

**Minutes of the 251st Meeting of the Board of Trustees
of the Cheshire Foundation in Ireland**

**Wednesday 20 February 2008 at 12.30 – 14.30
Block 4, Bracken Business Park, Bracken Road, Sandyford Ind. Estate, Dublin 18**

Present: Justice Ronan Keane, Chair
Laurence Crowley
Maeve Nolan
Dr. Patricia O'Brien
Tom O'Connor
John O'Kane
Eoin O'Morain

Apologies: Dr. Mark Delargy
Bill Durkan
John Guinan
Ed Merbis
Rosaleen McDonagh

In Attendance: Mark Blake-Knox, Chief Executive
Maggie Thomas, Head of Finance & Development
Niall Byrne, Head of Quality Service & HR

Minutes: Genevieve McNally

1. Minutes

The Minutes of the 250th Meeting of the Board of Trustees, held on Wednesday 12th December 2007, were taken as read, agreed as a fair record, and signed.

2. Matters Arising

The CEO referred to Dr. Delargy's concerns raised at the December meeting in regard to the possibility of Cheshire not being in a position to provide services to patients of NRH as a consequence of its new policy. The CEO said that he would try to allocate someone over the coming months to look at what actions Cheshire might need to take to ensure that it continues to provide services to some NRH patients to assist them to move on from the hospital.

**3. Reports from sub-committees
- Finance & Audit Committee**

Laurence Crowley reported that the Finance & Audit Committee met prior to the Board meeting. The main points arising from the meeting:

- o The results of the comprehensive valuation report on all Cheshire properties carried out by Savills were reviewed.
- o The work on getting funds held in local deposit accounts opened by centres placed in a central account is close to completion.
- o Joe Campbell will be starting as Head of Finance on 31 March.
- o The Committee reviewed management accounts for the year ending 31 December 2007. These showed a deficit after depreciation and amortisation of €199,000. However, unrestricted fundraising, income donation and bequests of €616,000 was also generated. The Chairman of the Committee concluded that the accounts with the

inclusion of funds received through fundraising, donations and bequests are showing a more healthy situation than in 2006.

- o Fiona Walsh of PwC had joined the meeting to present its audit plan. The audit is in the early stages and PwC's draft financial statement will be ready by 2 May.

- Change Management Team

The Chairman reported on the meeting of the Change Management Team:

- o The process to recruit to the role of Head of Finance, with MERC Partners, has led to a satisfactory conclusion.
- o The Chairman referred to the revised copies of the KPMG Report with agreed changes made. The CEO asked that the Trustees return the previous copies. **Action: All**

4. CEO's Report

The CEO highlighted a number of priorities from the CEO report:

The Chief Executive said that he was delighted that a Head of Finance would be joining the small executive team at the end of March.

Shared Values/Basic Assurances

The CEO felt that due to the limited resources available to this project progress was relatively slow, but the developments and the learning were very important. At the moment the project is concentrating on six centres.

The CEO said that a Senior Management meeting is scheduled to take place after today's Board Meeting when the project will be discussed.

Abbeyview, Sligo

The CEO said that the HSE had asked Cheshire to carry out a review of the service in Abbeyview, Sligo. This review has been carried out by Caroline Whelan, Service Governance, Professional Development Manager, and is near completion. The CEO said that his understanding is that the review found the service to be positive and is perceived as such by service users and their families.

Barrett Cheshire

The HSE has reduced the funding to the Barrett Cheshire due to a reduction in the number of residents living there and negotiations are on-going in relation to 2008. An assessment of the support needs of residents of the Barrett will be part of the review process.

Greystones

There have been further delays in relation to getting the service started. Maeve Nolan, spoke about the difficulties around the fact that two people are still in the NRH after 18 months waiting to move into Greystones. She said the knock on effect is that people are blaming Cheshire for this delay.

HIQA Report

The CEO said that Niall Byrne represents the Not for Profit Association on the HIQA Group and referred to the appended to the CEO Report. This work on standards will be of huge importance to Cheshire into the future.

O'Dwyer

The CEO said that the high standard of the 5 new apartments at O'Dwyer highlighted the poor standard of the other accommodation at the O'Dwyer.

Cara Cheshire

The use of Agency Nurses at night time has now been ended, following negotiations with union representatives. Senior Care Workers now lead the night shift.

H.R.

Finance & HR Manager

The CEO said that Declan Shanahan, Finance Manager and Paul Connolly, H.R. Manager had resigned from Cheshire recently, both to move on to new employment opportunities.

Nursing Co-ordinator (CNM1) – Dublin & Cork

The CEO said that it is proving difficult to fill these Nursing Co-ordinator posts.

Advocacy

This post's funding from CIB (formerly Comhairle) comes to an end in April 2008 after three years. The CEO has written to CIB to seek funding to extend this post for at least another year.

John O'Kane spoke about the Advocacy post and how surprised he was that this position seems to have been let go without prior consultation with the National Consumer Committee. Patricia O'Brien asked about the Citizen Advocacy position. The CEO said that the Citizen Advocacy post is a three year contract. Patricia O'Brien said that in her view advocacy support was clearly important for Cheshire service users and the work of the organisation generally.

The CEO said that he would see if there is any flexibility in the budget to support advocacy. He said that that there is always going to be a conflict between what is needed in the organisation and what it can fund.

John O'Kane said that from the efforts that the post holder has put in to the Advocacy post, he feels that the Board should have ensured that this work would carry on.

Niall Byrne said that Cheshire Management has been discussing the position with the post holder since last November and management have done everything correctly from a HR. perspective.

John O'Kane spoke about the National Consumer Committee and the important work that the post holder had undertaken with them.

The Chairman said that the CEO is now aware of the problem and will do what he can to review the situation. The Chairman said that the minutes should reflect the Board's concern if the Advocacy position cannot be continued.

Income Generation Strategy

The Chairman referred to Luke O'Toole of Cornerstone, and the Income Generation Strategy project. The CEO said that this piece of work will result in the establishment of a fundraising function within Cheshire.

The CEO spoke about the requirement for an Estate Management function, when such a post can be funded. The need for this post had been discussed at the Finance & Audit Committee meeting. The Savills valuation had estimated the existing use value of Cheshire properties to be in excess of €44m.

Employment Appeals Tribunal

Niall Byrne reported on the tribunal that was due to take place on 15 February. This case was settled before it went to hearing. Niall Byrne said that management had received notice of another case that would be scheduled for hearing in about four months time.

Eoin O'Morain asked about HSE and the issue of funding and how will it affect Cheshire. The CEO said that present budgets are based on what was allocated in 2007. There is an understanding that €5 million has been set aside to address core deficits when these have been validated.

21 Herbert St.

The CEO said that there has been little progress made on this issue.

5. Risk Management – management of Clinical Risk and other related issues

Presentation by Dr. Caroline Whelan, Manager – Service Governance & Professional Development.

The Chairman thanked Dr. Whelan for her presentation and said that the Board was very pleased with the work that she has been completed to date on behalf of the organisation.

6. Any other business

The Chairman spoke about his visit to Bangalore with Leonard Cheshire International earlier in February. He spoke about Leonard Cheshire UK being anxious to phase out the 'red feather' of the Cheshire International logo.

The Chairman also said that Leonard Cheshire International would like to see Cheshire Ireland putting a strap line on its stationary to say that 'Cheshire Ireland is a part of Leonard Cheshire International Global Alliance'. It was agreed that this would be done.

The Board approved changes to two Bank mandates:

- St. Laurence Cheshire Home
- Richmond Cheshire House

Signed: _____ Dated: _____

Date of next meeting: **2nd April 2008**