome/poor experience.	15	Demand profile rostering using ErlangC model. Monitored daily. Performance monitored - call abandonment/call answering. Incident calls and Datix. Clinical Governance group and reporting SIRI's.	12
Total Commercial CIPs	New drivers at Band 2. Driver training reduced. Lease arrangements for vehicles. Reduce PPs. Reduce absence.	4	3	Potential risk to care from reduction of deliver training and reduced level of resource for private providers.	12	PTS patient satisfaction survey results. Monitor any incidents. Monitor complaints and performance. Reduced length driver course has been comprehensively piloted and is subject to on-going review.	8
Education direct savings	Payments for accommodation for pupils (driving course) to be limited to very long distance staff.	3	2	Potential for students not attending in a timely way if having to travel long distances to course venue or being too tired to engage optimally in the training.	6	Monitoring uptake of training: DNA figures and actions. Instructors can authorise accommodation if travelling time deemed excessive - budget reduced not eliminated entirely.	4
Reduce induction to 1 day	Staff released for 1 day only	4	3	Potential for staff not to meet essential training requirements through local induction or ELearning. Impact could adversely affect patients through poor staff understanding of procedures.	12	Strengthen ELearning for staff and access. Monitor uptake through WFDB. Local induction in workplace. Monitor incidents relating to lack of training/info.	8
Reduce length of training for paramedics (post University)	Reduction of 1 week	5	3	Reducing local induction time may result in poor understanding of local procedures. Impact on Team Leader and Clinical Mentor time	15	Measure quality of student feedback. Monitor patient safety incidents. Monitored through WFDB. Clinical Supervision policy.	9
Reduce length of training for ECA's	Reduce from 5 to 4 weeks	4	3	Reducing training time may increase demands on TL's and CM's	12	Measure quality of student feedback. Monitor patient safety incidents. Monitored through WFDB. ECA supervision plans.	9
Income from TV series	Income	3	1	Reputational risk if SCAS portrayed in unfavourable light.	3	Oversee all TV programmes before release.	2
Payroll negotiation	New Internal Audit Provider. Payroll contract, renegotiation.	1	1	Risk minimal (ensure staff paid correctly - otherwise could adversely affect morale)	1	New payroll provider - monitoring of performance.	2
Stop paying removal expenses	Reduce costs of relocation	2	1	Ability to attract right senior managers to the organisation.	2	Monitor any requests and negotiate individually if required.	2
Reduce CRB costs	Catch up in last FY so lower cost in 2013-14	3	2	Should be no risk as budget should be sufficient to cover all new joiners requiring DBS checks	6	New staff DBS checked as per recruitment process. Action if positive DBS check.	4
Agency savings in PIT	Reduce agency costs	4	3	Ability to extract timely, accurate clinical data. Adversely affecting audit and analysis for contract and service improvements.	12	Recruitment plan for employing substantive staff to replace more expensive agency staff.	9
Wokingham Closure	Virtual EOC savings from reduced use of Wokingham	1	1	No Quality risk identified as Wokingham EOC already closed.	1	No further mitigation required	1
MIS contract (IT)	Cancel contract	3	2	Request for operational information not able to be accessed. Inability to meet FOI requests.	6	Ad hoc requests still possible. PRFs accessible.	4
ICT agency cost reduction		4	2	IT reduction in staff may adversely affect resilience in IT systems affecting dispatch, 111.	8	Recruitment plan in place and most staff are transferring from agency to permanent rather than being new to SCAS.	6
Domestic cleaning costs	Retender	5	3	Reduced cleaning may result in CQC non compliance. Affect working environments in NH and SH.	15	Leadership workarounds. Station cleanliness audits. CQC action plan. Use of facilities. Consultant/adviser used to ensure quality not compromised.	12
Reduce mileage to Northern House	Revised travel rates/excess mileage payments	3	1	Minimal risk to staff retention if staff can no longer afford to pay travel costs once the reimbursement for this ceases.	3	Low risk so no further mitigation required.	2

Average

11

8

Overall rating - Red 1-3, Amber (3-12), Red 13+

A

A

Reds	1	4%
Amber	20	77%
Greens	5	19%
Total	26	100%

Overall

A

Red > 30% Red scores, Green > 70% Green and <10% Reds (but no key indicators), Amber - rest

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Chief Executive's Report
Presented by:	Will Hancock, Chief Executive
Paper for Debate, Decision or Information:	Information
Main Aim:	To update the Council of Governors on a range of issues and developments affecting the Trust, including in relation to current clinical and operational performance (this can be supplemented by the most recent Integrated Performance Report sent to the governors on 18 September)
Summary of key points for consideration:	<p>The report presents a short update on a range of issues including current clinical and operational performance, the tragic New Forest Incident, the Care Quality Commission inspection, NHS111, and Monitor.</p> <p>Governors are encouraged to direct questions on any issues raised by the report to the Non Executive Directors present.</p>
Recommendations or Outcome Required :	Note
Previous Forum:	A Chief Executive's Report is presented at every Council of Governors meeting as a standing agenda item
Statutory Requirements Met:	N/A
Contact in case of query concerning this paper:	Steve Garside, Company Secretary, 01869 365032



ENCLOSURE E - CHIEF EXECUTIVE'S REPORT – 8 OCTOBER 2013

- 1 The purpose of this report is to keep the governors up-to-date on key issues affecting the Trust. Governors are also encouraged to attend Board of Directors meetings and read the associated papers and minutes.
- 2 If there are any major developments arising after the time the meeting papers are circulated I will update the governors verbally at the meeting.

Operational and clinical performance

- 3 We had a very good first quarter in terms of achieving the required levels of performance on the national response time standards (red 1, red 2, and red 19) and, as a result, had a confirmed governance rating from Monitor of 'green'.
- 4 Quarter 2 has proved more challenging, largely due to the extended heatwave period in July, which impacted significantly on demand for our services. Performance improved in August and this has continued throughout September, but at the time of writing there is some risk associated with us delivering the red 2 and red 19 targets for the quarter.
- 5 I hope to be in a position to update you on the quarter 2 out-turn when we meet, but in the meantime I would draw your attention to the extensive Integrated Performance Report which was considered by the Board on 25 September, and circulated to you:

<http://www.southcentralambulance.nhs.uk/assets/board/meeting%20agenda%20and%20papers/september%202013/public%20board%20papers%20-%2025%20september%202013.pdf>

- 6 Our focus is now on quarter 3, which is historically a difficult period for performance, linked to the onset of winter. Our winter plans are developing, drawing on the experiences of previous years, and we have been active in our bids to secure some of the winter funding that commissioners across the region have available to allocate to providers of NHS services.
- 7 Those governors who were present at the Board meeting on 25 September would be aware of the financial challenges that we are facing, primarily linked to providing the necessary level of resources to meet operational demand. We are therefore behind the expected level of surplus for the first five months of the year, but remain confident of achieving the planned position for the full financial year of £1.5m. There is also a challenge in delivering the cost improvement programme (£6.2m) we have set for 2013/14 and therefore we continue to strive to identify other sources where financial efficiency gains can be made – without compromising quality and patient safety.

- 8 You will note in the Integrated Performance Report that our clinical performance remains strong, relative to other Ambulance Trusts, particularly in terms of stroke, STEMI (with percutaneous coronary intervention) and cardiac arrest, although there are areas for further improvement.

Tragic New Forest Incident, April 2013

- 9 As reported at the July meeting, a fatal road collision incident occurred in the New Forest on 26 April, which resulted in the tragic death of our Ambulance Technician, Gillian Randall, and patient Mr Francis Ironside.
- 10 Both Hampshire Constabulary and SCAS have been carrying out investigations into the circumstances surrounding the incident. The SCAS investigation is being carried out by an external, independent Senior Investigating Officer and is progressing to plan. Once the report is finalised, the findings, and any associated action plan, will be presented to the Board.

Other items of interest, not on today's meeting agenda

Care Quality Commission (CQC) visit

- 11 Governors will recall that the CQC identified one minor improvement area around station cleanliness when they carried out their unannounced inspection in November 2012.
- 12 The CQC undertook a further visit on 7 and 8 August where, in addition to a follow-up on infection control (outcome 8), they also reviewed a number of other outcomes (care and welfare; co-operation with other providers; premises; and monitoring the quality of services) as well as discussing general issues such as 111 and hospital handovers.
- 13 I am delighted to inform governors that the CQC, in their subsequent report, have informed us that they now consider us to be fully compliant with all of the essential standards, with no conditions outstanding.
- 14 Whilst this is excellent news for the Trust, and testament to the efforts of our staff, we will not be complacent as we recognise that ensuring ongoing compliance with the standards is challenging and requires a real commitment to continuous improvement.

NHS111

- 15 We continue to receive good feedback in terms of the services we are providing in Oxfordshire, Hampshire and Berkshire. There has been positive media coverage of our services in each of these counties, and we will continue to share this with you to help your membership engagement activities.
- 16 In terms of recent developments, the commissioners in Buckinghamshire have announced that SCAS are their preferred provider of NHS111 services in the county following the decision of NHS Direct to exit the market, and contractual negotiations are currently taking place.

- 17 We are also engaged in discussions with NHS England over providing national NHS111 resilience services over the coming winter period. This is a real demonstration of confidence in the quality of services being provided by SCAS, and I will update you with any further details at the Council of Governors meeting.
- 18 We remain fully committed to the integration of our 111 and 999 services and, with this in mind, we plan to change the current 999 call prioritisation system to NHS Pathways (NHSP). NHSP is already used by SCAS for 111 and moving the 999 business onto the same system will bring a range of benefits both to the organisation and patients, not least in terms of providing emergency call takers with direct, automatic access to a local directory of services.

Health Service Journal Efficiency Award

- 19 We are delighted to have seen off some strong competition to win the Health Service Journal's *Efficiency in Transport and Logistics* efficiency award. Key to this has been the project to implement solar panels on thirty-six of our rapid response vehicles, therefore helping reduce fuel consumption, battery replacement costs and the Trust's carbon footprint.

Executive Team changes and appointment processes

- 20 I am pleased to confirm that since the last Council of Governors meeting, Sue Byrne has started in her role of Chief Operating Officer, and James Underhay has assumed Director level responsibilities for communications and stakeholder engagement.

Annual General Meeting / Members Meeting

- 21 We held a very successful Annual General and Members Meeting on 25 September in Oxford where we were able to highlight some of our achievements over the last twelve months as well as showcase a range of future developments relating to the care we will provide for patients. I would like to express my thanks to the governors who supported the event.

Monitor

- 22 Our current Monitor risk ratings are 'green' for governance and '3' for finance, which is a healthy position based on our performance in quarter 1.
- 23 Monitor have recently introduced a new Risk Assessment Framework (RAF) which will replace the Compliance Framework in assessing the extent to which Foundation Trusts are well governed and operating on a firm financial standing. This new regime will come into effect for the quarter 3 return to be submitted at the end of January 2014; further details about the RAF will be presented to the governors at a meeting before that.

Annual Staff Recognition Awards 2013 ('the Ambies')

- 24 Our 2013 Annual Staff Recognition Awards event (the "Ambies") is taking place on the evening of Thursday 28 November at the Randolph Hotel, Oxford. There is a new category of award this year – the Governors

Ambassador Award – and nominations for all eleven awards have closed with shortlisting due to take place shortly.

Annual Staff Survey 2013

- 25 We will shortly be commencing the latest annual staff survey, where we hope to see continuation of the good results in 2012. The findings will be reported to the Board once the survey is completed and we receive the final report.

Will Hancock, Chief Executive
Steve Garside, Company Secretary
30 September 2013

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Report from the Membership and Engagement Committee
Presented by:	David Ridley, Chair of the Membership and Engagement Committee
Paper for Debate, Decision or Information:	Receive for information
Main Aim:	To present the minutes of the Membership and Engagement Committee meeting held on 10 July 2013.
Summary of key points for consideration:	A more substantive discussion around membership and engagement will take place at the December meeting
Recommendations or Outcome Required :	The Council of Governors to <u>note</u> the minutes from the 10 July meeting of the Membership and Engagement Committee and the focus on membership and engagement at the next meeting of the Council of Governors.
Previous Forum:	Updates from the Membership and Engagement Committee are presented at all Council of Governors meetings.
Statutory Requirements Met:	None
Contact in case of query concerning this paper:	Rachel Jeacock, Assistant Company Secretary, 01869 365029



Draft minutes of the seventh meeting of the South Central Ambulance Service NHS Foundation Trust Membership and Engagement Committee held on 10 July 2013 at Southern House, Otterbourne, Hampshire

Present: David Ridley, Public Governor (Buckinghamshire) and Committee Chair
Bob Duggan, Public Governor (Buckinghamshire)
Barry Lipscomb, Partner Governor
Gary Clark, Public Governor (Berkshire)
Allan Read, Public Governor (Hampshire)
Richard Ryan, Public Governor (Hampshire)

In attendance: Duncan Burke, Director of Communications and Public Engagement
Rachel Jeacock, Assistant Company Secretary
Monica Moro, Membership Officer

Apologies: Tim Windsor-Shaw, Public Governor (Oxfordshire)
Patrick Conafray, Public Governor (Oxfordshire)

Not present: Carol Watts, Staff Governor

MEC13/012

Chair's Welcome and Apologies for Absence

The Chair welcomed all present to the meeting and apologies were noted from two governors: Patrick Conafray and Tim Windsor-Shaw.

The group noted that Carol Watts was not in attendance and had missed the previous meeting. David Ridley agreed to contact Carol Watts to establish if there were any reasons affecting her attendance.

Action 13/012

David Ridley to contact Carol Watts to establish if there are any reasons affecting her attendance at committee meetings.

MEC13/013

Declaration of Interests

There were no new declarations of interest.

MEC13/014

Minutes from Meeting of 22 April 2013

The minutes of the meeting held on 22 April 2013 were approved without amendment.

MEC13/015

Matters Arising from Meeting of 22 April 2013

David Ridley presented the matters arising schedule reporting progress against the action points from the April meeting, with the committee discussing the following:

- No suggestions for meeting venues in Oxfordshire have been put forward and these will be requested by Monica Moro.
- Monica Moro will meet with Caroline Rouse from Oxford Universities Hospital Trust in the next week to take forward the suggestion of holding joint meetings.
- The Terms of Reference were amended and subsequently approved at the Council of Governors meeting on 4 July 2013.
- Additional membership for the committee has been sought with no representative forthcoming at present. David Ridley agreed to send a further email to governors seeking representation on the committee and if no governor's volunteer at this time will try again when new governors are appointed early in the New Year.

Action 13/015a

Monica Moro to contact Tim Windsor Shaw and Patrick Conafray to obtain suggestions for meeting venues in Oxfordshire.

Action 13/015b

David Ridley to email governors seeking representation on the membership and engagement committee.

MEC13/016

Overview of current membership position

Monica Moro presented details of the latest membership position, advising that the Trust had now exceeded its target by 596 members and highlighted the following:

- Concentrated recruitment effort in Hampshire has increased membership to 4,766 (99%).
- Individuals of Pakistani, Chinese and Indian origin remain under represented with membership events to target these groups being organised including linking in with Radio Awaaz.

Barry Lipscomb reported that the Air Ambulance is also working with Radio Awaaz and suggested that consideration should be given to joint working.

Action 13/016

Monica Moro to link with Barry Lipscomb / Air Ambulance colleagues to consider the possibility of undertaking joint working with Radio Awaaz.

MEC13/017

Strategy for Membership Numbers

Monica Moro reported that the Trust was previously required to set a membership target by Monitor but this was no longer necessary now that the target membership number had been reached. It was acknowledged that the focus would shift to maintaining membership numbers and engaging with existing members.

Gary Clark asked what the mechanism was for losing members and how the Trust were notified.

Duncan Burke confirmed that the Trust is notified directly of deaths with the membership database being updated as appropriate but that it is the responsibility of individual members to advise the Trust if they move out of area or no longer wish to continue to be a member.

MEC13/018

Mock Presentation

Duncan Burke confirmed that the look and feel of the presentation is in line with the corporate style and could therefore not be changed. In addition no 'area' specific presentations will be produced with the presenter needing to collect the most up to date local facts and figures in advance of the meeting / event. It was agreed that a checklist would be produced to aid governors in their preparation ahead of using the presentation at events.

Action 13/018a

Rachel Jeacock to produce a checklist for governors to ensure they are adequately prepared in advanced of engagement events, to be shared with members of the committee for comments.

David Ridley went through the presentation with amendments to slides agreed by those present. Duncan Burke agreed to make requested changes to the presentation and return to David Ridley by week ending 19 July. It was agreed that the presentation would then be circulated to all governors on disc by the Assistant Company, with a covering note from David Ridley.

Action 13/018b

Duncan Burke to make agreed changes to the presentation and return to David Ridley for final approval.

Action 13/018b

Rachel Jeacock to provide a copy of the presentation on disc to all Governors to be circulated with the checklist and a covering letter from David Ridley.

MEC13/019

Review of Engagement Activities

Monica Moro reported that there were a number of different engagement activities being undertaken by governors with different ideas being used to encourage participation such as CFRs being in attendance.

It was agreed that Monica Moro and Rachel Jeacock would meet to review and evaluate the effectiveness of engagement events taken place to date and identify any methods that are particularly successful.

Action 13/019

Monica Moro and Rachel Jeacock to meet to review and evaluate the effectiveness of engagement events and identify methods that are working well.

MEC13/020

Patient Forum

Monica Moro confirmed that Patient Forums would be held quarterly in each of the four counties with a lead governor being appointed for each county by self-nomination. The lead governor would be responsible for chairing their relevant constituency patient forum and a vice chair will be nominated by each forum group.

Monica Moro explained that the aim of the patient forums was to provide a stronger link between the Trust and their members and improve communication by keeping local people informed of any changes and gathering feedback on existing services.

Monica Moro agreed to share details of patient forums with all governors including details of the inaugural patient forum taking place in the Buckinghamshire constituency on 3 September.

Action 13/020

Monica Moro to circulate details of patient forums to all governors including details of the inaugural patient forum taking place in Buckinghamshire on 3 September 2013 and a request for governors to nominate themselves to take a lead for patient forums in their constituency.

Monica Moro confirmed that Terms of Reference for patient forums are currently being drawn up and will be circulated when finalised.

MEC13/021

Results of Membership Satisfaction and Patient Care Survey

Monica Moro presented the results of the membership satisfaction and patient care survey and confirmed that action plans will be produced to address areas of poor performance / take forward suggestions.

David Ridley asked if the information could be presented in a different format to allow easy reading of the results. Monica Moro agreed to produce in bullet point style and to share with all governors and confirmed that the information would be included in the forthcoming edition of Foundation Times.

Action 13/021

Monica Moro to produce sheet detailing the results of the Membership Satisfaction and Patient Care Survey in bullet point format and circulate to all governors.

MEC13/022**Annual General Meeting / Annual Members Meeting**

Rachel Jeacock presented the draft agenda for the Annual General Meeting and Annual Members Meeting taking place on 25 September 2013 at the Kassam Stadium in Oxford and encouraged all governors to attend.

Rachel Jeacock confirmed that Melanie Hampton will present an overview of the first year of the Council of Governors to the meeting.

MEC13/023**Any Other Business**

Allan Read asked if consideration could be given to reducing the lower age limit for junior members to 10 and asked for the item to be included on the agenda for the next meeting.

Monica Moro reported the difficulties currently experienced in recruiting junior members and confirmed that this would involve a change to the constitution.

MEC 13/023

Rachel Jeacock to add junior membership as an item for discussion at the next meeting of the Membership and Engagement Committee with members asked to bring their thoughts on reducing the lower age limit to the meeting.

MEC13/024**Date of Next Meeting**

The date of the next meeting was confirmed as Wednesday 2 October from 6pm at Northern House.

COUNCIL OF GOVERNORS

Meeting:	Council of Governors
Date of Meeting:	8 October 2013
Title of Paper:	Update on Public Governor Election Process
Presented by:	Rachel Jeacock, Assistant Company Secretary
Paper for Debate, Decision or Information:	Receive for information
Main Aim:	To present an update on the forthcoming public governor election process.
Summary of key points for consideration:	The report presents details of the forthcoming elections including actions required by existing governors who would like to stand for re-election.
Recommendations or Outcome Required :	The Council of Governors to note the timescales for the public governor election process.
Previous Forum:	Updates provided at the April and July Council of Governor meetings.
Statutory Requirements Met:	None
Contact in case of query concerning this paper:	Rachel Jeacock, Assistant Company Secretary, 01869 365029



COUNCIL OF GOVERNORS 8 OCTOBER 2013 (Enc. G)

UPDATE ON PUBLIC GOVERNOR ELECTION PROCESS

Background

1. Elections will be starting in October to recruit public governors to positions across all our public membership constituencies as below:
 - Two in Berkshire
 - Two in Buckinghamshire
 - Four in Hampshire
 - Two in Oxfordshire

2. Eight governors (one of whom has since resigned from the CoG) were originally appointed to a two year term of office when SCAS became a Foundation Trust and their period of office will expire on 28 February 2014. The election will appoint to these positions as well as the vacancies that have arisen as a result of previous resignations from the Council (making ten in total).

3. Those candidates who receive the highest number of votes will be elected to the currently vacant positions and will take up their post on 1 January 2014, unless the candidate with the highest votes is an existing Governor, in which case the second highest will be appointed. The remainder will start (or continue with a new term) in office from 1 March 2014.

Election Timetable

4. The table below details the key stages of the autumn 2013 election process for both existing governors and aspirant governors.

	Date
Aspiring Governors Workshops	16 & 19 September 2013
Notice of Election published	16 October 2013
Nomination forms available (Governors will be able to update their nomination form)	16 October 2013
Deadline for receipt of nominations	31 October 2013
Publication of nominated candidates	1 November 2013
Final date for candidate withdrawal	5 November 2013
Voting packs dispatched to members	20 November 2013
Closing date for election	10 December 2013
Results published	11 December 2013

5. Governors will need to complete the nomination form which will also include details of their attendance at Council of Governor meetings, and the formal sub-committee meetings (Membership and Engagement Committee and Nominations Committee).

6. Governors are reminded to follow the guidance notes for completing their election statement which will need to be returned (via email or post) to the Electoral Reform Service by 5pm on 31 October.

Recommendations

7. The Council of Governors are asked to:
 - Note the report and timescales for the forthcoming elections

Rachel Jeacock, Assistant Company Secretary
27 September 2013