

**Minutes of the Public Board Meeting**  
**151 Buckingham Palace Road, London, SW1W 9SZ**  
**24 April 2019 at 11.00am**

Peter Wyman (PW)	Chair
Ian Trenholm (IT)	Chief Executive
Louis Appleby (LA)	Non-Executive Board Member
Edward Baker (EB)	Chief Inspector of Hospitals
Rosie Benneyworth (RB)	Chief Inspector of Primary Medical Services & Integrated Care
Paul Corrigan (PC)	Non-Executive Board Member
Robert Francis (RF)	Chair, Healthwatch England and Non-Executive Board Member
Malte Gerhold (MG)	Executive Director of Strategy and Intelligence
Jora Gill (JG)	Non-Executive Board Member
John Oldham (JO)	Non-Executive Board Member
Paul Rew (PR)	Non-Executive Board Member
Mark Saxton (MSa)	Non-Executive Board Member
Liz Sayce (LS)	Non-Executive Board Member
Kirsty Shaw (KS)	Chief Operating Officer
Deborah Westhead (DW)	Interim Chief Inspector of Adult Social Care

**In attendance**

Chris Day (CD)	Director of Engagement
Rebecca Lloyd-Jones (RLJ)	Legal Adviser to the Board
Mark Sutton (MSu)	Chief Digital Officer
Chris Usher (CU)	Director of Finance, Commercial & Infrastructure
Kate Terroni (KT)	Chief Inspector of Adult Social Care (designate)
Martin Harrison (MH)	Senior Corporate Secretary (minutes)
David Hastings (DH)	CQC equality networks representative
Amy Jupp (AJ)	Inspection Manager, ASC (item 7)
Surupa Santra (SS)	Inspector, PMS (item 7)

**ITEM 1 – APOLOGIES & DECLARATIONS OF INTEREST**

1. PW welcomed Board members and other attendees. There were no apologies for absence and no new interests declared.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 20 MARCH 2019 (REF: CM/04/19/02)**

2. The minutes of the meeting held on 20 March 2019 were accepted without amendment.

**ITEM 3 – MATTERS ARISING AND ACTION LOG (REF: CM/04/19/03)**

3. The action log was noted.
4. There were no matters arising.

**ITEM 4 – EXECUTIVE TEAM REPORT (REF: CM/04/19/04)**

5. IT presented the Executive Team report to Board. The following matters were highlighted:

Performance report: February 2019

6. The Chief Inspectors presented inspection data for February as set out in the written report. The ongoing simplification of processes (Hospitals), cleared backlogs (ASC) and teamwork and mutual support (PMS) were all highlighted and teams were thanked for their work.
7. LA highlighted data around improvements in safety and quality and, while improvements were always to be welcomed, suggested that, on deeper analysis, the figures could potentially show a more static picture indicating an inherent sluggishness in the system. EB reported on improvements that had taken place over a longer time frame, also noting that the majority of services improved on re-inspection and that the number of providers in special measures had reduced. There were however, a number of services where no improvement was evident over time and these had been targeted. It was suggested that, mindful of the significant amount of information gathered by CQC, there could be more innovative ways by which good practice was shared and disseminated to help encourage improvement. CD reported that guidance documents with case studies on improvement were the most downloaded documents from the CQC website and also on ongoing work with the Royal Colleges in the context of NHS Providers in order to reach key fora.
8. On whistleblowing, Board noted the recent announcement by the Secretary of State pledging to end the use of gagging orders which prevented NHS whistleblowers from speaking out. EB confirmed that gagging orders were not acceptable in the NHS and, if CQC found evidence that a gagging order had stopped concerns being raised, action would be taken.

Upcoming publications: Effective staffing

9. Board noted the forthcoming publication which would set out a range of case studies. EB explained that CQC expected providers to demonstrate safe staffing levels and to show how those levels were maintained however, a 'one size fits all' approach could not be applied in that setting a specific number could impede a proper understanding of different environments. Nevertheless, on inspection, the safe staffing model would be challenged and inspectors would ensure that an appropriate model was in place and being delivered.

***Decision: The Board noted the Executive Team report.***

**ITEM 5 – 2019-20 CQC BUSINESS PLAN AND BUDGET (REF: CM/04/19/05)**

10. IT presented the Business Plan and Budget for 2019-20 for Board consideration.
11. In discussion, Board welcomed the structure and narrative flow. Measures around equality and inclusion were also welcomed. IT reported that, while there had been some challenging conversations around resource allocations, colleagues within CQC had

recognised the need to move some resource to other areas which would then allow for investment in improved ways of working.

12. In light of the rapidly developing environment in health and social care, the idea of a small team looking at innovations was suggested. It was noted that policy colleagues were already engaged in horizon scanning work and current activity around quality improvement and the change programme also allowed for consideration of new and innovative practice but it was also important to acknowledge the need to be realistic about aims and planning within allocated resources.
13. Board raised the need to support managers in disseminating the messages of the Business Plan to colleagues across the organisation and highlighted the opportunity for this to be built into learning programmes. KS reported on current activity to support this, including regular monthly phone calls, supporting briefing packs and specific engagement and dissemination strategies within directorates. It was noted that regular pulse surveys would be carried out that would provide the opportunity to regularly test organisational understanding of the strategy and the change programme.
14. The importance of clarity around KPIs was noted. It was acknowledged that that achievement of some KPIs would be dependent on work within the change programme, understanding that there would be platform building in the current year that would reach fruition in years 2 or 3.

***Decision: Board:***

- ***AGREED the 2019-20 Business Plan and budget allocation set out within it (detailed at annex 1 of the written report); and***
- ***DELEGATED authority to the Chairman and Chief Executive to finalise the written element of the business plan.***

**ITEM 6 – AUDIT AND CORPORATE GOVERNANCE COMMITTEE – REPORT OF MEETING HELD ON 3 APRIL 2019 (REF: CM/04/19/06)**

15. PR presented a summary report of the Audit and Corporate Governance Committee (ACGC) meeting held on 3 April 2019.

***Decision: The Board noted the Audit and Corporate Governance Committee report.***

**ITEM 7 – RECOGNITION OF OUTSTANDING CONTRIBUTION (RoC) AWARD (Oral)**

16. On behalf of the Board, PW thanked the following two awardees for their work and congratulated them on their awards:
  - Amy Jupp, Inspection Manager, Adult Social Care, had taken the lead for the induction of new inspectors within the South East, setting up, arranging, coordinating and running the induction and ensuring ongoing support. Amy's work, in addition to continuing to manage her team, had ensured that inspectors have been given a better and more

comprehensive start within the organisation. The induction would not have been the success it was without Amy's clear leadership and dedication; and

- Surupa Santra, Inspector, Primary Medical Services, had worked outstandingly in relation to the urgent cancellation of services at Woodrow Medical Centre, showing great professionalism, flexibility and commitment in her role as lead inspector, and going above & beyond what was required. It was due to Surupa's hard work, dedication and skills that patients had been protected from harm due to the successful closure of the practice.

#### **ITEM 8 – ANY OTHER BUSINESS**

##### Deborah Westhead

17. The Board noted that this would be DW's last meeting as interim Chief Inspector prior to KT taking up her role. On behalf of the Board, PW thanked DW for her work as part of the Board and for her wider contribution during her time in the role.
18. There was no further business. Time allowed for Bren McInerny (BM) to report briefly on national to local connectivity work and a recent visit to Coventry. BM thanked PW and CD for their support and attendance on the visit.
19. One written question had been received from a member of the public but that person was unable to attend. PW asked that a written response be sent.

***Action: Secretariat to arrange for a written response to be sent to question submitted for public session.***

20. PW thanked all for attending and brought the public session to a close.

#### **CLOSE**

21. The meeting closed at 12:10pm