

**Board meeting minutes, 26<sup>th</sup> October 2020**  
**10.30am -12.30pm**  
**Cedar Court Hotel, Harrogate**

**Present (at venue):**

Chris Brackley (CB)	Chair
Agnes Crutchard (AC)	Board member
John Cunningham (JC)	Board member
Ashley Green (AG)	CEO

**Present (virtually):**

Robert Peacock (RP)	Board member
Beverley Proctor (BP)	Board member
Pat Southgate (PS)	Board member

**Apologies:**

Judith Bromfield (JB)	Vice Chair
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Agenda Item	Item Details
1.	<p><b>Welcome &amp; Apologies</b>            CB welcomed everyone present and new Board members BP and AC.            CB noted apologies from JB.</p>
2.	<p><b>Update on actions from Sept Board meetings (1<sup>st</sup> and 28<sup>th</sup>)</b></p> <p><b>Actions from 1<sup>st</sup> September Board meeting</b></p> <p><u>Existing contract review meeting report (written by Alex and the team) to be updated and expanded for submission to Daniel Harry, NYCC</u>  <b>ACTION: AG by mid-October</b>            CB reported that AG would complete this in early November as he wanted to use a similar reporting format to mirror the Board report to include activities/work-plan, and ensure the report was professional. CB noted that the deadline for submission to NYCC was the end of Dec 2020.</p> <p><u>2019/2020 HWNY accounts to be submitted by end November 2020</u>  <b>ACTION: JB</b>            CB reported that JB was to submit the accounts to the accountant by Monday 2<sup>nd</sup> November, and subsequently submit the accounts to the Charity Commission by the end of November (deadline for the Charity Commission is 31<sup>st</sup> January 2021).</p> <p><u>Investigate CRM system and value</u>  <b>ACTION: AG On-going by end 2020</b>            CB reported that AG was reviewing this with his team, and particularly with the new Research &amp; Intelligence Officer (RIO). AG noted that the CRM had not been managed well in the past, including how data was recorded, categorised etc. and the RIO was having to spend a lot of time manually going through the data to find useable</p>

information. RIO would produce protocols for the team to help ensure all data was recorded correctly.

Bank Mandate to be signed by AG

**ACTION: JB by mid-October**

CB reported that this had not been completed and would liaise with JB to progress.

Mobile Phones - review staff usage and investigate 'Message Bird'

**ACTION: AG by mid-October**

AG confirmed that he had received mobile phones for his team on Saturday, and he has asked a team member to research options to be able to triage calls, including Message Bird by the end of October.

Salary review to be put on hold until JD's are revisited and pay rates are compared/analysed

**ACTION: AG On-going by end January 2021**

CB reported that AG would work with JB to review pay scales to discuss with the Board in Jan. Additionally, CB reported that to date only 2 applications had been received for the Community Outreach & Engagement Officer (COEO) post, which might be a reflection of the salary? The Board & AG discussed whether it would be helpful to re-advertise the post at a higher salary? RP commented that if the 2 candidates were strong then we could, and should, appoint one of these.

JC commented that it would be useful to review the role description and advert to ensure it did not restrict individuals and was as broad/inclusive as possible.

BP noted that the salary review should form part of an overall workforce plan - which could also investigate, for example, resources, training, support etc.

It was agreed by the Board & AG that if we were able to recruit for the COEO post with our current advertisement then we should do so, and continue with our plan to review pay scales in time for any implementation in April 2021. If, however we were unsuccessful in recruiting for this post then we should bring forward the salary review process to allow us to include this in re-advertising this post. It was noted that this would also have to be included to the current teams pay scales.

Intern/employment opportunities/outsourcing to be considered in support or instead of employment

**ACTION: AG On-going.**

CB reported that AG was looking into this as part of his learning/review process. AG noted that he was undertaking a SWOT analysis with his team on their specific roles as well as producing an organisational SWOT in the afternoon which would form part of the review process. AG agreed to share the SWOT analysis with the Board for them to contribute to.

PS commented that she felt administrative support would be a great advantage to the team and AG to help free up time and resource, and for example with helping with minute taking which AG was doing today.

Board/Committee activities/processes to be reviewed

**ACTION: Board On-going.**

CB reported that it was important for the Board and AG to undertake a review of policies and procedures and he highlighted the need to ensure we were up to date with GDPR. BP noted that there were external organisations who could undertake this type of work

for us, and maybe we should explore this route. RP commented that he had previously been told that patient/public identifiable data was not being kept by us, but he was concerned that it may be? RP also offered to provide support around ensuring we were complying with GDPR regulations.

PB noted that there were online courses to support organisations with GDPR.

CB reported that we had not been able to get into Nigel's laptop as we did not have his password and that JB was going to chase this. The Board felt that a formal letter should be sent to Nigel - asking that he clarifies that all invoices, paperwork related to us had been returned to us, and requesting that he provides the password to the laptop.

CB also note that his 'enter & view' check/authorization had expired. Additionally, he stated that it would be good practice for Board members (and AG) to have completed a DBS check.

#### **Action from 28<sup>th</sup> September Board meeting**

Invite Delana Lawson, Quality Assurance & Regional Manager North East, Yorkshire & Humberside, HWE, to Board Meeting. Possibly 26<sup>th</sup> October

#### **ACTION: CB by next Board meeting**

CB has invited Delana to attend the November Board meeting.

Arrange an Away Day - Trustee/Staff

#### **ACTION: CB/Board/AG - Target Spring 2021**

CB suggested that an awayday could take place in the spring next year (April or May) and also that AG wanted to hold an event to bring the Board and staff together to agree/discuss the workplan for 2021/22, possibly in Feb/March. CB noted the Away day could focus on development.

Arrange meeting with Bev Proctor (Ops. Dir & Acting CEO) ICG

#### **ACTION: AG By next Board Meeting**

AG had arranged a meeting with PB for the 27<sup>th</sup> October.

Arrange Marketing Group Meeting

#### **ACTION: JC/AG by end October**

CB confirmed that himself, JC and AG were to meet after the Board meeting for a preliminary meeting, and that JC would arrange for a wider Marketing Group (Committee) meeting to take place after this date.

Review Reporting/Board Meeting Minutes/Documentation

#### **ACTION: All By next Board Meeting**

CB reported that he had received feedback from Board members and that we would continue to use existing documentation for the time being.

Budget needs to be considered/proposed/created for Marketing

#### **ACTION: JC & Group (at inaugural meeting)**

CB reported that budgetary discussions should take place at the next Marketing Group (Committee) meeting. AG noted that this would need to be included in with the budgetary discussions for the 2021/22 workplan.

Budget for Training

#### **ACTION: AG/CB By next Board Meeting**

CB reported that AG had signed up for an online Management & Leadership course.

	<p>CB noted that he had identified up to £8,000 for training and development for the staff for next year and asked for the Board's comments. He also noted that staff had not previously had any training recently. CB said that he felt that staff could benefit from training around team working and interaction.</p> <p><u>Processes &amp; Procedures - PDM's/Annual Appraisals/Quarterly Plans etc. to be kept under review</u></p> <p><b>ACTION: CB/AG Target January 2021</b></p> <p>AG reported that he had begun to put these into place and was having regular monthly 121s with his teams and catch ups. RP asked if appraisals had been previously completed for the team. CB reported that he felt that they had not been undertaken and neither had regular 121s.</p> <p><u>Outreach Activity Analysis to be sent to R&amp;IO Ashley</u></p> <p><b>ACTION: AG By w/e 2<sup>nd</sup> October</b></p> <p>CB reported that AG had given this to Ashley.</p>
3	<p><b>October Board report</b></p> <p>AG mentioned the 6 month objectives document that he had circulated and said that his first month had been spent getting to know and support his team, and put in place regular catch ups, 121s etc. and to begin to understand the organisation.</p> <p>AG said that he had spent time with his team to agree and work on the detailed workplan which he had also circulated. CB noted that this was still a 'working document' and even in the past week AG had changed the outputs/targets to reflect what the team was able to deliver.</p> <p>AG summarised the Board report and spoke over some of the highlights, successes and challenges.</p> <p>AG noted that the team had received a number of difficult phone enquires in the past month which the team had struggled with. He noted that Claire who had now left had spent a lot of time talking to difficult clients who were now returning to us, and that the other team members weren't confident in dealing with these types of phone calls, which included, for example; people feeling suicidal.</p> <p>PS commented that it was not our place to deal with such calls, as we had not had adequate training, and that our role was to signpost people to specific support services/organisations. She also said that she had spoken with Claire about putting together a guide/template for staff to deal with such enquiries.</p> <p>AG said that he had sought information and guidance from HWE and would be putting together a guide to support the team.</p> <p>AG said that he has spoken with the Head of Dental Commissioning for Yorkshire and Humber and had shared patient experiences with them which had not been positive due to a lack of NHS dentists and issues around poor access over the last 6 month due to COVID. AG said that as a result of his discussions with the commissioner about a dental practice closing in Helmsley, NHS England had re-written to patients registered with the practice to offer options of new practices to join, which they originally had not provided to the patients.</p>

	<p>AG said that there had been difficulties completing a funded piece of work (from HCV Health Care Partnership) to deliver focus groups as part of the Scarborough Acute Services review, but that these delays were due to the funders not providing the necessary resource as well as COVID playing a part.</p> <p>AG said that this work should have been completed over a year ago, and that he had put pressure on the funders to provide the necessary information and a completion date to ensure this work was able to progress.</p> <p>AG said that he was really pleased with the digital performance this month and over the last few months, and that the numbers of people using and accessing our website had continued to grow over the last 6 months, much of which has been down to our COVID content and how we had listened to and tailored our information to demand.</p> <p>JC said he was pleased with the increased figures for the website and social media and that our next step was to detail how we focused, for example our social media to ensure we maximised our reach and audience.</p>
4	<p><b>Finance update</b></p> <p>CB gave an update on the finance paper from JB and said the finances were in a good state and we had plenty in reserves.</p>
5	<p><b>AOB</b> CB raised several points to the Board and AG:</p> <p><u>North Yorkshire devolution</u> CB said that there we two options being proposed by NYCC and the local District and Borough councils and he asked if this is something that the Board would like to discuss and come up with a preferred option. BP noted that the ICG had given their formal backing the NYCC unitary option. RP asked if we had been contacted by NYCC for our input and thoughts, of which CB said that he wasn't aware of this but that we may have been approached while Nigel and Michelle were in post.</p> <p>CB and the Board suggested that AG contact Daniel Harry, NYCC to see if there were opportunities for us to contribute to any consultation exercise.</p> <p><u>Healthwatch Week</u> CB said that he had already sent around information about Healthwatch Week and had identified possible sessions to attend, and he encouraged the Board to attend sessions which they were interested in. CB said that Board members could feedback any useful information at the next Board meeting from sessions they had attended.</p> <p><u>Office in York</u> AG said that he had spoken with the Service Manager from York Libraries about the office as it wasn't being used at the moment (the team were currently working from home). AG confirmed that we would not be charged rent from April to August during the COVID period, and that he had also negotiated to not be charged for Sept.</p>

	<p>The Service Manager had asked what our plans were and if/when we would return to the office as there were other interested parties who would like to use our room. AG confirmed that he would review returning to the office in December and that we would only be charged for half of our rent between October - December. CB commented that he had previously calculated that the team could meet approximately every week or two weeks at different venues across the county, whilst working from home and save around half the cost of renting the office on a yearly basis.</p> <p>BP said that ICG had given up their accommodation and that staff were now working from home, and that many community organisations were offering hot desking options for external organisations. PS said that there may be an option to use York CVS or other CVS's across the county or other venues. AG agreed that he would update the Board in December on next steps for using the office post December.</p> <p><u>AGM</u> AG commented that he felt it was important to have an AGM and acknowledged that there had been concerns about this due to potential individuals attending and causing difficulties for us. He said that it could be delivered online by invitation only and people could submit questions to us, prior to the event if they wished. AG said that the AGM could be delivered in 30 minutes, with an overview of the last year and highlights from the current year, including successes to date. JC commented that this was a good idea, and we could highlight our COVID report which was due out in November, but that we shouldn't hold the AGM until our 2019/20 accounts had been submitted.</p> <p>The Board agreed that an AGM should be held.</p> <p><u>QR code</u> CB noted that we should be adhering to COVID QR codes, for example at hotel venue. AG mentioned that we had our own QR code on our 'Because we all Care' campaign posters.</p>
6	<p><b>Date of next meeting</b> Monday 30<sup>th</sup> November - 10.30am to 12.30pm, venue TBC</p>

Signed.....

Date .....

	Date	Outstanding actions	Who	When	Comments
1	01/09/20	Existing contract review meeting report (written by Alex and the team) to be updated and expanded for submission to Daniel Harry, NYCC	AG	Mid Oct 2020	Action extended to early November, agreed at Board meeting 26/10/20
2	01/09/20	2019/2020 HWNY accounts to be submitted by end November 2020	JB	End of Nov 2020	
3	01/09/20	Bank Mandate to be signed by AG	JB	Mid Oct 2020	
4	01/09/20	Salary review to be put on hold until JD's are revisited and pay rates are compared/analysed	AG	End of Jan 2021	Note: Board agreed on 26/10/20 that salary review may be brought forward depending on the success of recruiting for new COEO post in Nov.
5	01/09/20	Intern/employment opportunities/outsourcing to be considered in support or instead of employment	AG	Ongoing	
6	01/09/20	Board/Committee activities/processes to be reviewed	Board	Ongoing	
7	28/09/20	Arrange an Away Day - Trustee/Staff	CB, AG, Board	Spring 2021	Plus, AG would like to arrange an awayday for the team/Board to agree workplan for 2021/22
8	28/09/20	Processes & Procedures - PDM's/Annual Appraisals/Quarterly Plans etc. to be kept under review	AG, CB	Jan 2021	
9	26/10/20	Share SWOT analysis with Board for comments	AG	Mid Nov 2020	
10	26/10/20	Send formal letter to Nigel Ayre to clarify all invoice, paperwork & laptop password is returned	CB	Mid Nov 2020	
11	26/10/20	All Board members & AG to have completed DBS checks if not already completed	AG, Board	By end of Dec 2020	
12	26/10/20	Arrange a wider Marketing group meeting	JC, AG	By end of Nov 2020	

13	26/10/20	Contact Daniel Harry, NYCC to explore opportunities for us to input into their county council devolution plans	AG	By end of Nov 2020	
14	26/10/20	Attend HW week seminars/workshops in Nov and feedback any useful information at next Board meeting	ALL	By end of Nov 2020	
15	26/10/20	Update Board about future options/decision about using the office in York	AG	By end of Dec 2020	
16	26/10/20	Hold an AGM for our 2019/20 work	CB, AG, Board	By end of Dec 2020	Note: Board agreed that this shouldn't happen until our 2019/20 have been submitted to the Charity Commission.