

**MINUTES OF THE BOARD OF GOVERNORS  
HELD ON THURSDAY, 25 SEPTEMBER 2014  
AT 4.00 p.m. – 6.00 p.m.  
OLYMPIA HOUSE**

<b>PRESENT:</b>	Mike Briggs	(MB)	Independent Chair
	Joe Warner	(JW)	Managing Director
	Aaron Harney	(AH)	Employee Governor
	Christine Wallis	(CW)	Carer Governor
	Sarah Middleton	(SM)	Employee Governor
	Lee Parr	(VL)	Employee Governor
	Christine Forman	(CF)	Community Governor
	Mark Leeman	(MP)	Employee Governor
	Ros Davey	(CJ)	Leadership Governor
	Ashley Jarvis	(KG)	Employee Governor
	Bev Compton	(BC)	Local Authority Governor
Dawn Sharlotte	(DS)	Client Governor	

<b>IN ATTENDANCE:</b>	Sharon Pearson	(SP)	Board Secretary
	Helen Kenyon	(HK)	CCG Rep
	Lindsay Francis	(LF)	Minute taker

**Action**

**1. Apologies & Welcome**

No apologies.

The Chair welcomed everyone, especially new members, to the Board and invited members to introduce themselves.

DS introduced herself and voiced her concern over the term 'Service User' which was acknowledged by Board members. Dawn said she would be happy with the term 'Client' to which everyone agreed upon.

Introduction to the revised meeting format

The Chair gave a brief overview of how the Board meetings in the future would be run. The meeting would be split into two halves: the first being for Business items and the second for Strategy, Community and Staff Engagement. The Business section would be mainly about current issues and the nuts and bolts of running the company. The second section had been introduced to encourage a more wider participation in the strategy and direction of focus, get more into what focus was about, and an opportunity to look further forward and wider. Governors would be invited to raise ideas, issues or concerns verbally or by submitting a briefing paper. It was hoped that this section would allow for a more relaxed and open discussion.

All members said they were happy with the new format.

## 2. Minutes of the Previous Meeting

The Minutes of the previous meeting held on 24 April 2014 were agreed and signed as a true and accurate record subject to the following:

SM raised an issue around problems with accessing intermediate care services for people and the lack of this provision to express concern as this meant that some people were being denied an opportunity for re-ablement. This had a knock on effect on focus and our performance as some of these people then needed extensive resources to support them at home or become permanent admissions to 24 hour care. HK and CJ acknowledged this as being an issue.

HK reported that a lot of work had been done around this. Intermediate Care and re-ablement was bed based and provided in an environment out of a person's own home. The question would be how do we provide the same sort of service without going into a bed based provision? HK said that work needed to be on-going with Care Plus around the total number of beds that needed to be in the system. An agreement was in place with the Beacon for 27 beds, plus 19 beds that were community Intermediate Care facility based on the hospital site therefore increasing the number of beds available. Presently the Beacon had 15 beds available, with 20 being available at Christmas and then back up to 27 beds as soon as possible thereafter.

The Chair acknowledged the first priority would be to sort out the capacity issue and then to get the right people in. HK said that she would be happy to speak with SM regarding specific issues and asked for some recent case studies.

HK/SM

## 3. Matters Arising

### Care Act

With reference to the work now starting to be rolled out, including work needing to be done with the Council to link in with other areas of service, BC confirmed that she and HK would be raising this at the next Partnership Operational Group.

BC/HK

### SPA

SM reported that the SPA had now moved into Kent Street and all were settling in reasonably ok.

### Training Support Opportunities

RD confirmed that focus was now linking in with Hull York Medical School (HYMS) to combine courses with Social Care.

## AGM

The general consensus around the table was that the AGM had been successful with attendance high. The picture had been positive with regard to money and performance figures, with ASCOF figures showing nearly all green.

The Chair concurred and said that feedback had been very positive with some good ideas. It was suggested that next year each section would present on what had been achieved and obstacles faced. SM said that this would be helpful in terms of the Annual Report when staff could report specifically on their areas of work. There had been a lot of interest from staff on the finance report which showed the books having balanced.

## **Part A: Business Items**

### **4. Update Report**

JW updated the Board on various developments and issues:

#### Heritage House

Issues were still on-going around the lease. The leaseholder had suddenly imposed a condition with the leaseholder at the bottom of the chain requesting that focus provide a guarantor. At the beginning of the process focus had been assured that this would not be an issue so this is totally unacceptable. The proposed move to Heritage House had to be resolved as soon as possible. JW to keep the Board informed.

JW

#### SPA

The move to Kent Street had gone well with only a few teething problems, namely having to work around the link up with Swift (Occupational Therapy and Sensory Impairment registrations). IT working on this.

#### New Companies

Focus Independent Professionals (FIP) still in development. Recruitment fairs planned in Grimsby, Lincoln, Scunthorpe, Louth and Hull.

Focus Independent Solutions (FIS) progressing with the work currently being undertaken by Marc Wilson. So far focus has 6 contracts, 3 LAs (Performance, SPA & ICR). Marc has completed work on the Dementia Portal and Local Account for the CCG and the Performance Wheel for Care4All. Gross income to date £26,650 with very positive feedback.

#### Intellectual Property

Anything that focus had developed before September 2013 would not have been copyrighted and therefore belonged to NEL. Future developments would go through FIS and generally be licensed at nil cost within NEL. Income from external contracts would go through FIS with the appropriate cost transfers/charges for any focus staff time.

HK said she understood this if someone coming in externally, but the CCG would be working through the Local Authority and therefore things needed to be done collectively, for example Services4Me would not be part of FIS.

### Bids

Autism bid (£50K) - The aim of the project is to provide advice, information and support to those people with lower level needs who currently receive little or no service. Part of the bid is that we develop an Autism portal with an App for autism freely available in NEL but license elsewhere. Money would come into FIS but would go back into the CIC. Everything focus does has to benefit the community. It was hoped that we would hear in October whether or not successful.

Carers bid – The focus of the fund is on social action projects which support family carers. The minimum grant size per project would be £50K and all grantees must have spent the full grant by October 2015. The projects must:

- Target adult carers caring for another adult
- Reach a minimum of 50 carers (all of whom should be new to the service)
- Build on or adapt an existing service
- Have volunteers as core to the delivery of the service
- Focus on England only.

JW reported that he would be meeting with the Deputy Chief Executive of the Carers Support Service to discuss the bid. Applications had to be received no later than noon on Wednesday, 22 October.

Bid to the European Union to support overall system transformation. CCG has a transformation fund to help organisations change, and have therefore put in a bid that would support some of those large system organisations. CCG had to use its official embossed seal and will find out later in the year whether successful.

### Extensivist Teams

focus is now developing two new multidisciplinary teams to take the lead on developing a proactive approach, working in a preventative way to support people to remain as healthy and independent as possible, focussing on people with high level complex needs and multiple conditions. These teams, based on the American 'Extensivist Model' would have the full support of the community, primary and acute health care providers and the CCG. The idea is to form the two teams around the Freshney Green and the 360/Immingham practices.

As focus is leading on the recruitment, posts went out to advert this week for 4 Social Workers and 2 Co-Ordinators. Within each team there would be a GP. The team would provide a 7 day service tailored to meet the demands of the people using the service. Existing experienced staff could be attracted to the positions. It was thought that the teams would be able to take some of the most complex work away from other teams and generate income.

The Chair asked JW and HK to report back to the Board once the Extensivist

JW/HK

Teams were up and running, say 6 months thereafter.

## 5. Finance

As this Board meeting had fallen between quarters, SP said that a full update would be reported on at the November meeting.

SP

Presently looking at opening a new bank account and the two banks being proposed were:

- Nationwide for the deposit account for CIC
- Unity Trust for FIP

A bank account would be needed for FIS.

SP asked the Board to approve the two Banks with a requirement that all members read the Terms and Conditions of the two Banks (links below):

<http://www.nationwide.co.uk/support/service/legal-terms-and-conditions>

[http://www.unity.co.uk/upload/pdf/Unity Terms and Conditions.pdf](http://www.unity.co.uk/upload/pdf/Unity_Terms_and_Conditions.pdf)

If anyone had any issues concerning the above then to please get in touch with SP.

SP

## 6. HR – Vacancies

SP provided an update to the Board on the current vacancies/sickness for the month of August 2014:

- Sickness levels for the month of August were 1.85% of the available hours with the long term sickness rate of 0.45%. Sickness levels are up slightly from the first quarter
- 0.36% of available hours were lost due to maternity leave
- The vacancy rate for this month was 10.61% which was higher than the previous quarter
- Posts already advertised or due to be advertised over the next couple of weeks:

### Operational Posts

- Advanced Practitioner (A3)
- Advanced Practitioner (Out of Area)
- Care Practitioner x 2.6 WTE
- Care Practitioner (Extra Care Housing)
- Integrated Case Manager (Dementia)
- Senior Social worker (Extensivist) x 4.0 WTE
- Care Co-Ordinator (Extensivist) x 2.0 WTE

### Business/Finance Posts

- Corporate Appointee Officer
- Visiting Officer x 2.0 WTE
- Finance Assistant x 1.0 WTE
- Business Services Assistant x 1.35 WTE
- DOLs Admin Assistant

A full recruitment campaign for all of the above posts would be commencing early October and 4/5 recruitment days are scheduled to take place in Grimsby, Lincoln, Louth, Scunthorpe and Hull.

The number of Supervisions taken place during the month of August was 75%.

LP raised a query around certain jobs not being recruited to and wondered whether the skills testing across the board had anything to do with this. The Leadership Team had had discussions regarding this and the preference was to get the right people into post to begin with. Job descriptions needed to be shorter and straight to the point.

#### **7. Risk**

SP brought to the table the updated Risk Register where attention was drawn to the new Risk nos. 16 – 19 MCA/DoLs in light of the Cheshire West judgement. These risks would be shared with the CCG and the Council but needed to be on our Risk Register due to focus playing a significant part in meeting the risk.

Attention was also drawn to the nationwide problem in processing DoLS applications due to the high volume.

#### **8. Annual Leave proposal**

SP brought the supporting paper to the Board to seek agreement in relation to the proposal to increase the annual leave entitlement for staff on Agenda4Change Terms and Conditions. The proposal was to proceed with some caution and increase the annual leave entitlement for all staff that remain on Agenda4Change Terms and Conditions by one day pro rata from 1 October 2014. This would demonstrate a commitment to improve terms and conditions and reward existing staff.

At various events, staff had been asked for their views in terms of Rewards and Benefits and the proposal for additional leave in one form or another had always featured.

A lengthy discussion took place with queries raised over how this compared with other employment agencies, how it would affect performance and workload, pressure from staff using leave days at certain times of the year and cost in terms of capacity.

JW said he thought the additional leave would be seen as an improvement in our general terms and conditions as we needed to be competitive.

As the request was from staff and the proposal was discussed at the last Board meeting, the Chair said that it was for the Board to decide on the proposal and for it not to go back to the Members Forum.

The Chair agreed that additional leave would serve as recognition from the organisation that staff were appreciated and valued and as there were problems in recruitment we needed to be looking at the retention of staff.

The Chair summed up and asked for the Board's views on whether to accept the proposal with a condition that it comes back to the Board in a year's time for review to determine how effective it has been.

The proposal was passed with the Chair's condition.

SP to liaise with Nicki Mekkaoui on the logistics and in the meantime all Board members to keep the proposal confidential until an email goes out to all staff.

SP

*Bev Compton left the meeting at 1730.*

## 9. AOB

As the Board discusses focus' budget under Finance, HK suggested having an item on shared budgets where the CCG and focus were jointly responsible. It was agreed that Laura Whitton would present a report to the next Board meeting in November.

Laura Whitton

## Part B: Strategy, Community and Staff Engagement

### Update, issues and items from

## 10. Community Governor

CF updated the Board on the following issues.

Two years ago saw the first Dragons Den with people coming together from different organisations with good ideas. For example, Lisa Revell thought it would be a good idea to have an End of Life Team which is now up and running and has proved very successful. If anyone in focus has an idea they would like to run with then CF said that Dragons Den would be a good starting point to voice an idea and get the community onside for support. Information on Dragons Den to be circulated on the RSS feed with a template from HK being sent to SP.

HK/SP

The CCG Triangles covering planned and unplanned care have now formed a Triangle for Community Care to which CF is the Community side of the Triangle. CF reported that she had been working with Marc Wilson and Andy Humphrey on the Community Ambitions Project, playing her part as a Mystery Shopper. The Workshops were being well received.

Feedback from the Community Ambitions Project would be on the Agenda for the next Communications event and in future would be shown on the

Performance Wheel. Andy Humphrey to be invited to the next Board meeting to discuss.

SP

CF praised Marc Wilson for his work with the Local Accounts Group.

#### 11. Carer Representative Governor

CW reported to the Board that she was now in a position to bring to the Board any burning issues affecting Carers, including young carers. The Carers Board were aware of this. CW confirmed that she had put her name forward to be Chair of the Carers Board.

CW reported that she had undertaken an initial End of Life induction to become a volunteer for Care Plus going out into the Community.

Assisted Living would be opening up next Summer and progress was good. This was a scheme for loans of mobility aids where things could be tried out before purchasing.

#### 12. Service User Governor

DS said that she too was involved with the Community Ambitions Group with CF. Being on the focus Board and the Community Ambitions Group, she hoped to gain more of an insight into social work with a view to giving something back. DS said that focus had a lot to be proud of when she was out in the Community listening to carers and clients.

DS hoped that focus could be located more centrally to which JW replied that it was indeed our hope too.

#### 13. Staff Governors

LP raised a question in relation to the two new companies, FIP and FIS, as he understood from the AGM that staff were not expected to divide their time between focus and these two new companies. He wondered if there would be opportunities in the future. JW said that because of the forms to fill etc. he and SP were the only two Directors, but once everything had been established then it would be opened out to staff to become representatives.

As focus was starting to put on social work degree qualifications every year, LP wondered whether there would be any professional development for the lower bands. SP confirmed that focus were in the process of looking at ideas and that Donna Cameron would be putting together a framework to this effect.

SM reported that a paper had been put before the Leadership Group from the Members' Forum proposing a change to job titles for practice staff, qualified and unqualified, to better describe the roles people undertake and to try and give greater clarity for services users and the general public. The proposal had been agreed in principle but it needed to be checked out with the body registering Social Workers. SP to come back to the Board around the issue of contravening job titles.

SP



ML raised an issue around flexi time where some members of staff were accruing more hours than the required 15 hours carry over. JW reported that this had been recognised as an issue and was being looked into. There were various issues around the Working Time Directive.

AJ asked about staff involvement in the proposed move to Heritage House. SP reported that herself, Nicki Mekkaoui and Kathy MacDonald were meeting weekly to discuss the planned move with the intention of having an Open Day so that staff would be able to look at the plan and voice their preferences/requests. This was in hand but we had to wait for the green light regarding the move. It was proposed that SP send out a holding email to all staff regarding the situation on Heritage House.

SP

*There being no other business the meeting finished at 1810.*

**Date & Time of Next Meeting:**

Thursday, 20 November 2014  
1600 – 1800  
Olympia House Board Room

**Future Board Dates 2015:**

22 January 2015, 1600 – 1800  
26 March 2015, 1600 – 1800  
28 May 2015, 1600 - 1800

These minutes are accepted as a true and accurate record .....



Chairman

Date 20/11/14 .....

