

**Meeting Minutes
Board of Trustees**

22nd January 2018, 6pm Cygnet Court.

Present

Board of Trustees:

Liz Watson (LW)

Dr Nigel Wood, Trustee (NW)

Denise Rawlings (DR)

Carol Roberts, Vice Chair (CR)

Neil Deuchar, Chair

Attendees:

Maria Fennell, Chief Executive (MF)

Jo Min, Deputy Chief Executive (JM)

Minutes recorded by PT

Apologies for Absence

Sharon Agar-Hutty (S-AH)

Caroline Nichols (CN)

Conflicts of Interest & appointments

CR raised a conflict with Stratford District Council, CR would retire as appropriate if specific bids were to be discussed.

Agenda Item 1 Review of Springfield Mind

JM & MF

Presented the Powerpoint Draft Review of Springfield Mind

A copy is attached to these minutes.

The chair clarified the vision agreed by the board as “Promotion of Mental Wellbeing and prevention of mental ill health” following an informal trustee meeting in October.

LW requested that all of the risks described had mitigating action. The CEO & Deputy CEO need to live and breathe the budget and service level agreements. LW also requested a mitigation to the timing of handing over services to the new appointees.

NW asked that the monthly financial risks are also noted and mitigated.

ND confirmed that the finances have been driven by reduced staff costs and significant improvement in fundraising.

ND noted that operational discipline is improved that should become ingrained in the organisational dna.

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Review Date January 2017
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LW Noted the 2018 budget should give a view of exposure and have mitigation. LW insisted that risks be mitigated by practical steps rather than hearts and minds.

ND asked that all our contracts and populating the building with people who can promote wellbeing and reduce ill health. ND asked to be persuaded that the MDT Navigator sits within this structure. JM gave a verbal description which did not match the written Job Description. ND asks that job descriptions reflect the agreed vision ensuring the language is coherent.

ND would like the organisation to have a keen understanding of how we develop the 5 ways to wellbeing and ensure it is well thought through.

ND summed up – The Managers have presented a means that responds to consultations, which has at its core a change in the dynamic arrangement of the management structure. 3 changes

Substantive Deputy CEO

One Service Manager

A training lead

Alongside that the vision is looked into the nuts and bolts of how the vision is delivered and saves £4k per annum. ND now needs to improve this – pending mitigation of risks, name changes and financial numbers.

LW suggested an in-principle approval prior to the implementation plan.

DW – recruitment of the new posts will be affected – 2 team leaders, service manager, training lead – 4 in principle.

The board in principle approved the plan pending the above amendments.

MF noted thanks to JM for the research and working partnership that has developed a Dunkirk spirit. ND echoed that.

NW reported currently we are on course for break even.

LW noted two elements fundraising. Small Grants has not delivered to date. The budgeted fundraising expectation will have to be careful.

Patron needed for the Charity. ND asked that the Chair should approach as recommended.

MF noted the AGM is due on the 15th March 2018. The CEO report will be going forwards and April 2017 – March 2018. ND requested the CEO report should be about the past 12

months and the future direction of the organisation. LW confirmed that the accounts will be 2016 accounts and focus on the end year forecast.

ND would like to rehearse the AGM presentation.

Next meeting Monday 12th March 2018 at 6pm.

The Meeting closed at 7.17 pm.

Future Dates- Board of Trustee Meetings 2017/8

February Board	12 th March 2018, 6pm
Annual General Meeting	15 th March 2018, 2pm
March Board	26 th March 2018 6pm
May Board	21 st May 2018 6pm
July Board	16 th July 2018

Cyclical Items

Health and Safety review	May 2018
Approval of Budget	March 2018
AGM Reports	January 2018
Data Protection	July 2018

Review of Springfield Mind

- Background
- Review/ consultation
- Proposal/ Recommendations

Prepared by Jo Min Deputy CEO/ Maria Fennell CEO

Background

A crisis paper was written and distributed at the board meeting 30th October 2017 .

This was initiated by the resignation of both Service Managers and the Team Leader for Wellbeing for Warwickshire

Over the past three years Springfield Mind has grown across South Warwickshire and commenced work in Worcestershire. The organisation continues to grow and develop

Alongside the crisis paper a review of the business plan (direction of the organisation) was imperative to ensure solid foundations to move forward on.

Background

Outcomes we want to achieve:

- Live and breath our vision within the culture of the organisation
- Enable business growth
- Provide sustainability
- Retention of staff and volunteers
- Professional approach inwards and outwards

Staff consultation

Staff were informed the review had been initiated to address issues that have been raised around our structure and how we work and deliver services

Springfield Mind also needed to reiterate the reason why we are here – **We are here to change the lives of those suffering with mental ill health – maybe even save their lives – they are depending on us to get it right!**

Vision: Springfield Minds' Vision is a society where people with mental health distress can live free of stigma, discrimination and achieve their own personal mental wellbeing.

We need to live and breathe our vision in all areas of our organisation, we can only achieve this by working together as a team and taking responsibility for our behaviours, making those changes, and working to achieving higher goals than that of our immediate programme of work.

Organisational success is measured only on how we achieve it together.

- **What will that look like?**

Four organisational goals:

- Understanding the vision, mission and values and living these through out all that we do
- Reducing the postcode lottery for those we serve
- Being inclusive (encouraging and engaging with those we serve)
- Driven by those we serve (what are their view, thoughts, experiences) and how can we improve this for them.

For our organisation to stay alive and achieve these goals we need to invest in our structure and culture.

We are like a body – we need all areas to function and work together to be healthy and successful.

Volunteer consultation

Volunteers had the opportunity to attend a focus group or complete a questionnaire.

They were asked specific questions about volunteering for Springfield Mind including:

How did you hear about the opportunities ?

Do you feel you have good support as a volunteer ?

Have you accessed training opportunities ?

Do you have a clear understanding of what Springfield Mind does ?

Service User consultation

Staff and volunteers attended peer support groups to gain an overall understanding of how Service Users felt about Springfield Mind.

In the time given we were only able to reach peer group service users- so the evidence from this research is a broad view and we are aware further surveys/ consultations are required moving forward.

An explanation of why we are undertaking this exercise was given and how we want to make positive changes to ensure they gain the right support at the right time and in the right manner.

Questions included:

Why do you come here?

Do you feel your voice is heard?

Would you like to give back and be more involved in developments?

Consultation findings

key outcomes Staff

Vision:

- More defined
- clear objectives/ KPIs
- improved communication
- Staff and volunteers involved

Post code lottery:

- Consolidate before further grow – quality not quantity !
- need clarity for what we do and what we offer
- very Stratford centric need to develop other sites
- Strapline for marketing

Being inclusive:

- Staff supported to grow and develop
- Peer support mechanisms
- Volunteers to 'see' services and understand why we are here
- Staff and volunteer wellbeing
- Listen !
- Clear communication lines

Driven by those we serve:

- Listen !
- Link with other organisations and each other
- Key service user in each hub to feedback info
- More room to comment – who acts on comments?

Consultation findings

key outcomes Volunteers

- Improved Training and development opportunities
- A volunteer peer support network
- Clear lines of communication and involvement

Additional info:

- Number of gaps in Worcestershire its rubbish for Mental Health
- Empower volunteers and service users to run sessions
- More advertising required

Consultation findings

key outcomes Service Users

Why do you come here?

- I feel listened to
- Gives distraction
- Information and support
- Companionship
- Feel safe
- Relaxing and safe atmosphere and I've made quite a few friends

Would you like to give back:

- Would like to be part of ideas group but not under pressure
- Yes would like to help other people

Do you feel your voice is heard?:

- I feel listened too
- Yes
- Yes, you listen to me

Additional info:

- Wouldn't cope with out Springfield Mind
- Feel better for coming here – like the laugh
- I like the poet group
- I would like more activities
- It would be good if it could be open more days

Proposal/ Recommendations

The findings from the consultation/ focus groups has been analysed and reviewed. It has given the leadership team valuable insight into the way in which the organisation is viewed by our key stakeholders: staff, volunteers and service users.

Changes are required within the organisation in a number of areas to:

- Implement a new structure to address the needs of the organisation moving forward
- Review the job roles required to grow and develop for the future
- Have a robust communication function where information can flow across the organisation easily

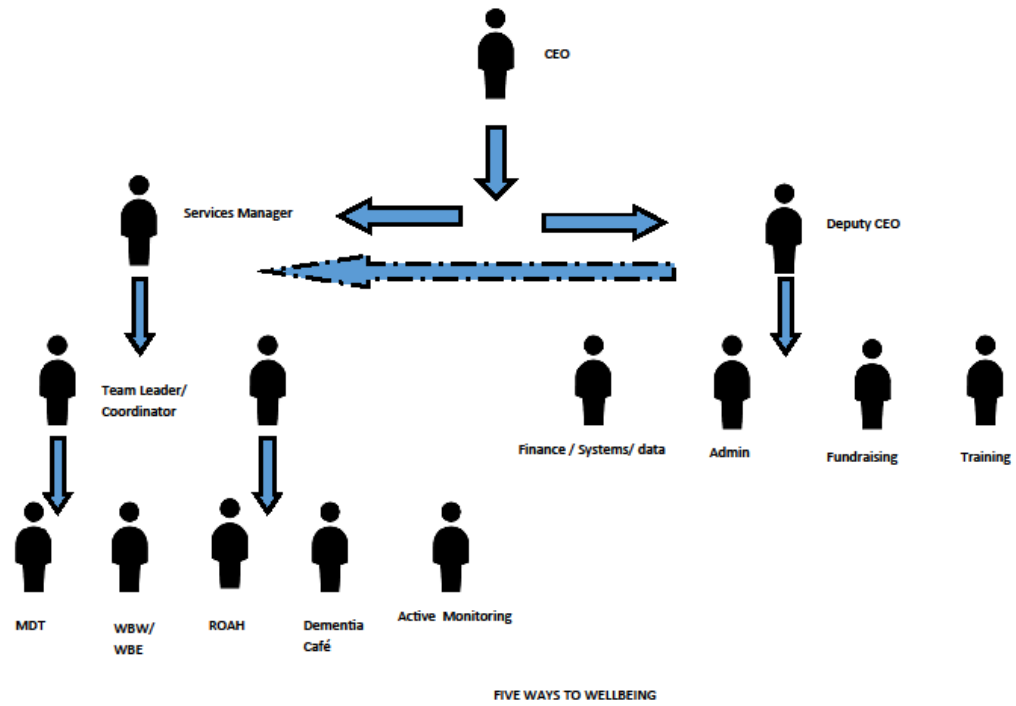
Proposed Structure

Flatter Organisational Structure

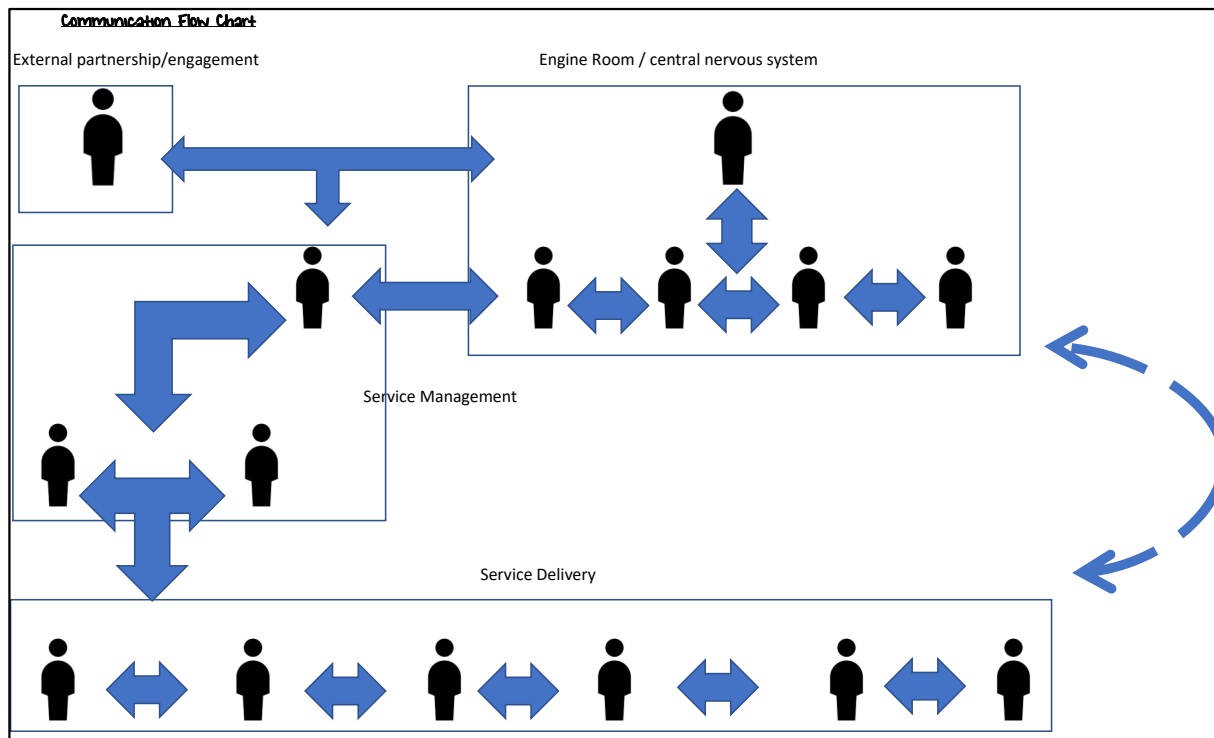
- Opening up lines of communication and collaboration
- Improving employer experience
- A want to work for Springfield Mind
- Pushing power of authority down instead of information and communication messages
- Robust 'nervous system'

Model of proposed Structure (management)

Management Structure



Model of Proposed Structure (communication)



Key to this structure is that there is a strong focus on communication and collaboration.

Each area of the organisation has effective lines of communication with each other – sharing relevant data and information.

Communication and information flow up and down as well as across

Risks

- Unclear vision
- Lack of 'buy in' from staff and volunteers
- Unsuccessful recruitment to key posts
- Lack of understanding around responsibilities, goals, lines of accountability
- Lack of frameworks to guide staff and volunteers including: Paperwork, policies and procedures, safeguarding, monitoring, pathways etc..
- Not getting the foundations in place in a timely manner: induction, training, data collection, communication lines

Solutions

- CEO/ Deputy CEO and Board review vision to ensure it is still fit for purpose
- Develop statements to provide clear understanding of vision ie: what will it take to achieve the vision – (vision, goal, activity, outcome)
- Frame the change as ‘partnership’ working – empowering staff and volunteers to have ownership
- Utilise the body analogy
- What behaviours are expected, what does ‘excellent/ quality’ look like
- Resources in place to enable clear understanding of delivery: ie paperwork, monitoring (partnership working)
- Time, money, partnership !

Model of Proposed Structure (Job descriptions overview)

Leadership Team

CEO:

- Leadership to the organisation
- External partnership and engagement
- Strategic development
- Governance
- Management of Services Manager
- Health and Safety

Deputy CEO:

- Leadership to the operational team
- Management of the 'engine room'
- Service development tendering
- Strategic development
- External relationship management
- Deputies in absence of CEO

Services Manager:

- Management of the Services Team
- Support in the development of new initiatives
- Reporting on service outcomes
- Clinical Supervision for teams
- External engagement at service level
- Lead EBE programme

Model of Proposed Structure (Job descriptions overview)

Management Team

Team Leader:

- Manage day to day delivery of services
- Ensure all aspects of data recording and monitoring are adhered to and feed into reporting
- Develop and oversee delivery rotas
- To support future development of services
- Line management of delivery staff and volunteers

Service Co-ordinator

- Co-ordination of volunteers delivering volunteer led services
- Management of day to day delivery
- Ensure all aspect of data recording and monitoring are adhered to and feed into reporting
- Develop and oversee delivery rotas

Training Lead:

- Development of internal and external training
- Marketing and selling external training
- Co-ordinating internal and external trainers
- Managing internal and external bookings
- Liaising with finance for external payment and internal transfer

Model of Proposed Structure (Job descriptions overview)

Functional Team

Finance and Systems Officer:

- Development and maintenance of systems including: Charity log, HR manager, Sharepoint, kashflow
- To work in partnership with the Training lead to develop appropriate training for staff/ volunteers on systems
- Up date and prepare all financial elements of the organisation
- Prepare key financial, service data and monitoring reports

Administration:

- Provide administrative support to the whole organisation
- Manage Springfield Minds social media
- Co-ordinate Springfield Minds quarterly newsletter
- Support Team Leaders/ Service Co-ordinators in the recruitment of service volunteers
- Recruitment of volunteers

Fundraiser:

- Develop and deliver on a fundraising strategy
- Oversee tin collections
- Develop external relationships and provide talks for organisations wishing to fundraise for Springfield Mind
- Oversee the development of internal fundraising events and attend external events
- Recruit and manage fundraising volunteers

Model of Proposed Structure (Job descriptions overview)

Delivery Team

Wellbeing Practitioner :

- To deliver the Wellbeing programme of work in line with the SLA
- To provide a high quality information and emotional support service for those living with mental health problems
- To record all data appropriately and monitor client records to feed into reporting
- To deliver 5 ways workshops as directed by the Team Leader
- To promote all Springfield Mind services internally and externally

Active Monitoring Practitioner:

- To deliver the Active Monitoring programme of work in line with the SLA and AM framework
- To be responsible for a case load of Active Monitoring clients
- To work with individuals to overcome early signs of mental health distress, utilising AM tool kits
- To record all data appropriately and monitor client records to feed into reporting
- To develop robust working relationships within the base of the GP surgeries

MDT Navigator:

- To deliver the Navigator programme of work in line with the SLA
- To attend Multi- Disciplinary meetings and work with the wider clinical team (CWPT) to identify the right support for clients
- Recruit and manage mentoring volunteers
- To manage a case load of clients and provide face to face support/ goal setting meetings with clients
- To record all data appropriately and monitor client records to feed into reporting
- To develop robust working relationships with external health and voluntary sector

Model of Proposed Structure (Job descriptions overview)

Delivery Team

Dementia Wellbeing Café Facilitator :

- To deliver the Dementia programme of work in line with the SLA
- To provide a high quality information and emotional support service for those living with dementia including carers/ family
- To record all data appropriately and monitor client records to feed into reporting
- Recruit and manage service volunteers
- To develop and provide relevant activities for clients

Caretaker:

- To support the whole team with providing a clean and safe environment for them to work in
- To provide all general maintenance work across all sites
- To ensure all cleaning materials are stored safely

Development areas:

- Autism/ Asperges
- Carers/ Family Support
- Children and young people
- Recovery academy
- Crisis Cafes
- A+E Diversions
- Corporate Training

Bench marking jobs/ salaries

A basic review of salaries has been undertaken and to ensure that we are recruiting and retaining a high standard of individuals we need to provide salaries in line with or more than the market level.

This slide provides details of job roles that need reviewing. Job roles that do not appear in this slide are already at the right market level.

- Services Manager: £25,000 - £30,000 per annum
- Deputy CEO: £41,009- £50,000 per annum
- Training Lead: £19,240 - £25,000 per annum

Current salary level for these positions are:

- Services Manager: £22,000 per annum
- Deputy CEO: £35,600 per annum
- Training Lead: New position

Comparison of current salary spend to new spend (inclusive of salary and structure)

Salary cost with current structure:

£ 301,584

Proposed salary cost with in new structure:

£287,151 (est)

Savings of: £144,330

Draft Interim plan

This change process will be the main focus of Quarter 1,2,3 of 2018 business plan. With a completion date of December 2018.

The transitional period will include:

- Feb – March
 - CEO and Deputy CEO continuing to share service delivery as outlined in the Crisis Paper.
 - Review of vision
- April – August
 - Commence hand over of service delivery to the Services Manager/ Team Leaders (CEO/ Deputy CEO retain some of the services through out the period)
- March – Dec
 - Ongoing supervision, peer and team meetings
- March- August
 - Ensure clear communication of job roles and responsibilities (change process)
- March – Dec
 - Development and communication of frameworks, policies, Training, induction etc..
 - Review of process

Recommendations

- Move forward with the 'Flatter' Structure concept
- Review Salary levels (increase to reflect work level)
- Update business plan to reflect changes and planned developments