

**MINUTES OF THE PHSO BOARD MEETING**

**TUESDAY, 30 April 2013**

15<sup>th</sup> floor, Millbank Tower

9am-1.50pm

**EXECUTIVE CHAIR:**

Dame Julie Mellor DBE, the Ombudsman

**EXECUTIVE MEMBERS:**

Gwen Harrison, Interim Director of Operations

Gavin McBurnie, Interim Director of Operations (Business Development)

Helen Hughes, Chief Operating Officer

Angela Paradise, Interim Divisional Director of Corporate Resources

**NON-EXECUTIVE MEMBERS:**

Peter Freedman

Sharmila Nebhrajani

Sir Jon Shortridge KCB

Helen Walley

Dr Tony Wright

**IN ATTENDANCE:**

Steve Brown, Head of Executive Office and Governance

Joy Higgins, Executive Assistant to the Ombudsman (minutes)

Graham Payne, Director of Finance, Planning and Performance

*The Ombudsman opened the meeting by thanking Dr Tony Wright for his significant contribution to the work of the Office during his term of office, and for providing continuity between the previous Advisory Board and the new governance arrangements.*

**1. Corporate Performance Measures and Reporting Workshop**

1.1 Graham Payne facilitated a performance measures and reporting workshop. The objectives of the workshop were to:

- Agree the proposed corporate performance measures framework at a high level
- Agree the measures to be reported on and the frequency
- Agree the priorities for development work that would be needed in 2013-14 to design, develop and implement the performance measures framework.

1.2 The Board carried out group exercises on system wide measures and strategic measures and asked the Leadership Team to develop proposals on metrics for internal operations.

**2. Minutes, matters arising and action points of the previous meeting - 19 March**

2.1 The minutes of the Board meeting on 19 March were approved as an accurate record. There were no matters arising.

2.2 Progress against the action points was noted.

**3. Report from the Chief Operating Officer to the Board**

3.1 The Board reviewed the report and welcomed the comprehensive update on the work of the Ombudsman and Chief Operating Officer.

3.2 The Board noted the following:

- The Government's response to Sir Bruce Keogh's report on private healthcare was due before the Parliamentary recess
- The structure of (PHSO's) External Affairs (Group) had been announced the previous week
- PHSO was informing the design of a potential 'complaints hub'
- PHSO was working with stakeholders to model a good complaints system 'from the ward to the board', which would inform recommendations to the Clwyd/Hart review of the NHS complaints system.

**4. PHSO 2013-14 Corporate Business Plan**

4.1 Helen Hughes presented the final draft of the 2013-14 Corporate Business Plan for the Board's approval. Section 4 of the draft Plan would need to be revised following the discussion at the Performance Measures workshop that morning.

4.2 The Board welcomed the latest draft of the Plan and made the following comments:

- It was a good document that would provide clarity for staff
- Internal communications, especially during a time of transition, were fundamentally important
- Some of the language needed to be adapted to reflect the current environment
- Systemic investigations needed to be added.

4.3 The Board approved the 2013-14 Corporate Business Plan, subject to the above mentioned amendments, and noted that any change to priorities would be brought back to the Board.

**5. 2013-14 Proposed Budget Allocations (Restricted)**

5.1 This item was dealt with in closed session.

**6. Spending Review 2013 - PHSO Submission (Restricted)**

6.1 This item was dealt with in closed session.

**7. 2012-13 Quarter 4 Corporate Performance Assessment and 2012-13 Annual Corporate Performance Review**

7.1 The Board reviewed the Quarter 4 performance assessment and the annual corporate performance review.

7.2 The Board noted that there had been a 13% increase in enquiries in the year, a large proportion of which had been dealt with at the preliminary enquiry stage. This had led to a 3% rise at the further assessment stage and the number of enquiries in hand at the year-end had risen. The anticipated drop in incoming work due to the Olympics and the Diamond Jubilee had not materialised. This combined with the fact the Operations Division was under-complement at the start of the year had contributed to the increase of 'work in hand'. However, the Interim Director of Operations welcomed the increase in the number of investigations which saw the team being fully utilised. The Board was informed that the number of enquiries in hand had reduced significantly after the Easter break. It was also noted that 30% of staff produced 5% more than their target which mitigated the 'in hand' work.

7.3 The Board noted the achievement of 5 out of 6 customer service standards, with the investigations throughput standard having been narrowly missed. It was noted that large, complex cases would inevitably take longer than the standard of 12 months to complete and skewed the figures. The Board logged this point for future discussion.

7.4 The Board noted that the level of staff sickness had risen year on year although it remained below the public sector average. The Board requested a breakdown between long-term and short-term absence and questioned whether stress was a causal factor. This information would be included in future reports along with comparative data from previous years.

7.5 The Board noted the quarterly and annual performance reports and next steps.

**8. Strategic Risk Review: Proposed Risk Registers and Next Steps**

8.1 Due to time constraints the Board did not discuss the paper but were content to agree the next steps.

**9. Board Forward Programme**

9.1 The Board noted the forward programme.

**10. Any Other Business**

10.1 The Chair informed the Board that this was Angela Paradise's last meeting as she was leaving in June. The Board thanked Angela for all her work on the Business Transformation Programme and organisational restructure.

**11. Date of the Next Meeting**

11.1 The next Board meeting would be held on Tuesday, 18 June 2013.