



# COUNCIL OF GOVERNORS MEETING

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

- DATE:** Monday 5 October 2015
- TIME:** 18.30pm to 21.00pm
- VENUE:** Dolman Room 1 (1<sup>st</sup> Floor)  
Shaw House  
Church Road  
Newbury  
Berkshire RG14 2DR
- STATUS:** Meeting in public
- CHAIR OF MEETING:** Trevor Jones, Trust Chairman
- GOVERNORS:** See Members of the Council of Governors (overleaf)
- IN ATTENDANCE:** Alastair Mitchell-Baker, Non Executive Director/SID  
Mike Hawker, Non Executive Director  
Will Hancock, Chief Executive  
Charles Porter, Director of Finance  
Sue Byrne, Chief Operating Officer  
Deirdre Thompson, Director of Patient Care  
Steve Garside, Company Secretary
- APOLOGIES:** James Birdseye, Staff Governor  
Andy Bartlett, Public Governor  
David Burbage, Partner Governor  
Jan Warwick, Partner Governor
- \*\*\*\*\*
- FUTURE MEETING DATES:** Wednesday 25 November 2015 – Shaw House (public)  
Thursday 7 January 2016, Shaw House (private)  
Monday 25 January 2016, Shaw House (public)

<b>Current Members of the Council of Governors</b>	
<b>(Vacancies - Elected Public Governors – Oxfordshire x 1)</b>	
Andy Bartlett	Elected Public Governor – Hampshire
James Birdseye	Elected Staff Governor – 999 Operations - North
David Burbage	Appointed Partner Governor (Local Authority)
Paul Carnell	Elected Public Governor - Hampshire
Sabrina Chetcuti	Appointed Partner Governor (CCGs – North)
David Chilvers	Appointed Partner Governor (CCGs – South)
Richard Coates	Elected Public Governor – Hampshire
Jonathan Cotterell	Elected Public Governor – Hampshire
Bob Duggan	Elected Public Governor – Buckinghamshire (Lead)
Michele Foote	Elected Staff Governor – Contact Centres inc. 111 & EOC
Colin Godbold	Elected Public Governor – Berkshire
Ian Hammond	Elected Public Governor – Berkshire
Keith House	Appointed Partner Governor (Local Authority)
Dave Johnson	Elected Public Governor – Buckinghamshire
Barry Lipscomb	Elected Public Governor – Hampshire
Katharine Naylor	Elected Staff Governor – PTS and Logistics Field Staff
David Palmer	Elected Staff Governor – 999 Operations - South
Tony Peirson	Elected Public Governor – Buckinghamshire
Ray Rowsell	Elected Public Governor – Hampshire
Debbie Scott	Elected Staff Governor – Corporate/support/other
Martin Shea	Elected Public Governor – Berkshire
Sue Thomas	Appointed Partner Governor (Air Ambulance Charities)
Jan Warwick	Appointed Partner Governor (Local Authority)
Emily Williams	Elected Public Governor – Oxfordshire
Tim Windsor-Shaw	Elected Public Governor - Oxfordshire

## AGENDA – COUNCIL OF GOVERNORS – 5 OCTOBER 2015

18.30pm – 21.00pm, Dolman Room 1, Shaw House, Church Road, Newbury, RG14 2DR

\*\*\*GOVERNORS TO DIRECT QUESTIONS / COMMENTS THROUGH THE CHAIR\*\*\*

No.	Item	Time	Enclosures
<b>1.</b>	<b>OPENING BUSINESS</b>		
1.1	<b>Chairman's Introduction, including apologies for absence</b> <i>(Trevor Jones – Chairman)</i>	18.30	(Verbal)
1.2	<b>Declaration of Interests</b> <i>(Trevor Jones – Chairman)</i>	18.40	(Verbal)
1.3	<b>Approval of minutes of the meeting held on 1 July 2015</b> <i>(Trevor Jones – Chairman)</i>	18.41	Enc. A
1.4	<b>Matters arising from the meeting held on 1 July 2015</b> <i>(Steve Garside – Company Secretary)</i>	18.42	Enc. B
<b>2.</b>	<b>HOLDING THE BOARD TO ACCOUNT FOR THE PERFORMANCE OF THE TRUST, VIA THE NEDS</b>		
2.1	<b>Operational, Clinical and Financial Performance Update</b> <i>(Will Hancock, Chief Executive; Sue Byrne, Chief Operating Officer; Deirdre Thompson, Director of Patient Care; Charles Porter, Director of Finance)</i> <ul style="list-style-type: none"> <li>to receive a presentation on the Trust's current operational and clinical performance, and the associated financial implications, including details of the improvement actions for the rest of the year</li> </ul>	18.45*	Enc. C
2.2	<b>Chief Executive's Report</b> <i>(Will Hancock, Chief Executive)</i> <ul style="list-style-type: none"> <li>to receive a written report from the Chief Executive on key current issues</li> </ul>	19.25*	Enc. D
2.3	<b>Non Executive Directors Activities</b> <i>(Alastair Mitchell-Baker, NED)</i> <ul style="list-style-type: none"> <li>an overview from Alastair Mitchell-Baker, NED, of activities undertaken over the past three months</li> </ul>	19.50	Enc. E
<b>3.</b>	<b>REPORTS FROM THE COUNCIL OF GOVERNORS' SUB COMMITTEES</b>		
3.1	<b>Report from the Nominations Committee</b> <i>(Trevor Jones – Chair of Nominations Committee)</i> <ul style="list-style-type: none"> <li>to receive an update on the work of the sub-committee</li> </ul>	20.00	Enc. F
3.2	<b>Report from the Membership and Engagement Committee</b> <i>(Sue Thomas – Deputy Chair of Membership and Engagement Committee)</i> <ul style="list-style-type: none"> <li>to receive an update on the work of the sub-committee</li> </ul>	20.10	Enc. G
<b>4.</b>	<b>ITEMS FOR INFORMATION / NOTING</b>		
4.1	<b>Governor Activities</b> <i>(Governors)</i> <ul style="list-style-type: none"> <li>to receive feedback on recent activities undertaken by governors</li> </ul>	20.15	(Verbal)

No.	Item	Time	Enclosures
4.2	<b>External Audit</b> <i>(Jon Brown – KPMG)</i> <ul style="list-style-type: none"> <li>• to receive an overview from KPMG of their 2015/16 external audit programme for SCAS</li> </ul>	20.25*	Enc. H
<b>5. CLOSING BUSINESS</b>			
5.1	<b>Any Other Business</b> <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> <li>• 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</li> </ul>	20.45	(Verbal)
5.2	<b>Date and Time of Next Meeting</b> <i>(Trevor Jones – Chairman)</i> <ul style="list-style-type: none"> <li>• to note that the next formal meeting will be held on Wednesday 25 November 2015 at Shaw House, Newbury, commencing at 18.30pm</li> </ul>	21.00	(Verbal)

\* priority items

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	Minutes of the previous Council of Governors meeting held on 1 July 2015
<b>Presented by:</b>	Trevor Jones, Chairman
<b>Paper for Debate, Decision or Information:</b>	Approval
<b>Main Aim:</b>	To ensure good governance practice in confirming that the minutes of the 1 July 2015 meeting represent an accurate record of business undertaken
<b>Summary of key points for consideration:</b>	These minutes, in draft form, were initially circulated to governors on 13 July 2015.
<b>Recommendations or Outcome Required :</b>	Approval
<b>Previous Forum:</b>	N/A
<b>Statutory Requirements Met:</b>	N/A
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032

**ENCLOSURE A**

**Unapproved minutes of the seventeenth meeting of the South Central Ambulance Service NHS Foundation Trust Council of Governors (CoG) held on Wednesday 1 July 2015 at Shaw House, Newbury**

**Present:**

Trevor Jones (Chairman), Andy Bartlett (Elected Public Governor – Hampshire), Paul Carnell (Hampshire Constituency), Sabrina Chetcuti (Appointed Partner Governor (CCG)), Jon Cotterell (Hampshire Constituency), Bob Duggan (Buckinghamshire Constituency and Lead Governor), Michele Foote (Elected Staff Governor – Contact Centres inc. 111 & EOC), Ian Hammond (Berkshire Constituency), Dave Johnson (Buckinghamshire Constituency), David Palmer (Staff Constituency), David Ridley (Buckinghamshire Constituency), Ray Rowsell (Elected Public Governor – Hampshire), Debbie Scott (Elected Staff Governor – Corporate/support/other), Martin Shea (Elected Public Governor – Berkshire), Sue Thomas (Appointed Partner Governor - Charity), Jan Warwick (Appointed Partner Governor (LA)), Emily Williams (Elected Public Governor – Oxfordshire), Tim Windsor-Shaw (Oxfordshire Constituency)

**In attendance – Directors/Executives:**

Ilona Blue (NED), Professor David Williams (NED), Will Hancock (Chief Executive), Charles Porter (Director of Finance), Steve Garside (Company Secretary), Sharon Walters (Director of Human Resources), Steve West (Operations Director – North)

**Apologies rec'd:** James Birdseye (Elected Staff Governor – 999 Operations – North), Councillor David Burbage (Appointed Partner Governor (LA)), Colin Godbold (Elected Public Governor – Berkshire), Keith House (Appointed Partner Governor (LA)), Katharine Naylor (Elected Staff Governor – PTS and Logistics Field Staff),

**Not present:** David Chilvers (Appointed Partner Governor (CCG))

**Opening Business**

**1.1 - Chairman's Introduction, including Apologies for Absence**

Apologies were noted from five governors, as recorded in the minutes.

The Chairman stated that the meeting would begin with a focus on the emerging issue of the Daily Telegraph media coverage, and the articles that the paper had carried earlier in the day.

The Chief Executive provided some background to the events that had unfolded, advising that the Trust were treating the issues raised very seriously and that a SIRI investigation process had been initiated to consider them. He added that a range of allegations had been made, largely relating to systems and processes in the Emergency Operations Centre.

The Chief Executive detailed how the Trust was responding to the media coverage, both in terms of its dealings with the paper, and communication with staff and other key stakeholders.

The CoG extensively discussed a range of issues, including the whistleblowing process, the arrangements for the investigation, the Trust's duty of candour to patients, mechanisms for supporting staff, and the need for SCAS to continue to engage proactively with the public to reinforce the good performance of its NHS111 services.

In conclusion, the Chairman stated that the issues raised by the Daily Telegraph would be investigated thoroughly, any appropriate learning would be identified and actioned, and SCAS would continue to emphasise its strengths when dealing with the media and other stakeholders.

**Action 1.1a**

Steve Garside to share with the governors details of the Trust's stakeholder engagement and communications briefings in response to the Daily Telegraph reporting, and to keep the CoG up-to-date on the emerging position.

The Chairman updated the CoG on a range of other issues:

- a very successful CoG/Board workshop had been held in June to consider the Trust's commercial strategy
- Mike Shread, Oxfordshire Public Governor, had tendered his resignation due to poor health and a relocation outside of the South Central region
- Sharon Walters, Director of Human Resources, would be taking early retirement in September, with Melanie Saunders acting up as Director in the intervening period
- the Board assessment and development process had now been completed, with the final report considered at the May public Board meeting. This had largely been positive about the functioning of the Board, with some relatively minor improvement areas identified
- implementation of the Trust's strategy was continuing, with particular focus on expanding charitable activities. The Chairman, on behalf of Keith Nuttall, expressed his thanks to Sue Thomas for the advice she had given around a Chief Executive role for the SCAS Charity
- the Board had approved the establishment of a subsidiary company, wholly owned by SCAS, to host the Trust's fleet management operations. The Chairman highlighted some of the operational and financial benefits of having this separation. He added that the company, although non-NHS in terms of its legal status, would be wholly owned by SCAS and ultimately carrying out work relating to delivery of the Trust's core NHS business

The Chairman explained that Monitor had been consulted over the proposals, and deemed these not to represent a "significant transaction". Ilona Blue provided an overview of the extensive due diligence process the Board had undertaken in approving the establishment of the company.

A number of governors stated they considered this to be a positive development, given the importance of fleet to the business. In response to a question about timescales, Charles Porter advised that the plan was to begin consultation with directly affected staff in late July with a view to the subsidiary company being operational from September/October 2015.

Sharon Walters explained that relevant staff would be TUPE transferred across from SCAS to the subsidiary company on existing NHS terms and conditions.

- there had been some recent announcements from the Secretary of State regarding very senior managers pay, the use of consultants and agency staff, and off-payroll arrangements. The Chairman advised that the Remuneration Committee had undertaken a robust review of these matters within the Trust and that SCAS was in a very positive position

- finally, the Chairman informed the CoG that a governor had raised a suggestion of carrying out a governor skills audit so that the Trust could have a clearer view of the range of skills and expertise amongst the current governors. There was support for this, and Steve Garside agreed to instigate a simple procedure to collate the relevant information

**Action 1.1b**

Steve Garside to collate information on the governors' various skills, expertise and experience.

**1.2 - Declaration of Governors' Interests**

Jon Cotterell advised that he had recently become a Parish Councillor, and had provided details to the Company Secretariat.

**1.3 - Minutes of the Council of Governors' meeting held on 16 March 2015**

The minutes were approved without amendment.

**1.4 - Matters arising from the Council of Governors' meeting held on 16 March 2015**

Steve Garside explained that consideration needed to be given to the three current public governor vacancies, and highlighted the two applicable options under the Trust Constitution (hold the vacancies or run elections as soon as practicably possible).

The CoG noted that elections were not due to be held until late 2016 and that, given the costs involved in holding them, an alternative solution should be identified. It was agreed that some greater flexibility would be provided by adjusting the current rules in the Constitution regarding reserved candidacy. After some deliberations, it was agreed to **approve** some constitutional amendments such that:

*"Where an elected Public Governor or Staff Governor ceases to hold office within eighteen months of the start of their term of office following election the Trust shall offer the candidate who secured the next highest number of votes in the last election, for the class or Constituency in which the vacancy has arisen ('the Reserve Candidate'), the opportunity to assume the vacant office for the unexpired balance of the departing Governor's term of office".*

Steve Garside was asked to facilitate a process for the Board to also consider the proposed amendments to the Constitution.

**Action 1.4a**

Steve Garside to request that the Board approves the proposed changes to the Trust Constitution (as approved by the CoG) to the reserve candidacy rules for filling governor vacancies.

It was noted that, subject to the Board approving the proposed changes to the reserve candidacy rules, an attempt could then be made to fill some of three current public governor vacancies.

**Action 1.4b**

Subject to the Board approving the proposed changes to the reserve candidacy rules, Steve Garside to attempt to fill some of the three current public governor vacancies on this basis.



## **2.1 – SCAS Workforce Action Plan**

The Chairman opened the item by explaining that workforce was the most pressing issue for the Trust currently, and was being discussed by the Board at every meeting.

The paper was taken as read, and a range of questions were asked/issues discussed, including:

- banding of paramedic role – in response to a question from Paul Carnell, Sharon Walters explained that a national review of the paramedic role/pay banding was currently being undertaken
- training and education – Ilona Blue explained that one of the key challenges associated with the Trust's ambitious plans to recruit more staff, was the availability of the required level of training and education
- mandatory training and appraisal – Ray Rowsell commented that the take-up of mandatory training and the delivery of appraisals appeared to be a long-standing issue. Steve West explained some of the challenges around this, including the impact of operational demand. The NEDs confirmed that this issue was very much on their radar, and the Chairman acknowledged that periods of lower demand allowed an opportunity for staff to catch-up on training and appraisals
- staff retention – Debbie Scott asked whether the NEDs had any oversight of the outcomes of exit interviews. Ilona Blue responded that this issue had been considered at a recent Board Seminar, and it was clear that there were a range of reasons for staff leaving. She added that there was also a lack of data, although the Trust had upped their efforts in trying to ask leavers to complete and return exit forms
- rota reviews – Paul Carnell observed that there appeared to be frequent reviews of the rotas in the South. The Chairman explained that it would be unacceptable to review the rotas every two or three months, but that they did need to be reviewed fairly regularly in light of changes in demand and patient need

It was agreed that workforce would feature again on a future CoG meeting agenda.

## **2.2 – Chief Executive's Report**

The Chief Executive highlighted the range of national policy developments that had emerged since the General Election. He explained that one related to a review of ambulance national response time standards, and that South West Ambulance Service were piloting a different approach to the red 2 (8 minute) target, where 180 seconds rather than 60 seconds were being allowed for the triage stage of the process.

The Chief Executive informed the Board that other sites were being looked at in terms of extending the pilot. The SCAS Board had held an initial discussion, but were keen to know more about the findings from the South West, as well as understand what Monitor's view would be if the pilot had a detrimental impact on performance against the 75% target.

The Chief Executive responded to a question about the Early Bird GP pilot (this had been very positively received throughout the Winter) and David Palmer commented that ePR was not working effectively in South East Hampshire due to certain hospitals not being ready to accept data in this way.

Charles Porter provided an update on the current financial position, advising that a cumulative deficit of £760k had developed after the first two months of the year, due largely to reduced activity. He added that a detailed action plan was in place, focused on securing additional income and reducing costs.

## **Reports from the Council of Governors' Sub Committees**

### **3.1 – Report from the Nominations Committee**

The Chairman provided an update on progress with the process for appointing new Non Executive Directors in 2015, advising that recruitment and selection advisers had now been appointed, and that an advertisement was likely to be published in September, following development of the specification.

The Chairman explained the recommendation that was being made by the Nominations Committee in relation to extending Alastair Mitchell-Baker's term of office. The CoG **approved** the recommendation to extend the term of office by a maximum of twelve months to allow him to oversee the process for appointing a replacement Chairman.

The CoG also **approved** some minor changes to the Nominations Committee terms of reference in relation to the fit and proper person requirements.

### **3.2 – Report from the Membership and Engagement Committee**

The CoG noted the minutes of the recent Membership and Engagement Committee meeting, and the changes that had taken place in the committee membership. David Ridley advised that Sue Thomas had been appointed as Deputy Chair for the committee.

## **Items for Decision/Information / Noting**

### **4.1 – Governor Activities**

Jon Cotterell provided feedback on his recent attendance at the NHS Providers Annual Governance Conference, highlighting the opportunity it had provided to network with other governors. Steve Garside agreed to re-send all governors a link to the NHS Providers website, which includes a range of information that governors may find useful.

#### **Action 4.1**

Steve Garside to send governors a link to the NHS Providers website.

Paul Carnell advised that he had attended an Armed Forces event in Hampshire at the weekend, as part of his member and public engagement activity, and that this had included a very professional display from both SCAS frontline and PTS staff.

David Ridley, noting the feedback from Paul Carnell, highlighted the benefit of having SCAS frontline resources (e.g. staff, vehicles etc) available at engagement events.

### **4.2 – Annual Accounts and Annual Report 2014/15 including Auditors' Reports**

The CoG received the Trust's 2014/15 Annual Report, including Annual Accounts, and the associated external audit reports.

Professor David Williams took the CoG through the external audit findings following their review of the (governor selected) long waits indicator, explaining that three helpful recommendations had been made. He advised that the Quality and Safety Committee were due to carry out a deep-dive review into long waits at their next meeting, and that the outcomes would be reported back to the CoG at the meeting on 5 October 2015.

#### **Action 4.2**

Steve Garside to update the CoG on the outcomes of the Quality and Safety Committee deep-dive review into long waits at the next CoG meeting on 5 October 2015.

### **4.3 – Council of Governors Review 2014/15**

The annual Council of Governors Review for 2014/15 was noted, and the priorities for 2015/16 were agreed.

## **Closing Business**

### **5.1 - Any Other Business**

Steve Garside advised that he had been notified of three items of other business:

- Jan Warwick had raised some concerns regarding the availability of promotional materials at engagement events; Steve Garside responded that this issue was due to be discussed at the next Membership and Engagement Committee meeting
- Michele Foote had raised the issue of the impact on staff of stepping down private providers, as well as the detrimental effect it appeared to have on long waits. Ilona Blue stated that the Board had discussed this issue last week, noting the importance of the work the executive were undertaking to more closely allocate resources in line with demand.
- Michele Foote had also flagged a question about clinical triage and the use of NHS Pathways. Professor Williams discussed the background to the nationally tested Pathways system, urging caution against assuming that clinical judgement would be superior to an evidence-based approach to clinical assessment. The Chairman stated that this was an issue the Quality and Safety Committee would be looking at as part of a deep-dive review.

Ray Rowsell advised that, in terms of support for engagement events, he had not been issued with any clothing or equipment that identified himself as representing SCAS. David Ridley stated that this would be considered at the next Membership and Engagement Committee meeting.

### **5.2 - Date and Time of Next Meeting**

It was noted that the next formal Council of Governors meeting would be held on 5 October 2015; in the intervening period, Steve Garside agreed to keep the governors updated on the Daily Telegraph reporting and NED recruitment process.

## **Air Ambulance Charities presentation**

### **6.1 – Presentation**

The Chairman welcomed Marcus De Ferranti and Alex Lochrane (Chair and Chief Executive of Hampshire and Isle of Wight Air Ambulance Charity), Mark McGeown (Chief Executive of Thames Valley and Chiltern Air Ambulance Charity), and Simon Brown and Lisa Brown from SCAS. The attendees delivered a well-received presentation covering:

- background to the two charities
- how the “patient journey” had evolved, with the air ambulance in effect taking the “hospital to the patient”
- the role of the HEMS team
- three case studies demonstrating air ambulance responses to incidents
- future plans including new aircraft and a new base/facilities for the Thames Valley charity.

A discussion took place on ePR, and also funding arrangements for the two charities, and Alex Lochrane gave an open invitation to all governors to visit one of the air ambulance bases.

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	Matters arising from meeting held on 1 July 2015
<b>Presented by:</b>	Steve Garside, Company Secretary
<b>Paper for Debate, Decision or Information:</b>	Information
<b>Main Aim:</b>	To ensure good governance practice in confirming that the action points from the 1 July 2015 Council of Governors meeting are in hand / have been delivered.
<b>Summary of key points for consideration:</b>	There were six actions arising from the previous meeting on 1 July 2015, and all six have been completed / are considered to be closed.
<b>Recommendations or Outcome Required :</b>	To note progress with the actions from the previous Council of Governors meeting
<b>Previous Forum:</b>	N/A
<b>Statutory Requirements Met:</b>	N/A
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032

## Enclosure B - Matters Arising Schedule – Council of Governors meeting 5 October 2015

<b>ACTIONS AGREED AT 1 JULY 2015 COUNCIL OF GOVERNORS MEETING</b>					
Ref No	Agenda Topic	Summary of Action Required	Lead	Due Date	Status
1.1a	Opening Business	Steve Garside to share with the governors details of the Trust's stakeholder engagement and communications briefings in response to the Daily Telegraph reporting, and to keep the CoG up-to-date on the emerging position.	SG	As required	<b><u>Action completed</u></b> Details of stakeholder engagement and communications briefings were circulated on 3 July 2015. Please see Chief Executive's Report for the latest update.
1.1b	Opening Business	Steve Garside to collate information on the governors' various skills, expertise and experience.	SG	ASAP	<b><u>Action completed</u></b> The Trust has developed a governors' skills database based on the survey undertaken during July 2015 (14 responses). This will be retained by the Company Secretary and used as appropriate.
1.4a	Opening Business	Steve Garside to request that the Board approves the proposed changes to the Trust Constitution (as approved by the CoG) to the reserve candidacy rules for filling governor vacancies.	SG	ASAP	<b><u>Action completed</u></b> The changes to the constitutional reserve candidacy rules were approved by the Board on 15 July 2015.
1.4b	Opening Business	Subject to the Board approving the proposed changes to the reserve candidacy rules, Steve Garside to attempt to fill some of the three current public governor vacancies on this basis.	SG	ASAP	<b><u>Action completed</u></b> Two of the three public governor vacancies at the time of the last meeting were subsequently filled applying the new reserve

					candidacy rules (both in Hampshire). In addition, the vacancy in Buckinghamshire that occurred subsequent to the last meeting was also filled on this basis. This leaves one vacancy at present (Oxfordshire).
4.1	Governor Activities	Steve Garside to send governors a link to the NHS Providers website.	SG	ASAP	<b>Action completed</b> Link circulated on 13 July 2015.
4.2	Annual Accounts and Annual Report 2014/15 including Auditors' Reports	Steve Garside to update the CoG on the outcomes of the Quality and Safety Committee deep-dive review into long waits at the next CoG meeting on 5 October 2015.	SG	5/10/15	<b>Action completed</b> The Quality and Safety Committee reviewed long waits at its meeting on 23 July 2015. It concluded that a robust process is in place for reviewing and investigating long waits, and that the immediate handover policy does assist with reducing delays. The committee noted that a review of the other areas / departments where patients are received would be helpful, as would exploring the use of indirect resources (CFRs) for this cohort of patients. The committee acknowledged that the work is on-going and will be reviewing progress at a future meeting.

**KEY**

SG Steve Garside, Company Secretary  
 ALL All governors

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	Operational, Clinical and Financial Performance Update
<b>Presented by:</b>	Will Hancock, Chief Executive; Sue Byrne, Chief Operating Officer; Deirdre Thompson, Director of Patient Care; Charles Porter, Director of Finance
<b>Paper for Debate, Decision or Information:</b>	Information
<b>Main Aim:</b>	To update the Council of Governors on the current position in terms of operational, clinical and financial performance, and the improvement plans in place to provide the best possible outcomes for 2015/16.
<b>Summary of key points for consideration:</b>	<ul style="list-style-type: none"> <li>• Current performance is extremely challenging, both operationally and in terms of finance</li> <li>• The Executive Team and Board are fully committed to delivering a turnaround in performance</li> <li>• Action is being taken to deliver the best possible outcomes for 2015/16</li> <li>• Our priorities remain with patients, and providing safe and high quality services</li> </ul> <p>Governors are encouraged to direct questions on any issues raised by the report to the Non Executive Directors present.</p>
<b>Recommendations or Outcome Required :</b>	For governors to have a greater understanding of the current position and challenges, and the actions being taken
<b>Previous Forum:</b>	Performance is covered at every meeting, supplemented by deep dives into relevant topics (e.g. demand management, workforce etc)
<b>Statutory Requirements Met:</b>	N/A
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032



# Operational, clinical and financial performance update

**5 October 2015**





# Contents

- Key messages
- Operational and Clinical Performance
- Financial position
- Actions inc. Turnaround Programme
- Future risks
- Regulatory impact
- Q&A



## Key messages:

- Current performance is extremely challenging.....we are underperforming and overspending (in common with other Ambulance Trusts/wider FT sector)
- The Executive Team and Board are fully committed to delivering a turnaround in performance
- Action is being taken to deliver the best possible outcomes for 2015/16
- Our priorities remain with patients, and providing safe and high quality services



# Overview of operational and clinical performance 2015/16



## Operational Performance

All three response time standards achieved in Q1, very challenging in Q2.....

Red response time standard	Target	Q4 2014-15	Q1 2015-16	Q2 2015-16 YTD
Red 1	75.0%	74.3%	75.1%	69.7%
Red 2	75.0%	76.2%	75.7%	71.4%
Red 19	95.0%	95.9%	95.1%	93.7%

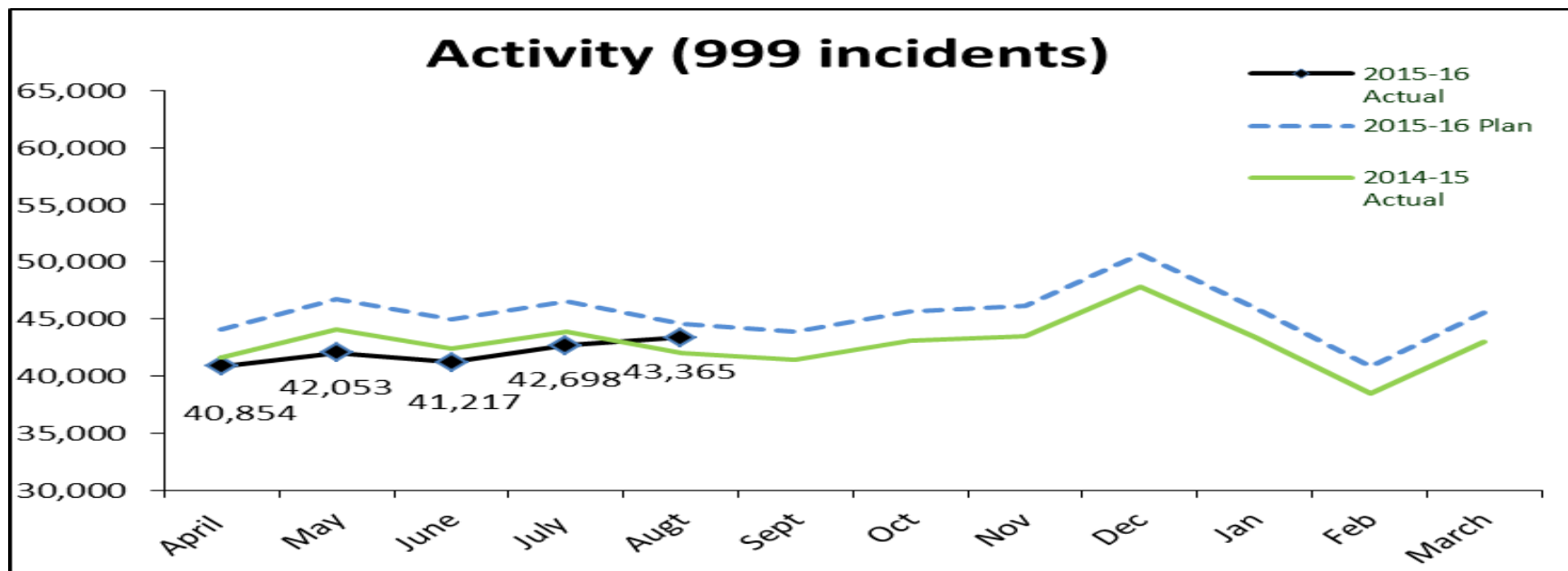


## Key factors re: performance since Q1:

- Although demand has been lower than last year (see next slide), acuity (level/complexity of care required) appears to be greater
- Staff shortages (esp. in the North and at weekends)
- Limited availability of private providers
- iCAD (dispatch system) upgrade in July had some adverse impact
- Hospital handover delays remain problematic



# Demand





## Clinical / patient implications

- Average response times remain very good:
  - Red 1 (6m 58s), Red 2 (6m 50s) and Red 19 (8m 19s)
- Complaints generally static at c0.06% - North 0.03% & South 0.08%
- SIRI's remain low (and none relating to resourcing)
- However, long waits have increased since the start of the year (red and green incidents)



# The financial position





## Finance – to month 5

£2.0m overspend against budget

### Headlines

- Lower than planned demand, therefore reduced income and margin
- Cost of servicing 999 and 111 operations higher than forecast
- Significant risk of not delivering the plan for the year
- Cash balance remains healthy
- Slightly behind on delivery of cost improvement programmes, but confident of delivering full year of £6.8m



# Actions being taken



## Internal turnaround programme – focus

- Management of demand
- Performance improvement
- Staff including recruitment and training
- Winter management
- Financial and efficiency improvement



# Demand management

- Hear and treat
- Managing 111 transfers to 999
- National Ambulance Response programme pilot (see CEO Report)



# Performance improvement

- Improved daily performance management
- Recover private provider contribution
- Mix of Rapid Response Vehicles (RRVs) monitored
- Scheduling and abstractions management



# Workforce

- Short, medium and long-term (see Board Workforce Action Plan)
- Continued focus on recruitment and retention
- New rosters implemented in the North to help better match demand; meal breaks and shift-end management
- Enhanced paramedic role
- Increased University places



# Risks and regulation



## Performance improvement – risks for remainder of 2015/16

- Attrition (recruitment vs retention) and absence levels
- Staff mix – to deliver required response model
- Availability of private providers, in right mix
- Winter pressures
- Demand and acuity variability





## Regulatory impact:

- Our current (Q1) Monitor ratings are very good: ‘green’ for governance, and ‘3’ (out of 4) for finance
- Changes are being made to Monitor’s Risk Assessment Framework – greater focus on income and expenditure performance (rather than purely cash/debt servicing)
- SCAS’ I&E performance will impact on our new Financial Sustainability Risk Rating
- Quarter 2 return submitted at the end of October



# Questions from Governors?

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	Chief Executive's Report
<b>Presented by:</b>	Will Hancock, Chief Executive
<b>Paper for Debate, Decision or Information:</b>	Information
<b>Main Aim:</b>	To update the Council of Governors on a range of issues and developments affecting the Trust.
<b>Summary of key points for consideration:</b>	Governors are encouraged to direct questions on any issues raised by the report to the Non Executive Directors present.
<b>Recommendations or Outcome Required :</b>	Note
<b>Previous Forum:</b>	A Chief Executive's Report is presented at every Council of Governors meeting as a standing agenda item
<b>Statutory Requirements Met:</b>	N/A
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032



**COUNCIL OF GOVERNORS 5 OCTOBER 2015**

**ENCLOSURE D**

**CHIEF EXECUTIVE'S REPORT**

**PURPOSE**

- 1 The purpose of my report is to keep the Council of Governors (CoG) abreast of key issues affecting the Trust, which can be supplemented by attendance at Board meetings in public / reading the Board papers.

**RESPONSE TIMES, PERFORMANCE STANDARDS, RESILIENCE & EFFICIENCY**

Operational, clinical and financial performance 2015/16 to date

- 2 As you will be aware, including through the Chairman's note to governors, the current year continues to be extremely challenging, both for SCAS and the wider NHS. This has been reflected in the Trust's recent financial and operational performance, and is due to be the main topic at the Council of Governors meeting.
- 3 Although we achieved all three national 999 response time standards in quarter 1, quarter 2 is proving more challenging and at the time of writing 999 performance for the quarter to date is 69.7% (red 1), 71.4% (red 2), and 93.7% (red 19), with performance stronger in the South of the region compared to the North.
- 4 To provide some context, the average response times in quarter 1 (with the year to date figures in brackets), for red 1, red 2, and red 19 were 6 minutes 38 seconds (6m 58s), 6 minutes 35 seconds (6m 50s), and 8 minutes 28 seconds (8m 19s).
- 5 The performance position has been affected over the last few months by fluctuations/variances in demand, a shortage of internal resources, and the inability to be able to secure the compensating level of private provider and agency resource. We also undertook a major IT system upgrade (iCAD) in July, which will bring a range of patient and operational benefits, but this had some initial adverse impact in terms of call-taking, dispatch and mobilisation.
- 6 In terms of financial performance, governors will be aware from the July meeting that lower levels of activity, and therefore income, impacted on our financial performance in quarter 1, with a resulting deficit position of c£1m against budget. Finance remains challenging, with the cumulative deficit at the end of August standing at £2.0m.
- 7 Significant work has been undertaken to investigate and fully understand the factors that have impacted on our performance so far this year. I have initiated an internal turnaround approach to the challenges. This means that

the Senior Leadership Team is heavily focused on resolving the issues we face and continuing to deliver the best possible outcomes for 2015/16.

- 8 A key focus of the turnaround process is staff engagement and alleviating some of the pressure that our workforce is facing. Our recruitment and retention work is beginning to bear some positive results, with new people joining the Trust. A further workstream, demand management, is aimed at reducing the number of clinical responses we need to make, and our winter planning arrangements are underpinned by working as part of a system in providing a joined-up response to the operational pressures we will face.
- 9 In conclusion, I want to reinforce the message that our focus, as ever, will be on providing the highest standards of patient care.

## **CLINICAL OUTCOMES, PATIENT SAFETY AND PATIENT EXPERIENCE**

### National Ambulance Response Programme pilot

- 10 Further to previous discussions at Council of Governors, I am pleased to confirm that SCAS' application to participate in the review of ambulance service response protocols pilot was successful. The pilot is intended to improve patient outcomes and the clinical accuracy of dispatch, and it is important for SCAS to be central to this. We have started detailed planning and preparation and are closely engaged with NHS England, with a view to our participation in the trial commencing in October.

### Daily Telegraph media coverage / SIRI investigation

- 11 We discussed the Daily Telegraph media coverage of our 111 services extensively at our previous meeting. The investigation into the issues raised is close to conclusion, and has been delivered in accordance with the agreed terms of reference. Internal assurance has been provided by Professor David Williams, NED, and external assurance by a GP and NHS111 Clinical Governance Lead from the West Midlands.
- 12 The investigation has identified some areas for improvement in relation to training and induction arrangements, and clinical supervision. These are being considered by the Board.
- 13 A meeting with commissioners is due to be held imminently to formally sign off the Serious Incident Requiring Investigation (SIRI) process.

### Care Quality Commission (CQC) inspection

- 14 We continue to make very good progress in implementing the action plans that were developed following the CQC pilot inspection last year, and this is being monitored by the Board in public.
- 15 The Trust is continuing with its preparation for a further inspection, expected later this year, drawing on the new guidance that has been issued by the CQC in the form of "*Guidance about Compliance: Essential standards of quality and safety*". There has been some dialogue with the CQC about the next inspection, likely to be focused on NHS111, and therefore I will update

you on the latest position, and any potential implications for governors, at our meeting.

## **PORTFOLIO OF COMMERCIALY VIABLE NON EMERGENCY CONTRACTS**

### Contract tender processes

- 16 We have recently submitted, and are awaiting the outcomes, of two tender responses relating to PTS in Berkshire, Oxfordshire and Buckinghamshire, and PTS/logistics for Oxford Health.

## **LEADERSHIP, STAFF ENGAGEMENT AND WORKFORCE**

### Recruitment and retention

- 17 Governors will be aware from the last meeting, and the Board meetings in public, that recruitment and retention of staff remains a high priority. We continue to work closely with Health Education Thames Valley and Health Education Wessex to influence longer term workforce planning for paramedic and other health care careers.
- 18 In terms of shorter-term actions, these are included in our Workforce Action Plan, which is considered by the Board at every meeting. Governors may wish to refer to the September Board paper for more details of our recruitment and retention issues.

## **GOVERNANCE, VALUE FOR MONEY AND FINANCIAL STANDING**

### Monitor ratings

- 19 Our 2015/16 Q1 ratings were confirmed as “green” for governance, and “3” for continuity of services, in line with our expectations.

### Risk Assessment Framework – approach to regulation

- 20 The Monitor Risk Assessment Framework has now been amended following the recent consultation process. The main changes are:
- replacement of the continuity of services risk rating, with a new Financial Sustainability risk rating, which will place 50% emphasis on the existing measures of liquidity and capital servicing capacity, and 50% on new income and expenditure performance measures (margin and variation from plan)
  - a new scoring system for the Financial Sustainability risk rating, highlighting the regulatory activity at each level of score – ranging from 4 (no regulatory activity) to 1 (likely investigation and potential appointment of contingency planning team).
  - introduction of a new value for money measure as part of the existing governance rating, comparing VFM against national benchmarks and other factors such as agency and consultancy spend.
  - the requirement for all FTs to submit monthly financial information

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/455893/RAF\\_revised\\_25\\_August.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/455893/RAF_revised_25_August.pdf)

- 21 The new Financial Sustainability risk rating takes immediate effect, and is expected to be applied in forming the quarter 2 2015/16 ratings.

Stakeholder engagement

- 22 I continue to actively engage with key stakeholders, both nationally and regionally. My recent engagement activity has included the following meetings and events:

- Association of Ambulance Chief Executives Council meeting
- Blue Light Programme (other emergency services)
- NHS Providers Board meeting
- Thames Valley and Hampshire Air Ambulance Charities
- SCAS Senior Leadership Team (several)

Board meeting in public

- 23 This is a reminder that the next Board meeting in public will take place on Wednesday 25 November 2015, with a start time of 15.00pm at Shaw House in Newbury. It will be followed by an additional CoG meeting to consider new NED appointments (18.30pm).

**Will Hancock, Chief Executive**  
**Steve Garside, Company Secretary**  
**September 2015**

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	NED Activities
<b>Presented by:</b>	Alastair Mitchell-Baker, Non Executive Director
<b>Paper for Debate, Decision or Information:</b>	Discussion
<b>Main Aim:</b>	To help governors develop a greater understanding of the activities undertaken by the Non Executive Directors, and the outcomes that result from this in terms of the NED "holding to account" role
<b>Summary of key points for consideration:</b>	Today's presentation will be delivered by Alastair Mitchell-Baker, NED (Deputy Chairman and Senior Independent Director), followed by questions from governors
<b>Recommendations or Outcome Required :</b>	Note
<b>Previous Forum:</b>	March 2015
<b>Statutory Requirements Met:</b>	N/A
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032





# Enclosure E

## Update on NED Activities

### Alastair Mitchell-Baker, Q2 2015/16

Council of Governors meeting -  
5 October 2015



## Purpose of this item:

- to highlight some of the activities undertaken by a particular NED in the last 2-3 months
- to explain the outcomes that have resulted from these NED activities, including assurance / added value
- to help develop governor understanding of the role of the NED
- to take questions from the governors



## **Selection of recent activities undertaken by AMB:**

### Board meetings and workshops

- Attendance at the 15 July Board meetings in public/private
- Attendance at Board meetings on 15 September (private) and 30 September (public/AGM/AMM)



## **Selection of activities undertaken - cont'd:**

### Remuneration Committee Chair

- Chaired 15 July meeting of the Remuneration Committee

### Nominations Committee

- Participated in 23 July teleconference with Nominations Committee and Gatenby Sanderson to consider 2015 NED recruitment process



## **Selection of activities undertaken - cont'd:**

### Leadership visits

- Basingstoke Resource Centre (with James Underhay)

### Appeal hearings

- Patient Transport Services dismissal
- Nursling [plus site visit]



## Selection of activities undertaken - cont'd:

### Other

- Meeting with Operations Director to review some potential changes to the Operations structure
- Attendance at NHS Providers Chairs and Chief Executives meeting
- Meeting with Trust Chairman; calls with Chief Executive and Acting CX about current Trust challenges



# Questions from governors

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	Report from the Nominations Committee
<b>Presented by:</b>	Trevor Jones, Chairman and Chair of the Nominations Committee
<b>Paper for Debate, Decision or Information:</b>	Information
<b>Main Aim:</b>	To present an update report from one of the two formal sub-committees of the Council of Governors.
<b>Summary of key points for consideration:</b>	A report is presented from the Nominations Committee, and a verbal commentary will be provided by the Chair of the Committee, Trevor Jones. The report covers progress with the NED recruitment process.
<b>Recommendations or Outcome Required :</b>	To note the report from the Nominations Committee
<b>Previous Forum:</b>	July 2015
<b>Statutory Requirements Met:</b>	Yes – all Council of Governors are required to have a Nominations Committee
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032





**COUNCIL OF GOVERNORS 5 OCTOBER 2015**

**ENCLOSURE F**

**REPORT FROM THE NOMINATIONS COMMITTEE**

**NOMINATIONS COMMITTEE – KEY ISSUES**

1. Further to the Council of Governors meeting in July, the Nominations Committee has been actively progressing the work in relation to recruiting new Non Executive Directors for the Trust. This has included:
  - finalising the specification for the NED roles, reflecting the expertise, experience and personal attributes required by the Trust (priorities include expertise in commercial and business development, IT transformation/technology, and change management, as well as individuals with senior Board level experience, including some experience as a NED, and with the potential to transition to either the Chair or Deputy Chair/SID role)
  - appointing Gatenby Sanderson (who have a strong record in NED recruitment and selection) as advisers to support the process. The Trust identified equality and diversity as a very important factor, and has asked Gatenby Sanderson to be as active and innovative as possible in looking to attract a broad range of candidates
  - advertising the NED vacancies throughout September, including in the Sunday Times (print and on-line). The closing date is 28 September, with long-listing and short-listing meetings arranged for 6 October and 27 October respectively, and interviews for 4 and 5 November.
2. We have arranged an additional meeting of the Council of Governors for 25 November 2015, at which the Nominations Committee will present their recommendations in terms of suitable candidates for appointment.
3. The Council of Governors are asked to note the report

**Steve Garside**  
**Company Secretary**  
**September 2015**

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	Report from the Membership and Engagement Committee
<b>Presented by:</b>	Sue Thomas, Appointed Partner Governor and Deputy Chair of the Membership and Engagement Committee
<b>Paper for Debate, Decision or Information:</b>	Information
<b>Main Aim:</b>	To present an update report from one of the two formal sub-committees of the Council of Governors.
<b>Summary of key points for consideration:</b>	A report is presented from the Membership and Engagement Committee and a verbal commentary will be provided by the Deputy Chair of the Committee, Sue Thomas
<b>Recommendations or Outcome Required :</b>	To note the report from the Membership & Engagement Committee
<b>Previous Forum:</b>	July 2015
<b>Statutory Requirements Met:</b>	N/A
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032



**COUNCIL OF GOVERNORS 5 OCTOBER 2015**

**ENCLOSURE G**

**REPORT FROM THE MEMBERSHIP AND ENGAGEMENT COMMITTEE**

**MEMBERSHIP AND ENGAGEMENT COMMITTEE – KEY ISSUES**

1. The Membership and Engagement Committee (MEC) have met once since the last Council of Governors Meeting, on 22 July 2015, and the minutes of the meeting can be seen at Appendix A.
2. In receiving the minutes the Council of Governors are asked to note that:
  - the meeting was chaired by Sue Thomas (Deputy Committee Chair)
  - subsequent to the meeting, David Ridley (who chaired the MEC, but was not able to attend the meeting) resigned from the Council of Governors, and therefore a new Committee Chair needs to be appointed. This will be considered at the next meeting on 19 October.
  - Jan Warwick, Appointed Partner Governor (Local Authorities), has joined the committee. The committee therefore currently has two vacancies, and we would be delighted to hear from governors who wish to join the committee. The main objective of the committee is to make recommendations and report to the Council of Governors about membership recruitment, engagement, communications, involvement and representation. All governors are eligible to join the committee and anyone interested should contact Steve Garside, Company Secretary, for further information
  - future meeting dates for the committee are 19 October 2015 and 2 February 2016 (both in Newbury). Meetings run from 18.00pm to 19.30pm, and governors who are not members of the committee are welcome to attend
3. The Council of Governors are asked to note the report.

**Steve Garside**  
**Company Secretary**  
**September 2015**

## APPENDIX A - MEMBERSHIP AND ENGAGEMENT COMMITTEE MINUTES 22.7.15

### Minutes of the fifteenth meeting of the South Central Ambulance Service NHS Foundation Trust Membership and Engagement Committee held on 22 July 2015 at Southern House, Otterbourne

**Present:** Sue Thomas, Appointed Partner Governor (Air Ambulance Charity) and Committee Deputy Chair  
Jon Cotterell, Public Governor (Hampshire)  
Bob Duggan, Public Governor (Buckinghamshire) - part  
Ian Hammond, Public Governor (Berkshire)

**In attendance:** Jan Warwick, Appointed Partner Governor (Local Authority)  
Mike Hawker, Non Executive Director  
James Underhay, Director of Strategy and Business Development  
Steve Garside, Company Secretary  
Monica Moro, Membership Officer

**Apologies:** David Ridley, Public Governor (Buckinghamshire) and Committee Chair  
Dave Johnson, Public Governor (Buckinghamshire)  
Katharine Naylor, Staff Governor (PTS)  
Tim Windsor-Shaw, Public Governor (Oxfordshire)  
Emily Williams, Public Governor (Oxfordshire)

#### **MEC15/012**

##### **Chair's Welcome, Apologies for Absence and Declaration of Interests**

Sue Thomas, chairing the meeting in place of David Ridley, welcomed all to the meeting, including Jan Warwick and Mike Hawker. Apologies were noted as recorded in the minutes, and no new interests were declared.

#### **MEC15/013**

##### **Minutes from Meeting of 13 April 2015**

The minutes of the previous meeting were approved without amendment.

#### **MEC15/014**

##### **Matters Arising from Meeting of 13 April 2015**

The committee considered the action points from the previous meeting.

- action 15/001 (Reading FC event) – it was noted that a review of the event had been undertaken (report circulated by Monica Moro), and that both SCAS and the Football Club were happy with the outcomes. Reading FC had also offered SCAS the opportunity to return for a further event. Jan Warwick advised that she was happy to make contact with Southampton FC, with a view to running a similar engagement piece at St Mary's Stadium.
- action 15/004 (2015 AGM) – it was noted that an update on plans for the 2015 Annual General and Members Meeting would be provided later in the meeting
- action 15/005a (tiered membership) – Monica Moro explained that consideration of a tiered approach to membership was ongoing, and that some suggestions in terms of a scheme name were welcomed

- action 15/005b (staff governors) – Monica Moro highlighted that two staff governors were due shortly to hold drop-in sessions for staff. It was agreed that staff governors also needed to be encouraged to attend engagement events with the general public
- action 15/007 (member “offer”) – it was noted that other Trusts had extended access to the NHS Discounts scheme to governors and members (i.e. not just staff), and adoption of this approach was supported by the Membership and Engagement Committee. However, it was agreed that this would be as an invitation to access the scheme rather than a formal endorsement
- action 15/009 (terms of reference) – it was noted that the terms of reference had been updated accordingly.

#### **MEC15/015**

##### **Update on 2015/16 Engagement Activity including Governor Feedback – Quarter 1**

The committee noted the engagement activity undertaken by governors during the period 1 April to 30 June 2015.

#### **MEC15/016**

##### **Engagement Activity – Quarter 2 / Quarter 3**

Monica Moro provided an overview of planned governor engagement activity for quarters 2 and 3, including patient forums and various junior membership initiatives.

Steve Garside discussed plans for the 2014/15 Annual General and Members meeting, explaining that it would be based largely on presentations from Directors covering the year’s achievements, financial performance, the CQC inspection, and engagement with the Trust’s membership. He added that there were plans to have a special feature on SCAS clinical research and trials, and particularly the Paramedic 2 trial which had won an international award.

A range of issues were discussed in terms of future engagement activity:

- staff recruitment – Jon Cotterell offered a view that there could be a greater focus during public engagement events on trying to recruit new staff, or at least promoting the various career paths that SCAS could offer
- mileage expenses for volunteers – it was noted that those attending engagement events to represent SCAS were not currently reimbursed for their travel costs. The Membership and Engagement Committee expressed their surprise at this, and asked James Underhay to take this matter away for consideration

##### **Action 15/016a**

James Underhay to take forward a recommendation from the Membership and Engagement Committee that volunteers supporting SCAS with attendance at engagement events are reimbursed for travel costs.

- key messages – Jan Warwick highlighted the importance of having a tailored set of two or three key messages for each engagement event, and some appropriate literature to accompany this. Monica Moro was asked to therefore supply each governor with two or three key messages ahead of their attendance at an engagement event

##### **Action 15/016b**

Monica Moro to supply governors attending an engagement event with two or three key messages for them to focus on.

- budget – it was noted that there was a limited budget for events and materials; the committee therefore acknowledged the importance of being especially focused when it came to deciding which events to support, what materials to use, and what SCAS hoped to achieve in terms of objectives. James Underhay stated that the overall budget for engagement activity was greater than that purely controlled by the Communications Department, but agreed that he would review the position
- supporting materials – Steve Garside advised that new governor ID badges had been produced and would be circulated, and Monica Moro stated that she would be ordering some more SCAS polo shirts. Bob Duggan commented that he found the governor 'business'/photo cards to be a particularly helpful support, and James Underhay explained that a new Mercedes vehicle was available and could be used for educational/engagement purposes
- SCAS charity – it was agreed that the planned future expansion of the SCAS charity, and associated fundraising activities, would provide an added focus for governor engagement activity.

In conclusion, Sue Thomas stated that, at the next meeting, the committee needed to revisit the current engagement strategy and the committee terms of reference, with a view to facilitating a discussion on:

- what governors should be focusing on in terms of public and member engagement
- how effective governors were being (e.g. doing enough, doing the right things etc)
- what the key messages should be for engagement events

**Action 15/016c**

The Membership and Engagement Committee to consider the current Membership Engagement Strategy and committee terms of reference at the next meeting (governors to review the engagement toolkit in the meantime).

Mike Hawker supported this, stating that the terms of reference for the committee should influence the engagement strategy, and that both should be aligned with the governors' statutory duties in relation to public and member engagement and representation.

**MEC15/017**

**Update on Annual Member Satisfaction and Patient Care Survey**

The committee acknowledged the high-level outcomes of the recent survey, noting that it had been sent to approximately 7,200 individuals (6,000 by email, and 1,200 by post), with an overall response rate of 6.7%.

A brief discussion ensued, and it was agreed that the results were broadly consistent with how each of the services was performing, as evidenced by the Integrated Performance Report.

**MEC15/018**

**Any Other Business**

Steve Garside advised that the committee currently had two vacancies, following the recent departure of Mike Shread. It was agreed to offer Jan Warwick (who was present, and accepted) and Emily Williams an opportunity to join the committee.

**Action 15/018a**

Steve Garside to invite Emily Williams to join the Membership and Engagement Committee as a member.

Steve Garside suggested that it might be prudent to consider meeting venues again, given the fact that a number of members based in the north of the region had not been able to attend tonight's meeting. It was agreed that it would be worth considering holding the meetings more centrally to the region, and that Steve Garside would contact members to ascertain their views.

**Action 15/018b**

Members of the Membership and Engagement Committee to consider whether meetings should be held at a central location to the region (e.g. Newbury).

Jon Cotterell asked for an update on the Winchester Young Carers 'Carers Passport' project. Monica Moro explained that the Young Carers Group were waiting for other groups to potentially participate in the project.

Jon Cotterell asked whether SCAS would have a presence at the forthcoming New Forest Show. Monica Moro responded that the Trust would not be attending this particular event for financial reasons.

Sue Thomas suggested that Jon Cotterell and Monica Moro may wish to discuss the 'Carers Passport' project and New Forest Show in greater detail off-line.

**MEC15/019**

**Date of Next Meeting**

The next meeting was noted as taking place on 22 October 2015 at Bicester, commencing at 6.00pm (subject to confirmation of venue from Steve Garside).

**COUNCIL OF GOVERNORS**

<b>Meeting:</b>	Council of Governors
<b>Date of Meeting:</b>	5 October 2015
<b>Title of Paper:</b>	External Audit
<b>Presented by:</b>	Jonathan Brown, KPMG
<b>Paper for Debate, Decision or Information:</b>	Information
<b>Main Aim:</b>	To receive an overview from KPMG of their approach to the 2015/16 external audit programme, and details of the findings to date
<b>Summary of key points for consideration:</b>	<ul style="list-style-type: none"> <li>• The governors statutory duties include overseeing the appointment of the external auditors</li> <li>• This item is an opportunity for the governors to understand how KPMG carry out their audit of SCAS, including how the annual audit programme is worked up</li> <li>• KPMG will also present an overview of the key audit findings to date</li> </ul>
<b>Recommendations or Outcome Required :</b>	Note
<b>Previous Forum:</b>	KPMG reports on the 2014/15 Annual Accounts and Annual Quality Accounts were presented to the Council of Governors at the July meeting
<b>Statutory Requirements Met:</b>	Yes
<b>Contact in case of query concerning this paper:</b>	Steve Garside, Company Secretary, 01869 365032





*cutting through complexity*

# Presentation from external audit

South Central Ambulance Service NHS FT

12 October 2015

## Agenda

- Headlines from our work
- More detail...financial statements
- More detail...quality accounts
- Questions

# Headlines from our 2014/15 work

## Financial Statements

- Clean [unqualified] opinion on your financial statements.

*Means we have checked that amounts you say you have received and spent and money you owe and are owed have been correctly recorded. We have also checked that, where you have to use judgements, that those judgements are well thought through.*

## Use of resources

- Clean [unqualified] conclusion on your use of resources.

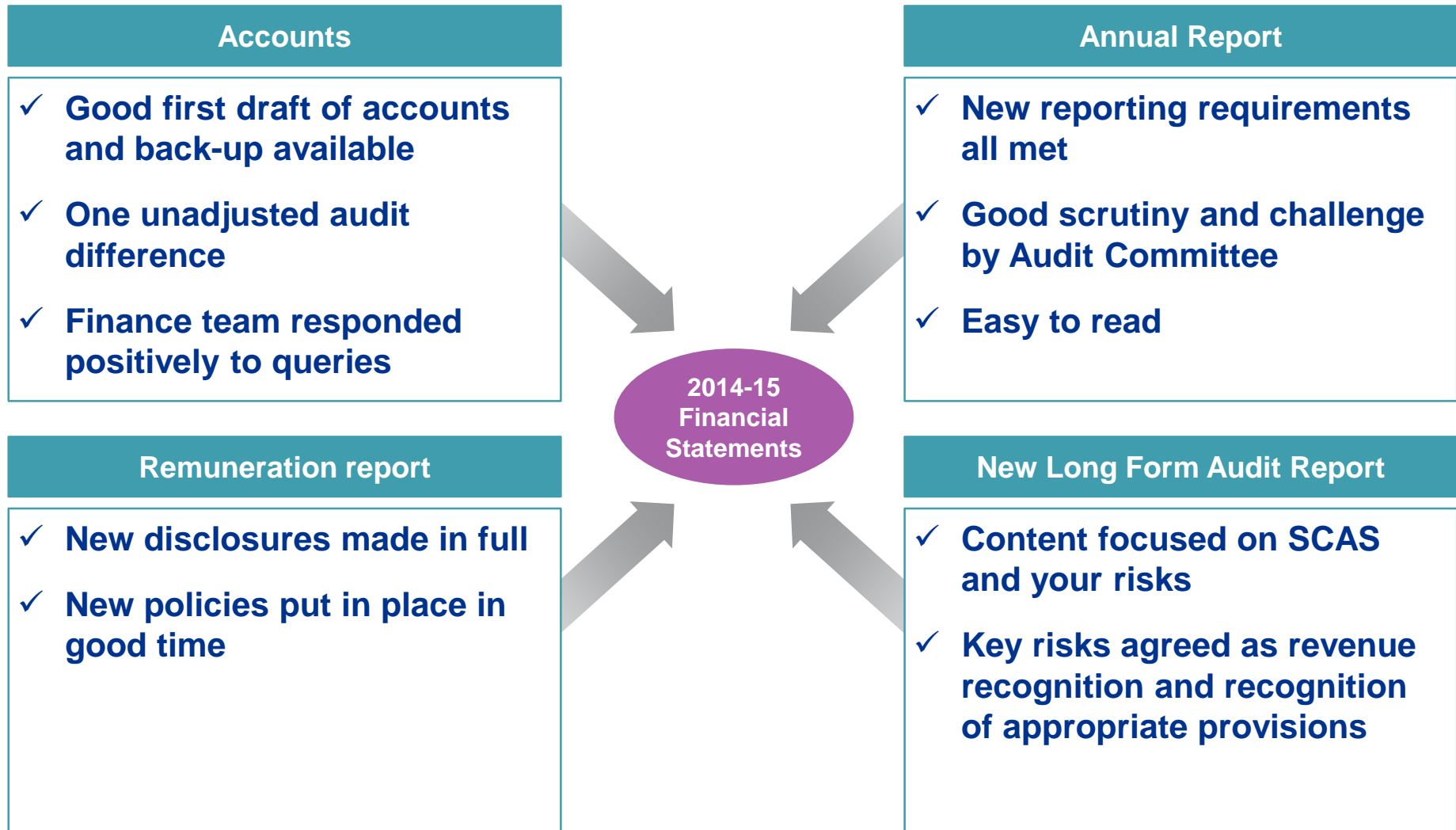
*Means we have looked at how your Board works and what your main regulators, Monitor and the Care Quality Commission, have said about you and found no significant concerns.*

## Quality Accounts

- Clean [unqualified] conclusion on the content of the report, as well as on the two national indicators: Category A calls 'emergency response within 8 minutes' and 'ambulance vehicle arrives within 19 minutes'

*Means you have included everything you should within the quality accounts and presented both good performance and areas for development. Also means we have reviewed the calculation of your category A indicators*

# More detail....financial statements



# More detail....quality accounts (limited assurance opinion)



## Content

### Content

- All mandated content included
- Fair representation and easy to read



### National indicators: Category A calls

- emergency response within 8 minutes
- ambulance vehicle arrives within 19 minutes

### National indicators: Category A calls

- Adequate controls in place
- Sample of calls traced back through CAD system
- No issues noted



### Local indicator

To reduce potential harm or poor patient experience as a result of waiting too long for a 999 response

### Local indicator: To reduce potential harm or poor patient experience as a result of waiting too long

- Change in process throughout year
- Inconsistency between North & South
- Live system – Some backup unavailable.

Thank you

**Any  
questions?**



*cutting through complexity*

© 2015 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved.

The KPMG name, logo and “cutting through complexity” are registered trademarks or trademarks of KPMG International.