

## BOARD OF TRUSTEES MEETING

26<sup>th</sup> November 2018, 18:00 – 20:00. St Paul’s Hammersmith, Queen Caroline St, Hammersmith, W6 9PJ

<b>In attendance</b>	
<p><b>Trustees:</b>            Brian Dillon- Finance Committee and Treasurer HW CWL Board (BD)            Chris Doherty- Independent trustee (CD)            Christine Vigars- Chair, Healthwatch CWL Board            Helen Cooke- Healthwatch Westminster (HC)            Joanna Mark Richards- Healthwatch CWL Board (JMR) (Vice-Chair)            Tania Kerno- Healthwatch K&amp;C Local Committee (TK)            Keith Mallinson- Healthwatch H&amp;F Local Committee (KM)            Patrick McVeigh- Healthwatch H&amp;F Local Committee (PM)</p> <p><b>HW CWL staff:</b>            Olivia Clymer- CEO, Healthwatch CWL (OC)            Carena Rogers- Programme Manager, Healthwatch CWL (CR)            Thomas Wood- Governance and Quality Officer, Healthwatch CWL (TW)</p> <p><b>Observing:</b>            Layo Yusef (LY)</p> <p><b>Note Taker:</b> TW</p>	
<b>Apologies for absence</b>	
Abdul Towolawi- Healthwatch K&C Local Committee (AT)	
<b>Conflict of Interest</b>	
HC has become a governor of a school: Queens Park Early Years Federation	
<b>Minutes and Action Log</b>	
<p><b>Item 1. Minutes of meeting 1<sup>st</sup> October 2018 for approval</b></p> <p>These were approved without comment</p> <p><b>Item 2. Matters arising and action log</b></p> <p><b>Action Log:</b></p> <p><i>Item 1 - Provide and update on GDPR for November Board</i>            Graham at HW Hillingdon is taking our proposal of a shared GDPR compliance post to his board of trustees. Once their response to his proposal has been put in writing OC will circulate it to our board.            We have had a GDPR refresh. Some people are still coming back to us after the deadline</p>	

<p><i>Item 2 - All Board minutes to be put on the website.</i> This has been done and will be removed from the list</p> <p><i>Item 3 - All board members to send bio and photo</i> TW to chase up along with other board documentation</p> <p><i>Item 5- Add organisational chart in the document in the terms of reference document</i> OC to follow up on this.</p> <p><i>Item 7- Create a summary statement for the next Board meeting on research and methodology</i> This was agreed to be removed from the action log</p> <p><i>Item 8- Work on improving Local Committee induction programme</i> Removed. Local Committee inductions took place on 22/10/18</p> <p><i>Item 9- Review specification of authorised rep role</i> The Local Committee refresh was more onerous than anticipated. There needs to be more work done around authorised reps to get them working properly.</p> <p><i>Item 10- Email attendees and non-attendees of the annual meeting to ask whether another date (July) would be better for them</i> This was done. Remove</p> <p><i>Item 11- Circulate dates of meetings with Monsur</i> OC to do this</p> <p><i>Items 12-18 and 20-</i> On the agenda for this meeting</p> <p><i>Item 19- All trustees to send Treasurer role description/advert to any potentially interested personal contacts</i> This has been done. Remove</p> <p><i>Item 21- CR to work on co-production toolbox for end of January</i> This forms part of the agenda of the discussion around engagement plans later in this meeting</p> <p><b>ACTION: Review authorised representative role specification for January board.</b> <b>ACTION: Chase up board bios and other documentation</b> <b>ACTION: Circulate outcome of HW Hillingdon board discussion re: shared GDPR Data Protection Officer provision</b></p>	<p>OC TW OC</p>
<p><b>Discussion on volunteering</b></p>	
<p>CR led a discussion on volunteering within the organisation. Over the last year we have taken steps as an organisation to increase our recruitment of volunteers to supplement limited staff capacity. This has gone reasonably well. It has resulted in better engagement with communities in our local areas. We have had volunteers</p>	

interested in a broader area of work than we originally expected, for example we have had lots of interest from students, and volunteers interested in communications work.

We have had some issues around not having many volunteers who want to do general outreach/listening or representing the organisation more generally e.g. at the AGMs of other organisations. Related to this point, we have lots of volunteers “on the books”, but some of these volunteers are not particularly reliable or effective which limits the potential pool of volunteers we can send to external events. Some of our student volunteers have been very good at doing engagement around young people, but tend not to stay with the organisation for very long as they are using volunteering as a development opportunity.

OC added that it is difficult to sustain and recruit volunteers for this more general engagement and that but we can't rely on the same few volunteers to do everything. KM advised the board that lots of local organisations in the local area are having similar difficulties recruiting volunteers and that the potential pool of volunteers is shrinking. HC stated that in terms of our offer to volunteer, volunteers might not feel that they are getting much out of manning a stall, and asked whether we could ask volunteers in other roles to take this on as an additional responsibility. TK pointed out that volunteering as a dignity champion is time consuming and it is difficult to ask people to do any more.

CV stated we should review what our volunteers actually do – is going to a CCG AGM useful to our organisation? OC stated sometimes it is, but sometimes it isn't, we get varying levels of engagement with external partners out of it. CV asked whether we could get engagement in other ways e.g. asking the local committees to disseminate leaflets at local GPs or using targeted communications via social media.

CV also noted the need to evaluate our current volunteer officer post, which is coming to an end soon. Discussions around next years budget will inform whether we can still fund this post.

## Governance

### Item 3. Board meeting dates for 2019

The meeting on the 27<sup>th</sup> of May falls on a bank holiday. The board agreed to move it forward to the 20<sup>th</sup>.

The meeting of the 21<sup>st</sup> January will start at 5:30 for a discussion around Patient Participation Groups. Going forward, every other board meeting will start at 5:30 for discussions around operational issues.

The finance committee meetings will take place two weeks before the board meeting.

**ACTION: Send out a spreadsheet of all dates and times for 2019 board meetings and finance committee meetings and calendar invites to board members**

**TW**

**Item 4. PQASSO Accreditation Update**

There is a need to review our organisational policies and procedures in order to prepare us for PQASSO re-accreditation. The board agreed that TW would work with individual board members to review individual policies and procedures. JMR will work with TW on recruitment and health and safety, CD on volunteering, and KM on safeguarding (combined adult and child policy).

The board agreed an April deadline for our submission of our PQASSO accreditation.

**ACTION: Circulate policy review schedule. Begin review of individual policies**

**TW, CD,  
JMR, KM**

**Item 5. Trustee induction policy and procedure**

TW will re-circulate this to the board by the end of the week. The board will send comments to TW within a week. TW will then send out a final version. If there are no objections to the final version, then the policy passes.

**Item 6. Board forward plan**

It was agreed that this document needs updating.

**Human Resources**

**Item 7. Staff terms and conditions & Benchmarking**

The board discussed the key differences between the new terms and conditions and Hestia's terms and conditions (which currently still apply to HWCWL staff).

The board agreed to pass the new terms and conditions with the following amendments:

Page 6: Working Hours:

- Amend weekly contracted hours from 35 to 37.

Page 7: Annual Leave:

- Rephrase this as 28 days annual leave but with three of these days fixed between Christmas and New Year to remove ambiguity as to whether these days are "leave" or not. However, also include a sentence which allows these three days to be "unfixed" in the event of a disaster (e.g. Grenfell) or other unusual event which would require HWCWL to be in operation between Christmas and New Year. In the event that this happens staff would take these three days leave at another time of year rather than lose them.
- Amend number of days of leave staff can carry over between years from 8 to 5

Page 8: Sickness

<ul style="list-style-type: none"> <li>- Amend time by which staff need to notify their manager of sickness to 9:00 am</li> </ul> <p>Page 24: Disciplinary procedure:</p> <ul style="list-style-type: none"> <li>- The table under the disciplinary authority section needs to be amended to prevent all the powers from warning to dismissal being under the power of a single line manager. There needs to be a process of escalation to higher managers at the later stages of the process.</li> <li>- This section needs a clear flow-chart to show how it works in practice.</li> </ul> <p>Page 26: Capability/Disciplinary Appeal Procedure</p> <ul style="list-style-type: none"> <li>- States that staff have a right to be accompanied by a trade union representation. It was agreed that staff members' right to join a recognised trade union needed to be made more explicit within the handbook.</li> <li>- This section needs a clear flow-chart to show how it works in practice.</li> </ul> <p>Page 27: Grievance procedure.</p> <ul style="list-style-type: none"> <li>- This section needs a clear flow-chart to show how it works in practice.</li> </ul> <p>37 working hours per week was agreed by the board as a compromise between reducing the weekly hours to 35 and keeping them at 39. KM stated that he felt strongly that the working hours should be 35 and requested that this be recorded in the minutes.</p> <p><b>Item 8. HR Statistics Report</b> This report was well received. CV stated that the organisation has managed staff long term sickness very well.</p>	
<p><b>Finance and Risk</b></p>	
<p><b>Item 9. Finance Committee Report incl. monthly management accounts</b></p> <p>BD gave an update on the Finance Committee Report. We are in a good position financially. We have underspent on legal and professional fees. We have also underspent on activities (pro-rata) but we are going to spend this money. We have a bigger surplus than we planned for. Chris (Finance Director of Hestia) has transferred us £85,000 net income that they owe us.</p> <p>The main financial risk to the organisation is now around the possibility of contract reduction when the bi-borough rolls over our contract.</p> <p>OC clarified which board members will continue to attend the finance committee next year. It is CV, BD, JMR, AT, TK, KM, PM and John Marshall.</p> <p>Our account with Metro Bank is fully operational with signatories. TK stressed that we still need to get BACS set up as a matter of urgency, as this is an organisational risk, and offered to support Tsveta in the application process if this is required.</p> <p><b>ACTION: Apply for BACS system</b> <b>ACTION: Update risk register to include risks around not having BACS and possible reduced bi-borough contract income</b></p> <p><b>Item 10. Risk Register</b></p>	<p>Tsveta/TK OC</p>

OC: We have confirmation from the bi-borough that they are extending the contract for a year. As discussed previously main risk now is around whether this contract amount will be reduced.

There is still uncertainty around our contract with Hammersmith and Fulham and whether or not this will be renewed. OC has met with Joanna, the new commissioner. KM suggested speaking to Lisa Redfern and/or Cllr Ben Coleman for further clarification. It was agreed that this was to be taken forward.

OC stated that staff turnover in our key stakeholders has improved, which reduces this risk (Risk 12) from amber to green.

Risk 14 has been reduced from red to amber following work around governance and induction of local committees. Further work on authorised reps is needed before this turns green.

In relation to Risk 21 (GDPR) TK asked whether any individuals have approached us and asked us for the information we hold on them. OC stated that this has not happened, but we have had to action GDPR compliance around information sharing requests with the local authorities we are contracted to work under.

JMR observed that Risk 23 (Lone working) has been on the register for a long time. She agreed to work with TW to draft a new policy.

It was agreed Risk 18 (PQASSO) would move back to red as we are unable to re-accredit before December 16<sup>th</sup> in time to prevent a gap in our accreditation.

**ACTION: TW and JMR to work on new lone working policy**  
**ACTION: OC to meet with Lisa/Ben at Hammersmith and Fulham**

**TW/JMR**  
**OC**

### Healthwatch Delivery

#### Item 11. Local Engagement Plans

CV thanked OC and the engagement leads for producing these plans.

It was agreed that the next step is to take each plan to its relevant Local Committee for discussion. The plans will then be brought back to board in March after this is done.

HC asked if there is a link between the board's strategic targets and the issues the Local Committees want to raise. CR clarified that the issues raised by the Local Committees need to be considered by the board but are not necessarily the same as our strategic targets. HC stated it was important that these two agendas overlap to ensure there is not a mismatch. CV suggested a board away day between January and March to discuss the strategic direction of the organisation.

<p><b>ACTION: Ensure engagement leads discuss engagement plans with Local Committees in time for March board meeting</b> <b>ACTION: Arrange a board away day between January and March</b></p> <p><b>Item 11. CEO report.</b> This was well received.</p> <p>HC commented that she often notices references to activities and items in the CEO report that she was not previously aware of. She asked whether the report in future could have a section outlining “key things that you might not know about”. CV asked whether the report could have web links to supplement this section.</p> <p><b>Item 13. Delivery Plan</b> OC stated that the organisation is struggling to find the capacity to work on a co-production toolbox, but that this would be a good thing for us to have as an organisation. Support and action from the Local Committee members is needed if we want to achieve this. KM suggested setting up a working group in the Hammersmith and Fulham Local Committee to work on this.</p> <p><b>Item 14. Grenfell revision</b> OC stated that we need to recruit as soon as possible to get a candidate in post to do meetings/monitoring around Grenfell before the main project starts. We don’t currently have the capacity to meet all the commitments we have made around Grenfell without recruiting another post.</p> <p>CV led a discussion on the three costing options for additional community training outlined in the discussion paper. Option a) is unaffordable in our £50,000 budget. CV favours option b) over option c) as this gives us more oversight. It was agreed that we would therefore choose option b). CV also stated that we need some evidence that our project is supported by local community stakeholders before it goes ahead.</p> <p>The board agreed that before taking this project forward the board needs more information on costing, on the views of potential stakeholders, and a job description for the coordinator. It was agreed that OC would send this to the board by email to allow this to be approved by the end of December so the role could be advertised in January.</p> <p><b>ACTION: OC to send board more information on costings, views of stakeholders and a job description for approval.</b></p>	<p>CR</p> <p>OC/CV/TW</p> <p>OC</p>
<p><b>AOB</b></p>	
<p>None recorded</p>	