

PHSO Board Meeting

11 March 2015

Minutes (Final)

FINAL MINUTES OF THE PHSO BOARD MEETING

11 March 2015

Chair:

Dame Julie Mellor DBE

Executive Members:

Mick Martin, Managing Director

Mike Procter, Executive Director of Finance

Sally Sykes, Executive Director of External Affairs and Strategy

Non Executive Members:

Sir Jon Shortridge, KCB

Dr Jane Martin

Peter Freedman

Helen Walley

In Attendance:

Alero Harrison, Interim Head of Service Charter Reports

Dervla McArt, Research Manager

Chris Morgan, Director of Quality & Service Integrity

Shareena Merzi, Director of Media, Marketing & Digital Communications

Gill Bull, Director of Strategy & Insight

Suzannah Beazley, Chief of Staff

Krista Thomas, Executive Committee Administrator

1. Chair's Introduction and Welcome

- 1.1 Chair welcomed Board Members, Suzannah Kinsella - Principal Head of Engagement at OPM, and members of the Executive Team. There were no conflicts of interest to record.

2. Minutes and Matters Arising from the previous meeting

- 2.1 Members agreed that minutes from the previous meeting would be considered at April's board meeting. Thereafter, minutes and matters arising will be considered at quarterly meetings.

ACTION 1: Executive Committee Administrator to indicate on the matters arising table where deadlines have been missed and the reasons why and put in new

deadline agreed by Executive Team.

3. Mitigation of Corporate Risks

3.1 The Board were assured by the report.

3.2 The focus of the discussion was on the three main risk areas:

Operational performance

- Overall, the Risk Register now reflects the information that the Board have requested. The Board were assured that the mechanisms to measure performance are evolving.
- The Board would like assurance over how we are tackling old cases and that this should be reflected in the mitigation on the register.

Stakeholder engagement and reputation resilience

- The areas that we are strengthening are:
 - Method and approach
 - Communications
 - Attitude and culture
 - How we act and approach things

Staff Engagement

- The Board suggested that leadership needs to put more focus into encouraging staff to “buy into” the changes in method and delivery.

Overall, the main conclusions were:

- The Chair and the Executive Team need to have a conversation about what the next steps are in respect of staff engagement, the outcome of which needs to be reflected in the Business Plan. One mechanism that may encourage staff engagement would be to have a Shadow Board.
- The Risk Register needs to reflect more the mitigation that we are putting in place against each risk item.

4. OPM update on Service Charter and presentation of research findings

4.1 The Chair welcomed Suzannah Kinsella of OPM. Suzannah provided an update on the Service Charter project. She shared key findings and emerging themes from the research and consultation.

The main update points were:

- that the timeline for delivery of the Service Charter public launch has been extended to Spring 2016;

- that the main feedback message from customers is that they are complaining because they want to prevent what happened to them happening to others;
- that customers do not want the final Service Charter to be a list of principles.

The Board has requested from OPM:

- a need to make the Service Charter an engine of engagement;
- not to “hold back” on the case for change - this is the organisation’s way of bringing the outside world into PHSO;
- a need to reflect how staff are engaged in the development process (hearing/playing back/building);
- a need to hear more about what customers’ actual experiences have been.

Overall, the main conclusions were:

- there is a need to ensure that staff are engaged with the development of the Service Charter;
- we need to recognise that different stakeholder groups have different perspectives - staff will have a different experience to the customer - both will feed into the Service Charter.

5. Contextual Paper

5.1 The Board noted the context paper. They suggested that:

- the five critical success factors need to be added to the Business Plan; and that it needs to reflect the work we will be doing around culture and engagement.

The Board also suggested that this year we do not take on anything that is additional to what is in the Business Plan.

ACTION 2: Executive Director of Finance to ensure that the annexes of the Business Plan are developed further to reflect the Board discussion.

6. Business Plan and Budget

6.1 The Board agreed that the Budget was satisfactory pending a couple of very minor amendments.

6.2 The Board agreed that the 2015/16 Business Plan was satisfactory pending the further work outlined below, and subject to the Chair’s final agreement.

6.3 Business Plan

ACTION 3: The Managing Director is to circulate a 1-page end of year report from

the Board to all staff to celebrate the successes of 2014/15.

6.4 Overall, the main conclusions for the Board on the Business Plan were:

- The key priorities for developing the Business Plan further are
 - staff engagement
 - less jargon
 - making clear the critical success factors
 - staff communication/celebrating success

6.5 Budget

The Board gave praise for the paper.

ACTION 4: The Executive Director of Finance is to amend the budget to include a line explaining productivity/efficiency gains.

ACTION 5: The Executive Director of Finance is to provide the Board with scenario planning in respect of the budget.

ACTION 6: The Executive Director of Finance is to produce models to account for more moderate budget reductions, identifying core and non-core functions.

ACTION 7: The Executive Director of Finance is to undertake the remodelling of budget to account for potential 25% loss of funding.

6.6 The feedback from members of the Board focused on the Integrated Change Programme, Championing the Ombudsman, and Building method and capability to tackle big and repeated public service failures. Following their feedback, individual PIDs will be developed further.

ACTION 8: Director of Strategy & Insight to provide any proposals for change to the July Board meeting.

7. **Final report on implementation of Baroness Fritchie recommendations**

7.1 The Board agreed that apart from recommendation number eight, the recommendations have been met.

ACTION 9: The Director of Service Quality & Integrity to amend Section 8 of Appendix – MOU with CQC to be updated following the meeting on 13/3.

ACTION 10: The Chair will write a letter to Baroness Fritchie to advise her of the Board's decision – that all recommendations from the report have been implemented.

8. Annual Report and Accounts update

- 8.1 The Board were assured by the annual report and account update. They commended the Finance Team for the smooth transition to a new finance system. They also urged that the Annual Report is written in an accessible format.

9. PHSO Governance Arrangements

- 9.1 The Board noted the report and provided comments on the revised arrangements of the Governance document. The comments centred on style, rather than content. They also expressed their thanks to the Executive Director of Finance for an excellent piece of work.

10. Board Forward Programme

- 10.1 The Board noted that the Service Charter discussion phone call date will need to be changed due to the updated timeline.

ACTION 11: Executive Committee Administrator to arrange a new date for Service Charter phone call and provide details to the Board Members.

- 10.2 The Board noted that the Risk Workshop scheduled for April will be given at a later date and that there will be an External Insight session instead.

ACTION 12: Executive Committee Administrator to liaise with the Executive Director of External Affairs and Strategy regarding arrangements for an External Insight session at the April meeting.

- 10.3 The Board noted that the June meeting date will be changed from 8th to 16th in order to take place immediately following the Audit Committee meeting.

ACTION 13: Executive Committee Administrator to circulate the updated calendar invitation to all Board Members regarding the June meeting, which will take place directly after the Audit Committee meeting.

End of meeting 4:00pm

Chair's signature: _____ Dated: _____