



Borough of Tamworth

Marmion House,
Lichfield Street, Tamworth,
Staffordshire B79 7BZ.

Enquiries: 01827 709 709
Facsimile: 01827 709 271

HEALTH AND WELLBEING SCRUTINY COMMITTEE

8 November 2017

Dear Councillor

A Meeting of the Health and Wellbeing Scrutiny Committee will be held in **Committee Room 1, Marmion House, Lichfield Street, Tamworth, B79 7BZ on Thursday, 16th November, 2017 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, appearing to be 'AOS', followed by a long horizontal line extending to the right.

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence
- 2 Minutes of the Previous Meeting (Pages 1 - 4)
- 3 Declarations of Interest

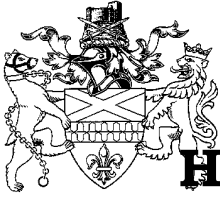
To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.

- 4 Collaboration of Burton Hospital NHS Foundation and Derby Teaching Hospitals NHS Foundation Trust (Pages 5 - 32)**
- 5 2017/18 Forward Plan (Pages 33 - 52)**
- 6 Update from Chair**
- 7 Update from Staffordshire Health Select Committee**
- 8 Work Plan 2017/18 (Pages 53 - 54)**

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709267 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors: A James, S Goodall, T Clements, C Cooke, A Bishop, J Faulkner, M Gant, M Oates, R Rogers and County Councillor A Little



**MINUTES OF A MEETING OF THE
HEALTH AND WELLBEING SCRUTINY
COMMITTEE
HELD ON 24th AUGUST 2017**

PRESENT: Councillor A James (Chair), Councillors S Goodall, T Clements, C Cooke, A Couchman, J Faulkner, M Gant, M Oates, R Rogers and County Councillor A Little

The following officers were present: Janine Bryant (Scrutiny and Corporate Support Officer)

19 APOLOGIES FOR ABSENCE

There were no apologies for absence.

20 MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous Health and Wellbeing Scrutiny committee held on 8th August 2017 were approved and signed as a correct record.

(Moved by Councillor Maureen Gant and seconded by Councillor Alice Couchman)

21 DECLARATIONS OF INTEREST

There were no Declarations of Interest

22 2017/18 FORWARD PLAN

The Council Tenants Fire Safety Strategy was due to go before Cabinet on 19th October 2017. However, it was agreed that this item should be scrutinized at the next Health & Wellbeing Scrutiny meeting on the 12th October with a view to requesting the Portfolio Holder to place this before Cabinet at the November 2017 meeting.

RESOLVED: The Council Tenants Fire Safety Strategy to be scrutinized at the next meeting on the 12th October 2017.

23 UPDATE FROM CHAIR

There were no Updates from the Chair at this time.

24 UPDATE FROM STAFFORDSHIRE HEALTH SELECT COMMITTEE

County Councillor A Little provided the following update from the Staffordshire Select Committee:

Two meetings had been held in regard of the proposed merger of Burton Hospital and Derby Teaching Hospital.

The first meeting was with junior members attending and presenting a case for the proposed merger; this case was minimal in detail and failed to convince members to approve the merger. It was agreed that a second meeting would be held with the Chief Executives of both hospitals, along with representation from the Medical Directors attending to enable further detail to be submitted.

The second meeting was held on 7 August 2017, and was addressed by the Chief Executive of Derby Teaching Hospitals NHS Trust and Clinical Director of Burton Hospitals NHS Trust regarding their organisations' proposals for greater strategic collaboration. This followed concerns expressed by Members at their previous meeting regarding (i) a lack of engagement with the County Council and other Partners; (ii) compatibility with the Staffordshire and Stoke-on-Trent Sustainability and Transformation Plan and; (iii) Financial Recovery Plan. The Committee received clarification and assurances on these matters and agreed that the Trusts should attend their meeting in December 2017 to provide a further update.

They also considered (i) a preliminary report from the Programme Director of North Staffordshire Clinical Group on the implementation of the Discharge to Access Model and its implications for the provision of Community Hospital beds in their area and; (ii) an exempt report of the Cabinet Member for Health Care and Wellbeing regarding the re-commissioning of the Healthwatch Staffordshire Service.

County Councillor A Little assured the Committee that without clarification on the effects of any merger it is the view of the Staffordshire Select Committee that they are unable to decline or approve this case and require further submission around how the Staffordshire economy, including Stoke and commitments to the Community hospitals are to be taken into consideration.

An announcement was made by both hospitals on 21st August 2017 appointing John Rivers CBE as Chairman of the new organisations, along with the

appointment of Gavin Boyle as the Prospective Chief Executive. Gavin's appointment has been made jointly by the Nominations and Remuneration Committees of both Trusts who met together to make this important decision. Their decision has also been approved by both Burton and Derby Councils of Governors. The feeling of the Committee was that appointments to these posts were premature given that the proposal has not yet been fully approved.

A survey is being issued to all General Practitioners in the area that will be affected by the proposal on 7th November 2017, with a two week return deadline. This is a private survey not open to the public and its aim is to establish what services are required, please urge local General Practitioners to spend time completing the survey.

25 UPDATE ON RETIREMENT OFFER FOR TAMWORTH

An update was received from Councillor S Goodall with regards to the Retirement Offer for Tamworth.

RESOLVED: A working group consisting of Councillors S Goodall, M Gant, J Faulkner is formed. Councillor Goodall to notify of a proposed meeting date.

The initial focus for the working group would be how to promote leisure activities available primarily through the use of the Web site.

WORK PLAN

The next meeting will take place on 12th October 2017, looking at:

- Usage of outdoor gyms
- Sustainability and Transformation Plan
- Council Tenants Fire Safety Strategy

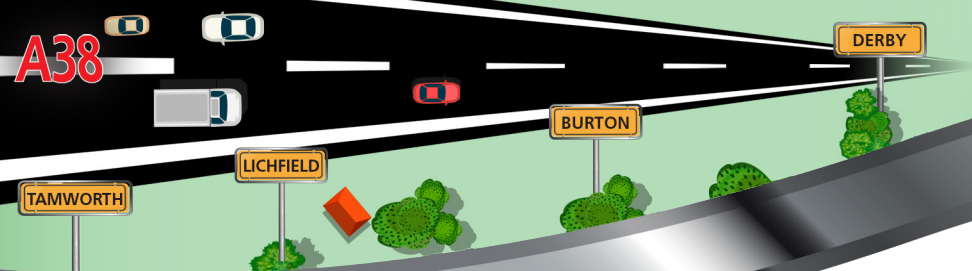
It is proposed that the Community and Development Services update be moved to the meeting on 9th January 2018.

Chair

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Burton & Derby Collaboration Update

A route to high quality sustainable services



ISSUE 1
February 2017



Welcome

Welcome to the first issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. You may have heard about this collaboration during the summer, and now seems a good time to update everyone on our progress and future plans.

Burton and Derby Hospitals have a history of successful joint working, and during 2016 discussions took place about developing this further.

These discussions aimed to answer three key questions:

- *Would a partnership between Burton and Derby improve the quality and scope of services for both populations?*
- *Would a partnership improve the financial position of both hospitals?*
- *What type of partnership would be the best way to deliver these improvements?*

A document called a Strategic Outline Case was agreed by both hospitals in October 2016.

This set out the reasons for the proposed partnership, the benefits for staff and patients, the financial implications, and the preferred options for the type of partnership. The next step is to look into the proposal in more detail, and produce an Outline Business Case to be submitted to the Boards of both organisations for consideration in April 2017. If this is agreed, a Final Business Case will be developed for consideration in July 2017.

In this issue...

Page 2 - Why collaborate? / Benefits

Page 3 - How you can get involved

Page 4 - Details of how to get involved



Why collaborate?

Like much of the NHS across the country, both hospital Trusts are facing a number of challenges relating to finance, staff and increasing demand for our services. Despite the passion, commitment and hard work of our staff, these challenges cannot be solved in isolation and we want to look for a solution that will improve what we can offer patients locally and enable us to operate on a firmer footing in the years to come.

In Burton, our relatively small size means it is difficult to stay properly sustainable by ourselves, as clinical practice becomes more and more specialised. We want to retain our core services, such as A&E and Intensive Care, whilst also looking to the future and what different services we may provide across our local communities of Burton, Lichfield, Tamworth and the surrounding areas.

In Derby, we need to ensure that some of the more specialised services we offer, such as cancer treatments and specialised heart and spinal services will continue to be commissioned by NHS England. For that to happen, we need to offer these services to as large a population as possible.

Both Trusts face challenges on waiting times in A&E, and for some orthopaedic and cancer treatments, as well as significant financial challenges and some recruitment issues. So it makes sense for us to explore ways to work together, and differently, to improve the quality of care we offer, whilst also making savings. As part of this, we also want to look at how we can best use our combined buildings and facilities.

While these are all significant challenges, we believe that by working more closely together we have a much better chance of addressing and overcoming them, for the benefit of our combined local populations.

Project timeline

Key milestone	Date
Outline Business Case	April 2017
Final Business Case	July 2017



Benefits for patients and staff

The potential benefits of bringing the two Trusts together are significant and exciting. A closer collaboration or partnership would allow us to:

- Share learning and best practice across staff at the two organisations, meaning patients benefit from continual improvements in care;
- Secure high quality services in Burton for the longer-term;
- Provide Derby's specialist services to a larger population, so more people benefit;
- Make better use of our community hospitals in Tamworth, Lichfield and Derby, tailoring services to those specific population needs;
- Better support the national initiative called Sustainability and Transformation Plans which cover Staffordshire and Derbyshire;
- Reduce unnecessary duplication, so that we can focus on providing the best care and services and not doing things twice, allowing us to use our valuable resources in a better and more cost-effective way.





How you can get involved

Both Trusts are very keen to make sure that our staff, patients, their families and carers are involved in the development of the potential partnership. If the Outline Business Case is approved in April, we will want local people to help us to develop the care pathways for a number of specialties that involve closer working between Burton and Derby Hospitals. This means looking at our vision for future services and how we could improve clinical outcomes and patient experience.

We are looking at a number of different clinical specialties, for example Orthopaedics (relating to bones and muscles), Breast Screening, Stroke, Urgent Care and Cardiology (heart disease). This is a broad and evolving list.

We therefore want to identify people who have experience or are interested in local health services, and ideally come into contact with lots of people in their day to day life either in person or through social

media. You could be an active member of a Patient Participation Group, HealthWatch, the Women's Institute, a member of a Community Centre Management Committee, local community advocate, a hospital volunteer, an NHS worker, a school governor or any other relevant role. You might meet lots of people through your place of worship or run a lunch club or Parent and Toddler Group. Your experiences as a patient, family member, visitor, or carer, are incredibly valuable to us as we think about the next steps in this process.

The details of the level of involvement will become clearer as we review the care pathways in these specialties, but we wanted to make an early start to ensure that we are ready for April. However, this is likely to be a long term commitment involving a number of meetings and workshops, as we want to make this a meaningful exercise.

For those interested in being involved in this important work, we will be holding two informal interactive workshops in March so that you can find out more about getting

involved and we can talk to you about whether you may be a good fit for the programme.

You don't need to be an expert - we just want to hear about your experiences and suggestions and we will talk with you about the process and offer you some helpful tips on getting involved with your local health service.

While the workshops will be focused on the eventual development of a Patient Reference Group for the planned collaboration work, we will also talk with you about other ways you can get involved with your local hospitals. For example, you may wish to join our reading panel for helping us develop clearer communications and patient information leaflets.

We are also developing different ways for staff at both Burton Hospitals and Derby Teaching Hospitals to be fully involved. Information will be published on this shortly.



Details of how to get involved

There will be two workshops for information on how you can get involved in this project.

Workshop one:

Wednesday, 22 March: Lecture Theatre, Royal Derby Hospital, Derby, 5:00pm - 7:00pm

Workshop two:

Thursday, 30 March: Medical Education Centre, Queen's Hospital, Burton, 5:00pm - 7:00pm

To register and take part, please contact Nestar Goode:

Email: engage@burtonft.nhs.uk

Phone: 01283 511511 ext. 5355

We will need your:

- Name
- Email address
- Phone number
- Which workshop you would like to attend
- Any access requirements

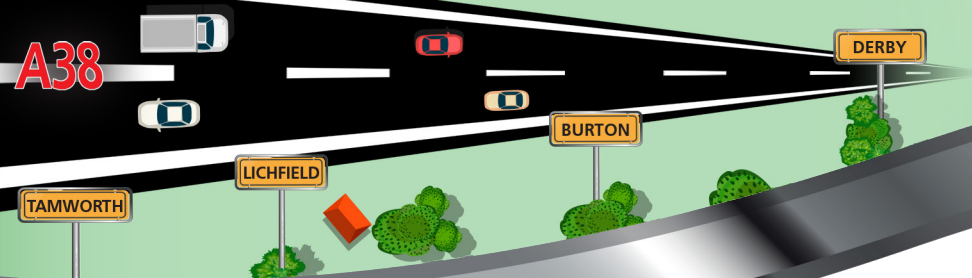
The closing date for registering is Friday, 10 March, but as places are limited you are advised to register as soon as possible.

Travel expenses will be reimbursed and light refreshments available.



Burton & Derby Collaboration Update

A route to high quality sustainable services



ISSUE 2
April 2017



Welcome

Welcome to the second issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. Burton and Derby Hospitals have a history of successful joint working, and during 2016 discussions took place about developing this further.

These discussions aimed to answer three key questions:

- *Would a partnership between Burton and Derby improve the quality and scope of services for both populations?*
- *Would a partnership improve the financial position of both hospitals?*
- *What type of partnership would be the best way to deliver these improvements?*

The two Trusts are now looking at the proposals in more detail, and will produce an Outline Business Case which will be reviewed by both Trust boards in early April 2017, with a decision currently planned for May 2017.

In this issue...

Pages 2&3 - Benefits for Patients & Staff

Page 4 - A Partnership of Equals



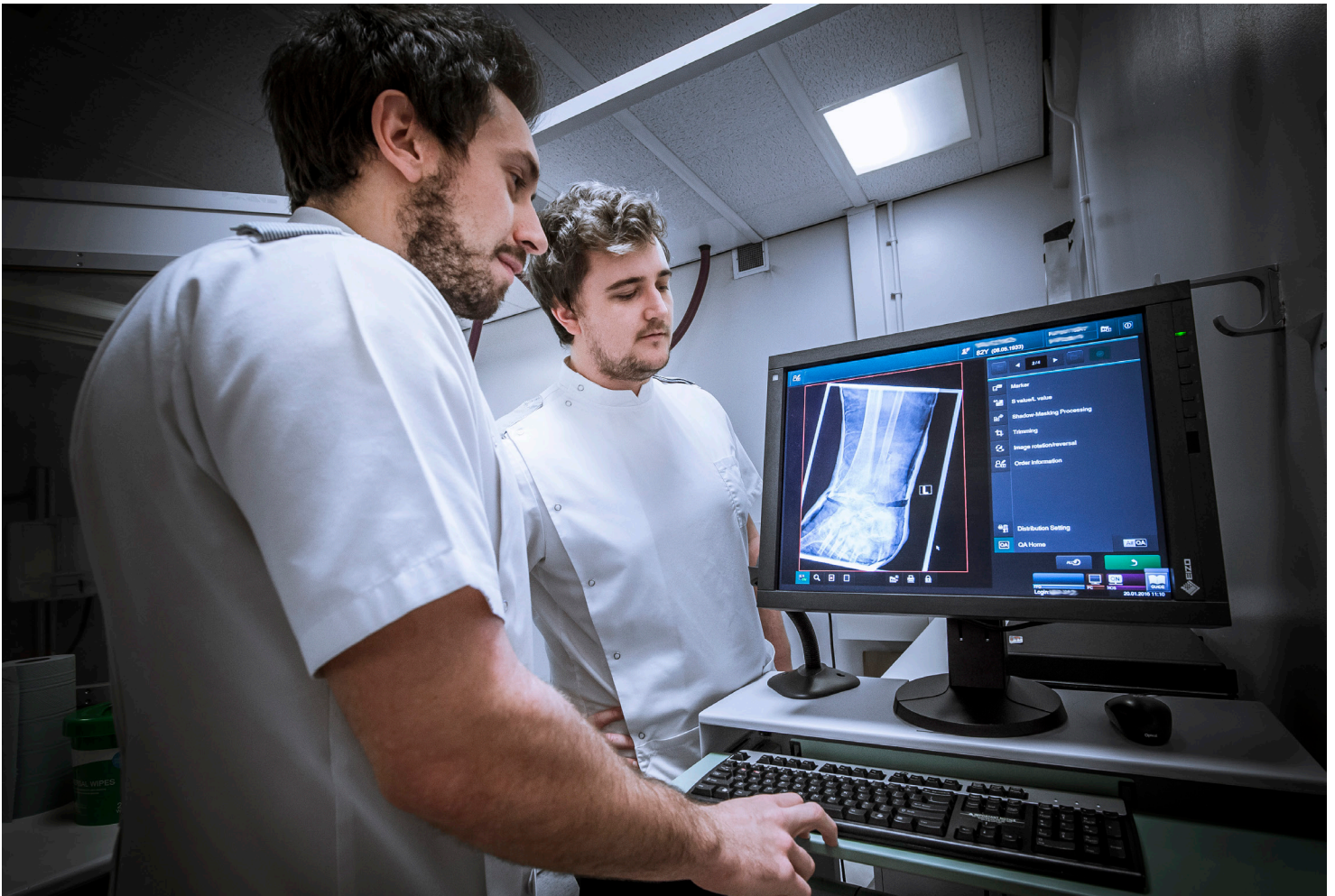
Benefits for Patients and Staff

Like much of the NHS across the country, both hospital Trusts are facing a number of challenges relating to finance, staff and increasing demand for our services. Despite the passion, commitment and hard work of our staff these challenges cannot be solved in isolation.

Doctors and nurses at the Trusts have identified some real benefits for patients and staff of working more closely together, which are significant and exciting. Collaboration would allow us to:

- Share learning and best practice
- Secure high quality services in Burton
- Provide Derby's specialist services to a larger population
- Make better use of our community hospitals in Tamworth, Lichfield and Derby
- Reduce unnecessary duplication

Here are just a few examples of what this could mean for patients and staff, with comments from some of those who have been involved so far.



Radiology

At Burton Hospitals, Advanced Practice for radiographers has been in place for some time. This means radiographers can deal with a wider range of conditions, leaving the radiologists to focus on more complex specialist areas. Working together means that this level of practice will also benefit the Derby radiology team.

Barbara McCaffrey, Head of Diagnostic Imaging at Burton commented, "Both teams have been clear that to make the benefits of collaboration real, we need to communicate and work well together. We've embraced the opportunity across Derby and Burton, which has meant we have also been able to influence how things might work in the future."



Oncology

The aseptic unit at Burton is being decommissioned due to the age of the equipment. The unit is used to prepare chemotherapy to treat oncology (cancer) patients. Through the oncology review with Derby, a spare isolator at Derby has been identified which will allow the flexibility to make urgently required chemotherapy items for Burton patients and also help minimise any waste from buying in short-dated ready to use products.

Lis Street, Chief Pharmacist at Burton, said, "Use of these facilities has given our aseptic team the ability to retain their aseptic preparation skills that would otherwise have been lost by decommissioning our own unit. Whilst this process is only in the early stages, initial feedback from the team who have been over to the Derby site is very positive. They have enjoyed being part of the team there, having insight into different ways of working and are feeling positive about future working collaboration."

Home Dialysis

More patients could access home dialysis for renal services. Derbyshire currently has the highest levels of home dialysis in the country and there is potential to extend this to East Staffordshire.

Clinical Technical Officer at Derby Hospitals, Christopher Swan, commented, "Patients who have home dialysis can work it around their life. They will feel better as they are having more dialysis, which means less medication and less restriction in some foods and fluids due to the more regular dialysis. Patients also tend to have fewer inpatient days which is beneficial all round."



Cardiology

Combining populations across Burton and Derby would help to improve the patient experience. For example, patients with heart disease could receive diagnosis and treatment in the same session, instead of having two appointments at two different sites and having to travel to Birmingham or Stoke.

Dr. Damian Kelly, Consultant Cardiologist in Derby commented, "Both Burton and Derby cardiology teams have a longstanding record of collaboration, with Dr. Aftab Gill already participating on the Derby Primary angioplasty rota. Clinicians held several meetings prior to the formal collaboration process and there is great enthusiasm about working towards a vision of collaboration whereby patients from the wider Burton-Derby areas can have a greater number of cardiac investigations and treatments locally."



A Partnership of Equals

We have always stressed that this plan is about a partnership of equals and every care is being taken to ensure this is reflected in our ongoing discussions. Both organisations 'bring something to the party' and both have good practice and excellence to share with each other.

There are three options within the emerging Outline Business Case for how the two organisations may wish to work together. These will be reviewed by both Trust boards in April.

One of these options is a full merger, along with something called a 'group structure' which is an arrangement where both Trusts keep their organisations intact, but share a committee of leadership for making big decisions on things like safety, quality, finance etc. The third option is that a formal collaboration is not carried forward, but in this scenario, both Trusts would still work together and with other partners to achieve the ambitions outlined for both organisations.



Next Steps

Both organisations are on a journey to delivering outstanding care. And we believe we can achieve it together, with both Burton and Derby being strengthened through a partnership of equals.

The two Trusts are now looking at the proposals in more detail, and will produce an Outline Business Case which will be reviewed by both Trust boards in early April 2017. A decision on the Outline Business Case will be made in early May, once both boards have had sufficient time to consider this important document, and the decision will be published along with the full document after this point.

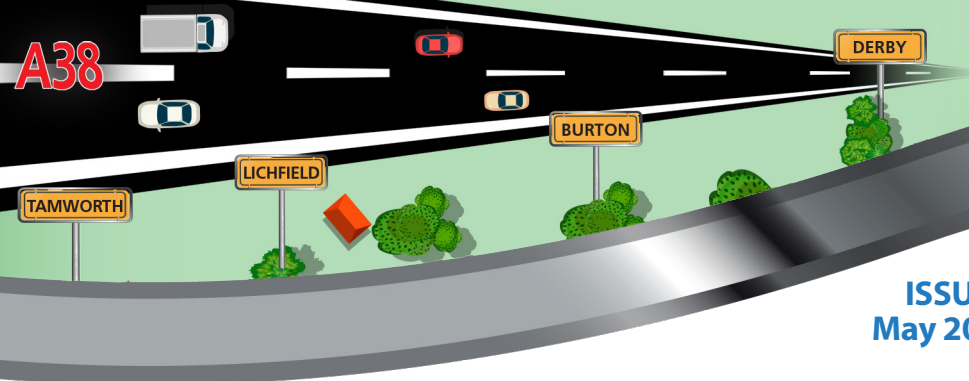
If the Outline Business Case is agreed, a Full Business Case will then be developed, with engagement and input from staff, governors, patients and the public, during the months that follow, for consideration in late autumn 2017.

Alternative formats

If you have difficulty in reading this newsletter, please let us know. We can provide it for you in large print, Braille, in another language or other formats. Contact us on 01283 593110 (Burton) or 0800 783 7691 (Derby).

Burton & Derby Collaboration Update

A route to high quality sustainable services



ISSUE 3
May 2017



Welcome

Welcome to the third issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. Burton and Derby Hospitals have a history of successful joint working, and during 2016 discussions took place about developing this further. These discussions aimed to answer three key questions:

- *Would a partnership between Burton and Derby improve the quality and scope of services for both populations?*
- *Would a partnership improve the financial position of both hospitals?*
- *What type of partnership would be the best way to deliver these improvements?*

The two Trusts are now looking at the proposals in more detail, and both Trusts are currently reviewing the Outline Business Case, aiming to make a decision and share that information in June, following the General Election. There are restrictions placed on public sector announcements that deal with significant strategy or policy matters during the run-up to the election, which means that we are waiting until post-June 8th.

If the Outline Business Case is approved in June, we will be sharing information and having conversations with the public, our staff and other stakeholders to make sure they are fully informed about the next steps.

In this issue...

Pages 2&3 - Bringing the best together for patients and staff

Page 3 - Workshops champion the Patient Voice

Page 4 - Governors play a key role

Page 4 - Next Steps



Bringing the best together for patients and staff

Our closer collaboration is all about improving and enhancing local services for patients and staff. By working together we can bring the best that each Trust has to offer all patients. This includes a commitment to retaining Queen's Hospital as a vibrant district general hospital and improving local services in Burton, as well as offering opportunities to staff who want to grow and thrive in their healthcare careers.

Clinicians from Burton and Derby have been working closely together at a series of workshops to develop future services in a number of priority clinical areas. In the last newsletter, we looked at areas such as pharmacy and cardiology. In this issue, we take a look at another two key areas and talk to the managers of those services to show how patients and staff could benefit from the collaboration.



Improved Endoscopy service will ensure timely care

A joined-up endoscopy service for the populations served by Burton Hospitals NHS Foundation Trust and Derby Hospitals NHS Foundation Trust would provide patients with a service delivered across all three sites (Derby, Burton and Tamworth).

An endoscopy is a procedure where the inside of your body is examined using an instrument called an endoscope. An endoscope is a long, thin, flexible tube that has a light source and camera at one end. Images of the inside of your body are relayed to a television screen. An endoscopy can be used to investigate symptoms such as difficulty swallowing (dysphagia), persistent abdominal pain, persistent nausea and vomiting and unexplained weight loss.

"Burton and Derby already work very well together for bowel screening, which benefits our patients. A single service will offer patients a better choice of location for their diagnostic procedure and means we will have a larger pool of staff so we can share ideas and best practice," says Janina Barnett, Operational Manager at Burton Hospitals.

"This would give patients more choice, enhance training opportunities for staff and ensure we provide a more consistent service across all sites," adds Jane McEvoy, Endoscopy Manager at Derby Teaching Hospitals.

Developing an outstanding Orthopaedic service for patients

Clinicians from both Trusts have been working closely together to plan how the efficiency and quality of care that Burton and Derby patients receive from Orthopaedic services, which include procedures such as hip and knee replacements, can be improved over the coming years.

Orthopaedic referrals are increasing and both trusts have to transfer activity to other surrounding acute care providers, including private sector providers, in order to deal with demand. Currently, Burton patients sometimes have to travel to other providers to receive specialist surgery (including spinal and specialist hand surgery).

“We are currently working on plans for the 2017/18 financial year to maximise usage of our theatre and outpatients facilities both at Burton Queen’s Hospital and at Sir Robert Peel Community Hospital, and further exploring how colleagues from Derby could help us deliver services from these locations,” says Steven Peck, General Manager, Surgery at Burton Hospitals.

Orthopaedic services at Sir Robert Peel Community Hospital have recently been expanded by the clinical team from Queen’s Hospital and a specialised Spine outpatient service also commences in May 2017, which is being provided by clinicians from Derby.

“In May 2017 a second Spinal surgeon from Derby commenced providing outpatient services at Burton,” adds Guy Tuxford, General Manager, Orthopaedic, at Derby Teaching Hospitals. “We also have a Derby foot and ankle surgeon undertaking day case surgery from the Burton Treatment Centre which is providing the local population with much-needed day case theatre capacity.”



Workshops champion the Patient Voice

We are keen to make sure that staff, governors, patients, their families and carers have a direct say in helping us to shape the future. So, two patient workshops were held in March as a clear demonstration of our commitment to ensuring patients have a strong voice in the development of our potential partnership.

More than 50 people, including patients, staff and governors, attended the workshops which took place on 22 March at Royal Derby Hospital and on 30 March at Burton Queen’s Hospital. There were lively round table discussions on how to ensure the patient voice shapes future services. A key part of the discussions was how patients and clinicians can best work together.

People took part in special ‘rapid fire’ sessions to find out more about the clinical ‘deep dives’ that are taking place in eleven key areas such as radiology, stroke and cardiology. These sessions highlighted that there was a broad range of people interested in different clinical areas.

We are keen to maintain a close dialogue with everyone who attended the workshops and will continue to listen to their views. If the Outline Business Case is approved in June, people will then be selected to join the Patient Reference Group for the various specialties.

Governors play a key role

Governors from both Trusts are fully engaged in determining the future plans of the two Trusts and continue to play a key role in the collaboration discussions.

Your Governors ensure that the view of members, as well as those of the wider community, is represented appropriately. They meet with people in their local community or staff group, to help report back on what happens at Council of Governors meetings, and to listen to ideas and opinions from members of the public and staff.

“Governors have been involved in the discussions around collaboration from the start,” says Beverley Martin, Lead Governor for Derby Teaching Hospitals NHS Foundation Trust. “Chairman John Rivers has been even handed in his approach to the Trusts and we have been provided with plenty of relevant information. This has enabled us to formulate a clear idea of pathways and process, including workshops, and the staff, patient and clinical reference groups.”

“Patients are our priority as Governors and we have a strong say in the ongoing dialogue,” says Bernard Peters, Lead Governor for Burton Hospitals NHS Foundation Trust. “There has been an open and honest debate in our regular meetings with the Board as we strive to ensure that the interests of the patients remain paramount.”



Beverley Martin, Lead Governor for Derby Teaching Hospitals NHS Foundation Trust

Members are encouraged to forward their views and opinions to:

Burton Hospitals NHS Foundation Trust: - membership@burtonft.nhs.uk or write to: FREEPOST RRJK-LJEL-UYUL, Burton Hospitals NHS Foundation Trust, Belvedere Road, Burton upon Trent, Staffordshire DE13 0RB.

Derby Teaching Hospitals NHS Foundation Trust: - dhft.membership@nhs.net, or write to Membership Services, Trust Headquarters, Level 5, Royal Derby Hospital, Uttoxeter Road, Derby DE22 3NE.



Bernard Peters, Lead Governor for Burton Hospitals NHS Foundation Trust

Next Steps

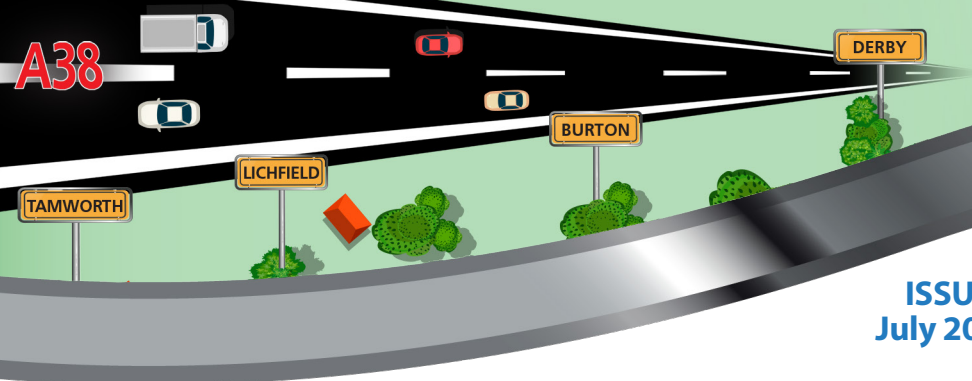
The two Trusts are now looking at the proposals in more detail, and both Trusts are currently reviewing the Outline Business Case, aiming to make a decision and share that information in June, following the General Election. Work will continue in the interim on essential joint clinical discussions – these would be happening regardless of any formal collaboration as both Trusts look to work together more closely.

If the Outline Business Case is approved in June, we will be sharing information and having conversations with the public, our staff and other stakeholders to make sure they are fully informed about the next steps.



Burton & Derby Collaboration Update

A route to high quality sustainable services



ISSUE 4
July 2017



Welcome

Welcome to the fourth issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. Burton and Derby Hospitals have a history of successful joint working, and during 2016 discussions took place about developing this further. These discussions aimed to answer three key questions:

- *Would a partnership between Burton and Derby improve the quality and scope of services for both populations?*
- *Would a partnership improve the financial position of both hospitals?*
- *What type of partnership would be the best way to deliver these improvements?*

The boards of Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust have now approved the Outline Business Case for a proposed merger between the two organisations.

The Outline Business Case has been published and is available at www.burtonderbycollaboration.co.uk

In this issue...

Pages 2&3 - Messages from the Chair and Chief Executives

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Page 4 - Next Steps



Towards Outstanding

We have reached a significant milestone in our journey to delivering outstanding health care for our patients in Derbyshire and Staffordshire and we look forward to developing these plans for the proposed merger over the coming months in partnership with our governors, staff and the local populations we serve.

Both Trusts are facing a number of challenges relating to staff, sustainability of some clinical services and finances. A closer collaboration would help to retain a vibrant district general hospital in Burton, secure specialist services in Derby for a wider population, and ensure appropriate and relevant use of our community hospitals facilities.

The Outline Business Case which the Boards of both Trusts have now approved is the product of an intensive programme of work delivered in partnership to set out a vision for how we can bring the best together for patients and staff.

The proposed merger would mean that both Trusts would be able to make some savings through sharing good practice, removing duplication and reorganising and developing certain services. However, this is only part of the story. Our key aims are to improve the quality of the care we offer patients, and to improve the health of our local populations by dealing effectively with the challenges we face on a daily basis.

Both Trusts are playing a pivotal role in their Sustainability and Transformation Plans (STPs) in both Derbyshire and Staffordshire and Stoke-on-Trent. By working in partnership across our acute services we aim to reduce the costs per population and ensure there is a greater consistency of care for patients.

We have been hugely impressed by the spirit in which teams from both Trusts have worked together to explore how we can deliver better care for the communities we serve and we are now working together to develop the full business case, which will be developed with engagement and input from staff, governors, patients and the public, over the coming months. So, your views are very important to us. This Full Business Case will then be considered by both Trust boards later this year.

Our Outline Business Case is available at www.burtonderbycollaboration.co.uk

John Rivers, Chair

Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust



A significant step in sustaining and improving hospital services

The approval of the Outline Business Case is a significant step forward in achieving sustainable, high quality local services across Burton, Lichfield and Tamworth. This is a partnership which provides us with a really good opportunity to improve and enhance local services.

For Queen's Hospital in Burton, our fundamental principle is that we will retain a vibrant district general hospital in the town, keeping and improving the core services we offer as part of that, including our A&E. We have continued to invest in frontline services at Burton with a significant programme of ward refurbishment in the last eight months, and new service offerings launched over winter. These include the new Surgical and Paediatric Assessment Units that form part of our emergency care offer, and that are benefiting patients every

day. We also have a rolling programme of capital investment in a range of services and equipment, such as a new CT scanner recently purchased.

In Lichfield and Tamworth, there will be an opportunity for our community hospitals facilities to offer some different services that are more relevant locally. These services will result in us working more closely than ever with our local GPs. We want to offer more diagnostic work and specialist outpatients, as well as more day case procedures. We are also looking at our local urgent care services, including the role of our Minor Injuries Units and better alignment with local GPs, as part of the Staffordshire STP work across the county.

Helen Scott South
Chief Executive
Burton Hospitals NHS Foundation Trust



Passionate about high quality patient care

We firmly believe that by working together we can ensure a strong future for local healthcare. Both Trusts are passionate about providing quality services locally. We are entering into this partnership as true equals and hope to bring the best of the two Trusts to a wider population across East and South Staffordshire and Southern Derbyshire and Derby.

For Derby Hospitals, the proposed collaboration means access to a wider population base, enabling us to sustain and extend specialist services, such as cancer surgery and spinal services, with clear benefits to local people across Derbyshire and Staffordshire.

In Derby, there will be opportunities to better use our community hospital at London Road to become a focus for the new models of care centred on the place people live, which are being developed as part of the Sustainability and Transformation Plans in Derbyshire and Staffordshire.

The partnership will also enable Derby Teaching Hospitals to deliver specialist services, such as spinal services and cancer surgery, to a wider catchment population which will include people in Staffordshire and Derbyshire.

We will be able to share learning and best practice, improving the quality of services and making our hospitals more attractive to new staff, as well as empowering our staff to continually improve, increasing the positive impact they have on patients.

Together, we are exploring how we deliver corporate services efficiently, effectively and at scale, freeing up more money for front-line patient care, whilst ensuring high quality support services.

Gavin Boyle
Chief Executive
**Derby Teaching Hospitals
NHS Foundation Trust**



Get the latest from our new website

You can get the latest news on our collaboration and find out more about the benefits at our new website at www.burtonderbycollaboration.co.uk. Here, you can watch an animated video which shows how our developing partnership is good news for patients. You can also download a copy of the Outline Business Case, read more about the case for change and find out how you can get involved and offer us your feedback.

Please tell us what you think about the new site as your feedback is important in ensuring that we can provide everyone with the information that they need in the most effective and informative way.



Helping us shape the future

We are continuing to look at ways of ensuring that staff, governors, patients, their families and carers have a direct say in helping us to shape the future. Based on the feedback received from people who attended the two workshop sessions in March, we are currently exploring the most effective ways of how patients and clinicians can work together to shape future services.

Let us know your thoughts and questions about the proposed merger by going to our joint website and sending us some feedback:

www.burtonderbycollaboration.co.uk

Next Steps

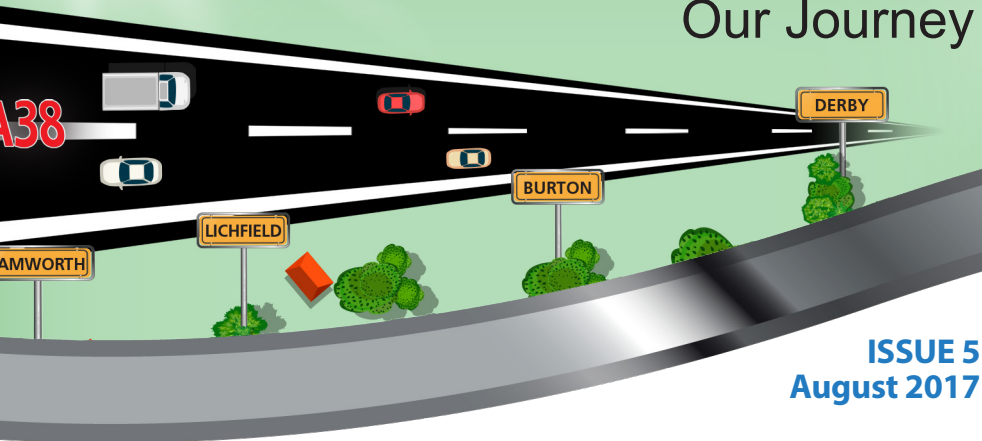
A Full Business Case will now be developed, with engagement and input from staff, governors, patients and the public, over the coming months. The Full Business Case will then be considered by both Trust boards later this year.

The Trusts are seeking to build a partnership of equals that will provide sustainable hospital services for patients and their families.



Burton & Derby Collaboration Update

Our Journey Towards Outstanding



ISSUE 5
August 2017



Welcome

Welcome to the fifth issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. Burton and Derby Hospitals have a history of successful joint working, and during 2016 discussions took place about developing this further. These discussions aimed to answer three key questions:

- *Would a partnership between Burton and Derby improve the quality and scope of services for both populations?*
- *Would a partnership improve the financial position of both hospitals?*
- *What type of partnership would be the best way to deliver these improvements?*

The boards of Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust have approved the Outline Business Case for a proposed merger between the two organisations. Our Outline Business Case is available at:
www.burtonderbycollaboration.co.uk

The Full Business Case is now being developed, with engagement and input from staff, governors, patients and the public, over the coming months. So, your views are very important to us. This Full Business Case will then be considered by both Trust boards later this year.

In this issue...

Pages 2 - Nurses share experience of #BD2gether
Page 3 - Mythbusters
Page 4 - Engaging Communities helps patients have their say
Page 4 - Next Steps



Nurses experience the benefits of #BD2gether

Nurses and midwives from both of our Trusts joined together for the first time to get a real taste of how bringing the best together will benefit both patients and staff. Ninety eight senior ward sisters, charge nurses, lead midwives, matrons, senior nurses and midwives attended the first joint Senior Sister/ Matron Masterclass, which was held on 30 June.

The event reinforced to staff how our collaboration is a true partnership of equals and left them with a greater understanding and appreciation of the benefits of bringing the two trusts together. What became clear to everyone was that both sets of staff are facing the same challenges and by joining together we can significantly transform patient care.

#BD2gether is now the buzz phrase that is being used by many of our inspired staff who are looking forward to the exciting possibilities that a proposed merger will deliver. This includes patient improvements to stroke services, opportunities to get a broader experience, job swaps and secondment opportunities.

As well as meeting their colleagues from Burton and Derby, the nurses and midwives were able to express their concerns and receive reassurances about the future in an open and honest discussion. The Trusts' commitment to retaining a vibrant district

general hospital in Burton was especially highlighted, keeping and improving the services we offer as part of that, including A&E. The event helped nurses to feel involved and empowered as they received the clear message that staff will have a key role to play in helping to shape the future.

Everyone attending took part in key discussions around safe staffing, quality of care, clinical leadership, managing risk and ensuring the health and wellbeing of staff.

The level of energy and enthusiasm in the room that day was so great that all the delegates got up to dance to a special rendition of the Blues Brothers' 'Shake a Tail Feather'. Clearly, there will be much to celebrate if the proposed merger goes ahead as patient care will significantly improve.

The two Senior Sisters from Cardiology highlighted how they had already been working together and were excited at the prospects of improving the quality of care that patients receive. Maternity sisters have also been actively working together and are excited about the impact that will have on patient services.

"It was inspiring to see a room of Senior Nurses, from two organisations, discussing how they can work together to improve patient care and the overall patient experience," says Donna Bird, Deputy Chief Nurse at Burton Hospitals NHS

Foundation Trust. "The energy in the room was fantastic. I am confident that those initial conversations will lead to exciting improvements for patients," adds Donna.

"The day was extremely positive and motivating with a selection of activities and discussion, encouraging delegates to network, share and connect with their counterparts," says Karen Hill, Senior Nurse (Professional Development) at Derby Teaching Hospitals NHS Foundation Trust. "This was the beginning of our collaborative journey of creating opportunities, and going forward we will continue to build on this great start to ensure we maximise our nursing and midwifery workforce across Burton and Derby to deliver high quality, safe care to the population we serve."

The masterclass was jointly hosted by Paula Gardner, Chief Nurse at Burton Hospitals & Jim Murray, Acting Director of Patient Experience and Chief Nurse at Derby Teaching Hospitals. "This special event really captured so much of the spirit in which teams from both Trusts are working together to explore how we can deliver outstanding care for our patients," says Jim Murray.

Our commitment is to create many more opportunities where staff from both Trusts, in a range of different department and specialities and at all levels, can experience the benefits of #BD2gether.



Mythbusters



Here we reveal the true facts around some of the claims made about our proposed merger.

Myth 1 - We will lose services at Burton, Lichfield and Tamworth

FALSE - We are clear that this collaboration is based on the principle of improving and enhancing local services and this is what we will focus on as the work goes forward. For Queen's Hospital in Burton, our fundamental principle is that we will retain a vibrant district general hospital in the town, keeping and improving the services we offer as part of that, including A&E.

There may be one or two exceptions where we feel that patients will be better served by a move to Derby, such as hyper-acute stroke. However, the over-riding principle is to sustain and improve services at Queen's and make better use of our community hospitals in Derby, Lichfield and Tamworth.

The hyper-acute stroke example has been discussed openly for some time, as we know we are not ideally placed to continue offering this service and patients will benefit from improved outcomes as a result of the move. This specific case will be subject to a public consultation, led by our commissioner.

In Lichfield and Tamworth, we think there is an opportunity for our community hospitals to offer some different services that recognise the changing needs of the two populations. These services would be heavily aligned with the local GPs and will offer more diagnostic work and specialist outpatients, as well as potentially more day case procedures (including specialist clinics such as spine, from Derby consultants) and more locally-focused end of life care.

We are also looking at our local urgent care services, including the role of our Minor Injuries Units and better alignment with local GPs, as part of the Staffordshire STP work across the county which aims to support people with place-based care.

Myth 2 – A merger will increase the levels of privatisation

FALSE - Patients and the public can be assured that the proposed merger is not about privatisation at all and we have no plans to privatise services. Both Trusts

are NHS organisations and rather than privatising services a merger would in fact strengthen, sustain and improve NHS services that are all free at the point of delivery.

Myth 3 – The merger is threatening staff jobs and will impact on their terms and conditions.

FALSE - Our partnership is based on the principle of sustaining local services across Staffordshire and Derbyshire, and our workforce is absolutely key to delivering these. Indeed, one of the key challenges that both Trusts face at the moment lies in not being able to recruit enough clinical staff at varying levels, which means there are lots of opportunities now, and in the future, for people to grow their careers with us and to also come and work for us. We are also in the early stages of developing our plans to bring together certain "shared services", such as Finance and Human Resources, among others, as our ambition is to create an outstanding support service across South Derbyshire and Staffordshire for our clinical teams.

We will be working through these plans in the coming months and talking with staff as they develop. We may look at some roles as part of this to ensure we are not duplicating skills and services, but we will do all we can to retain talented staff and where changes are necessary, we aim to achieve the majority of this through natural turnover (for example, if someone chooses to retire) and redeployment.

We will be talking with our staff to ensure they are kept fully informed about any changes, as well as the opportunities on offer, and there will be a timeline set out once we are further along the path to the Full Business Case.

Myth 4 – The merger will create further pressure on remaining hospital services

FALSE - The whole reason for a proposed merger is to help take the pressures off hospital services and continue to improve them.

times in A&E, and for some orthopaedic and cancer treatments, as well as significant financial challenges and some recruitment issues. So it makes sense for us to explore ways to work together, and differently, to improve the quality of care we offer, whilst also making savings. As part of this, we also want to look at how we can best use our combined buildings and facilities. While these are all significant challenges, we believe that by working more closely together we have a much better chance of addressing and overcoming them, for the benefit of our combined local populations.

Myth 5 – There is a lack of transparency in the process.

FALSE - We are fully committed to transparency, which is demonstrated by the fact that our full unabridged outline business case has been available to everyone since it was approved. You can download the full document at www.burtonderbycollaboration.co.uk

We are continuing to look at ways of ensuring that staff, governors, patients, their families and carers, as well as the general public, have a direct say in helping us to shape the future.

The full business case is now being developed with engagement and input from staff, governors, patients and the public, over the coming months. So, local people's views are very important to us. We have launched a new website on the collaboration which has all the key information and encourages everyone to have their say and give us valuable feedback. We are also attending a wide range of key stakeholder meetings which involve patients, Councillors, GPs, local MPs, our commissioner partners, Health and Wellbeing Boards and Healthwatch organisations. We recently attended the Healthwatch AGM in Staffordshire which was attended by many local patients and we are also open to any invitations from community groups and organisations who would like us to attend their meetings.

Please visit www.burtonderbycollaboration.co.uk/getting-involved.

Engaging Communities helps patients have their say

We are currently contacting all those patients who have expressed an interest in becoming involved as a patient representative as part of the clinical review process which we are currently undertaking to support the development of the Burton/Derby collaboration. Our next steps will be to help match people to the right involvement activity and we have commissioned Engaging Communities Staffordshire to take this important work forward on our behalf.

Patients are at the heart of everything we do and your views are pivotal in helping us to develop the Full Business Case which will be published later this year. To help us do this, Engaging Communities Staffordshire will be working with us to ensure that we hear the views, opinions and concerns from local people, especially those in our traditionally hard to reach communities.

Engaging Communities Staffordshire is an independent, not for profit, community interest company that works to give the public a voice in the way services are delivered. Their aim is to always support the voice of the community and to offer an effective way for people to be involved in the services that provide for their health and social care needs. We are delighted to be benefiting from their expertise and wide knowledge and look forward to working with them.



Get the latest from our new website

You can get the latest news on our collaboration and find out more about the benefits at our new website at www.burtonderbycollaboration.co.uk. Here, you can watch an animated video which shows how our developing partnership is good news for patients. You can also download a copy of the Outline Business Case, read more about the case for change and be reassured our answers to frequently asked questions.

Give us your feedback

We really welcome people's comments, opinions and questions on our plans for the proposed merger as we want to make sure that we reflect local views as we move forward. Please help us by completing our online questionnaire at www.burtonderbycollaboration.co.uk/getting-involved/

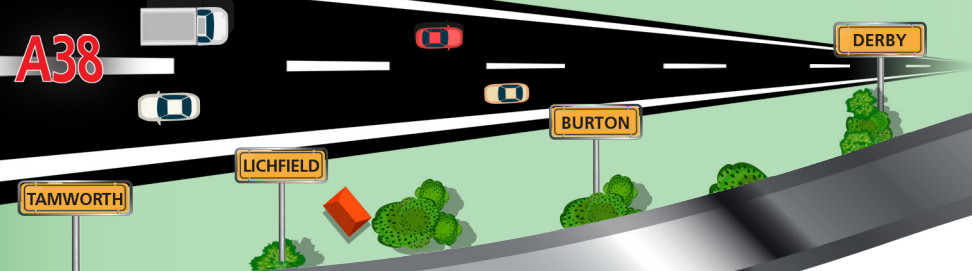
Next Steps

A Full Business Case is now being developed, with engagement and input from staff, governors, patients and the public, over the coming months. The Full Business Case will then be considered by both Trust boards later this year.

The Trusts are seeking to form a new organisation together that will provide sustainable hospital services of outstanding quality for patients and their families.

Burton & Derby Collaboration Update

Our Journey Towards Outstanding



ISSUE 6
September 2017



Welcome to the sixth issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. The boards of Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust have approved the Outline Business Case for a proposed merger between the two organisations. Our Outline Business Case is available at: www.burtonderbycollaboration.co.uk

The Full Business Case is now being developed, with engagement and input from staff, governors, patients and the public, over the coming months. So, your views are very important to us. This Full Business Case will then be considered by both Trust boards later this year.

In this issue...

- Page 2 - In the Hot Seat at Radio Derby
- Page 3 - Engaging Communities in our Future Plans
- Page 4 - Bringing the Best Together for Patients
- Page 4 - Have your say today
- Page 4 - Next steps

Prospective Chair and Chief Executive appointments

A message from John Rivers, Chair of Derby Teaching Hospitals and Burton Hospitals

Our two Trusts have reached a significant milestone in our journey towards a proposed merger. We are currently developing a Full Business Case (FBC) which will be considered by both our Trust Boards later in the year.

Our aim is to deliver outstanding care to the patients we serve in Derbyshire and Staffordshire and we are fully committed to our key principles of retaining a vibrant general hospital in Burton, securing specialist services in Derby for a wider population, and ensuring appropriate and effective use of our community hospitals in Tamworth, Lichfield and Derby.

As part of the approval process needed to create a new organisation, we are required to identify a prospective Board which would be responsible for the running of the newly created organisation if both Trust Boards approve the Full Business Case.

I am pleased to announce that both Burton and Derby Council of Governors' have approved my appointment as Prospective Chairman of the new organisation.

I am also delighted to announce the appointment of Gavin Boyle as the Prospective Chief Executive of the new organisation. Gavin's appointment has been made jointly by the Nominations and Remuneration Committees of both Trusts who met together to make this important decision. Their decision has also been approved by both Burton and Derby Councils of Governors.

Burton Hospitals' Chief Executive, Helen Scott-South chose not to put herself forward for this role and she has decided, after a lengthy and distinguished NHS career, that she will be retiring when a new organisation comes into being next year.

I want to thank Helen for her enormous contribution over a 42 year career and for her tireless work as Chief Executive of Burton Hospitals where she will continue as Chief Executive until such a time as a new organisation is created.

I also want to congratulate Gavin on his prospective appointment, which was roundly endorsed by both Trusts. I am confident that he will provide the strong leadership and clear vision which will be needed as we come together in a newly created organisation.



Both our Trusts will continue to have strong leadership from Gavin and Helen in the months ahead to maintain our performance and to give stability to both Boards whilst going through the process of identifying other prospective Executive and Non-Executive Directors for the new Board.

Further news of these prospective appointments will be made in future editions of this newsletter.

John Rivers, Chair

In the Hot Seat at Radio Derby

As we progress together on our journey to outstanding care we are fully committed to transparency and are continuing to look at ways of ensuring that everyone has a direct say in helping us to shape the future.

Listening to the views of local people is pivotal and one of the ways to do this was to take the hot seat on Ian Skye's Breakfast Show at Radio Derby.

Helen Scott-South, Chief Executive of Burton Hospitals NHS Foundation Trust, and Gavin Boyle, Chief Executive at Derby Teaching Hospitals NHS Trust took the hot seat in the BBC studio to answer questions from listeners in Derbyshire and East Staffordshire.

Presenter, Ian Skye, invited local people to contact the station and said, "This is your chance to put your questions about anything that springs to mind to the two NHS bosses behind the merger."

Answering a question on why the two Trusts were merging Gavin explained that there were three reasons. "The first one is all about securing and sustaining local, general hospital services in Burton," said Gavin. "The second reason is about how we can use the community hospitals in Lichfield, Tamworth and London Road, Derby as well as we possibly can. The third reason is as a teaching hospital we also deliver a range of specialist services and it helps us to secure those services if we deliver them across a wider population. So, by joining with Burton we can serve a wider population and help to keep those services local in Derby."

Gavin stressed that this wasn't a takeover. "This is about two hospitals coming together because we want to," he said.

Helen talked about the difference that the merger will bring to Burton. "We will have the opportunity to improve particularly the numbers of consultants that we can continue to appoint over a period of time. Some of our services are quite vulnerable and this isn't about today, it is about a longer term. If we are working with Derby we know there is a significant opportunity to develop services at Burton by taking advantage of their scale and expertise. This is all about developing services at Burton."

One question asked about the merger was if it was all about saving money. "It's not primarily about saving money," said Gavin. "The main focus is about improving the equality and sustainability of clinical services, but like all parts of the public sector we are under pressure financially as well. So, we do have to look towards if we can make some efficiencies out of this and we think there are some. But I don't think you would do it just for that."

Helen spoke of the improvements that can be achieved for patients and said, "One of the benefits actually from working with Derby is that you start to look at the way services are run and take the best from both Trusts. This is a significant step to improving and sustaining local services in Burton, Tamworth and Lichfield."



Helen Scott-South and Gavin Boyle at BBC Radio Derby



BBC
RADIO DERBY



Engaging Communities in our Future Plans



Patients are at the heart of everything we do and your views are pivotal in helping us to develop the Full Business Case which will be published later this year. To help us do this, Engaging Communities Staffordshire are now working with us to ensure that we hear the views, opinions and concerns from local people, especially those in our traditionally hard to reach communities.

Engaging Communities (ECS) is an independent, community interest group that works to give the public a voice in the way that health and social care services are delivered. They bring together public engagement, consultation and consumer advice services within a central organisation. ECS delivers Healthwatch Staffordshire, and through this service they have developed a network of members, volunteers and organisational champions throughout Staffordshire, supporting their work in reaching, listening to, and representing the public voice. ECS also has close links with Healthwatch Derby and Derbyshire.

We spoke to Jan Sensier, Engaging Communities Staffordshire's Chief Executive, about the work that is progressing to ensure patients have a strong say in our future plans.

Jan Sensier – “excited about developments.”

What have you been commissioned to do for the Burton & Derby collaboration?

“ECS have been commissioned to work with some experienced patients from across Staffordshire and Derbyshire who can help with an in-depth exercise looking at eight clinical specialities: stroke, cardiology, A&E, acute medicine, orthopaedics, radiology, urology and renal. The volunteers have taken part in an appointment process and will be matched with the areas they will be helping us review using a skills matrix that ECS have developed to match people to the most appropriate group, but also to make sure we utilise them in the most effective way.

We are currently planning another event for the volunteers to give them a really good background so that they can really understand how their work slots in to the work that is being done on the merger.

ECS is also running focus groups with seldom heard voices by targeting specific communities or groups.”

What are the challenges and opportunities?

“ECS are passionate advocates of the voice of the patient. We are excited to take the project forward and to capture the views of public and to shape those clinical pathways.

One of the challenges will be ensuring that patients and clinicians can effectively work together. Mostly it's around the practicalities and logistics of doing this. For example, matching a clinician's availability with patients.

It's important to use a variety of engagement methods. We are keen to reach out to those people that are not always engaged with to ensure their views are captured. This could be due to cultural, issues, or time constraints, or just simply that people have not had the opportunity to engage previously.”

ECS currently covers Staffordshire so how will you manage covering Derbyshire?

“ECS already work closely with Healthwatch Derbyshire and Healthwatch Derby. We are keen to continue to do so and to use their networks as well as our own.”

Finally, what are your views on our proposed merger?

“I absolutely understand the rationale for the joint working in terms of future sustainability and am also excited to be part of this patient and clinical collaboration to ensure we get the best possible of care outcomes for patients. The merger could bring some very exciting developments, I think it is really important that patients are at the heart of the changes.”

Bringing the Best Together for Patients

Patients and the public can be assured that our proposed merger is about bringing the best of both worlds together in terms of how each of our organisations can contribute to our future success. Both Boards are very clear that each organisation brings its own strengths to the potential collaboration.

We wanted to explain more about the route we will need to take in order to achieve this partnership, as there are some important factors that influence how we want to merge.

If we decide to go ahead with the proposed merger, the actual route we will need to follow is an acquisition process due to regulatory requirements, rather than the traditional method of merging. Specifically, if we want to preserve our Foundation Trust status (both Trusts have this) and Teaching Trust status (Derby has this) for any new organisation we may form together - which would bring considerable benefits for both staff and patients - then the only route open to us is for one Trust to acquire the other. This is because dissolving the two Trusts in order to merge (which is the traditional way) would mean we could lose these important characteristics, which help shape how we run and how we can attract high quality staff to our new organisation.

This would mean Derby being the acquiring organisation due to its Teaching Trust status and a few other factors such as Care Quality Commission (CQC) status. However, the spirit of the collaboration would still and always be to merge as partners bringing the best that both Trusts have to offer for the benefit of our patients.

Have your say today

We really welcome people's comments, opinions and questions on our plans for the proposed merger as we want to make sure that we reflect local views as we move forward. The Trust are inviting the public to two meetings in October 2017 to discuss our plans. The events are on:

- Tuesday 24 October, 6:00pm - 7:30pm at the Royal Derby Teaching Hospital, Uttoxeter Road, Derby, DE22 3NE
 - Thursday 26 October, 6:00pm - 7:30pm at the Medical Education Centre, Queen's Hospital, Burton on Trent, DE13 0RB
- If you wish to attend one of the above events, please email communications@burtonft.nhs.uk or call 01283 511511 ext: 5907

Please help us by completing our online questionnaire at <http://www.burtonderbycollaboration.co.uk/getting-involved/> Questionnaire closes on 1st October.

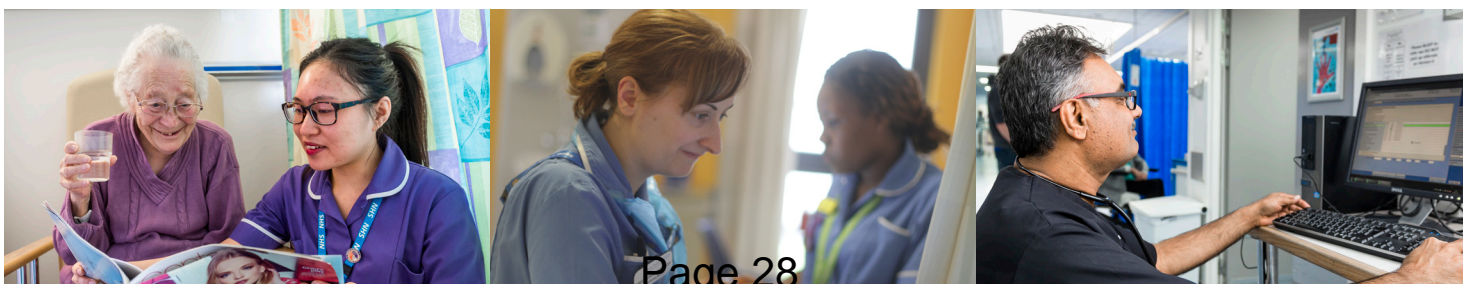
Find out more from website

You can get the latest news on our collaboration and find out more about the benefits at our new website at <http://www.burtonderbycollaboration.co.uk/>. Here, you can watch an animated video which shows how our developing partnership is good news for patients. You can also download a copy of the Outline Business Case, read more about the case for change and be reassured our answers to frequently asked questions.

Next steps

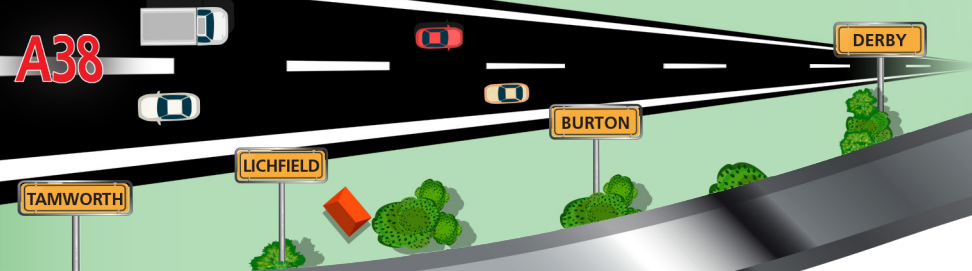
A Full Business Case is now being developed, with engagement and input from staff, governors, patients and the public, over the coming months. The Full Business Case will then be considered by both Trust boards later this year.

The Trusts are seeking to form a new organisation together that will provide sustainable hospital services of outstanding quality for patients and their families.



Burton & Derby Collaboration Update

Our Journey Towards Outstanding



ISSUE 7
October 2017

Welcome to the seventh issue of our newsletter aiming to keep you informed about how Burton Hospitals and Derby Teaching Hospitals are planning to work more closely together. The boards of Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust have approved the Outline Business Case for a proposed merger between the two organisations. Our Outline Business Case is available at: www.burtonderbycollaboration.co.uk

In this issue...

Page 1&2 - Local people have their say

Page 3 - Patients help shape the future

Page 3 - Next Steps

Page 4 - Our Five Pledges

The Full Business Case is now being developed, with engagement and input from staff, governors, patients and the public, over the coming months. So, your views are very important to us. This Full Business Case will then be considered by both Trust boards later this year.

Local people have their say



People in Burton hear about the proposed merger benefits from John Rivers, Chairman

Over 120 people had the opportunity to have their say on our proposed merger at the annual members' meetings that were held at Burton Queen's Hospital on 25 September and Royal Derby Hospital on 28 September.

Everyone who attended heard how both patients and staff will benefit from improved care with opportunities for staff to develop and thrive in their healthcare careers. The proposed merger is an exciting opportunity to improve and enhance local services.

For Queen's Hospital in Burton, our fundamental principle is that we will retain a vibrant district general hospital in the town, keeping and improving the core services we offer as part of that, including our A&E.

In Lichfield and Tamworth, there will be an opportunity for our community hospitals facilities to offer some different services that are more relevant locally. For Derby Hospitals, the proposed collaboration means access to a wider population base, enabling us to sustain and extend specialist services, such as cancer surgery and spinal services, with clear benefits to local people across Derbyshire and Staffordshire.

Chief Executives Gavin Boyle and Helen Scott-South shared how the two Trusts coming together as one organisation will help to retain a vibrant district hospital in Burton, secure specialist services in Derby for a wider population, and ensure appropriate and relevant use of our community hospitals facilities.

This is about helping both Hospital Trusts, but especially Burton, to keep offering the services local people rely on.

Two prospective Board appointments for the new organisation were announced at the meetings - John Rivers (Prospective Chairman) and Gavin Boyle (Prospective Chief Executive).

Burton Hospitals' Chief Executive, Helen Scott-South chose not to put herself forward for this role and she has decided, after a lengthy and distinguished NHS career, that she will be retiring when a new organisation comes into being next year. Patients and the public were able to put their questions about the proposed merger to the Trusts' leaders.

Here are a selection of questions that were asked at the meeting and the answers that were provided:

If this is a proposed merger, then why is there already a joint chairman?

The chairman's appointment is not 'joint' at this current time. He is employed separately by both organisations and has contracts with both independently.

Will Burton Trust executives be paid more money after the merger? Is this the reason they are so keen on the merger?

John Rivers, chairman, answered: "Money has never arisen in any debate that I have been invited to. You are looking at a group of people in both Trusts who hold public

services as the paramount reason for why they work."

If the Chief Executive in Burton leaves the Trust, what guarantees can we have that services will remain at Burton as she says?

John Rivers answered: "It is good that you place great trust in Helen's judgment and I mean that, because she has great judgment in all matters. You must bear in mind that she is just one of 13 members of the board and all the plans that the Derby and Burton Trusts make and finalise will be continued in the Full Business Case, which will be a public document.

Our proposed merger is all about improving and enhancing local services and this is what we will focus on as the work goes forward. For Queen's Hospital in Burton, our fundamental principle is that we will retain a vibrant district general hospital in the town, keeping and improving the services we offer as part of that, including our A&E."

Trust leaders appear to have spent a lot of time promoting the merger; has this come at the expense of clinical matters, such as the response to sepsis?

Magnus Harrison, Chief Medical Director at Queen's Hospital, answered: "It is right that we are spending a lot time on our proposed merger and ensuring that our clinical strategy and services are fit for the future. We have continued to invest in frontline services at Burton with a significant programme of ward refurbishment in

the last eight months, and new service offerings launched over winter. There have been major improvements to sepsis care and other services."

How can you be sure that the Staffordshire and Derbyshire STP [sustainability and transformation partnership] will not move funds away from acute care?

Helen Scott-South answered: "There is going to be money that will be transferred into more community based care which will better support the frail and elderly and those in end of life care. The merger actually helps us provide those services."

Will funds from Burton Hospitals Trust be used to pay off Derby's PFI debt?

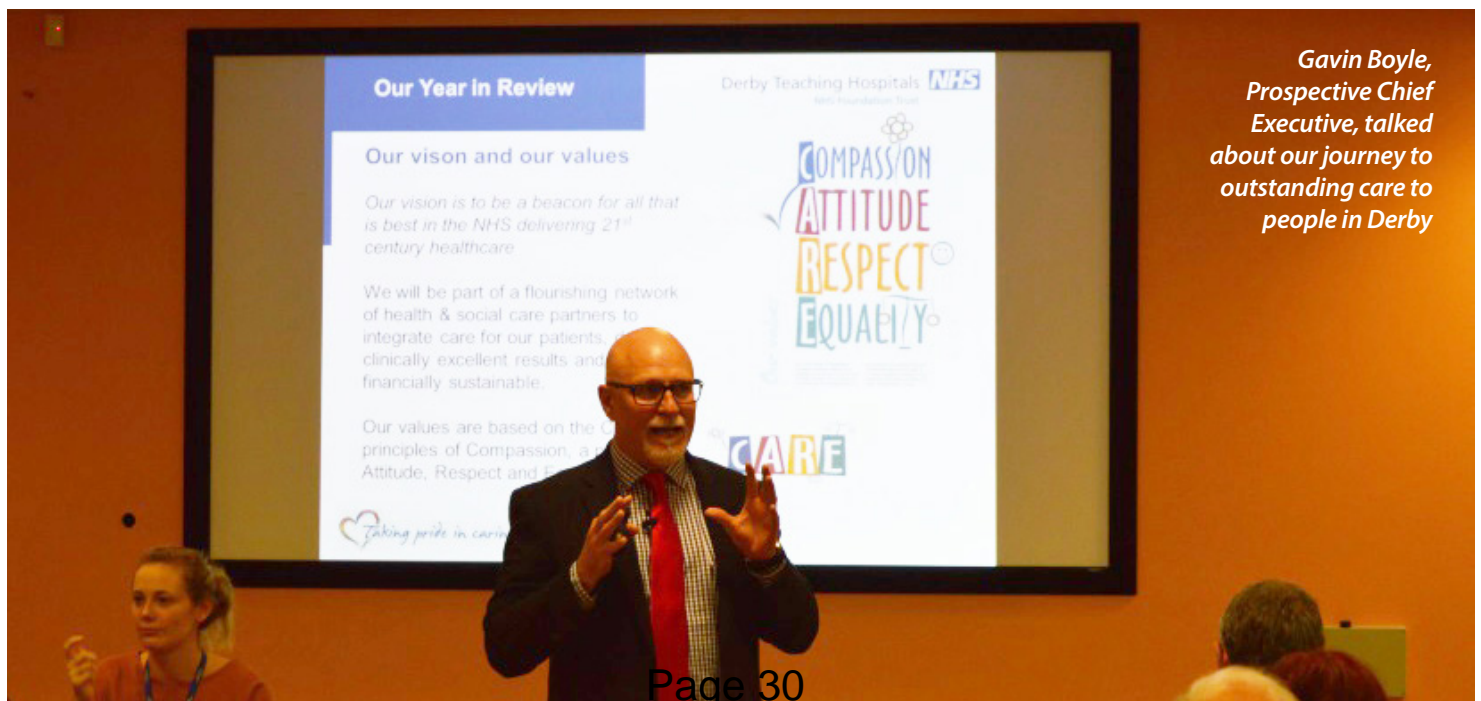
No.

Will the bigger of the two "equal partners" in the proposed merger inevitably have a greater say on the use and disposition of what will then be joint resources?

The new organisation will have a new Board appointed from the two existing Boards who will be responsible for delivering the Strategic Directions set out in the Full Business Case. The allocation of resources will be governed by a scheme of delegation which will ensure openness and transparency.

You can find more answers on a whole range of questions about our proposed merger on our website at

www.burtonderbycollaboration.co.uk/faqs/



Gavin Boyle, Prospective Chief Executive, talked about our journey to outstanding care to people in Derby

Patients help shape the future

Our work with patients took a major step forward when we held a special event on 20 September.

In last month's issue we told you how we are now working to ensure that we hear the views, opinions and concerns from local people, especially those in our traditionally hard to reach communities.

In March 2017 we held two workshops for patients who are interested in becoming patient representatives on the clinical overview areas. As part of the recruitment process they were asked to complete a form outlining the skills and experience they would bring to the role; details of any wider

community networks which they are part of; and which particular clinical review they had an interest in, and/or experience of as a patient or carer.

We reviewed the applications and matched patients to the six clinical overviews which we are currently looking to involve patients. These areas are Cardiology; Orthopaedics, Stroke; Radiology; Acute Medicine and A&E.

The patient representatives were then invited to attend a special event on 20 September 2017 which was held at Burton Town Hall, 5-7pm. Over 20 patients attended which enabled them to take part in discussions and hear more about each

overview area from clinicians

The aim of the discussions was to look at the vision for the service and patient benefits and to give representatives an insight into the process. There was also an opportunity for people to give their views and to talk about their future involvement as patient representatives. Finally, everyone was able to put questions to the panel of Chief Executives, Medical Directors and Chief Nurses.

We will be following up with another event in November which will focus on the role of the patient representatives and their involvement in the months ahead.



Next steps

A Full Business Case is now being developed, with engagement and input from staff, governors, patients and the public, over the coming months. The Full Business Case will then be considered by both Trust boards later this year.

The Trusts are seeking to form a new organisation together that will provide sustainable hospital services of outstanding quality for patients and their families.

For the latest news....

Visit www.burtonderbycollaboration.co.uk for the latest updates on our proposed merger.

In the next issue....

We will feature the results of our patient questionnaire, which has received hundreds of responses, in our next newsletter.

Our Journey Towards Outstanding
Our Five Pledges



on our proposed merger to strengthen and sustain services

OUR PLEDGES

- 1. We will retain a vibrant district general hospital in Burton including our A&E.**
For Queen's Hospital in Burton, our fundamental principle is that we will retain a vibrant district general hospital in the town, keeping and improving the core services we offer as part of that, including our A&E. With just one or two exceptions, our plans do not involve services moving.
- 2. We will sustain and develop existing specialised services in Derby.**
We will have access to a wider population base, enabling us to sustain and extend specialist services, such as cancer surgery and spinal services, with clear benefits to local people across Derbyshire and Staffordshire.
- 3. We will introduce services in our community hospitals at Lichfield and Tamworth that recognise the changing needs of the two populations.**
There will be an opportunity for our community hospitals facilities to offer some different services that are more relevant locally. These services would be heavily aligned with the local GPs and will offer more diagnostic work and specialist outpatients, as well as potentially more day case procedures (including specialist clinics such as spine, from Derby consultants) and more locally-focused end of life care.
- 4. We will retain patient choice**
Patient choice is at the heart of the NHS and patients will continue to be able to choose whether they access services at Burton or Derby. Indeed, patients will have more choice in the future as our community hospitals will be offering some different services that are more relevant locally. These services will result in us working more closely than ever with our local GPs.
- 5. We will only make changes that will improve services and there are no plans to privatise them or make wholesale staff redundancies.**
Our key aims are to improve the quality of the services we offer patients, and to improve the health of our local populations by dealing effectively with the challenges we face on a daily basis. Patients and the public can be assured that the proposed merger is not about privatisation at all and we have no plans to privatise services or make wholesale staff redundancies.

For more information please visit
www.burtonderbycollaboration.co.uk



TAMWORTH BOROUGH COUNCIL

FORWARD PLAN

Executive and Key Decisions for the period 1 December 2017 – 28 February 2018

Published by Tracey Pointon (Published on 1 November 2017, 7 November 2017)
01827 709265

Conf/Non- on	Decision to be taken by/Date	Key Decision	Subject	Portfolio and Contact Officer details/Author	Principal Groups & Organisations proposed to be consulted prior to making the decision and the means of consultation	Background Papers (<i>All Papers are available for inspection via the Contact Officer</i>)
Open	Cabinet 2/11/17	No	Budget Consultation 2018/19	Leader of the Council John Day Corporate Performance Officer john- day@tamworth.gov.uk		Budget Consultation 2018/19

Open	Cabinet 2/11/17	Yes	<p>Pilot - Use of Council stock for temporary accommodation</p> <p>Under the 'Tenancy' national consumer standard; landlords are required to co-operate with LA's strategic housing function to support and meet identified local housing needs. This pilot is therefore designed to demonstrate and evidence how its landlord service is supporting its overall attempts to reduce the use of B&B for homeless households requiring temporary accommodation</p>	<p>Portfolio Holder for Housing Services Tina Mustafa Head of Landlord Services tina-mustafa@tamworth.gov.uk</p>	<p>Tenant Consultative Group (TCG)</p>	<p>Pilot - Use of Council stock for temporary accommodation</p>
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Open	Cabinet 2/11/17	Yes	<p>Purchase Of New Build Properties Under The Council's Acquisitions Policy</p> <p>To agree financial arrangements to support the purchase of 8 new build units from Waterloo Housing Group.</p>	<p>Portfolio Holder for Regeneration Steve Pointon Head of Strategic Housing Services stephen-pointon@tamworth.gov.uk</p>		<p>Purchase Of New Build Properties Under The Council's Acquisitions Policy</p>
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Open	Cabinet 2/11/17	Yes	<p>Council Support For The Starfish Winter Nightshelter For The Homeless</p> <p>To outline arrangements for the provision of a Winter Night Shelter for homeless people for 3 months from December 2017 to February 2018. To request that Council support be given to the setting up and running of the scheme. Specifically, to request that £6,000.00 Homelessness Prevention Grant is provided as a grant to the Starfish Project Trustees and the Tamworth Covenanted Churches to support the employment of a part time project co-ordinator to oversee the setting up and operation of the project to March 2018.</p>	<p>Portfolio Holder for Housing Services Steve Pointon Head of Strategic Housing Services stephen-pointon@tamworth.gov.uk</p>		Council Support For The Starfish Winter Nightshelter For The Homeless
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Open	Cabinet 2/11/17	Yes	<p>The Council's Approach To Emergency Accommodation</p> <p>To seek approval for the approach to using emergency accommodation to assist homeless households.</p>	<p>Portfolio Holder for Housing Services Steve Pointon Head of Strategic Housing Services stephen-pointon@tamworth.gov.uk</p>		The Council's Approach To Emergency Accommodation
Open Page 37	Cabinet 2/11/17	Yes	<p>Urgent Renewal of Peel House Lift</p> <p>This report sets out proposals for the urgent renewal of the passenger lift in Peel House. The report also sets out proposals around procurement and financial implications.</p>	<p>Portfolio Holder for Housing Services Tina Mustafa, Paul Weston Head of Landlord Services tina-mustafa@tamworth.gov.uk, Head of Asset Management - Property Services paul-weston@tamworth.gov.uk</p>	<p>Consultation with housing repairs team, relevant Directors, and Members.</p> <p>Ward Councillors Portfolio Holder</p>	Urgent Renewal of Peel House Lift

Open	Cabinet 30/11/17	Yes	<p>Temporary Reserves, Retained Funds and Provisions</p> <p>To seek approval for the establishment or retention of Temporary Reserves, Retained Funds and Provisions, to write back to balances those reserves that have been identified as no longer being required.</p>	<p>Portfolio Holder for Assets and Finance Barbara Cox, Lynne Pugh barbara-cox@tamworth.gov.uk, Chief Accountant lynne-pugh@tamworth.gov.uk</p>	<p>CMT following requests from budget managers</p> <p>CMT Budget Managers</p>	<p>Temporary Reserves, Retained Funds and Provisions</p>
Exempt	Cabinet 30/11/17	No	<p>Tamworth Enterprise Centre Budget and Business Plan</p> <p>Business Plan for TEC up to March 2021 with associated budgets</p>	<p>Portfolio Holder for Regeneration Matthew Fletcher Economic Development Officer matthew-fletcher@tamworth.gov.uk</p>		<p>Tamworth Enterprise Centre Budget and Business Plan</p>

Open	Cabinet 30/11/17	Yes	<p>Variable Rent Policy for Council Tenants</p> <p>Affordable housing development allows for social and affordable rents to be charged. This report will detail the overall income management policy to maximise rent and commercial opportunity within the Housing Revenue Account (HRA)</p>	<p>Portfolio Holder for Housing Services Tina Mustafa Head of Landlord Services tina-mustafa@tamworth.gov.uk</p>	<p>Part of statutory rent setting process</p> <p>Tenant Consultative Group (TCG)</p>	Variable Rent Policy for Council Tenants
Open	Cabinet 30/11/17	Yes	<p>Arts and Events Delivery 2018/19</p> <p>Proposed service delivery for 2018/19</p>	<p>J Goodall Elanor Hazlehurst Arts and Events Manager elanor-hazlehurst@tamworth.gov.uk</p>		Arts and Event Delivery 2018/19

Open	Cabinet 30/11/17	Yes	<p>Tamworth Borough Council CCTV Resilience and Development</p> <p>To consider the resilience and future development of the public CCTV system in line with the Surveillance Camera Commissioner Code of Practice</p>	<p>Portfolio Holder for Communities and Wellbeing Joanne Sands Head of Community Safety joanne-sands@tamworth.gov.uk</p>	<p>Councillors Police Surveillance Commissioner</p> <p>Camera</p>	<p>Tamworth Borough Council CCTV Resilience and Development</p>
Open Page 40	Cabinet 30/11/17	No	<p>Write Offs 01/04/17 - 30/09/17</p> <p>To provide Members with details of Write Offs from 01 April 2017 to 30 September 2017</p>	<p>Portfolio Holder for Assets and Finance Michael Buckland Head of Revenues michael-buckland@tamworth.gov.uk</p>		<p>Write Offs 01/04/17 - 30/09/17</p>

Open	Cabinet 30/11/17	Yes	<p>Draft Base Budget Forecasts 2018/19 to 2022/23</p> <p>To inform Members of the re-priced base budget for 2018/19, base budget forecasts for the period 2018/19 to 2022/23 and the underlying assumptions and to consider the future strategy to address the financial trends</p>	<p>Leader of the Council Stefan Garner Director of Finance stefan-garner@tamworth.gov.uk</p>	<p>Discussions with EMT following Budget Consultation with local stakeholders</p> <p>Local residents, businesses and stakeholders</p>	Draft Base Budget Forecasts 2018/19 to 2022/23
Open	Cabinet 30/11/17	Yes	<p>Council Tax Base 2018/19</p> <p>To report the Council Tax Base for the Borough Council for 2018/19</p>	<p>Portfolio Holder for Assets and Finance Michael Buckland Head of Revenues michael-buckland@tamworth.gov.uk</p>		Council Tax Base 2018/19

Exempt	Cabinet 30/11/17	Yes	<p>Community Development Review</p> <p>The review will detail the options for the service and the opportunities available to build community resilience and connectivity. Supporting the councils operating model around demand management</p>	<p>Portfolio Holder for Communities and Wellbeing, Portfolio Holder for Housing Services Tina Mustafa Head of Landlord Services tina-mustafa@tamworth.gov.uk</p>	Scrutiny will be reviewing the proposals to inform the cabinet recommendations	Community Development Review
Open	Cabinet 30/11/17	No	Quarter Two 2017/18 Performance Report	<p>Leader of the Council John Day Corporate Performance Officer john-day@tamworth.gov.uk</p>		Quarter Two 2017/18 Performance Report

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Open	Cabinet 30 Nov 2017 Cabinet Council 30/11/17 12/12/17	Yes	Local Council Tax Reduction Scheme 2018/19 onwards To advise Members of the results and feedback from the recently undertaken consultation on the proposed Local Council Tax Reduction Scheme from 2018 onwards. To review the consultation feedback when considering potential changes to be applied in the 2018/19 onwards Local Council Tax Reduction Scheme	Portfolio Holder for Assets and Finance Michael Buckland Stefan Garner, John Wheatley, Jane Smith Head of Revenues michael- buckland@tamworth.gov. uk Director of Finance stefan- garner@tamworth.gov.uk , Executive Director Corporate Services john- wheatley@tamworth.gov. uk, Interim Head of Benefits Jane- Smith@tamworth.gov.uk	Online consultation process	Local Council Tax Reduction Scheme 2018/19 onwards
Open	Cabinet 30 Nov 2017 Council 12/12/17	Yes	Commercial Investment Strategy Update To create a capital fund to allow agreed investments be made in land or property	Leader of the Council Andrew Barratt Chief Operating Officer andrew- barratt@tamworth.gov.uk	Part of the Commercial Investment Strategy Process	Commercial Investment Strategy Update

Open	Cabinet 30 Nov 2017 Council 12/12/17	Yes	<p>Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2017/18</p> <p>This report is presented in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management which suggests that members should be informed of Treasury Management activities at least twice a year, but preferably quarterly. This report therefore ensures this Council is embracing Best Practice in accordance with CIPFA's Code of Practice</p>	Portfolio Holder for Assets and Finance Joanne Goodfellow joanne-goodfellow@tamworth.gov.uk		Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2017/18
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Open	Council 12/12/17	Yes	Constitution Review and Update	Portfolio Holder for Assets and Finance Jane Hackett Solicitor to the Council and Monitoring Officer jane-hackett@tamworth.gov.uk		Constitution Review and Update
Exempt	Cabinet 14/12/17	Yes	Snowdome Swimming Provision To update and seek approval to renew the existing provision of swimming contract with Snowdome leisure.	Portfolio Holder for Communities and Wellbeing Neil Mason Head of Community Leisure neil-mason@tamworth.gov.uk		Snowdome Swimming Provision
Exempt	Cabinet 14/12/17	Yes	Council Housing Repairs Delivery Options The report will detail the options for the future delivery of the repairs and investment service for its councils housing stock.	Portfolio Holder for Housing Services Tina Mustafa Head of Landlord Services tina-mustafa@tamworth.gov.uk	Tenant Consultative Group (TCG)	Council Housing Repairs Delivery Options

Open	Cabinet 25/01/18	Yes	<p>Lettable Standard for Council Tenants</p> <p>The efficient management of void/empty properties within the Councils housing stock is crucial to reducing rent loss as well as minimising applicants time on the housing register. The void lettable standard will set out the service offer for prospective council tenants aimed at improving overall tenancy satisfaction and sustainment of people in their own homes.</p>	<p>Portfolio Holder for Housing Services Tina Mustafa Head of Landlord Services tina-mustafa@tamworth.gov.uk</p>	<p>Tenant Consultative Group (TCG)</p>	<p>Lettable Standard for Council Tenants</p>
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Open	Cabinet 25/01/18	Yes	<p>Draft Budget & Medium Term Financial Strategy 2018/19</p> <p>To approve the draft package of budget proposals to consult with the Joint Scrutiny Committee (Budget) on 24th January 2017 and receive their feedback on:</p> <p>General Fund Revenue Budget and Council Tax for 2018/19; Housing Revenue Account budget for 2018/19; Capital Programme; & Medium Term Financial Strategy.</p>	<p>Leader of the Council Stefan Garner Director of Finance stefan-garner@tamworth.gov.uk</p>	<p>Discussions with Cabinet following Budget Consultation with local residents, businesses and stakeholders</p> <p>Local residents, businesses and stakeholders Joint Scrutiny Committee (Budget)</p>	Draft Budget & Medium Term Financial Strategy 2018/19
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Open	Cabinet 25/01/18	Yes	<p>Business Rates Income Forecast 2018/19</p> <p>To report to and seek endorsement from Members on the Business Rates income forecast for 2018/19 under the Business Rates Retention Scheme</p>	<p>Portfolio Holder for Assets and Finance Michael Buckland Head of Revenues michael-buckland@tamworth.gov.uk</p>		Business Rates Income Forecast 2018/19
Open Page 48	Cabinet 22/02/18	Yes	<p>The Council's Strategic Approach to Housing and Wellbeing</p> <p>To agree the Council's revised strategic approach to housing and well-being that will support Corporate Priorities, especially those concerning "Living a quality life in Tamworth" and direct the delivery of the Councils supporting housing plans and strategies.</p>	<p>Portfolio Holder for Housing Services Steve Pointon Head of Strategic Housing Services stephen-pointon@tamworth.gov.uk</p>		The Council's Strategic Approach to Housing and Wellbeing

Open	Cabinet 22/02/18	No	Write Offs 01/04/17 - 31/12/17 Members endorse debt written off for the period 01/04/17 - 31/12/17	Portfolio Holder for Assets and Finance Michael Buckland Head of Revenues michael- buckland@tamworth.gov. uk		Write Offs 01/04/17 - 31/12/17
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Open	Cabinet 22 Feb 2018 Council 27/02/18	Yes	<p>Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2018/19</p> <p>For Members to approve the Vision Statement & Priority Themes, Corporate Priorities for 2018/19 and the recommended package of budget proposals to enable the Council to agree the:</p> <p>General Fund Revenue budget and Council Tax for 2018/19;</p> <p>Housing Revenue Account (HRA) budget for 2018/19;</p> <p>the Capital Programme;</p> <p>the Medium Term Financial Strategy (MTFS).</p> <p>and</p> <p>To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed Treasury Management Strategy for the forthcoming year and the Local Government Act 2003</p>	<p>Leader of the Council Stefan Garner Director of Finance stefan-garner@tamworth.gov.uk</p>	<p>Discussions with Executive Management Team following Budget Consultation with local residents, businesses and stakeholders including the Joint Scrutiny Committee (Budget)</p> <p>Executive Management Team Local residents, businesses and stakeholders Joint Scrutiny Committee (Budget)</p>	<p>Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2018/19</p>
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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6 Page 51	<p>Information which reveals that the authority proposes</p> <p>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) to make an order or direction under any enactment.</p>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Health and Wellbeing Scrutiny Work Plan

Work Plan 2017 - 2018	
DATE	SUBJECT
9th January 2018	Community and Development Services update
9th January 2018	Inequalities in GP surgeries update
1st February 2018	Dementia Friendly update
22nd March 2018	Corporate Plan update
TBC	Usage of outdoor gym update
TBC	Sustainability and transformation plan

Upcoming Health and Wellbeing Scrutiny Committee Meetings
Thursday 16 th November 2017
Tuesday 9 th January 2018
Thursday 1 st February 2018
Thursday 22 nd March 2018

Upcoming Relevant Accountability Sessions/County Council Meetings
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