

Minutes of a Meeting of the AWP NHS Trust Board of Directors

Held on 27 April 2012 at 10:00 in Chippenham, Jenner House, Conference Meeting Room

These Minutes are presented for Information in the Part 1 session of the Board

Board Members Present

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| <ul style="list-style-type: none"> • Anthony Gallagher – Acting Chair • Alison Paine – Non-Executive Director • Peter Greensmith – Non-Executive Director • Tony McNiff – Non-Executive Director • Lee O'Bryan – Non-Executive Director | <ul style="list-style-type: none"> • Paul Miller –Acting Chief Executive • Andy Sylvester – Director of Operations • Julie Thomas – Executive Director for People |
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In Attendance

- | | |
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| <ul style="list-style-type: none"> • Emma Roberts – Company Secretary • Jane Britton – FT Programme Director • Alan Metherall – Deputy Director of Nursing • Mike Relph – Assistant Chief Executive • Harvey Rees Deputy Medical Director • Jackie Saunders – Temporary Assistant to the Company Secretary • Louise Hussey – PA to Executive Director of Finance and Commerce, and Deputy Chief Executive | <ul style="list-style-type: none"> • Jill Tompkins – LINKs |
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Item		Action
1. Apologies	Apologies were received from Susan Thompson, Non-Executive Director; Hazel Watson, Executive Director of Nursing, Compliance, Assurance and Standards; and Arden Tomison, Executive Medical Director, and Director of Strategy and Business Development	
2. Declarations of Members' Interests	2.1. In accordance with AWP Standing Orders (s7.1) all members present are required to declare any conflicts of interest with items on the Board	

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<p>Meeting Agenda.</p> <p>2.2. There were no conflicts of interest declared for the agendas for both parts of the Board Meeting.</p>	
<p>3. Minutes of previous Part 1 meetings</p> <p>29 February 2012</p> <p>3.1. The Board considered the minutes of the meeting on 29 February 2012.</p> <p>The Board resolved to approve them as an accurate record of the business transacted at the meeting.</p> <p>28 March 2012</p> <p>3.2. The Board considered the minutes of the meeting on 28 March 2012 and the following amendments were recorded.</p> <p>3.2.1. Laura McMurtrie should be recorded as being present at this meeting.</p> <p>3.2.2. Under Section 10.4 Alison Paine's name was spelt incorrectly.</p> <p>3.2.3. Under Section 11.7 this should be amended to read '<i>....to note the comprehensive piece of work that would be undertaken ..</i>'</p> <p>3.2.4. Under Section 12.3 the final sentence should be amended to read '<i>...to invite local LA and PCT colleagues to attend the Board meetings</i>'.</p> <p>With these amendments the Board resolved to approve them as an accurate record of the business transacted at the meeting.</p> <p>3.2.4.1. Tony Gallagher noted that going forward he expects all comments at Board meetings to be fully minuted and attributed with actions noted, to accurately reflect the business of the Board.</p>	All
<p>4. Matters Arising from the previous Part 1 meetings</p> <p>4.1. The Board resolved that all matter arising be recorded as complete or carried forward in the Board Schedule of Matters Arising.</p>	All
<p>5. Chair and Chief Executive's Actions</p> <p>5.1. There were no Chair and Chief Executive's actions to note for March 2012.</p>	
<p>6. Chair's Report</p> <p>6.1. The Acting Chair acknowledged the recent significant changes within the organisation and confirmed his expectation that this will continue at pace, led by Paul Miller and the Executive Team.</p> <p>6.2. He noted the challenges facing the organisation on a number of fronts</p>	

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	and the opportunity to pursue Foundation Trust status with vigour.	
7.	Chief Executive's Report	
7.1.	The Acting Chief Executive presented this paper as a summary of work completed to date.	
7.2.	He noted that the challenges facing the organisation are well represented throughout the Board papers and acknowledged the good work taking place and the need to harness excellent staff potential within the Trust.	
7.3.	Tony McNiff questioned the executive responsibility and accountability for the Strategy and Business Development Directorate during Arden Tomison's current break in service for a period of one month. Paul confirmed that the break in service had been formally agreed and as part of this an acting up arrangement had been confirmed with the Deputy Medical Director. This would be for one month until Arden was due to return to the Trust on 1 May 2012.	
7.4.	Emma Roberts confirmed that the acting up arrangement needed to be resolved formally via an Appointments Committee which would be held at the conclusion of the Board meeting. This would need to retrospectively agree the arrangement with effect from 1 April 2012.	
7.5.	Peter Greensmith asked for a better understanding of the Executive Patient Safety Visit process. Paul confirmed that there is a formal process whereby all Executive Directors make four of these visits a year within their designated area of responsibility.	Paul Miller
7.6.	Peter Greensmith had questions about Peter Wilson's recent Patient Safety Visit (PSV) to Swindon CMHT. He would like to understand more on this topic. Paul Miller agreed to share the PSV Report with Peter.	
7.7.	Tony McNiff asked for clarification on who would now take executive responsibility for exploring the business development opportunity around memory services. It was requested that this discussion be deferred to the confidential Part 2 session of the meeting for reasons of commercial sensitivity.	Mike Relph
7.8.	It was noted that the Chief Executive's report, as distributed to the Board, was not the latest version. The correct version will be re-distributed.	All
7.9.	Anthony Gallagher directed that future items for consideration by the Board would default to the public Part 1 session; only those items which were not appropriate for release under the FOI Act should be taken in Part 2.	
7.10.	The Board resolved to note the report.	

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8.	Quality & Performance Update & Monitor Compliance Dashboard	
8.1.	Paul Miller introduced this report which covered key performance changes over this period.	
8.2.	He noted that this identifies variable performance within the organisation but that the overall performance of the Trust is showing improvement.	
8.3.	Tony McNiff felt that the report needs to present a clearer perspective of what is required of the Trust to improve its performance. Lee O'Bryan agreed with this and highlighted paragraph 2.9 regarding CPA performance where there is no explanation of the significance of the downward trajectory in Swindon. It was noted that the CPA performance had been challenged by the Board over a period of consecutive months and whilst some small improvement had been seen previously, a downward trajectory for March 2012 was of significant concern. It was agreed that a report highlighting the actions being taken in relation to CPA would be circulated to the Board outside of the meeting.	Andy Sylvester
8.4.	Tony Gallagher agreed that the Swindon comments need particular review and that the concerns expressed on this issue encapsulate a developing theme that reports should be an accurate and fair reflection of the Trust's position.	Paul Miller
8.5.	Tony Gallagher noted that this is a comprehensive report and he felt that an executive summary of the content would be helpful. He indicated that he would expect future reports to have clear messages that would celebrate Trust success and also highlight areas for improvement.	All
8.6.	Anthony Gallagher directed that he would like to see an improvement in the quality of all Board reports, which should include a high level summary and clear messages and recommendations.	All
8.7.	In answer to a question from Alison Paine on reconciling information in appendices with statements within the main report (that Monitor performance indicators remain GREEN in all PCT areas), Paul clarified that Monitor performance targets are a subset of a broader range of performance targets and that this is identified in Appendix C under 'Mandatory Services'. These are compliant. It was agreed that this lack of immediate clarity is a good example of a disconnect between the text and visual presentation of a position.	
8.8.	Peter Greensmith noted that, in terms of the Clinical Care Pathways for service user experience, identified in paragraph 3.5, service user and carer groups had been asking for some time for a pathway that they understand. He felt it was important that this information be circulated to these groups so they can understand what this means.	Peter Greensmith
8.9.	It was confirmed that this suggestion would be considered by the	

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	<p>Service User and Carer Involvement working group.</p> <p>8.10. Alan Metherall identified that there is a Care Plan Seminar on 25 May 2012 which will include all stakeholders, including service users and carers, to examine a way forward. He noted that there is a national care plan template that will inform the development of these pathways. Peter Greensmith agreed to forward a copy of the service user care pathway to Alan Metherall for information.</p> <p>8.11. The Board resolved to note the report.</p>	<p>Hazel Watson</p> <p>Alan Metherall</p>
<p>9.</p>	<p>Service User and Carer Engagement</p> <p>9.1. The Board received and considered this report sponsored by the Executive Director of Operations. It was noted that this should be accurately reflected in the footer to the report.</p> <p>9.2. This report reflects the recommendations of the working group on service user and carer engagement.</p> <p>9.3. Andy Sylvester noted that there are areas of good practise identified as well as areas for concern. It is suggested that the Trust could do more to put the service user at the centre of what it does. The first of a number of meetings to address the aspirations that flow from this report has taken place.</p> <p>9.4. Agreement was requested that the working group be formally established as a steering group with the responsibility of developing and implementing an action plan to embed engagement at the heart of the Trust's business. This will be taken forward in conjunction with on-going work being undertaken by Jane Britton in relation to Service User and Carer voices at the Board.</p> <p>9.5. Peter Greensmith noted that the working group had agreed a number of themes which could usefully have been summarised at the front of the report. These themes were around putting service users and carers at the centre of all that we do, ensuring that this is not just expressed in document but is embedded in the Trust's culture, that it should be evidenced based and that we should map out the service user groups within the organisation.</p> <p>9.6. Tony Gallagher welcomed both clinical and SBU involvement so far, but stressed that, as a Board, both executive and non-executive directors should be responsible for taking this forward.</p> <p>9.7. The expectation is that the steering group will meet bi-monthly and that two members of the Board will be specifically sighted on this. The intention is that this group will act at pace and report back to the Board shortly.</p> <p>9.8. It is hoped that the NSUN Report, which informed part of this process, can be published on the website and circulated shortly, with NSUN</p>	<p>Co Sec</p>

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<p>agreement following minor amendments.</p> <p>9.9. Alison Paine clarified if publication of this report would be with the intention of asking for comment. Alison also asked that the Trust respond to questions raised in the NSUN's report. Andy confirmed that this process is about the Trust articulating its aspirations going forward in a measured fashion and that the NSUNs report makes a useful contribution to defining the way forward for the steering group, in conjunction with other input from across the organisation.</p> <p>9.10. Anthony Gallagher concluded by stressing that this is a proactive process which would continue. External and internal communications would be important. He also stressed the importance of doing a follow-up. It was agreed that:</p> <ul style="list-style-type: none"> • A Board working group would be formed, to bring executive and non-executive experience to bear. • The Chair and Jane Britton would meet with others to discuss the next steps. • Ongoing work would incorporate the wider service user and carer work. • The issue was important, and should remain open until complete. <p>9.11. The Board resolved to note the report and approve the recommendations at paragraph 5.</p>	<p>Andy Sylvester</p> <p>Tony Gallagher, Jane Britton, Hazel Watson</p>
<p>10. Staff Survey Results and Action Plan</p> <p>10.1. The Board received and considered this report sponsored and presented by the Executive Director for People to brief the Board on the 2011 Staff Survey results and next steps.</p> <p>10.2. Julie Thomas acknowledged that the results from the survey were disappointing and that there had been much happening within the organisation relating to re-design and focus on performance management, that had had an impact on morale.</p> <p>10.3. An Extended EMT workshop was held on 11 April 2012 around the 4 staff pledges in the NHS Constitution, with the intention of rolling out this methodology across the Trust.</p> <p>10.4. In response to a question from Tony McNiff on how the results to the staff survey had been communicated to staff, Julie confirmed that staff have been directed to national websites for this information. Tony noted that, in his experience, the way in which this information is communicated is important as, done badly, this can have a detrimental reputational effect. Alison Paine underlined that it is also important that it is acknowledged that these views have been heard.</p> <p>10.5. Paul Miller agreed that what is done with this survey is really important and that he would see that it is the responsibility of the Chief Executive</p>	

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	<p>to ensure that staff are positively engaged in the business of the Trust. Paul noted his intention that, going forward, he would be the sponsor for any actions associated with the staff survey.</p> <p>10.6. Tony Gallagher made it clear that he expects a different Trust response to previous poor staff survey results and that actions taken demonstrate this.</p> <p>10.7. Tony McNiff reiterated that it is important that the Trust's initial reactions and intentions are communicated swiftly.</p> <p>10.8. The link to poor appraisal rates was discussed in conjunction with cultural perceptions around performance management and it was agreed that the delivery of services of good quality is integral to staff feeling valued in their roles.</p> <p>10.9. The Board resolved to note this report.</p>	
<p>11. Annual Review of Standing Orders and Annual Review of Standing Financial Instructions</p>	<p>11.1. The Board received and considered this report sponsored and presented by the Acting Chief Executive to seek approval for proposed changes to Standing Orders and Standing Financial Instructions (SFIs) and the Scheme of Delegation.</p> <p>11.2. It was noted that the only significant amendment relates to the 2010 Bribery Act where amendments had been made to ensure legislative compliance.</p> <p>11.3. This review has gone through due process, including consideration by the Audit Committee. Jane Britton confirmed that she had also considered these changes in her capacity as acting Company Secretary.</p> <p>11.4. The Board resolved to approve the proposed amendments to the Standing Financial Instructions and Standing Orders, as recommended by the Chief Executive.</p>	
<p>12. Finance Report</p>	<p>12.1. The Board received and considered this report, sponsored and presented by the Executive Director of Finance & Commerce, which provided an update on the Trust's position as at 31 March 2012.</p> <p>12.2. Paul Miller summarised the in-month position of an actual surplus of £381k, £22k ahead of the budget and £49k ahead of the FIMS. The Trust's cumulative position is £37k ahead of the SHA control total.</p> <p>12.3. The final position on the capital expenditure for 2011/12 and the undershoot against the CRL of £3,347k was explained in terms of the disposal of assets in the £2,280k disposal programme and the previously notified £1,000k reduction in CRL. It was noted that the</p>	

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	capital programme was managed to within £67k.	
12.4.	The Board noted the cash balance of £7,150k and the acceptable year end position of a £152k undershoot on its EFL target position. It was underlined that this is important in terms of FT status as this is a key metric.	
12.5.	The Board noted the on-going work on the 2012/13 Capital Programme. Paul acknowledged that there may be potential further schemes that the Board may wish to proceed with and that it may be useful that the Finance & Commerce Committee manage and review any business cases and make recommendations to prioritise and manage capital.	
12.6.	Paul clarified the two capital recommendations identified in the report. There is an issue of the lack of appropriate accommodation to house IT servers, as noted on the Trust Risk register, and the need to manage this in the medium and longer term. Tony McNiff questioned the request to spend £50k for this when the trend is for externally hosted servers. Paul identified a twin track approach to provide immediate additional resilience whilst also entering into a contract to outsource some Trust systems.	
12.7.	Alison Paine questioned whether there would be improved business continuity by building extra capacity on the same site. Andy Sylvester noted that there have been a series of meetings on lessons learnt from the problems earlier in the year which have been reviewed by the Emergency Planning Team and that they have been impressed by the quality of the review process of the IM&T option appraisal. It is believed that the combination of an internal hosting decision and external outsourcing on a application basis is a good way forward.	
12.8.	Paul noted that IT resilience is part of the Internal Audit 2012/13 programme in order to assure the Trust that appropriate arrangements are in place.	
12.9.	Tony Gallagher requested that the Board look at the IT Strategy at a later date.	Paul Miller
12.10.	Tony McNiff congratulated the Finance Team for hitting their financial targets. He questioned whether the organisation would have achieved its cash targets this year if it had taken the same approach as it intends to in 2012/13 on capital. Paul stated that the Trust would have achieved its financial targets regardless of land receipts, as the balance sheet is healthy and significantly improved.	
12.11.	It was agreed that the Finance & Commerce committee could review capital business cases to confirm that they have delivered as planned.	Alison Paine
12.12.	The Board resolved to approve the recommendations at paragraph 6.6 of the report.	

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13. People Status Report		
13.1.	The Board received and considered this report, sponsored and presented by the Executive Director for People, to brief it on activity in the last quarter within the People Directorate as well as future strategic planning, including the 12/13 workplan.	Julie Thomas
13.2.	Further appendices to this report were distributed at the meeting. Two areas, within the report, were highlighted. These were the implementation of the AWP Bank and analysis of workplace pension reform – automatic enrolment.	
13.3.	Tony McNiff asked for further information on the modelling of the in-house Bank, as significant savings are predicated on this.	
13.4.	Julie Thomas outlined that different types of workers will work on this system, some of which are existing staff. The Trust will keep an eye on the Working Time Directive legislation and there are control mechanisms in place to assist in managing this. Tony emphasised that it is important that these mechanisms are effective and are not retrospective. Andy Sylvester confirmed that this issue was discussed at a recent Operation Directorate meeting where service and clinical directors sought assurance that they had the right information to monitor this.	
13.5.	In response to a question from Alison Paine, Julie confirmed that the proportion of AWP/non-AWP staff working on the Bank is approximately 50/50. Many have transferred across under TUPE arrangements from NHS Professionals and the Trust is also doing targeted recruitment.	
13.6.	Tony McNiff asked about the working assumption regarding turnover in the IBP. Julie confirmed that this is 8%. Paul noted that within the IBP staffing reductions were identified around CRES and these risks were not related to redundancy as this was seen as an opportunity to redeploy redundant staff. Tony Gallagher identified that a concern in the last IBP had been whether redundancy provision was high enough.	
13.7.	The Board resolved to note this report.	
14. Operations Status Report		
14.1.	This paper was requested to be moved to Part 2 of the Board meeting.	
14.2.	It was approved that the Operations Status Report should be moved to Part 2 consideration for reasons of commercial sensitivity.	
14.3.	Tony Gallagher directed that in future he wished to see the report appropriately written for consideration in the public, Part 1 session. With a separate report prepared with any confidential information in Part 2.	

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15. Principle Objective Delivery Plan		
15.1.	The Board received and considered this report, sponsored and presented by the Acting Chief Executive. This report confirms to the Board the actions that will be taken forward to deliver on Principal Objectives and also the criteria and indicators used to measure success on delivery.	
15.2.	Paul noted that Appendix A to this report outlines the Principal Objectives Delivery Plan, which will be informed by the May Board Seminar and when approved, will be factored into the Assurance Framework.	
15.3.	Tony McNiff asked how achievement of FT status would impact on this process. Paul confirmed that the target to achieve FT is part of the thinking that informs this. Jane Britton clarified that there would be no barrier to the organisation changing its principal objectives mid year should circumstances change.	
15.4.	Alison Paine noted that she felt that at some point the Trust should address its principal objectives and that, in approving the principal objectives delivery plan, this should not be seen a renewed approval of the objectives themselves.	
15.5.	Tony Gallagher noted that the May Board Seminar would present an opportunity to look at these in depth and that today the Board could approve the process then review the timescales within the objectives and return to this after consideration of the objectives at the Seminar.	Paul Miller
16. FT Report		
16.1.	Jane Britton provided a verbal update on FT situation highlighting the following points: <ul style="list-style-type: none"> • The importance of starting work to make contact with Health Authorities around the FT timeline. • There has been a targeted recruitment drive with regard to men as the proportion was out of balance, which has resulted in a further 500 men being recruited. The membership now stands at 16,918 and reflects a more even gender representation. • There has been a change in how we report membership, in line with Monitor, and this will be reflected in next month's report. 	
16.2.	The FT team has audited AWP Board Papers with the result that Quality and Safety implications are now more consistently reflected on the cover sheet.	
16.3.	Jane updated the Board on the Monitor Compliance Framework and the allocation of scores to CQC concerns. Monitor will continue to be very vigilant on this.	

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16.4.	A second Mental Health Quality Profile had taken place. This is an assessment of aspirant FTs. A fuller discussion of the findings will take place at the next Performance EMT meeting. Jane Britton agreed to include a discussion on the Mental Health Quality Profile in the June Board Seminar.	Jane Britton
16.5.	Tony Gallagher requested that, in future the Board is kept informed in parallel with other committees and not in series, as this will enable more open discussion. Paul undertook to take responsibility to assess the significance and materiality of information regarding this. Tony agreed that this should be a matter of judgement for the executive team.	
17. Communications Report		
17.1.	The Board received and considered this report sponsored by the Acting Chief Executive and presented by the Assistant Chief Executive, to brief it on Trust communications activity, agree the monthly Board briefing messages and provide the Board with recommendations on the management of any potential risks to the Trust's reputation.	
17.2.	Tony McNiff asked for confirmation that the new service launch 'Recovery in AWP – Hope, Opportunity and respect' had taken place. It was confirmed that this had happened and had involved staff, service users and carers. Tony underlined that the Trust should take these opportunities to project itself more coherently. He felt that there is a disconnect between corporate strategy and communications. Alison Paine agreed and noted that she felt that this was another example of a lack of a joined up communications strategy which requires a clear timeline to get the whole message across to a clear set of targeted audiences.	
17.3.	Andy Sylvester noted that this recovery event was specific to Community Adults and that the next day there had been an event focussed on Liaison and Later Life and PCLS. The Trust has been working with commissioners to take elements of these events into a Roadshow, the first of which will be in Bristol in May.	
17.4.	Tony Gallagher reiterated that he would like to see the development of a corporate communication strategy, with expertise on the Board harnessed to do this. He noted that every event that is held is an opportunity to promote the Trust message, that service users and carers are at the centre of everything that we do. Andy confirmed that there are two areas within the organisation where this is happening through the Users and Carers Steering Group and also the stakeholder event in Bristol.	
17.5.	Mike Relph proposed three potential Board messages:	

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<ul style="list-style-type: none"> • Keeping service users safe during service redesign. • NSUNs report. • Staff Survey follow up. 	
17.6. The Board discussed that the message that service users and carers are at the centre of what we do should be reinforced. It was agreed that this should not be purely linked to the NSUNS report.	
17.7. Alison Paine noted that the follow up to the staff survey should be linked to appreciation of the impact on staff of service redesign and also that recent changes in senior management in the organisation is linked to the fact that staff are being listened to and can express their concerns.	
17.8. In response to a query from Alison Paine on the process for disseminating these messages, Mike Relph confirmed that the Head of Communications liaises with Trust leads on each of the messages and a final draft is developed with the Chief Executive prior to publication. It is expected that these messages are then contextualised for each team across the organisation. Alison asked if there is a mechanism for staff reaction to these messages and it was confirmed that feedback is requested but that there is relatively little forthcoming.	
17.9. Paul Miller noted that the Board is clear about its desire for a communication strategy and that this should be looked at holistically in conjunction with the development of the new Trust Website.	
17.10. Tony Gallagher asked that proposals for a joined-up corporate communications strategy be brought to the May Board.	Mike Relph
17.11. It was agreed that a proposal for the Acting Chief Executive to send a message to the Trust over and above team brief would be discussed in Part 2 of this meeting.	Mike Relph
17.12. The Board resolved to note the report and approved the amendments to the three messages proposed for May 2012. Mike Relph agreed to forward a copy of the final version of the Board's messages to the NEDs for their information.	Mike Relph
18. Committee Minutes	
18.1. There were none to report.	
19. Committee Chairs reports	
19.1. Audit Committee	
19.1.1. There have been a series of reports from Internal Audit with two red reports on Performance Management and Medicines Management. Both of these reports triangulate with other issues within the organisation. There are actions in place on both of these reports and, as with any red reports, both will	

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19.5.	<p style="text-align: center;">focus and stimulate giving again.</p> <p>Mental Health Legislation Committee</p> <p>19.5.1. Lee O'Bryan said that the committee had had a long presentation on Section 136 units around the significant imbalance in terms of provision. A multi agency approach is seen as the next step and a business case is being developed to take this forward.</p> <p>19.5.2. The committee discussed the issue of advocacy for detained patients and that Swindon MIND chose not to work with the Trust. Alan Metherall suggested that the Trust contact Swindon Mind to remind them of their duty as advocates. Peter Greensmith suggested that there may be an opportunity to build bridges with Swindon MIND through their attendance at a variety of Trust forums. Lee confirmed that a work plan has been agreed to take this forward.</p> <p>19.5.3. Tony Gallagher requested that all meetings of the Board should have written reports from the chairs of Board committees. Next month Annual reports from these committees are expected.</p>	All
20.	Any Other Business	
20.1.	There was no further business and the meeting was closed.	

Key to Abbreviations Used

Abbreviation	For
Chief Exec	Chief Executive
DoF	Executive Director of Finance & Commerce, and Deputy Chief Executive
Exec Dir People	Executive Director for People
Exec Dir M&S	Executive Medical Director and Director of Strategy and Business
Exec Dir NCAS	Executive Director of Nursing, Compliance, Assurance & Standards
Exec Dir Ops	Executive Director of Operations
Dir FTP	Foundation Trust Programme Director
CoSec	Company Secretary
ACoSec	Assistant to the Company Secretary
EMT	Executive Management Team
SBU	Strategic Business Unit

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Key to Abbreviations Used	
Abbreviation	For
NED	Non-executive Director

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