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MINUTES OF THE PHSO EXTRAORDINARY BOARD MEETING

TUESDAY, 17 September 2013

15th floor, Millbank Tower

10.30am - 3.30pm

EXECUTIVE CHAIR:

Dame Julie Mellor DBE, the Ombudsman

EXECUTIVE MEMBERS:

Helen Hughes, Chief Operating Officer (COO)

Gavin McBurnie, Interim Director of Operations (Business Development)

Mike Procter, Executive Director Business Transformation

NON-EXECUTIVE MEMBERS:

Peter Freedman

Sir Jon Shortridge KCB

Helen Walley

APOLOGIES FOR ABSENCE:

Sharmila Nebhrajani, non-executive Board member

Gwen Harrison, Interim Director of Operations

Deborah Oliver, Interim Director of External Affairs

IN ATTENDANCE:

Lynn Hugo, Interim Director of HR, People and Talent

Graham Payne, Director of Finance, Planning and Performance

Anne Harding, Legal Adviser

Frank Garofalo, Director of Operations

Sue Thomson, Head of Executive Office (minutes)

Ollie Land, Executive Assistant to the Ombudsman

RISK WORKSHOP - ADDITIONAL ATTENDEES:

Steve Brown, Head of Executive Office and Governance

Tye Wright, Governance, Risk and Assurance Manager

Trevor Llanwarne, Government Actuary

Louise Redmond, Law Debenture (facilitating)

1. Operational Performance Presentation

- 1.1 The Chair welcomed members to the extraordinary Board meeting and confirmed that although this was an extraordinary meeting set up specifically as a risk workshop it had been agreed to bring an update on Operational Performance.
- 1.2 The Chair said that the performance presentation did not go all the way to meeting the expectations from the July Board meeting. The new Interim Executive Director Operations would be looking at ways of presenting the operational reporting in a revised format which would be available at the

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next Board meeting. The Chair would also hold regular accountability meetings with the COO regarding operational performance.

- 1.3 The Chair thanked Gavin McBurnie and his team for getting PHSO started on the 'More Investigations for More People' (MIMP) project. The new ways of working had already produced double the amount of cases taken on for investigation in the first five months of the year compared to the whole of the previous year.
- 1.4 The aim of the presentation on operational performance was to bring the non-executive members of the Board up to speed on the current situation and what the Leadership Team (LT) had planned going forward to improve performance and reporting. The MIMP work had highlighted the need for 'real time' management reporting and for this information to be owned by the COO and the Leadership Team going forward.
- 1.5 There was an acknowledgement by the Board that there was an over-reliance on interim senior staff and there was an urgent requirement to have a permanent leadership team in place.
- 1.6 Going forward, the information contained in Board papers needed to be clear and simple to allow robust interrogation.

Additional information for revised reporting:

- Descriptions need to be in customer satisfaction terms, eg for 'discretion' column - figures need to be broken down to explain how many have been resolved and how many were not taken further and for those figures where we did not progress - what percentage did we help, eg did we manage to add value for the customer at early stage of enquiry?
- Additional information on run rate of conclusion of investigations including the range and means of how those investigations were concluded
- Address front and back end risks, ie distinguish pre- and post-April so we have a clear breakdown to assess whether the new system is working
- Quality assurance process must be built into all processes going forward
- Language we use internally will be used externally - stop using 'backlog' - implies PHSO cannot cope with demand - which is not the case. In fact there is a short term bulge in CAT (**Case Assessment Team**) due to a need to refine the process and gather more structured information from

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complainants earlier in the process. LT to be clearer in all presentations to ensure Board members know what the current situation is and what the proposals are going forward - current Board reporting format is not always as clear and concise as it could be

- Clarify on MIMP - Aim 1 - raising profile, not yet fully in place.

2. People Survey Results Presentation

- 2.1 Mike Proctor took the Board through the presentation. The Board was not surprised at the results which were to be expected during a period of change and with the lack of a permanent Leadership Team in place.
- 2.2 It was agreed that we would assess what had caused current staff survey results; decide on a plan to address them; and have a timeline for improvement as well as expect more immediate communications with staff to keep them up to date with what is happening. The Chief Operating Officer said that the Leadership Team was doing work with focus groups to check our hypothesis - and then the Board would test these results at the October Board meeting.

3. Risk Workshop

- 3.1 The afternoon session was a workshop run by Trevor Llanwarne, the Government Actuary, facilitated by Louise Redmond from Law Debenture. Mr Llanwarne's presentation took the Board through different ways of looking at risk; issues for a Board to consider when looking at risk; and suggested processes for reporting and managing strategic risk. There was a good discussion and the Board agreed to adopt the approach recommended by the Government Actuary. It also agreed that further work would be done to flesh out the strategic risk register, as well as on key roles in relation to risk of the Leadership Team, the Audit Committee and the Board. A paper would come back to the Board at a later stage. The Risk Manager would ensure comments were fully reflected in the Quarter 2 Strategic Risk Report.
- 3.2 The Chair said that a number of external factors over the last several months had meant PHSO was in reactive mode, but there was good news too - the sepsis clinical report, in particular, launched the previous week had been very successful.