

## Board of Trustees Meeting

### MINUTES

16<sup>th</sup> May 2022, 6 – 8pm

Via Zoom

#### **Present:**

Robert Morton (Deputy Chair – chaired meeting)  
Adrian Dean (AD)  
Helen Butters (HB)  
Jonathan Clay (JC)  
Sharon Conlon (SC) – Delegate  
Theresa Pass (TP)  
Nicola Daniels (ND)  
Christina Neuman (CN)

#### **Apologies:**

Andrew Brabban (AB) (Chair)  
Andrew Leahy (AL)  
David Parkinson (DP)  
Avarni Jagpal (AJ)

#### **Mentioned in minutes:**

Service Effectiveness Group (SEG)  
Financial Sustainability Group (FSG)  
Internal Governance Group (IGG)  
Local Authority (LA)  
Child and Adolescent Mental Health Service (CAMHS)  
Linda de Sá (LdS)  
Sam Ruck (SR)  
Initial Contact Team (ICT)  
Senior Leadership Team (SLT)

#### **1: Introductions, Apologies & Conflicts of Interest:**

Apologies sent from AB, AL, DP, and AJ.

No conflicts raised in this meeting.

#### **2: Minutes & Action Log from previous meeting:**

Minutes 21.02.22 - The minutes of the Trustee Meeting of 21<sup>st</sup> February 2022 were checked for accuracy. No comments or adjustments, all agreed that the minutes were accurate. HB proposed and AD seconded.

*Action: CN to send over to AB for signing off.*

#### **3: Risk Register:**

TP is currently in the process of reviewing, updating, and reformatting the risk register and risk appetite. HB has kindly offered to help with this. The aim of the overhaul is to have up to date, active risks, and inactive risks documented. This will then create a trail showing the risks have been identified, considered and in some cases dealt with and are no longer a risk. Once completed the document will be brought to IGG and then the next Board Meeting. HB has suggested that an in depth, annual review of this once done.

No risks were raised as needing amending/reviewing in this meeting.

*Action: TP/HB to complete task of updating document.*

#### **4: Safeguarding:**

Note: SR will be attending Board Meetings from August.

TP summarised that we are still experiencing high numbers of cause for concerns and safeguarding issues, with greater complexity. This is not set to change, however CAMHS have been sending inappropriate referrals (level of need to high/out of our remit) in the last month which we are now addressing with them. CAMHS have agreed that all referrals passed back to them have not been appropriate for Visyon and so a new process is now being set up to reduce this.

SC asked if Visyon have audited the referrals that have been passed back to the LA/CAMHS against the threshold of need. TP unsure and will ask SR. SC happy to support this.

The impact of these higher-level referrals is having a negative impact on staff currently, but we are following the safeguarding process we have and working to reduce these higher level, complex referrals coming in by working and communicating with CAMHS/LA.

#### **5. Chief Executive's Summary Report:**

TP summarised that the new auditors have now been appointed and the insurance has been renewed. We have instructed new insurance brokers that we are very happy with. They offer additional services as part of the insurance and are coming in to meet and talk to us about what support we can access from them, including managing risks, cyber security, and business continuity.

TP asked for any further questions or comments.

AB sent some comments in before the meeting. TP responded to comment re: salaries, pay increases – we will perhaps look at individuals and teams before awarding an overall % increase to everybody later in the year.

AB commented on communication with trustees. TP feels communication is not as good as it used to be. It would be useful to know Trustee availability and preferred methods of communication (e.g. Visyon email or personal/work email address). TP would also like Trustees to have some 'social' time during the year without Visyon staff – TP to raise with AB for further discussion.

*Action: CN to email trustees Visyon accounts to ask which email address they would prefer us to use and ask availability on a weekly/monthly basis.*

SC acknowledged section 2.4 in report as outstanding work by the team in regard to supporting young people and services in the wider community.

#### **Finance & Business Development Report**

ND summarised report, budget and accounts covered in Section 10.

Several vacancies were recruited to in the last quarter, with some recruitment still ongoing. Absence and sickness highest for cough, cold and flu in the last quarter (26%) – inevitable due to the caution and wide variety of symptoms associated with COVID. A few COVID cases (14.3%) also in the last quarter.

Both centres are fully open, hygiene protocols are still in place. Delivery methods still include face to face, online and telephone.

The server has been switched off and is no longer used.

VOIP system is in the pipeline. A trunking system will be used to relieve ICT of enquiries they cannot answer.

GDPR – No incidents.

Estates – window film has been installed in Crewe to help reduce the heat issue in Crewe. Also trialling small cooling units in Crewe to help this as well.

Fundraising & Marketing – LdS settling in and working on a fundraising plan. A lot of people fundraising at the moment and are raising good amounts of funding. A lot of things in the pipeline including cycle rides and a skydive.

Priorities are:

- approval of end of year accounts
- approval of the 2022-23 budget
- completing annual Health & Safety inspections
- further investigation of a new CRM system
- research funders and apply for more unrestricted funds

No other comments.

### Therapeutic Services Report

RM asked if there are any questions regarding SR's report.

SC highlighted the significant increase in volume of clients, but the conversion rate remains mostly the same. SC shocked by 400 children being inappropriately referred and signposted. SC asked for clarification that this is due to the level of need being higher than we can work with – TP confirmed this is the case. SC concerned about risk to Visyon however TP confident in our processes and procedures, and that we do not hold the risk because we push the inappropriate referrals back to CAMHS. SC questioned, where are these children and young people going to after we have signposted? TP thinks most likely they go back to CAMHS or another service but will ask SR as she will have more insight.

Written question from AB - CIN Crewe - is there any risk to funding from under delivery?

ND confirmed that no, there is no risk currently as SR has agreed with CIN Crewe to extend the contract to complete delivery and use the funding.

Written question from AB - Do you want any board members to join July staff lunch?

ND confirmed yes. CN to action the forwarding of invite to Trustees.

No other comments.

*Action: CN to raise SC question with SR.*

*Action (from AB written comments): SEG to set timescale for resetting SEG responsibilities and for the review to be set and agreed via email.*

### **6. Chair's Update:**

AB's report summarises other points raised already in the meeting, key point is the replacement of Banks Sheridan to Hammond McNulty for accounts and payroll. ND commented that they have been very good so far and the timeline for auditing accounts is set up. In AB's comments he noted thanks to SR for her efforts with the waiting list. It is now open again, however another communication is due to go out to reiterate this as we don't think the message has completely filtered through. We are confident in the process we have now developed for managing the list going forwards.

### **7. SEG update:**

ND noted that clinical supervision is now offered to all counsellors and wellbeing practitioners. There are also further discussions to be held as to whether we increase our contribution to these costs.

ND also noted that we are currently working on a skills matrix as part of the Workforce Planning Task Group to make Visyon more attractive and to help staff's CPD.

SC asked about the Terms of Reference for SEG. TP responded that this continues to need reviewing. HB confirmed that this is on the agenda.

No further comments.

### **8: FSG update:**

RM summarised his report, noting that FSG are particularly aware of the current inflation and cost of living difficulties that will be putting pressure on staff.

ND reported that VOIP system is not live yet, but we are working towards this happening soon.

ND confirmed that Hammond McNulty have all information needed for audit and timeline has been agreed. The accounts will go to FSG for approval in July and then to Trustees in August.

RM noted that priorities for the next quarter is looking into where we invest our surplus cash-holdings.

### **9. IGG update:**

AD highlighted the following points that IGG have been working on in the last quarter:

- Review and re-write of Health & Safety Policy – due for sign off at next Board Meeting. HB to help with this in terms of developing flow charts to help staff understand responsibilities.
- Insurance renewal – a big thanks to JC and ND for all their work on this.
- Cyber Security Policy – reviewed and amended. Also scrutinised by Bluespot. To be brought to Insurers for further scrutiny before signing off.
- Duty of Candour Policy – reviewed and submitted to Board No comments received, to be signed off by AB.
- Employee handbook – being reviewed by ND.
- Accountant change – IGG completed due diligence.
- Training – discussion still required with AL about this.

AD highlighted priority for next quarter is setting timeline for audits.

### **10. Management Accounts & Budgets:**

ND reported that for financial year 2021-22 we had a deficit of £54k. This has increased from original calculations due to having to defer £19k to this year due to difficulty with recruitment, delivery, and gaining income from grants and trusts.

We have secured multi-year funding from Leathersellers, Livery and the National Lottery.

Another application has just gone in for another potential multi-year funder (Garfield Weston). ND also reported that we have already secured £710k for this year, so overall budgeted income is just over £1M. ND feels more positive about the budget due to have LdS in post who has years of fundraising experience.

Questions from AB posed to ND.

- Fundraising event costs seem low at £200 per event? ND responded that this is because nothing is planned yet and ND thought £200 for set up would be reasonable.
- On the income what do the colour codings mean? ND answered that these colour codes are just a note for her, but purple is 'need to apply/research' and brown colour is what Jo Byron is working on.

AB comments that he is relatively comfortable with the budget.

Budget required approval from the Board. ND made Board aware of some key points included in the budget:

- £10k of expenses is allocated to CPD training and development for staff. Nothing is set in stone if major changes happen in due course, however ND would like to include this as it is important for developing staff and Visyon as an employer.

RM asked if Board approved budget, no objections were received. Budget was approved – proposed by JC and seconded by AD.

AB written question: Will we have to do anything specific to cover deficit from reserves or will this just be a natural adjustment to the monies we have on account?  
ND/RM responded that this will be a natural adjustment.

### **11. Health & Safety:**

AD reported that:

- No accidents in last quarter.
- COVID – Visyon utilising all rooms in Fellowship House now government guidance has been removed, however we continue to remind staff if they feel uncomfortable, not to use them.  
Visyon are still following good hygiene protocols with hand sanitiser and masks available for staff and clients. Initial Contact Team are also continuing to ask clients to inform us if they are clinically vulnerable or would like precautions put in place for their visits to us. Visyon still advising staff to work from home if they can if they, or a member of their household, contract COVID.
- Asbestos has been re-encapsulated.

CN also mentioned that routine annual Health & Safety checks and services of equipment are now taking place for 2022.

### **12. Policies & Procedures:**

#### Duty of Candour Policy:

No comments on policy wording.

Add this policy as a Company Document on Breathe so that people have to confirm they have read this.

*Action: to be signed off by AB.*

*Action: CN/ HW to add policy as a Company Document on Breathe.*

### **13. Strategy/Development & Objectives**

TP reported that the Task Groups are now functional.

TP said that the Commercial Task Group has identified that Visyon do not need to set up a commercial arm due to income from this being below £80k per year. Next session will be looking at what we do commercially at the moment and what we want to be doing.

ND reported that the Workforce Planning Task Group is currently putting together a skills matrix and working on making Visyon an attractive employer. ND would also like to remove fixed term contracts to help with recruitment and that we are looking at the recruitment process. TP mentioned this is also being looked at by SLT also.

### **14. Risk Register:**

No further comments or questions at this time.

*Action: TP to update Risk Register.*

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**Date of next meeting:** 22<sup>nd</sup> August 2022

All meetings 6.00pm unless otherwise stated.  
Venue: Fellowship House, Congleton

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Signed:

A handwritten signature in black ink, appearing to be "AJB".

Position: Chair of trustees

Date: 26<sup>th</sup> August 2022