

Report to:	Council of Governors	Agenda item:	14
Date of Meeting:	5 September 2018		

Title of Report:	Governor Strategy & Business Planning Working Group Update Report
Status:	For Information
Sponsor:	Helen Rogers, Public Governor, North East Somerset (Chair)
Author:	Emily McConnell, Membership & Governance Administrator
Appendices	Appendix 1: Future Work Plan Appendix 2: Draft Annual Report

Purpose

To provide the Council of Governors with an update following the Governor Strategy & Business Planning Working Group held on 1st August 2018.

Background

The report is prepared to inform the Council of Governors on the salient issues discussed and agreed at the Governor Strategy & Business Planning Working Group.

Business Undertaken

The Working Group received the following updates:

- Corporate Projects Update
- RUH Strategy & Business Plan Update
- Update on the Maternity Services Redesign
- 2018/19 Trust Priorities Q1 Update
- Review draft Annual Report
- NEDs Assurance
 - Trust's financial plan related to the WOS and QIPP targets

The Working Group received the following updates which had been delegated from CoG:

- **To establish outcomes of CCG challenges**

The working group was informed that the Trust was negotiating a cap and collar block contract and they were due to be signed off imminently.

Key Decisions

The working group approved the draft annual report subject to the suggested amendments.

Exceptions and Challenges

- **NEDs Assurance**
 - **Trust's financial plan related to the WOS and QIPP targets**

The working group received assurance from Joanna Hole and Jeremy Boss, Non-

Executive Director's. The working group concluded that although there were still risks around closing the financial gap there are appropriate systems and processes in place. The group agreed to continue to monitor the financial position for the Trust and to seek further assurance if necessary.

Assurance

No assurance was sought from the working group this quarter.

Governance and Other Business

The working group agreed to inform the Council of Governors that after receiving a presentation on the Trust's Transformation projects they were assured that the projects were on target and effective.

The working group was asked to inform the Membership and Governance Manager of any ideas for topics that could be used for the questions at the Governor focus groups that would take place at the Trust's AGM in September.

Future Business

The working group requested that they received an update on the following topics:

- Progress on the Community Clinics (November 2018)
- Update on the progress of the Maternity Services Redesign (November 2018)
- A3 work relating to the strategic alignment on the Organisational Development Programme (November 2018)
- Progress since the Big 3 Go Live (TBC)

Recommendations

The Council of Governors is asked to:

1. Note the update report
2. Approve the future work plan
3. Approve the draft Annual Report

Governor Strategy & Business Planning Working Group - Proposed Workplan

	1st February 2018	3rd May 2018	1st August 2018	5th November 2018	4th February 2019
Opening Business					
Welcome, Introduction & Apologies	✓	✓	✓	✓	✓
Minutes of the Strategy & Business Planning Working Group	✓	✓	✓	✓	✓
Action list and matters arising	✓	✓	✓	✓	✓
Standing Items					
Working group delegated work from CoG		* S & BWG to receive briefing on content and progress of Transformation QIPP projects	* S & BWG to establish outcome of CCGs challenges *The working group to reassure Council of Governors that Transformation project are on target and effective	* S & BWG to receive briefing on any alternation to the Capital program	✓
Terms of Reference review		✓			
Annual Report		Plan for draft	Review draft report		
Information Items					
Corporate Projects Update	✓	✓	✓	✓	✓
RUH Strategic & Business Plan update	Only focus is the Business Plan	✓	✓	Update on the Urgent Treatment Centre	Only focus is the Business Plan
Other		Update on the Private Patients Policy	TBA by working group	Update on the Private Patients Policy	TBA by working group
Assurance Items					
Topics to be updated following each meeting	Wholly Owned Subsidiary	Maternity engagement assurance	NEDs Assurance with regards to the Trust's financial plan related to the WOS and QIPP targets.	TBA by working group	Only focus is the Business Plan
	Significant Transactions	TBA by working group	TBA by working group	TBA by working group	
		2018/19 Trust Priorities Q3 update	2017/18 Trust Priorities Q4 update	2018/19 Trust Priorities Q1 update	2018/19 Trust Priorities Q2 update
Closing Business					
Meeting Review	✓	✓	✓	✓	✓
Future Work plan	✓	✓	✓	✓	✓

Appendix 2

Strategy and Business Planning Working Group Annual Report 2017/18

Introduction

This working group ensures that Governors are able to contribute to the business planning process which the Trust undertakes each year. It is important that we are able to have input into and influence the strategic direction and long term vision of the organisation. This is also an opportunity to feed in the views of our members as appropriate. This report is intended to give a flavour of how this has been achieved over the past year.

The Working Group is made up of:

Helen Rogers, Public Governor, North East Somerset (Chair)
Amanda Buss, Public Governor, City of Bath
Mike Midgley, Public Governor, City of Bath
Mike Coupe, Staff Governor
James Colquhoun, Public Governor, South Wiltshire
Joss Foster, Commercial Director
Janet Adeyemi, Membership & Governance Manager
Fiona Bird, Head of Business Development

Activity

Each year the working group agrees its work plan. The main focus of activity is on the Business and Strategic plans and this year was no different. Our agenda is made up of items that are delegated by the Council of Governors, to which we are accountable, items for information and items on which we have required assurance.

The working group meets four times a year.

Monitoring activity

The working group has monitored activity through updates on corporate projects, such as the Private Patients Policy, Urgent Treatment Centre, Virgin Care, Wholly Owned Subsidiary (WOS) and Financial Effects on delivery of the Trust's Strategy. We review and approve the strategic plan and have had opportunity to seek assurance from the Non-Executive Directors that the Trust is on track to achieve its strategic objectives.

Key decisions and activities

The working group was informed that the Trust was developing its Strategic Plan for 2018 - 2021 and that as part of this, would undertake a number of engagement sessions to involve staff, stakeholders, members, volunteers and the public in the development of the Strategic Plan. Engagement with the public included discussions at constituency meetings as well as the dissemination of a survey to members. Members received a presentation and took part in a discussion session on the Strategic Plan for 2018 – 2021 at the North Wiltshire constituency meeting in October 2017.

The new Strategic Plan 2018 – 2021 was finalised in January 2018. The group is now overseeing work to achieve the plan, and focussed on ensuring that Members are engaged in the work. This has included developing a new presentation for constituency meetings so members can understand the Trust's vision and goals

We have also reviewed and updated our terms of reference to ensure that we have the right membership and the right focus. The working group was updated on the Maternity Services redesign and that as part of this, the Trust had undertaken engagement sessions to gather feedback from patients to understand what matters the most to patients. The working group

received a further update on Maternity Engagement in February 2018.

As part of providing Governor assurance that the trust's non-NHS work would not significantly interfere with its principal purpose, the working group also continues to receive information on the work ongoing to increase non-NHS income, in particular for private patients. Private patient income has fallen in 2017/18 as a result of reduced cardiology private patient services. The working group has received updates during the year about the current focus on improving policies and processes related to private patients.

Work continues to scope any potential increase in income in 2018/19. The services identified through business planning as having potential for growth are predominantly outpatient services and income is projected to remain within the same range as recent years, although with a wider range of services offered to patients.

Other non-NHS income sources are projected to remain static or grow only slightly in 2018/19. Work is underway with Pharmacy to scope the opportunity to offer spare capacity within the aseptic suite to other NHS providers, vet practices and research facilities; it is anticipated that growth in activity for this area will commence in 2019/20.

In July 2017, the Trust, in partnership with BEMS, was awarded the tender to run the Bath Urgent Treatment Centre. The working group received updates through the year on the work to safely transfer the service, which was successfully achieved in May 2018.

The working group received an updates on the potential to develop a Wholly Owned Subsidiary and the working group were confident with the level of information they received. One of the key roles of your Governors is that we hold the Non-Executive Directors to account for performance of the Board. The working group has developed a process by which any Non-Executive Director can be asked an assurance question. Written question are prepared at each meeting and formal written responses are provided to the working group.

In the last year, the working group have sought and received assurance on a wide range of strategy and business related issues including:

- How effectively is the Trust engaging with the STP?
- Significant Transaction- Wholly Owned Subsidiary
- Maternity Service redesign assurance
- Financial Plan

Public views

The Trust has well established mechanisms for taking Members' views into account. Issues that specifically relate to strategy and business planning are delegated to us by the Council of Governors.

The Council of Governors and Board of Directors also discussed the feedback themes at its strategic away day in December 2017 to ensure member views are incorporated into the Business Plan. This feedback is then shared with members via the quarterly magazine, Insight.

Future work

Throughout the next year the group will continue to ensure that the views of members are heard – and that those views are taken into account when we discuss the Trust's strategic and business plans.

Helen Rogers (Chair), July 2018