






Torbay and South Devon NHS Foundation Trust

Council of Governors

Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital
12 February 2020 14:00 - 12 February 2020 15:30

AGENDA

#	Description	Owner	Time
1	OPENING MATTERS		14:00
1.1	Chairman's welcome and apologies for absence: Craig Davidson, Rob Dyer, Adel Jones, Jacqui Lyttle To receive	Chair	
1.2	Declaration of interests To receive	Chair	
2	BUSINESS FROM PREVIOUS COUNCIL OF GOVERNORS' MEETING		
2.1	Minutes of Council of Governors' meeting held on 18 December 2019 (enc) To approve  02.1 - 2019.12.18 DRAFT CoG minutes.V.2.pdf 7	Chair	14:05
2.2	Matters arising not covered elsewhere on the agenda To receive	Chair	
3	BUSINESS REPORTS		
3.1	Chairman's report (verbal) To receive	Chair	14:10
3.2	Chief Executive's report (enc) To receive  03.2 - Chief Executive's report.pdf 19	Chief Executive	14:15
4	GOVERNANCE REPORTS		
4.1	Company Secretary's Report (enc) To receive  04.1 - CoG company secretary's report.pdf 27	Company Secretary	14:25

#	Description	Owner	Time
4.2	<p>Lead Governor's report (enc)</p> <p>To receive</p> <p> 04.2 - 2020.02.12 Lead Governor's report.pdf 39</p>	Lead Governor	14:30
4.3	<p>Governors' Committee and Working Group Reports:</p> <p>To receive</p>	Governor Chair / Representative	14:40
4.3.1	Quality and Compliance Committee (verbal)		
4.3.2	<p>Membership Group (enc)</p> <p> 04.3.2 - 2019.12.10_FINAL_Membership_Group_N... 43</p>		
5	NON-EXECUTIVE DIRECTOR REPORTS		
5.1	<p>Non-Executive Director Committee Reports:</p> <p>To receive</p>		14:50
5.1.1	Governors' Nominations and Remuneration Committee (verbal)	Sir R Ibbotson	
5.1.2	NEDs' Nominations, Remuneration and Terms of Service Committee (verbal)	Sir R Ibbotson	
5.1.3	Audit Committee (verbal)	Mrs S Taylor	
5.1.4	Quality Assurance Committee (verbal)	Mrs J Lyttle	
5.1.5	Finance, Performance and Digital Committee (verbal)	Mr C Balch	
5.1.6	People Committee (presentation)	Ms V Matthews	
6	MEMBER AND GOVERNOR QUESTIONS		
6.1	<p>Questions from Members and Governors</p> <p>To receive</p>	Chair	15:10
7	CLOSING MATTERS		
7.1	Any other business	Chair	
7.2	Close of meeting	Chair	15:30*
	<p>Details of next Council of Governors' meeting: Wednesday 6 May 2020, 2pm – 4pm in the Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital</p> <p>For information</p>		

#	Description	Owner	Time
	*A private meeting for Governors will take place at 15:30		
	Executive Directors, Non-Executive Directors and members of the public please leave the meeting at this point		

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MINUTES OF THE COUNCIL OF GOVERNORS MEETING

HELD ON 18 DECEMBER 2019 AT 2PM

IN THE ANNA DART LECTURE THEATRE, HORIZON CENTRE, TORBAY HOSPITAL

Governors

* Nicole Amil	* Richard Ibbotson (Chair)	* Michael Birch
Derek Blackford	Lesley Archer	* Craig Davidson
* Carol Day	* Peter Coates	* Eileen Engelmann
* Lorraine Evans	* Chris Edwards	* Annie Hall
* Steven Harden	* Gary Goswell-Munro	* David Hickman
* Lynne Hookings	Jonathan Hawkins	* Michael James
* Mary Lewis	* Barbara Inger	* Wendy Marshfield
* Anna Pryor	Paul Lilley	* John Smith
* Elizabeth Welch	* Rosemary Rowe	

Directors

(*) Liz Davenport	Chief Executive	(CE)
* Lesley Darke	Director of Estates and Commercial Development	(DECD)
Rob Dyer	Medical Director	(MD)
* Judy Falcão	Director of Workforce and Organisational Development	(DWOD)
* John Harrison	Chief Operating Officer	(COO)
* Adel Jones	Director of Transformation and Partnerships	(DTP)
* Dave Killoran	Interim Director of Finance	(IDoF)
* Jane Viner	Chief Nurse and Deputy Chief Executive	(CN)
* Chris Balch	Non-Executive Director	(CB)
* Jacqui Lyttle	Non-Executive Director / Senior Independent Director	(JL)
* Vikki Matthews	Non-Executive Director	(VM)
Paul Richards	Non-Executive Director	(PR)
* Robin Sutton	Non-Executive Director	(RS)
* Sally Taylor	Non-Executive Director / Vice Chair	(ST)
* Jon Welch	Non-Executive Director	(JW)

* denotes member present / () = present for part of meeting

In attendance:

Jane Downes	Company Secretary	(CoSec)
Monica Trist	Corporate Governance Manager and minute taker	(CGM)
Sally-Ann Reay	Membership Manager and minute taker	(MM)

	Action
1. OPENING MATTERS	
<p>1.1 <u>Welcome and Apologies</u></p> <p>Apologies were received from Lesley Archer, Jonathan Hawkins, Paul Lilley, Rob Dyer and Paul Richards.</p> <p>The Chairman said that the Chief Executive (CE) had been delayed so her report would be given by the Deputy Chief Executive/Chief Nurse (CN). Item 4.2 would be brought forward as Mrs Hookings (LH) current Chair of the Membership Group had other diary commitments later in the afternoon.</p> <p>1.2 <u>Declaration of Interests</u></p> <p>None</p>	
2. BUSINESS FROM PREVIOUS COUNCIL OF GOVERNORS' MEETING	
<p>2.1.1 <u>Minutes of the Meeting held on 25 September 2019</u></p> <p>The minutes were approved as a true record of the meeting.</p> <p>2.1.2 <u>Minutes of the Annual Members Meeting held on 25 September 2019</u></p> <p>The minutes were approved as a true record of the meeting.</p> <p>2.2 <u>Matters arising not covered elsewhere on the agenda</u></p> <p>Mrs Marshfield, Lead Governor (LG) had an item to raise regarding the Quality Accounts but would raise this under Item 6.1, Questions from Members and Governors.</p>	
3. BUSINESS REPORTS	
<p>3.1 <u>Chairman's Report</u></p> <p>The Chairman said there had been discussions as to whether it was best use of resources for all members of the Board to attend the Council of Governor meetings. Separate Board to Council of Governor meetings existed as a specific and appropriate forum for debate. Agreed to discuss further under the private section of the meeting.</p> <p>The Chairman reported on a letter received from an ex-Governor who now lived in Tasmania, Christina Owen who had asked for her best wishes to be extended to Governors and if anyone wished to have her address, this could be arranged via the Foundation Trust Office.</p>	

The Chairman mentioned the ongoing work to re-configure the Communications function and how Governors would be involved with that work. He suggested a small group of Governors volunteer to assist and asked if anyone interested in taking part, to contact the Foundation Trust office. LG said she had spoken to several Governors who had expressed an interest in being involved.

The Chairman said that the monthly Network Meetings with Governors seemed to be going well and would welcome any suggestions for future discussion topics.

The Chairman and CE had yesterday attended the National Leaders Conference in London with Simon Stevens, CEO of NHS England. Priorities listed were as expected and there were no new key insights to share. CE added that there was a focus on people management across the NHS which was positive to hear. In addition, there was a large focus on winter performance and patient safety over the period.

Devon STP work was progressing and a shadow Integrated Care System (ICS) Board was being established for Devon. Work was continuing with regard to populating the ICS Board which had two potential implications for the Trust, namely:

- i) ICS Board will require Non-Executive Directors (NEDs) to be on the Board. Debate ongoing as to how this will be achieved from each Provider Trust, whether recruited specifically or from existing team, which would then require backfill of post for the Trust.
- ii) No clarity currently as to where the Executive input for the ICS Board will come from and if anything required with regard to Governor engagement.

The Chairman reported that money had been allocated for the MRI and CT scanners and the team was working on how to use the released finances to best effect.

Questions were invited from Governors but there were none.

3.2 **Chief Executive's Report**

CN spoke to this report on behalf of the CE and drew attention to some key elements.

1.1.1 - Theatres A & B had now reopened and took their first patients in October 2019 following the £2.3m refurbishment. The work had been undertaken whilst minimising the effect on patients, and staff were very pleased with the improved facility which had also enabled improved flexibility regarding shift patterns and significant rise in output. In turn this is leading the management team to look at other pathways.

1.1.2 - New NHS Capital Funding – this is a long-term project, Trust was one of 40 hospitals listed to receive “seed” funding to support the initial stage work.

1.1.3 – Emergency Department Project Update – work progressing with detailed designs, earliest work could start will be late 2020.

1.1.4 – Health and Wellbeing Centres Development Programme – The CCG has recently established a Dartmouth Health and Wellbeing Engagement Group.

1.1.5 – Winter preparedness and action programme – considerable work taken place for the winter preparedness programme and to manage the clinical safety issues/challenges for ED in best way possible.

1.2.2 – Month 7 performance against 2019/20 Plan – robust discussions had been held at Finance, Performance and Digital Committee. Caroline Van Luttmmer, Financial Improvement Director had joined the Trust for a few months and her work along with changes introduced by Dave Killoran, Interim Director of Finance (IDoF) had produced good progress and improved levels of scrutiny.

1.2.6 – People Committee – a strong focus nationally and the Trust governance arrangements had been strengthened with the establishment of this new Board Committee.

1.3.4 – Staff Heroes Awards – These sessions have proved extremely popular and well attended and it was excellent to hear at first hand the compelling stories of good work being undertaken by staff at all levels.

The Chairman said he would like to add his thanks to Dave Killoran, (IDoF) for the excellent manner of his supervision of the financial plan and keeping everyone focused on the delivery required. IDoF thanked the work of the teams where people had embraced a different way of doing things and changed behaviours. LG added that she had been informed by the Governor Observer on the Finance, Performance and Digital Committee of this improved ownership by teams and commended the work done. Mr Coates (PC) said that he was very positive about the enormous changes that had recently taken place with regard to financial ownership.

4.3 – Care Quality Commission – CN reported that a CQC Provider Information Request (PIR) had been received on 01 December 2019, which entailed a large request for data to be provided, which the Trust was making good progress in compiling. A CQC inspection was expected within 9 weeks with a rating letter likely to be issued around June/July 2020. Governors will be provided with a briefing to assist them with the CQC Well Led Inspection meetings. LG added that she had sent an email to Public Governors asking for a nominee Governor from each constituency with regard to the CQC Inspection.

CN asked if there were any questions from Governors. LG asked for two possible talks to be presented at forthcoming Network Meetings: a) update from Lesley Darke (DECD) with regard to the Emergency Department Project and b) for CN to give an update to Governors on Agency usage and process that was recently presented to the Finance, Performance & Digital Committee.

MM

Mr Welch (JW) asked if Simon Stevens had given specific information regarding financial targets. The Chairman responded that generally it was a supportive and inclusive meeting and included talk of NHS regulators changing their approach. DECD added that had seen a deliberate change of behaviour from NHSI since the election to a more supportive approach. CE said that she had just come from a meeting reviewing finances across Devon. Key message by the independent reviewer was that redesign of services was key in order to get full value out of any incoming funds and assist the overall acute financial position on Devon.

Mr Coates (PC) asked how in reality will the Government achieve the target of 50,000 extra nurses stated during the election period. CN responded that work was in progress via the NHSI/E regarding increased retention methods, setting up nurse associates and other alternative roles. In addition, work was ongoing regarding the key element of bursaries for nursing training. Mrs Hall (AH) asked if additional nurses would be recruited from overseas and CN said no decision had been made on this as yet.

Mr Harden (SH) asked if there were key medical recruitment challenges and CN said whilst there were issues in certain specialities such as urology, orthopaedics and podiatry it was not on the scale as that facing nursing.

4. GOVERNANCE REPORTS

4.2 Membership Development Plan

The Chairman said this report would be taken first as LH had to leave the meeting early. CoSec explained that the Membership Group had reviewed the Membership Development Plan and it was now submitted for approval by the Council of Governors.

LH outlined the recent work of the Membership Group in carrying out its engagement activities and said that the Membership Development Plan would assist in strengthening that engagement. LH asked all Governors to take on this role of wider engagement with the public and report any themes through to the Trust. LH explained that additional governors would be welcome to join the Membership Group and they had recently been delighted to welcome Eileen Engelmann to the Group. LH announced that after nearly five years in the role she would be stepping down as Chairman of the Group, and invited interest from fellow Governors in putting themselves forward for the role to contact her.

ALL

ALL

Governors **approved** the Membership Development Plan.

4.1 Trust Constitution

CoSec said good progress was being made by the Constitution task and Finish Group established specifically for the purpose of reviewing the Constitution. In the meantime, it had been suggested by Mr Hickman (DH) that a change is made to staff governor constituencies in order to reflect the new integrated service unit structure of the Trust and this had been recommended for approval by the Task and Finish Group.

CoSec said to effect the changes to the staff governor constituencies in time for the forthcoming Governor elections, the Council of Governors is required to give approval for the Constitution to be amended. The proposed changes had been discussed with staff governors and with all governors at the November Governor Network meeting and support had been given. LG said that this had been discussed at the Governor Pre-CoG meeting and was happy to support.

Governors **approved** the changes to the staff governor constituencies and for the revised Foundation Trust Constitution to be submitted to the Independent Regulator.

4.3 **Company Secretary's report**

1. Appointment of Lead Governor and Deputy Lead Governor

CoSec said that Section 1 of her report set out the timeframe for Appointment of Lead Governor and Deputy Lead Governor and asked if there were any questions. There were none and the process and timeline were **noted**.

2. Annual Declaration of Interests

CoSec asked for Governors to complete and return their Annual Declaration Forms to the Foundation Trust Office by 31 December 2019. After some discussion it was agreed that the Foundation Trust Office would email out the declaration forms electronically and paper copies would be available from the FT Office.

CGM

3. Council of Governors Development Programme 2019/20

Governors **noted** the progress made against the Council of Governors Development Programme for 2019/20.

4. Governor Election Timetable

CoSec drew attention to the Governor election timetable and reminded Governors that if their term was up for renewal they would need to fill in the nomination form to formally re-apply, as it was not an automatic renewal process.

Governors received and **noted** the election timetable.

5. Appointments of Governor Observers to Trust Board Committee's

CoSec reported that the process for the appointment of Governor observers to the Board committees had concluded and her report listed those elected. In addition, whilst no nominations had been received for the Charitable Funds Committee Governor Observer role, Mary Lewis (ML) had expressed an interest and had consequently been appointed to that Governor Observer position.

Governors **noted** the appointments of Governor Observers to the Board Committees as shown in the report.

6. Care Quality Commission Publication

Governors **noted** the CQC Guidance regarding the CQC Inspection process.

7. 2019 Council of Governors Work Plan

Governors received and **noted** the 2019 and 2020 Council of Governors work plan and **noted** the Council of Governors meeting dates scheduled for 2020.

4.4 Lead Governor's report

LG presented her report, outlining areas of interest since the previous CoG. She reminded Governors to put forward their names for re-election, if appropriate and thanked Governors who had recently applied for Governor Observer positions.

Positive feedback had been given by Governors with regard to the monthly Network meetings and she hoped Governors would continue to attend these whenever possible.

Format changes had been made to the annual PLACE assessments this year and clarification was being sought on this topic and response awaited. Discussion took place around the amount of notice given to each hospital in advance, a more unified approach to transport/parking for attending the PLACE assessments and the writing of the actual report.

The Governors' communication log was attached with the report and showed the majority of questions had been responded to.

PC mentioned the presentations held on 17 December regarding the Health and Wellbeing Centre for Dartmouth and he felt these had been excellently presented and trusted this would assist in the process going forward. The Chairman added that he and the CE would be getting in touch with the new local MPs as soon as possible.

Members **noted** the contents of the Lead Governor's report and **noted** the contents of the Governors' Communication Log.

4.5 Committee Reports from Governors

Quality and Compliance Committee (QACC) Report

Notes of the 26 June 2019 meeting were attached with the report, the September meeting had been cancelled as not quorate and key points regarding the 20 November 2019 meeting were listed.

LG said all Governor observers were asked to continue to present their reports to the QACC as invaluable information was contained for all Governors. If unable to attend in person, then please send a deputy and make sure fully briefed.

LG thanked Mrs Welch (EW) and Mrs Day (CD) for volunteering to attend the Annual Quality Account Stakeholder meeting on 3 February 2020.

LG thanked LH for her contribution to the work of the QACC, as she was now stepping down from this role, as not continuing as Chair of the Membership Group.

Changes to the Healthwatch commissioning arrangements were discussed and it was hoped more clarity would be forthcoming in January 2020.

LG reported that work was being undertaken by herself and CoSec with regard to the Governor Observer template and making the KPI's relevant.

The Chairman mentioned that he was keen to look at more flexibility around quoracy of meetings to enable core business to continue effectively. If anyone had objections to this review, then please could they let him know.

ALL

AH asked where the QACC Report was taken and LG responded that if there are any issues of concern then they are raised at the Council of Governors.

5. NON-EXECUTIVE DIRECTOR REPORTS

5.1 Non-Executive Director Committee Reports

The Chairman invited questions from Governors on the reports submitted and the business of the Committees.

5.1.1 Audit Committee

Mrs Taylor (ST), Audit Committee Chair, provided a verbal update on the working ongoing and key topics. Adele Rilstone had joined as the new Counter Fraud Lead and was actively visiting areas of the Trust and any Counter Fraud risks would be added to the Risk Register.

Work was ongoing looking at the Working Time Directive and systems for recording hours worked. All other internal audit reports were considered satisfactory and flexibility was built into the system with regard to setting these.

A procurement process was currently progressing with regard to the re-tendering of External Audit services to the Trust.

The social care debt report, which was regularly received, shows that it continues to be made up of lots of individual small amounts of debt.

There were no questions from Governors on the work of the Committee.

5.1.2 **NEDs' Nominations, Remuneration and Terms of Service Committee**

The Chairman reported on Mr Ian Currie's appointment as Acting Medical Director for a fixed period of 12 months, from 1 December 2019, to provide additional capacity within the medical leadership team had been working well.

The recruitment of a substantive Chief Finance Officer had been concluded with the successful appointment of David Stacey who will take up his position in January 2020 and in addition Caroline Van Luttmer had joined for a short period as Financial Improvement Director.

There were no questions from Governors on the work of the Committee.

5.1.3 **Quality Assurance Committee**

Mrs Lyttle, (JL) QAC Chair, provided a verbal update on the recent topics of interest:

- a) Integrated Finance Report – Issues on Quality for the IPR are highlighted and discussed at the Committee.
- b) ED Issues – whilst a crowded environment, it was felt that robust systems were in place to ensure patient safety.
- c) Mental Health Patients on Medical Wards – increasing numbers and complexity of patients, so issues around support of both these patients, staff and other patients on the wards.
- d) Diagnostics – improvements had been made in this area and the committee had felt assured about the work undertaken.
- e) Presentation by the Falls Team – had demonstrated the work ongoing to triangulate and manage risks in this area.
- f) Work to look at social services teams – an aim to move focus beyond the acute services and look at the community social and care teams in future.

There were no questions from Governors on the work of the Committee.

5.1.4 **Finance, Performance and Digital Committee (FPDC)**

Mr Balch (CB), Chair FPDC, gave a verbal update on the work progressed since the Autumn, when he took over as Chair. Deterioration at Month 6 with a £50m variation. A KPMG report had been undertaken jointly with the CCG and one outcome had been appointment of the Financial Improvement Director and focus on "grip and control" work within a financial action plan. Understanding of the link between Trust performance and the financial position had led to additional investment in diagnostics. Further investment was being put into IT and business information, with robust business cases for each investment decision. Performance of the Trust estate and IT infrastructure has to be managed in the interim, prior to any seed funding being available for Acute hospital re-build.

There were no questions from Governors on the work of the Committee.

5.1.5 People Committee

Mrs Matthews (VM), Chair People Committee, gave a verbal update on the two meetings held since October 2019, focusing on scope of the Committee and terms of reference. Recent reports had focused on recruitment and appraisals and a deep dive was planned on appraisals at the next meeting. Correct data was key in order to ensure that right numbers of staff in the right roles with the right skills. LG added that the Governor Observer on the People Committee, Paul Lilley had said how impressed he had been with the work of the group so far.

There were no questions from Governors on the work of the Committee.

5.1.6 Governors' Nominations and Remuneration Committee

The Chairman said that there had not been a requirement to meet since the last Council of Governors meeting, however a meeting may be required in Spring 2020 due to a number of contracts due to end next year.

6. MEMBER AND GOVERNOR QUESTIONS

6.1 Questions from Members and Governors

- i) LG raised concern over the Quality Account Report relating to electronic prescribing (ePMA), which was currently suspended. CN responded that ePMA had been listed as one of the three priorities in the Quality Account Report. Work had been underway on ePMA since 2017, led by Dr Joanne Watson and Dr Rob Dyer and had been trialled at Newton Abbot Hospital and the Emergency Admissions Unit. However once main launch began, some challenges arose particularly regarding ED and ward interface. In addition, there had been the impact of ageing computers and requirement for more IT equipment than anticipated. Risks were discussed at the Project Board for ePMA, IT Projects Meeting, IM&T and at Finance, Performance and Digital Committee had agreed that safest option was to "pause" but aim is to re-launch in 2020. LG asked how any re-start of the project would be reported and CN said the Quality Assurance Committee would be informed and in turn the Governor Observer report would be taken to the Quality & Compliance Committee for Governors. CN added that the other two elements contained within the Quality Account were on track. Mrs Evans (LE) mentioned issues at Devon Doctors and linking with smart cards to hospital systems and the Chief Operating Officer (COO) agreed to take this issue and resolve outside of the meeting.

COO

7. CLOSING MATTERS

7.1 Any other business

- a) DECD thanked Governors who had attended the recent public event in Dartmouth regarding the proposed Health and Wellbeing Centre.
- b) LG thanked Trust for improved engagement and communication with Governors including the instigation of the recent Network Meetings.
- c) Chairman thanked Dave Killoran for his constructive impact and the way he had engaged with everyone in the Trust.

7.2 Close of meeting

The meeting closed at 15:45 hours.

Details of next Council of Governors' meeting:

Wednesday 12 February 2020, 14:00–16:00 in the Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital.

COUNCIL OF GOVERNORS																
Report title: Chief Executive's Business Update			Meeting date: 12 February 2020													
Report appendix	n/a															
Report sponsor	Chief Executive															
Report author	Company Secretary															
Report provenance	Reviewed by Executive Directors															
Purpose of the report and key issues for consideration/decision	To provide an update from the Chief Executive on key corporate matters, local system and national initiatives and developments since the previous Council of Governors meeting.															
Action required (choose 1 only)	For information <input type="checkbox"/>	To receive and note <input checked="" type="checkbox"/>	To approve <input type="checkbox"/>													
Recommendation	The Council of Governors is asked to receive and note the Chief Executive's Business Update.															
Summary of key elements																
Strategic objectives supported by this report	<table border="1"> <tr> <td>Safe, quality care and best experience</td> <td>X</td> <td>Valuing our workforce</td> <td>X</td> </tr> <tr> <td>Improved wellbeing through partnership</td> <td>X</td> <td>Well-led</td> <td>X</td> </tr> </table>				Safe, quality care and best experience	X	Valuing our workforce	X	Improved wellbeing through partnership	X	Well-led	X				
Safe, quality care and best experience	X	Valuing our workforce	X													
Improved wellbeing through partnership	X	Well-led	X													
Is this on the Trust's Board Assurance Framework and/or Risk Register	<table border="1"> <tr> <td>Board Assurance Framework</td> <td>X</td> <td>Risk score</td> <td>See below</td> </tr> <tr> <td>Risk Register</td> <td>X</td> <td>Risk score</td> <td>See below</td> </tr> </table>				Board Assurance Framework	X	Risk score	See below	Risk Register	X	Risk score	See below				
Board Assurance Framework	X	Risk score	See below													
Risk Register	X	Risk score	See below													
External standards affected by this report and associated risks	<table border="1"> <tr> <td>Care Quality Commission</td> <td>X</td> <td>Terms of Authorisation</td> <td>X</td> </tr> <tr> <td>NHS Improvement</td> <td>X</td> <td>Legislation</td> <td></td> </tr> <tr> <td>NHS England</td> <td>X</td> <td>National policy/guidance</td> <td>X</td> </tr> </table> <ul style="list-style-type: none"> Failure to achieve key performance standards (BAF score 20) Failure to achieve financial plan (BAF score 25). 				Care Quality Commission	X	Terms of Authorisation	X	NHS Improvement	X	Legislation		NHS England	X	National policy/guidance	X
Care Quality Commission	X	Terms of Authorisation	X													
NHS Improvement	X	Legislation														
NHS England	X	National policy/guidance	X													

Report title: Chief Executive's Business Update		Meeting date: 12 February 2020
Report sponsor	Chief Executive	
Report author	Company Secretary	

1. Trust key issues and developments update

Key issues and developments to draw to the attention of Governors since the last Council of Governor meeting held on 18 December 2019 are as follows.

1.1 Safe Care, Best Experience

1.1.1 Coroner's Inquest

Tragically a 14 year old girl died in October 2018 following an general anaesthetic at Torbay Hospital. The girl had been under the care of paediatric care at Torbay Hospital as well as University Hospitals Bristol. As with any unexpected death the Trust informed the Healthcare Safety Investigation Branch (HSIB) and also commissioned an independent investigation from Niche Health and Social Care Consulting. Both reports stated that the girl sadly died as a result of complications due to an undiagnosed pre-existing condition. The investigations found that the Trust had acted in accordance with standard guidelines and procedures.

In December the coroner's inquest considered the facts and concluded that her medical management was lacking in that investigations to diagnose her underlying condition were not undertaken.

Comment: There is some clear learning from this tragic death and we are working with University Hospitals Bristol to improve the communication and co-ordination of care. As a Trust we continue to offer our deepest sympathies to the family for the tragic death of their daughter.

1.1.2 Dartmouth Health and Wellbeing Centre plans

Local people attended a drop-in session in December to see and discuss the design of the new health and wellbeing centre prior to the formal submission for planning. There was a broad range of views and comments, with some really helpful feedback. A number of people made positive comments on the layout, application of plans, natural light and overall design, and thought the development very exciting. There was an overwhelming view of encouragement to move forward with the plans and the development as soon as possible to benefit local people. All the comments made on the design are being considered by the Trust and its architects as they develop the detailed plans for a submission to the planning committee at South Hams District Council at the end of February 2020.

Comment: We are fully committed to continuing to engage with local people on the developments of the Health and Wellbeing centre in Dartmouth

1.1.3 Additional capital funding to improve emergency care

The Trust has been advised that it has been given access to Winter Pressure Capital funds totalling £905,000.

- £500,000 of that is for the refurbishment of the Trust's old Intensive Care Unit environment to enable a Non-Elective Surgical Assessment Unit to be established. This will ease the pressure on the Trust's Emergency Department, improve patient flow and experience.
- A further £365,000 is being invested in Medical Equipment to enable quicker diagnosis of patients, make better use of our theatres (used for both non-elective and elective work) and therefore again improve patient flow.
- Finally, £40,000 is being invested in an IT system that will enable the Trust to improve the tracking of 'Emergency take' patients more effectively, improving the audit trail, and resulting in a quicker turn around for the creation of the patients discharge summary whilst also freeing up clinical staff's time.

1.1.4 Coronavirus

Whilst there have been two confirmed cases of Coronavirus in the UK at the time of writing this report, the risk to the public is low. The government is monitoring the situation closely and will continue to work with the World Health Organization (WHO) and the international community. Guidance received from NHS England and Public Health England has been reviewed by the Trust to ensure we are properly prepared and able to respond.

1.1.5 Community baby-friendly accreditation

Congratulations to our Community Health Visiting service on being awarded the prestigious Baby Friendly Accreditation from UNICEF - the United Nations Children's Fund.

1.1.6 Baby and young children remembrance weekend

Before Christmas, local families joined us for our annual 'baby and young children remembrance weekend' at Torbay Hospital. Staff from our maternity unit, chaplaincy services and children's community nursing team, together with some local parents planned the remembrance weekend, which included a craft morning for all ages on the Saturday and a special service in the Hospital's Chapel on the Sunday. This year, the event was expanded to include those who had lost a child in the early years of life as well as those who have experienced baby loss.

1.2 Well Led

1.2.1 Month 9 to 31 December 2019 - Performance against the national NHS Improvement Oversight Framework

A&E patients seen within 4 hours: STF Trajectory (92%) not met - performance for December (79.9%).

Referral to Treatment (RTT) people waiting for treatment that have waited less than 18 weeks: RTT performance has seen little change in December, with 79.4% of people waiting less than 18 weeks, against a trajectory of 82%. We have seen a slight increase from 69 patients waiting more than 52 weeks last month to 71 patients this month; this is within our plan trajectory of 80.

Cancer – 62 day wait for first treatment: The national standard was met in December, with 85.4% achieved against standard of 85%.

Diagnostic tests longer than the 6 week standard: The diagnostics trajectory was not met, with 7.9% of patients waiting over six weeks. This is just outside our recovery trajectory to deliver improved performance in December and to achieve 7.3% against the national standard of 1%.

Dementia Find: The standard is reported at 88.7%, against the 90% national standard.

1.2.2 Month 9 performance against 2019/20 Plan

Overall financial position: The financial performance as at 31 December 2019 showed a £10.14m deficit, which is £3.27m adverse to the phased plan of £6.87m deficit, prior to sustainability funding. Although the position at month 9 showed a small variance of £352k to forecast, it is expected that the year-end variance to control total will remain at £15.0m.

At 31 December, the year to date capital expenditure is £7.14m and the full year forecast is £18.74m. Between now and the end of the year, it is expected that we will spend £11.6m for the following schemes:

- Purchase of high value medical equipment £4.1m
- Continuation of Theatres upgrade and refurbishment £3.3m
- Material investment in IT (purchase of PC's and licences) £3.6m
- Equipment lease for Torbay Pharmaceuticals £0.6m

Operational performance headlines: Over the Christmas and New Year period the urgent care system experienced continued pressure on critical staffing, bed occupancy, and care package capacity, which included:

- time spent in our emergency department;
- ambulance handover delays;
- corridor care,
- numbers of delayed discharges.

The increase in delayed discharges was an indication of the pressures across adult social care in providing timely assessment and packages of care. Maintaining workforce capacity through the holiday period remained a challenge and highlights our reliance on temporary bank and agency staffing. A system response from the “silver reset” launched in December was implemented and the daily review of all long stay patients was successful in reducing the number of our longest ward stay patients.

Against elective care, the Trust remained confident about reducing the number of our longest waiting patients against 52 weeks RTT and diagnostic tests as a result of additional investment in capacity solutions.

Across Adult Social Care we continue to manage the challenges and constraints of the market capacity to rapidly respond to variances in demand with a programme of improvement being delivered through the Adult Social Care Programme Board.

1.2.3 Annual Plan 2020/21

Work is continuing on developing the Annual Plan for 2020/21. Building on the excellent session held on 3 October where the Board of Directors and Council of Governors discussed planning our future strategy to the needs of our local population, a further session is scheduled for 11 March, where Governors will hear how their input, views and feedback from members and the public have influenced our future strategy.

1.2.4 Board Appointments

We are pleased to welcome Dave Stacey, who joined the Trust as our new Chief Finance Officer in January. Dave, who has a wealth of experience with a background in senior NHS roles, joins us from North Middlesex University Hospital where he was Director of Finance. His previous roles include Director of Strategy at West London Mental Health Trust, England's biggest mental health trust and Deputy Director of Transformation at Chelsea and Westminster Hospital NHS FT.

Dave Killoran, who had been acting in the interim role since the beginning of August 2019, made a significant contribution to the work of the organisation with his substantial experience and expertise in financial improvement and planning. We would like to thank him for his hard work in providing leadership and direction for the financial agenda of the Trust.

1.3 Valuing our Workforce, Paid and Unpaid

1.3.1 Torbay and South Devon Clinical School annual conference

More than 80 people attended the Torbay and South Devon Clinical School annual conference held in November. After a video from Mark Radford (Deputy Chief Nursing Officer, NHS England) Jane Viner, Chief Nurse and Deputy Chief Executive, talked about the national landscape for nurses, midwives, AHPs and social workers, linking to how we can move forward in the care we deliver.

There was a panel discussion exploring how the Trust can support staff to move forward with their careers, think differently, and innovate in practice. Around 20 staff were involved in presenting some of their innovative work, including the role of surgical care practitioners, service developments on our wards caring for older people and how staff wellbeing can positively translate through to patient care.

Our staff demonstrated brilliant examples of service development initiatives and practice-based research, which are moving practice forward. There was an amazingly high standard of posters and oral presentations highlighting many innovations in practice.

1.3.2 National appointment

Mr Stuart Andrews has been elected as national lead for benign upper gastrointestinal services by the Association of Upper Gastrointestinal Surgeons of Great Britain and Ireland.

1.3.3 Prize-winning surgical team

Our Upper Gastrointestinal Surgical Team were awarded second place for presenting their pioneering work at the conference of the Association of Upper Gastrointestinal Surgeons in Liverpool. The talk was given by Dr Sophie Donoghue, a Foundation Doctor, on the use of ultrasound investigations to provide imagery during keyhole

surgery of gallbladder removal in Torbay Hospital, which is the pioneering centre in the UK for this technique.

1.3.4 Health and Wellbeing

A new programme is being run specifically for health and social care staff who may be feeling stressed, overwhelmed, anxious or depressed. The six-week Help to Overcome Problems Effectively (HOPE) Programme is free to attend and supports individuals to manage their health and wellbeing. There are 10 to 16 people on each course and time is spent in facilitated discussions, group activities, information sharing and ideas to try between each session. Topics covered include fatigue and stress management, mindfulness, identifying personal strengths, dealing with setbacks, healthy living and physical activity.

1.3.5 Chief Nursing Officer awards and visit

The World Health Organization (WHO) has designated 2020 as International Year of the Nurse and Midwife, in honour of the 200th anniversary of Florence Nightingale's birth. We started the year with a visit from Ruth May, Chief Nursing Officer for England. Our Chief Nurse, Jane Viner, updated her on our progress with the 'Pathways to Excellence' programme. Ruth presented some of our nursing staff with Silver awards which recognise major contributions to patients and the profession, for nurses and midwives. She also met teams on our ED, ICU and paediatric ward and discussed and shared with them her vision for collective leadership.

2. Chief Executive Engagement: November to January

I continue to meet with external stakeholders and partners. Meetings I attended during November to January are shown below.

Internal	External
<ul style="list-style-type: none"> • Medical Staff Committee • Joint Consultative Negotiating Committee • Joint Local Negotiating Committee • SPI Walk-around – John MacPherson Ward • Freedom to Speak Up Guardian • Meeting with Student Nurses • BMA Bullying and Harassment Event • Video blog sessions: • Hand Therapy Team • Junior Volunteers • World Radiology Day • Carers' Aid 10 Year Celebration • Research and Development • Health Navigators • Director of Infection Prevention and Control • Discharge Team Visit • Child and Family Health visit – 	<ul style="list-style-type: none"> • Interim Director of Adult Services • Torbay Council • STP Chief Executives' Meeting • STP Programme Delivery Executive Group • Devon A&E Delivery Board • Children and Young Persons Partnership Board • Devon ICM Meeting • Principal South Devon College • Interim Accountable Officer, NEW Devon CCG • Director of Public Health, Torbay Council • Provost, Exeter University • High Potential Scheme Start Up Meeting • HEE Annual Senior Leadership Meeting • Head of Peninsula Medical School • Delegates from Singapore • Chief Officer for Adult Care and Health, DCC

<ul style="list-style-type: none"> Capital Court • Staff Side • Video blog sessions: <ul style="list-style-type: none"> ○ HCA ○ Christmas and New Year messages ○ Blue Monday 	<ul style="list-style-type: none"> • South West Regional Director, NHSE/I • Children and Young Persons Partnership Board • National Leadership Forum • Royal United Hospitals Bath • Devon A&E Delivery Board • STP Chief Executives' Meeting • STP Programme Delivery Executive Group • Devon ICM Meeting
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3 Local Health and Care Economy Developments

3.1 Service Developments/Changes

3.1.1 Devon Strategic Transformation Partnership

In order to support Devon to become an Integrated Care System ('ICS'), several health and social care providers are working on establishing a 'shadow' ICS Partnership Board in March 2020. The Council of Governors will be updated on developments as the arrangements become known.

3.2 Partner and partnership updates

3.2.1 NDHT and RD&E agree to explore joining together on a more formal basis

The Boards of Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust have agreed that the two organisations will explore joining together on a more formal basis. Both Boards have agreed that this process must be based on the premise that any new arrangement is beneficial to people in all the communities served by both Trusts and this premise is supported by NHS regulators.

4 National Developments and Publications

Details of the main national and regional developments and publications since the last Council of Governors meeting have been circulated to Governors through the weekly developments update briefings. The item of particular note that I wish to draw to the attention of the Council of Governors are as follows:

4.1 Care Quality Commission

4.1.1 CQC submission complete

In December we responded on time to the CQC's provider information request. Thanks to the hard work of staff across the Trust we were able to meet this requirement which is the first step to a CQC inspection. We expect to receive an unannounced visit from the CQC very soon and a well-led inspection within six months of the request.

4.1.2 Care Quality Commission publishes report on Livewell Southwest

The CQC has published a report following an inspection at Livewell Southwest CIC, Plymouth. Inspectors visited the organisation between 3 September and 2 October. As a result Livewell Southwest is rated as 'Good' overall and 'Good' for safe, effective,

caring, responsive and well-led domains. Full details of the ratings, including a ratings grid, are given in the report published online at: <https://www.cqc.org.uk/provider/1-271962340>

4.1.3 Urgent and emergency care survey results

The CQC has published the results of its 2018 Urgent and Emergency Care Survey - covering 132 NHS acute trusts in England (but not mental health, community or ambulance trusts). The survey asked people about their experiences of urgent and emergency care in major consultant-led accident and emergency departments (Type 1) and also minor injury units or urgent care centres (Type 3) where run directly by an acute hospital trust.

Comment: For both reports, our Trust was rated as good, with patient satisfaction scores generally the same as for most other Trusts. However, our Minor Injury Units were rated 'better than most other Trusts' for environment and facilities and respect and dignity.

5. Local Media Update

5.1 News release and campaigns highlights include:

- Continued coverage for the roving dental screening mouth cancer checks
- Promotion of the [#NHSQuicker](#) app as a way of finding quicker treatment for minor injury or illness
- Carers' rights day
- Work experience day for local students, giving them real insight into the range of health careers available to them after GCSE and A levels
- The Living with and Preventing Diabetes session, hosted by the Trust, attracted more than 60 carers, family members and patients to hear talks by our specialists
- Launch of our new, quarterly magazine, *Healthy Futures*, for staff, service users and partners.
- Regular information to the public on how best to be prepared if they need to access services and which ones will be best to meet their needs
- Promoting the various targeted HOPE Programmes
- A number of national awards to staff
- Encouraging people including our staff to have flu jabs
- Celebrating our hard working staff over the festive period
- Communicating value and achievements in innovative research programmes
- Congratulations to all the dedicated staff that were awarded a Staff Hero Award
- Torbay Hospital volunteer presented with a certificate in recognition of her support for military families over many years, especially by informally visiting former soldiers in hospital
- Health and Care job fayre showing fantastic opportunities to work in health and care

6 Recommendation

The Council of Governors is asked to receive and note the Chief Executive's Business Update.

COUNCIL OF GOVERNORS MEETING				
Report title: Company Secretary's Report			Meeting date: 12 February.2020	
Report appendix	Appendix 1: Council of Governors Development Programme 2019/20 Appendix 2: Governor Engagement Feedback Form Appendix 3: Council of Governors Work Plan 2020			
Report sponsor	Company Secretary			
Report author	Company Secretary			
Report provenance	n/a			
Purpose of the report and key issues for consideration/decision	The report provides corporate governance updates on matters of relevance to the Council of Governors.			
Action required	For information <input type="checkbox"/>	To receive and note <input checked="" type="checkbox"/>	To approve <input type="checkbox"/>	
Recommendations	To receive and note the Company Secretary's Report.			
Summary of key elements				
Strategic objectives supported by this report	Safe, quality care and best experience		Valuing our workforce	
	Improved wellbeing through partnership		Well-led	X
Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework	n/a	Risk score	
	Risk Register	n/a	Risk score	
External standards affected by this report and associated risks	Care Quality Commission		Terms of Authorisation	X
	NHS Improvement	X	Legislation	
	NHS England		National policy/guidance	X

Report title: Company Secretary's Report		Meeting date: 12 February 2020
Report sponsor	Company Secretary	
Report author	Company Secretary	

Introduction

The report provides corporate governance updates on matters of relevance to the Council of Governors.

1. 2020 Election Report

- 1.1 The annual elections for the Council of Governors have commenced. The seats to be contested are shown below:

Public Governor	South Hams Constituency (1 seat)
Staff Governor	Coast Integrated Service Unit (ISU) (1 seat)

The following seats were uncontested:

Public Governor	Torbay Constituency (3 seats)
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No nominations were received for the following seats and therefore remain vacant:

Staff Governor	Moor to Sea ISU (1 seat)
	Newton Abbott ISU (1 seat)
	Paignton and Brixham ISU (1 seat)
	Torquay ISU (1 seat)
	Trustwide Operations and Corporate Services ISU (1 seat)

- 1.2 The independent election company, Civica Election Services (formerly Electoral Reform Services), are managing the elections on the Trust's behalf.

- 1.3 The election timetable is shown below.

ELECTION STAGE	DATES
Notice of Election / nomination open	Friday, 3 Jan 2020
Nominations deadline	Monday, 20 Jan 2020 (5pm)
Summary of valid nominated candidates published	Tuesday, 21 Jan 2020
Final date for candidate withdrawal	Thursday, 23 Jan 2020
Notice of Poll published	Thursday, 6 Feb 2020
Voting packs despatched	Friday, 7 Feb 2020
Close of election	Thursday, 27 Feb 2020
Declaration of results	Friday, 28 Feb 2020

- 1.4 The Trust hosted a couple of well attended information events for prospective Governors to learn more about the role of the Governor.

Action required: To receive and note the 2020 election update report.

2. Appointment of Lead Governor and Deputy Lead Governor

- 2.1 The Council of Governors agreed previously the process for the annual appointment of the Lead Governor and Deputy Lead Governor.
- 2.2 The Council of Governors have approved the extension of appointments for the current Lead Governor, Wendy Marshfield and Deputy Lead Governor, Carol Day until 1 March 2020.
- 2.3 A further call for expressions of interest for both roles has been made with no nominations being received prior to the closing date of 14 January 2020.
- 2.4 It is therefore proposed to seek interest from Governors following the conclusion of the 2020 Governor elections.
- 2.5 In the interim period, Carol Day, Deputy Lead Governor will act as the nominated point of contact for the Regulator.

Action required: To note the appointment of Carol Day as the nominated point of contact for the Regulator.

3. Council of Governors Development Programme 2019/20

- 3.1 The Council of Governors established a task and finish group to oversee and monitor progress against the Council of Governors Development Programme for 2019/20 (attached as Appendix 1).
- 3.2 The meetings continue to be well attended by Governors and good progress has been made against the action plan.
- 3.3 The action to bring to the COG's attention is the review of the Constitution by the task and finish group, which has been both thorough and robust. Approval of the proposed changes will be presented at the next Council of Governors.

Action required: To note progress against Council of Governors Development Programme for 2019/20.

4 Appointments of Governor Observers to Trust Board Committee's and Groups

- 4.1 The Governor observer role for the People Committee and Finance, Performance and Digital Committee will become vacant on 1 March 2020 following the retirement of the Governors currently fulfilling those roles (Paul Lilley and Peter Coates, respectively).

- 4.2 Governor membership of the Trust's CQC Assurance Group will also become vacant on 1 March 2020 as a result of the retirement of the current member (Wendy Marshfield).
- 4.3 Governors are asked to note that a call for expressions of interest for the Governor observer roles and membership of the CQC Assurance Group will be published post 1 March. Governors are asked to refer to the March edition of the Governor newsletter for further information.

Action required: To note the forthcoming Governor observer vacancies for the Finance, Performance and Digital Committee and People Committee and membership of the CQC Assurance Group.

5 Council of Governors Register of Interests

- 5.1 The Constitution (paragraph 20) requires Governors to declare any personal, pecuniary or family interests which may influence or be perceived to influence their judgement. Interests that must be declared are any that are relevant and material.
- 5.2 Governors would have declared any such interests on appointment and periodically thereafter, however it is seen as good governance for those declarations to be refreshed on an annual basis and a register of declarations to be maintained.
- 5.3 Governors have been provided with a declarations form. Once all the returns have been received a complete Register of Interests will be published.

Action required: To receive and note the update report.

6 Governor Engagement Feedback Form

- 6.1 The Membership Group meeting held on 4 February 2020 reviewed a draft Governor Engagement Feedback Form and have now approved the Final version (attached as Appendix 2) for all Governors to utilise to gather feedback.
- 6.2 The aim is that key themes will then be able to be collated and this data used within the business planning cycle and/or other appropriate forums such as the monthly Trust Feedback and Engagement Group meetings - at which a Governor representation from the Membership Group will be present.

Action required: To receive and note the form.

7 2020 Council of Governors Work Plan

- 7.1 The 2020 work plan for the Council of Governors is presented for information at Appendix 3.

Action required: To receive and note the 2020 Council of Governors work plan and note the Council of Governors meeting dates schedule for 2020.

Council of Governors Development and Delivery Programme 2019/20					
Key Activity		Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
Development Objective 1: Representing members and the public Engagement Plan					
1	Develop a Member Events Programme			Completed	
2	Design an e-newsletter for distribution to members, public, stakeholders and for posting on the website			Completed	
3	Establish a regular generic activity update from Governors to members			Action transferred to Membership Group	
4	Refresh the Governor section of the website				
5	Utilise the membership database for surveys about Trust services			Completed	
6	Increase communications via social media			Completed	
7	Align Board to Council meetings to focus on strategy/forward planning			Completed	
Development Objective 2: Holding NEDs to account: Involvement Plan					
8	Allocate discussion time on the agenda for COG and B2C meetings			Completed	
9	Timetable COG agenda setting meetings between Chairman & Lead Governor/Deputy Lead Governor			Completed	
Development Objective 3: Supporting Governors Training and Development Plan					
10	Establish monthly Governor 'network' meetings comprising Chairman's Briefing, information on 'hot topics', developmental sessions and Governor information/feedback session			Completed	
11	Issue fortnightly briefing update to Governors			Completed	
12	Establish programme of bespoke training sessions focussing on the role of the Governor			Network meetings Completed	
Development Objective 4: Constitution Review					
13	Review to focus on: composition of the Council of Governors, meeting best practice/regulations and general update				Ongoing

Key:

Red	Amber	Green
Action not started	Action underway/progressing	Action completed

January 2020

v.4



Torbay and South Devon
NHS Foundation Trust

GOVERNOR ENGAGEMENT FEEDBACK FORM

To help us improve the gathering of feedback themes from your constituents, and input these through to the business planning cycle, please take a few moments to complete this feedback form and email to the FT Office (foundationtrust.tsdf@nhs.net).

Please note that these forms are not given to the Feedback and Engagement Team (Complaints/PALS) so if constituents require responses on an individual basis they should be directed to that team via: 01803 655838 or Freephone: 0800 02 82 037 or Email: tsdf.feedback@nhs.net

1.	GOVERNOR NAME						
2.	CONSTITUENCY AREA THAT <u>FEEDBACK</u> IS FROM: (please tick box)						
	<table><tr><td><input type="checkbox"/></td><td>TORBAY</td></tr><tr><td><input type="checkbox"/></td><td>SOUTH HAMS & PLYMOUTH</td></tr><tr><td><input type="checkbox"/></td><td>TEIGNBRIDGE</td></tr></table>	<input type="checkbox"/>	TORBAY	<input type="checkbox"/>	SOUTH HAMS & PLYMOUTH	<input type="checkbox"/>	TEIGNBRIDGE
<input type="checkbox"/>	TORBAY						
<input type="checkbox"/>	SOUTH HAMS & PLYMOUTH						
<input type="checkbox"/>	TEIGNBRIDGE						
3.	FEEDBACK MAIN THEME/S						

[COMMUNICATION	[STAFFING LEVELS
	PARKING		DISCHARGE
	APPOINTMENT BOOKING PROCESS		OUTPATIENTS FOLLOW UP PROCESS
	MEDICATION		QUALITY OF CARE
	PRE-ADMISSION & ADMISSION		COMPLIMENTS
	OTHER – <i>write in here:</i>		

4.	LIST EVENT/OR HOW FEEDBACK OBTAINED (briefly) <i>e.g. phone call from constituent, conversation at social event, Trust event attended etc.</i>
5	BRIEF DESCRIPTION OF FEEDBACK
6.	WHAT FEEDBACK DO YOU BELIEVE NEEDS TO BE PICKED UP FOR THE BUSINESS PLANNING CYCLE – BULLET POINTS PLEASE

	<ul style="list-style-type: none">••••••••••

Appendix 2

Council of Governors 2020 Workplan

Agenda item	12 Feb Quarterly meeting	11 March Board to Council (private)	6 May Quarterly meeting	8 July Board to Council (private)	30 July Annual Members Meeting	5 August Quarterly meeting	4 Nov Quarterly meeting	16 Dec Board to Council (private)	Jan 2021 Quarterly meeting
Chairman's Report	X		X			X	X		X
Chief Executive's Report	X		X			X	X		X
Annual Quality Account					X				
Annual Report and Accounts					X				
Annual Plan		X	X	X				X	
Annual Plan Governor feedback		X		X				X	
Forward Agenda Plan	X		X			X	X		X
Governor events – feedback	X		X			X	X		X
Lead Governor's Report	X		X			X	X		X
Feedback from Cttee's/Working Groups	X		X			X	X		X
Governor's Communication Log	X		X			X	X		X
Auditors Report to Governors					X				
Register of Interests	X								
Lead/Deputy Governor appt. process									
Appointment of Lead/Deputy Governor									X
Appointment of Chair/NED	X		X			X			
Company Secretary's Report	X		X			X	X		X
Annual cttee/group membership review							X		
Membership Strategy – annual update									X
Elections update report	X						X		X
Election results report	X		X						
External Auditor appointment - update	X		X				X		X
Ad hoc reports/presentations	X		X			X	X		X
2020 Annual Members Meeting					X				

Council of Governors
Wednesday 12 February 2020

Agenda Item:	4.2
Report Title:	Lead Governor's Report
Report By:	Lead Governor
Open or Closed:	Open under the Freedom of Information Act
1. Summary of Report	
1.1	Topical areas of interest presented by the Lead Governor arising since the last Council of Governors meeting on 18 December 2019.
2. Main Report	
2.1	The Council of Governors continues to be actively involved with supporting the Trust and members. Following the Council of Governors' meeting on 18 December 2019, a number of developments have been confirmed and communicated to governors.
2.2	The Trust has provided CQC with the completed Provider Information Request and are awaiting confirmation of the date of the pending inspection. A briefing will be provided to governors by Jane Viner, Chief Nurse and Deputy Chief Executive, at 1pm on 12 February prior to the 2pm Council of Governors' meeting. Governors will also receive when completed a CQC Preparation Plan for the well led element of the CQC inspection.
2.3	The Operational Task and Finish Group continue to review the Trust constitution which will be presented to the Council of Governors for approval at its May meeting. Work also continues on the implementation of the Council of Governors' Development Plan, particularly focussing on engagement with Trust members and the public. The Company Secretary's Report provides more detail on progress against the plan.
2.4	Governors continue to attend their local PPG meetings, feeding back to members on the developments in primary care and views of patients etc. Governors also continue to support the consultation processes at Dartmouth and Teignmouth. Engagement with Trust members and members of the public enables governors to provide valuable feedback to the Trust and to inform future strategic planning and to identify priorities for service development.
2.5	I continue to receive very positive feedback from governors on the monthly Network meetings. Governors report they value the input of the Chairman and Executive Directors eg Chief Operating Officer, and the operational teams. The opportunity to seek clarifications when necessary on the detail of the most recent Board meetings, the detailed information provided on Trust activity, strategic planning, commissioning challenges, risks and actions being taken to mitigate these, is invaluable. Future planned presentations include an update on the Trust's complaints process and to aide the discussion governors have received a copy of the National Healthwatch report

‘Shifting the Mindset’.

- 2.6 The governors’ fortnightly newsletter continues to provide a resume of relevant information. We have agreed that governor observer reports from Board sub-committees will now be included in the newsletter to aide communication.
- 2.7 I would like to remind governors that a decision by the Trust, it is no longer considered appropriate to support the administration of governor constituency meetings. Following discussion at the December Council of Governors’ meeting governors have agreed to continue to meet and will now provide their report to the governors’ Pre-CoG meetings and discuss in more detail the business of the constituencies. This will ensure that all governors are briefed on key issues arising in each constituency, and where necessary to determine how best to take these issues forward.
- 2.8 Governor colleagues continue to support the Staff Heroes selection process and to take the opportunity to attend various events to raise the profile of the Council of Governors.
- 2.9 The Membership Group continue to support raising public awareness of the governor role. Governors are asked to support the working of this Group and new members would be welcome.
- 2.10 Several governors have chosen not to put their names forward for re-election after their three year term of office, this has resulted in three vacancies for the Torbay Constituency and one for South Hams.
The Trust has initiated the election process for new governors.
An open morning was held in December for prospective candidates to meet with the Trust and Lead and Deputy Governor’s and repeated in early January. Approximately 20 prospective public and staff governors attended.
- 2.11 I would like to take this opportunity to wish both the Trust and the Council of Governors every success going forward as I step down as a publicly elected Governor for the Torbay Constituency. It has been an enjoyable experience and at times also very challenging. My particular thanks to Carol Day and the Chairman, Chief Executive and the Executive Team for your support.

3.

- 3.1 Governors are asked to note the contents of the Governors’ Communications Log, attached as Appendix 1.

4. Decisions Needed to be Taken

- 4.1 Note and comment on the information outlined above and attached.

5. Attached to this Report

Appendix 1 - Governors’ Communications Log.

ID	Date Requested	Governor	Constituency	Summary Description	Executive Lead	Response Date	Summary Response	Status
65	Fri 29/11/2019	Lead Governor	CoG	Following recent Quality Account report to October Trust Board and Governors' Quality & Compliance Committee, Governors are seeking assurance that the quality account currently projected for completion will be met, as it was reported that Priorities 2 and 3 would be met, but Priority 1, EPMA will not be met. What remedial action is being taken to address this?	J Viner – CN	Wed 18.12.2019	Raised at Council of Governors meeting on Wed 18 December 2019 and response: LG raised concern over the Quality Account Report relating to electronic prescribing (ePMA), which was currently suspended. CN responded that ePMA had been listed as one of the three priorities in the Quality Account Report. Work had been underway on ePMA since 2017, led by Dr Joanne Watson and Dr Rob Dyer and had been trialled at Newton Abbot Hospital and the Emergency Admissions Unit. However once main launch began, some challenges arose particularly regarding ED and ward interface. In addition, there had been the impact of ageing computers and requirement for more IT equipment than anticipated. Risks were discussed at the Project Board for ePMA, IT Projects Meeting, IM&T and at Finance, Performance and Digital Committee had agreed that safest option was to “pause” but aim is to re-launch in 2020. LG asked how any re-start of the project would be reported and CN said the Quality Assurance Committee would be informed and in turn the Governor Observer report would be taken to the Quality & Compliance Committee for Governors. CN added that the other two elements contained within the Quality Account were on track.	Responded

NOTES OF THE MEMBERSHIP GROUP MEETING

HELD AT 10AM ON WEDNESDAY 10 DECEMBER 2019

IN SEMINAR ROOM 5, HORIZON CENTRE, TORBAY HOSPITAL

Members

- * Annie Hall (AH)
- * Lynne Hookings (LH) - Chair
- Barbara Inger (BI)
- * Mary Lewis (ML)
- * Anna Pryor, Staff Governor (AP)
- Eileen Engelman (EE) #

* Denotes member present

Denotes attended part of the meeting

In attendance

Jane Downes, Company Secretary (Co Sec)

Monica Trist, Corporate Governance Manager (CGM)

Sally-Ann Reay, Membership Manager (MM) and note taker

Debbie Maynard, Diversity & Inclusion Officer/Organisational Development Advisor (DM)

1. Apologies

Apologies were received from Barbara Inger.

Following an item in the Governors e-newsletter asking for people to express interest in joining the group, Eileen Engelman was welcomed to her first meeting.

2. Chair of the Membership Group – discussion

LH stated that she had assumed Chair of the Membership Group would need to be agreed at the meeting, as she had stepped down from that position after nearly five years in post. She would remain on the Group as was committed to the work and excited by the new Membership Development Plan.

Discussion then followed, but none of the other Governors currently felt able to take on the Chair role. CoSec asked LH to outline how she saw the role of the Chair of the Membership Group going forward. Debate around prioritisation to engagement with wider community, as opposed to solely increasing membership. Discussion around difficulty in getting wider engagement undertaken by all Governors, not just the Membership Group.

ACTION

CoSec suggested that LH raise the issue of vacant Chair role at the December Council of Governors meeting in order to seek response from the whole Governor body.

LH

3. Membership Development Plan 2019/20 – 2020/21 (V.4)

LH asked how many Trust members had valid email accounts following the data cleansing exercise by the database company and MM responded that it was approximately 1,500.

Further discussion around difficulty of engagement with all sectors of community and ML said she felt Governors needed more guidance on this issue in order to be proactive. CoSec responded that key element was tapping into existing engagement events that other managers were organising, such as those recently discussed by Steve Honeywill who would be coming to talk at the next Governor Network meeting. DM agreed that this was key, as lots of events taking place in the wider community, however it can be difficult to find out about, within such a large diverse organisation.

CoSec explained the link to Board to Council sessions where overall engagement themes could influence the Annual Plan going forward. DM mentioned the work of the Feedback & Patient Experience Group which met monthly, and agreed to find out whether a Governor representative could attend and send details to the CoSec.

DM

The Membership Development Plan 2019/20-2020/21 (V.4) was **approved** and would go forward to the December Council of Governor meeting for sign off.

CoSec

3. Minutes of the last meeting held on 9 October 2019 and action tracker

The notes of the meeting held on 9 October 2019 were confirmed as accurate.

4. Matters arising

See separate action tracker for updates or else covered on the main agenda.

5. Feedback from:

5.a Update from the Working with Us Panel

LH asked if the Northumbria Project system was being utilised by the Panel and CGM agreed to check this point. ML asked what happened to the data from the Working with Us Panel and it was suggested that this is raised at the Network Meeting in March, which the Working With Us Panel were due to attend.

CGM

5.b Feedback obtained from members and public, plus development of process for Themes gathered to inform annual plan process

CoSec had circulated the document summarising the Themes captured at the October Board to CoG meeting to assist discussion. This gave an indicator of where existing engagement was taking/not taking place.

Discussion around informal ways to engage with the wider community and developing the correct tools to assist Governors in collating the themes arising.

5.c Membership engagement

Discussion centred on the planned redesign of the Membership leaflet, and LH said she would prefer foldable design so that existing acrylic leaflet stands could be utilised. CGM said that a design meeting was due to be held between CGM/DM and MM to look at which equality/diversity questions were essential to include and ensure the new design incorporated these. In addition, consistency was required between the online and paper form and work needed to be undertaken with Civica to enable this to correlate. DM gave a wider explanation of why the equality and diversity data was necessary. CoSec confirmed that a professional design would be sought and that funds would be available to outsource this.

6 Annual Members Meeting 2020

Discussed provisional date of 30 July. TREC had been booked. LH asked why the change from the traditional slot of September and CoSec explained closer to the actual signing of the annual report and accounts. CoSec explained the intention to plan a small members event around the meeting to attract public attendance.

7. Discussion regarding Title of the Membership Group

Following the previous meeting AP had investigated other possible titles for the Membership Group and the group discussed these. A vote was held and the title “**Governors Engagement Group**” was felt to be more in keeping with the Membership Development Plan for the Group. LH was asked to take this title change to the Council of Governors for approval.

LH

8. Healthwatch

The link to Healthwatch reports website was noted.

9. Items from Membership Group to take forward to CoG

The following items were noted to be taken forward to the December Council of Governors meeting:

LH

- a) Request for nominations for Chair of the Membership Group
- b) Request for additional members to join the Membership Group
- c) Alteration of title of Membership Group to that of Governors Engagement Group
- d) Following the successful Diabetes Members' Event in November 2019, another was planned for 01 May 2020 on topic of Dementia.

10. Any Other Business

- a) Communications Review Report – LH asked when an update would be available and CoSec responded that this was currently with the Chief Executive.

11. **To agree date of next meeting –**

It was agreed that the next meeting would be held on **Tuesday 04 February 2020 at 2pm in the Meeting Room, First Floor, Horizon Centre.**