

THE TAVISTOCK AND PORTMAN NHS TRUST
Minutes of Trust Board Meeting held on Monday 12 July 2004

Present: Chairman
Maggie Wakelin-Saint

Non-Executive Directors
Caroline Elton
David Goldberg
Matthew Lewin
Andrew Likierman
Emma Satyamurti

Executive Directors
Nick Temple, Chief Executive
Andrew Cooper, Dean
Richard Davies, Director of Portman Clinic
Margaret Rustin, Chair Tavistock Clinic Professional Committee
David Taylor, Medical Director
Simon Young, Director of Finance

Secretary: Lotte Higginson

In attendance: Timothy St. Ather, Consultant (as observer)

1. **MINUTES OF JUNE TRUST BOARD**

Accepted as an accurate record

2. **ACTION PARAGRAPHS AND MATTERS ARISING**

P6/Agenda item10. Chairs Action had been taken in respect of **Assurance Framework 04/05** - one alteration concerning the Tavistock Mulberry Bush Day Unit which was classed as medium risk.

P1/staff time/work analysis. In reply to questions, Simon Young said that sufficient information was available for a small pilot, but he could not confirm whether all the information had been obtained for the purpose of course budgeting. Andrew Cooper stated that sufficient information had been available for the majority of the course budgets to be issued today, but that, possibly, the validity of some of the information might be questionable, given the complexities inherent in the task. Nick Temple would check and confirm the position with regard to these exercises at the next Board meeting.

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3. **CHAIR'S REPORT**

Members had received a written report from the Chairman, which was NOTED.

NT Maggie Wakelin-Saint reported, additionally, that the TMSI Conference
MR which she had attended on 2 July 2004 had been a great success, as had been the launch/reception for the Tavistock Centre for Couple Relationships. Nick Temple said that the TCCR had agreed to give a presentation to the members of the Trust Board at a future, suitable pre-Board presentational slot.

Note **Deanship.** Maggie Wakelin-Saint announced that an Appointments Committee for the Dean had been held this morning and had unanimously appointed Trudy Klauber as Dean, and as an executive member of the Trust Board, from 1 September 2004. Maggie Wakelin-Saint took the opportunity at this, Andrew Cooper's last Trust Board meeting as Dean, to thank him for the enormous amount of work he had done over the past 5 years as Dean. Margaret Rustin announced that a small celebration and 'thank you' for Andrew Cooper's work as Dean was planned – date to be confirmed, but probably in September 2004.

Note **Non-Executive Director Responsibility.** Maggie Wakelin Saint announced that Matthew Lewin had taken on the role as Non-Executive Director for Security Management. In this role he would be working closely with Pat Key, Director of Central Services.

4. **REPORTS FROM NON-EXECUTIVE DIRECTORS**

NOTED.

5. **REPORT FROM CHIEF EXECUTIVE**

NOTED.

In addition, the Chief Executive reported on:

NHS Star Ratings. Due to be announced on 21 July 2004. Based on current feedback, there was a strong possibility that the Trust would achieve 3 stars.

NT **NHS Improvement Plan - Putting People at the Heart of Public Services.** Nick Temple would ensure that copies of the summary of this publication were distributed to all members of the Trust Board.

Book Series. There had been a successful launch on 2 July 2004 of the new Tavistock Clinic '*Understanding your Child*' Series.

6. **FINANCE AND BUSINESS REPORT**

Members had received a report giving the position as at 31 May 2004. At the end of month two the Trust was closely in line with the revised budget, and the forecast was break-even. There were reserves to cover salary increases which had not yet been implemented, and hopefully sufficient to cover the effects of the *Agenda for Change*, although this remained a major uncertainty.

Andrew Likierman asked about the shortfall in the funding for the new Consultants Contract – and the means by which Trusts were expected, by the DoH, to be able to offset the extra costs. Simon Young explained that there were two kinds of ‘offset’, neither of which afforded the Trust much scope: 1) there were certain allowances to which Consultants were no longer entitled under the new contract, but most of these did not apply in this Trust, 2) there was an expectation that the new job planning process would result in greater efficiency, but as this Trust was already getting good value for money from its consultants, there was no scope for either productivity improvements or savings. Furthermore, as part of the acceptance of the new contract terms, Consultants had been given the right to an uplift in their sessional time, which had produced an increase for which the Trust was not fully funded.

The Finance and Business Report was NOTED.

7. ANNUAL AUDITED ACCOUNTS

Members had received:

- 1) A copy of the Annual Audited Accounts for approval
Included in the Annual Accounts were:
A Statement of Internal Control
A Head of Internal Audit Opinion on the Effectiveness of the System of Internal Control at the Tavistock and Portman NHS Trust for the year ended 31 March 2004
The Independent Auditors’ Report to the Directors of the Board of the Tavistock and Portman NHS Trust.
- 2) A draft letter of Letter of Representation for consideration and approval
- 3) An additional paper, the Auditors Final Report, was tabled

Simon Young took the members through the above documents.

Andrew Likierman said that the Audit Committee had no reservations about the final signing off of the Annual Accounts, the Statement of Internal Control and the Letter of Representation.

The Annual Accounts for 2003/04 were ACCEPTED by the Trust Board, as was the Statement of Internal Control.
The Auditors Final Report was received and NOTED.

The Board gave thanks to Simon Young and his team for all their work.

Andrew Likierman, as Chair of the Trust Audit Committee, stated that he had formed the impression in the course of the year that the Simon Young and the Finance Office were under a great deal of pressure, and, perhaps, not adequately resourced for ever increasing demands and controls. He was concerned in case this posed a threat to the Trust's excellent record in the area of financial management. Simon Young said that he was holding the situation under review, in discussion with the Chief Executive. It would be the subject of discussion with the Chief Executive and in the Management Group at an appropriate time, along with similar pressures faced in many other parts of the Trust.

SY/NT It was agreed that this issue should return to the October Trust Board.

CHARITABLE FUND ANNUAL ACCOUNTS

Members had received The Tavistock and Portman Charitable Fund Annual Accounts 2003/04, together with the Auditors' Final Report and a Draft Letter of Representation. The documents had been reviewed by the Charitable Fund Committee last week.

Members had also received a copy of the Tavistock and Portman Charitable Fund Annual Report of the Trustee 2003/04/

During the year the Trustee had committed further funding, using the Dean and Shaw Legacies, to continue to support the outcome research project until year 2007.

The Trust Board gave its APPROVAL for the Charitable Fund Annual Accounts and the Letter of Representation. The Auditors' Final Report on the Charitable Fund Accounts was received and NOTED. The Annual Report of the Trustee was NOTED.

8. TRUST ANNUAL REPORT

Members had received a copy of the final draft of the Trust's Annual Report. The Chairman's foreword was tabled. Provision was made for Chairman's action in respect of any minor editorial amendments that might need to be made. A number of amendments/additions were proposed and noted by the Chairman for inclusion.

The Trust Board APPROVED the Annual Report, subject to Chairs action to deal with a number of minor matters discussed at the meeting today.

9. CODE OF ACCOUNTABILITY

The Trust Board CONFIRMED that, in carrying out its functions, it had complied with the principles and instructions set out in the Code of Accountability issued by the Department of Health in 1994 (updated and most recent version issued by the NHS Appointments Commission).

Agd It was proposed that the next review should take place in July 2005.

10. **ANNUAL PUBLIC MEETING 13 SEPTEMBER 2004 – FORMAT**

Maggie Wakelin-Saint would give an introduction and present the Annual Report.

Professor Raj Persaud had agreed to be Guest Speaker at the Annual Public Meeting. Nick Temple was meeting with Professor Persaud next week to discuss the details, together with Sally Hodges, Trust PPI Lead and Debbie Lampon, PALS Officer.

11. **CLINICAL GOVERNANCE**

11.1. Report on Clinical Governance (CHI) Action Plan. Progress report. Also used in the Trust's twice-yearly performance reviews with the Strategic Health Authority and in the monitoring of the performance targets which fed into the Star Ratings. David Taylor drew out the main themes in the report. Overall the Trust was doing well, and there were no major slippages. The report was NOTED.

11.2 Clinical Governance Annual Report. The Trust had met the large majority of its clinical governance targets and schedules in 2003/04. APPROVED.

11.3 Clinical Governance Development Plan including PPI Development Update based on the ongoing review of clinical governance implementation in the Trust, and taking account of progress with the CHI Action Plan. David Taylor made the point that this substantial raft of work was costly in terms of time and resources, and that decisions would have to be made by the Trust Board about the level of investment it wanted to put into this work. It was suggested that this might be one of the topics for the forthcoming strategy awayday.

The Clinical Governance Development Plan was APPROVED.

11.4 Training Needs Analysis. Building upon a previous Report on Organisational Training Needs of November 2003. Focussing on statutory mandatory, Trust mandatory and development training requirements for all the Trust's staff for 2004.

David Goldberg suggested a change of emphasis, so that the areas of professional development and practice came top of the list. David Taylor would discuss with Louise Lyon, Learning Strategy Lead, whether/how the report might be re-ordered, so as to place greater emphasis on professional skills.

11.5 Minutes of May Clinical Governance Committee. NOTED.

12. CLINICAL AUDIT AND CLINICAL EFFECTIVENESS – including Outcome Monitoring and Outcome Research

Report on Clinical Audit and Clinical Effectiveness (including Outcome Monitoring and Outcome Research). Presented by David Taylor, Medical Director, on behalf of Professor Phil Richardson, Head of Clinical Audit. NOTED.

13. REVIEW OF TRUST BUSINESS PLAN 2003-2004. TIMETABLE FOR REVIEW OF TRUST STRATEGY 2003-2005 AND PRODUCTION OF A NEW STRATEGY 2005-2008 TRUST OBJECTIVES/BUSINESS PLAN 2004-05

The above documents were APPROVED.

14. PLANS FOR AWAYDAYS

Members had received a discussion document setting out the plans for two awaydays for the Board.

MWS **First awayday.** AGREED to proceed with arrangements for Monday 4
NT October 2004. Venue near Watford.

MWS **Second awayday.** AGREED to proceed with plans for Friday 14 January
NT 2005. Venue to be agreed.

AGREED to delegate the preparatory work for the two awaydays to a small working group, consisting of 2 Non-Executive Directors and 2 Executive Directors.

15. SUCCESSION PLANNING

Members had received a report from Nick Temple.

NT AGREED that it would be helpful to have a schedule – twice yearly (June and November) in spreadsheet format looking forward over three years. Essentially, this should be a grid showing posts that were retiring and recording the actions that were being taken in the course of the planning process.

NT Reference was made in the paper to the NHS Professionals Scheme. Nick Temple agreed to provide a brief explanatory note on this scheme.

Agd To RETURN for discussion in November 2004.

16. **EXCLUSION OF PRESS AND PUBLIC**

It was resolved that, as publicity on items contained in Part Two of the agenda would be prejudicial to public interest by reason of their confidential nature, representatives of the press and public should be excluded from the remainder of the meeting.

Dates of future meetings

Monday 13 September 2004 (followed by annual public meeting)

Monday 11 October 2004

Monday 8 November 2004

Monday 13 December 2004