

MINUTES OF THE MEETING OF ACTION AGAINST MEDICAL ACCIDENTS

Held on 21st June 2018 at Freedman House

Present: Suzanne Shale (SS) Chair, Angela Brown (AB) Treasurer,
Caroline Browne (CB), Mike Andersson (MA), Rachael
Vasmer (RV), Hilary Scott (HS) Jonathan Hazan (JH), Nigel Holland (NH)

Apologies: Linda Kenward (LK)

In attendance: Peter Walsh (PW) Chief Executive & Company Secretary
Hugh Williams (HW) Deputy Chief Executive
Nicky Rushden (NR) Finance Manager

1. Chair's introduction and trustees' and staff observations:

Those present fed back on work done over the last quarter where notable progress was/is being made. This included: media coverage re Gosport; planning by the Finance Committee; most of the required 'savings' for 2019-2020 coming from new income rather than cut-backs; the work on new mission and Values; progress with GDPR; the desire by management to look outwards – not just inwards; the strategic review and forward planning; work on the draft Health Service Safety Investigations Bill; setting up of the IT task group; getting the balance between financial plan requirements and looking at quality of our activities; the Quality Committee's work.

2. Minutes of the Council Meeting held 29th March 2018:

The minutes were AGREED as an accurate record with the following correction: item 8 final sentence to read 'developing a policy on policy formulation and review'.

Action: Exec

SS pointed out that there had not been time at the strategic review day to discuss starting Council meetings earlier. After discussion, it was AGREED to start meetings at 1pm in future, to allow sufficient time for briefings from individual trustees on issues. It was also proposed that from time to time the additional hour would provide space for briefings from Trustees on areas of interest, for example research into how 'secondary trauma' arises from providers' responses to patient harm when it occurs.

3. Minutes of the Executive Committee:

The minutes of the Executive Committee meeting were noted. It was queried whether the Risk Register rating of 'low' for 'unforeseen disaster' should revert to 'medium', as the testing had not been completed. It was agreed to keep this under review.

4. Quality & Outcomes Committee:

It was noted that the minutes of the last meeting were circulated in error and had not been finalised yet. The progress report was noted.

Trustees confirmed that they were assured by the progress report and AGREED that the Glossary of quality/improvement terms was a useful tool to retain as a working document. It was noted that

further work was still required on standards/indicators. It was noted that it had been agreed to adjust the pace of work, taking account of the workload of managers and the Medico-Legal Director in particular. PW and HW assured trustees that workload was being monitored. There was agreement between PW and HW that he would advise QOC in July, following discussion with managers, how work related to QOC developments could be managed.

5. Strategic Review:

There was consensus that the strategic review event had been very positive. A number of reflections were given:

- That although AvMA cannot deliver improvements to patient safety we can influence and help them come about
- That it was clear that both directly helping our beneficiaries and influencing change were integral to what AvMA is, but in practical terms there was a tension between how much we might want to spend time and money on different services or influencing work
- That the concept of designing our work around the experience and eyes of the people we help is one we should concentrate on. We should ensure that the starting point in our strategy is that we are designing around client needs, not what we currently provide.
- That placing emphasis first on people, secondly on influencing and thirdly on safety was helpful
- The draft new Mission and Values statement produced by a sub-group of trustees and staff before the Council meeting was tabled. It was AGREED to circulate this by email and invite comments, and the sub-group to produce an updated version for the Executive Committee in July. The sub-group would also consider the options appraisal process (MA to join group)

6. Appointment of new trustee:

It was noted that Moi Ali's communications experience was even more relevant now that Ceri Edwards had left the Council. It was AGREED to appoint Moi Ali as a trustee of AvMA. We look forward to her joining Council in September.

7. Fundraising:

Jane Smythson (JS) attended for this item. JS presented the interim fundraising and income generation strategy. She explained that this was an interim strategy up to September 2018. A decision would be made then about making JS's current acting up position permanent. A longer term fundraising strategy would be linked to the Strategic Plan and 10 year financial plan.

The report was welcomed as a clear indication of work underway rather than a 'strategy' in the traditional sense. It was understood that the longer term strategy would set realistic targets for income generation as well as fundraising; and that the aim would remain to diversify sources of income. SS pointed out that trustees had agreed during the process of making the post of full time fundraiser redundant that it may from time to time be expedient to commission fundraising consultancy, including potentially to inform the strategy for fundraising.

The difficulties with getting grants whilst we hold large reserves was noted, but it was argued that careful explanation of why the reserves were needed could address this problem.

It was felt that the fundraising events had been narrowly conceived in the past and did not take account of the interests of our supporters which go beyond golf, cycling and curries. The current offering could be perceived as 'blokey' and only for people who were physically fit, and consideration

should be given to a more varied approach reflecting our supporters' diversity, and their diverse interests.

JS was congratulated on her successful initiative to get sponsorship for AvMA information leaflets.

8. Finance:

AB summarised the issues the Finance and Investment Committee had discussed at its last meeting. It was noted that having taken advice from the IFA and consulted with the Chair, instructions had been given to the IFA to action the planned withdrawals from investments totalling £590,000 in order to meet cash flow requirements. What to do with the projected additional reserves over and above the reserves target at the end of the 10 year strategy would be dealt with in the strategic plan. The reserves figures are calculated on a prudent assumed market return of 2.5% and are still exposed to risk in an attempt to enjoy incremental returns. The figure of reserves at year 10 (£847,000) is contingent upon achieving these returns.

With regard to item 9.2 in the Finance Committee minutes it was confirmed that the decision on auditors would include consideration of quality as well as cost.

The Finance Manager's report and the management accounts were noted. It was requested that in future the financial information in the Fundraising Report be consistent in the management accounts and vice versa.

Action: NR/JS

9. Approval of Policies:

After discussion it was agreed that as trustees had several valid points to make about the draft policies, further consultation was necessary. It was AGREED:

- The Finance Committee would look in detail at the new draft Investment Policy and bring this back to the next Council meeting
- The Complaints Procedure, Safeguarding Policy and Decision Making Framework would be consulted upon using Google Docs so that suggestions could be seen by all and come back to the next meeting.

With regard to the Complaints Procedure it was AGREED that there did not need to be time limits but some tweaks to the existing wording were required.

Action: PW

It was AGREED that a leaflet on how to make a complaint about AvMA should be produced.

Action: PW/JS

10. Chief Executive/Deputy Chief Executive Report:

The report was noted. The difficulties with retaining tenants/finding new tenants for floors 2 and 3 of Freedman House was discussed. It was noted that being able to market both floors at the same time would increase our chances. Other options such as letting smaller units or semi-furnished units could also be explored if necessary. Longer term the Westfield development should help with our prospects for letting.

It was noted that a possible opportunity to bid for a contract for providing independent advice of advocacy may come from the discussions with NHS Resolution. This made it even more important to improve data collection and quality assurance. It was felt that developing partnerships with other organisations to improve the offering, for example with counselling providers, might also be helpful.

11. Departmental Reports:

The reports were noted. Trustees were invited to send in comments or questions if they had any.

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Chair