

South East Coast Ambulance Service NHS Foundation Trust

Inclusion Working Group

Notes of a meeting held on Friday, 25 October 2013, Lewes Boardroom

Present:

Linda Wood (Chair)	(LW)	Service Developments Programme Manager
Andrew Hanney	(AHa)	Head of Estates
Andy Collen	(AC)	Clinical Development Manager (Deputy for J Byers)
Angela Rayner	(AR)	Inclusion Manager
Bill Chilcott	(BC)	Head of Compliance
Darren Palmer	(DP)	Senior Learning and Development Manager
Fiona O'Neill	(FON)	HR Business Partner
Jo Byers	(JB)	Operational Business Development Lead
Louise Hutchinson	(LH)	Patient Experience Lead
Mark Bailey	(MB)	Senior Distribution Manager (Deputy for S Skelton)
Matt England	(ME)	Clinical Quality Manager (IPC and CG) (Deputy for A Hogan)
Nicola Brooks	(NB)	Head of Medical Services
Paula Dooley	(PD)	Patients Representative (Deputy for M Reece)
Ray Savage	(RS)	Patient Transport Service Business Manager
Steve Plater	(SP)	Public Representative (Deputy for J Reece)
Steve Rose	(SR)	Acting Head of Voluntary Services; Senior Operations Manager (Deputy for J. Griffiths)

Apologies

Geraint Davies (Chair)	(GD)	Director of Commercial Services
Adrian Hogan	(AH)	Infection Control Lead (Deputised)
Anouska Adamsom-Parks	(AAP)	111 Programme Director
Clare Mitchell	(CM)	Company Secretary
Janine Compton	(JC)	Head of Communications
Jim Reece	(JR)	Public Representative (Deputised)
John Griffiths	(JG)	Head of Operational Support (Deputised)
Mo Reece	(MR)	Patients Representative (Deputised)
Paul Ranson	(PR)	Head of Procurement
Isobel Allen	(IA)	Membership and Governor Engagement Manager

Secretariat

Anita Smith	(AS)
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1. Welcome and Apologies

1.1 Apologies were received from GD who could not attend because he had been asked to represent the CEO at short notice due to sickness. The meeting was chaired by LW who welcomed everyone and thanked them for attending.

1.2 Full apologies were as recorded as above.

2. Feedback from IWG pre-meeting

2.1 AR updated IWG on the pre-meeting which had been arranged to explain the Group's role, and membership structure, and to discuss expectations. The meeting was intended for new members and deputies, as well as continuing members who wished to attend. AR had provided a briefing paper, "Inclusion, Equality and Diversity and the IWG", which outlined the formal requirements of the Group, and the draft IWG Terms of Reference (TORs) were reviewed. Feedback from the TORs review will be taken up in Matters Arising.

3. Review of notes of the meeting held 29 July 2013

3.1 The notes of the meeting held on 29 July 2013 were **agreed** as an accurate record subject to the following amendments:

Page 2, item 2.6: Revise to reflect 'LW suggested that it would be useful if there was a mapping exercise of policies and procedures from across the Trust, with cross referencing to ensure nothing falls between the gaps.' BC advised that the Compliance Working Group (CWG) would be the appropriate forum for overseeing this work.

Action:	Mapping Trust-wide policies and procedures, including cross referencing: BC to brief the CWG with a view to ensuring this work is undertaken.
Date:	Next CWG meeting

Page 3, item 3.2: Acronym 'CFR' to be corrected.

Page 4, Item 4 and throughout: PD advised that 'Transgender staff' is the correct term, at both a grammatical and personal level.

Page 4, Item 4.1: Remove "FON, on behalf of" the HR team.

Matters Arising

3.2 Minutes: Page 2, item 2.5 - By way of an update, FON advised that the IVF policy has been incorporated into the Maternity Policy.

3.3 Action Log: 11.12 4.6 (29/07/12) – Transgender training, to be incorporated within the Joint Experts by Experience Training workshop. DP advised that 13 January 2014 had been identified as the first training date and recommended that at least one other workshop be held. Leane Stephens (LS) (L&D Co-ordinator) will facilitate the attendance of L&D staff and will liaise with Anita Smith (AS) regarding invitations to members and deputies of the IWG and the Inclusion Hub Advisory Group (IHAG).

Action:	LS and AS to liaise regarding invitations to IWG and IHAG for the Joint Experts by Experience Pilot / Workshop.
Date:	November 2013

IWG **agreed** to a second workshop being held, the date to be identified by L&D and provided to AR / AS to ensure the partnership organisations will be available to present. In order to meet the related Equality Objective the first workshop must be delivered by 31 March 2014. It was recognised that REAP 4 may impact on the delivery of the training and DP advised that L&D will have a mitigation plan in place should this occur. It was **agreed** that a date in February 2014 will be sought. PD thanked DP for identifying the January date and for the update, which she would pass on to Bernard Reed, a Trustee of GIRES.

Action: DP to provide AS with the date(s) of the second Joint Experts by Experience Training Pilot / Workshop. To be shared with the partnership organisations and finalised.

Date: November 2013

3.4 27 03 5.1 (27/03/2013) – Staff Network Leaflets: Although the inclusion of the leaflets within the Assistance, Support, Knowledge (ASK) packs had been confirmed, to date there has been no confirmation that this taken place. AR will seek an update and clarification on the intention of the ASK packs.

Action: AR to seek clarification on the status of the ASK packs in line with the Foundation Council's request for the Staff Networks leaflet to be included.

Date: Update at next meeting

3.5 27 03 9.2 – Reviewed Terms of Reference: AR provided feedback from the review of the TORs at the pre-meeting. The following amendments were discussed and **agreed** by the IWG:

- 3.2: The role of Vice Chair has been included.
- 3.2: Replace 'Heads of Departments' with "Nominated Members (and Nominated Deputies)".
- 5.2: Provision made for nominated deputies: "The Workforce Support Officer and Directorate Assistant to Commercial Services Directorate, or **nominated deputy**, will provide secretarial duties to the Group and shall attend to take minutes of the meeting and provide appropriate support to the Chair and Group members."
- 8.1.6 and 8.1.7: Updated to reflect successful migration from Single Equality Scheme.
- 8.1.11: New: It was agreed that the IWG will support the value that is linked to this agenda by including the following new paragraph in the draft: "Members and their deputies should act as a resource to staff and managers, developing their skills, knowledge and awareness, and act as role models across all staff groups."
- 9: New: Chair's Action:
 - "9.1. Where a matter falling within the authority of the Group requires an urgent decision, the Chair as an Executive Director of the Trust can take action on behalf of the Group.
 - 9.2. All decisions made under such Chair's Action must be submitted to the next scheduled meeting for ratification and formal minuting."
- 10,1: New: "If appropriate opportunities arise members may report to the Workforce Development Committee." Reporting structure diagram has been updated to incorporation this addition.
- 12.2: New: "The Group will agree an Annual Agenda Framework to ensure it complies with the duties defined in this Terms of Reference."
- Appendix 1: IWG Members and officers as of September 2013: The proposal for a new member and deputy for Voluntary Services was also agreed.

There was a brief discussion on the current Values adopted by the Trust and for clarity AR agreed to circulate these to the Group with the minutes.

Action: AS to circulate the Trust's adopted values together with the minutes, to IWG members and deputies.

Date: November 2013

It was **agreed** that the Workforce Development Committee (WDC) would be added to the reporting structure diagram as a 'dotted line', giving an opportunity to take work to the Committee if appropriate. IWG **recommended** the approval of the TORs to the Risk Management and Clinical Governance Committee (RMCGC), subject to IWG's agreed amendment being incorporated into the draft.

Action: AS to update the draft TORs to reflect the agreed revisions.

Date: Prior to submission of TORs to RMCGC for approval.

3.6 23 05 8.2 – Development of an article by PH to raise awareness of Gypsy and Traveller community: AR is awaiting a response from PH.

3.7 23 05 11.1 - Development of WD policies and procedures in relation to inclusion, equality and diversity issues: The group was reminded that GD had requested a copy of the WD policy review work plan at the last meeting because he wanted to see the timelines assigned to the various policies which were relevant to the work of the IWG. FON advised that the work plan is taking into account all of the Directorate's policies and procedures and completion is anticipated at the end of the month. FON agreed to circulate the plan after it had been finalised.

Action: FON to circulate finalised WD policy and procedure review work plan to IWG.

Date: On completion of plan (est. November 2013)

3.8 4.5, 29 07 4.7, 29 07 4.8 – Equal opportunities policy and Transgender Staff policy: Agenda item 5 refers.

3.9 29 07 5.2 - EDS Action Plans: Closed

3.10 29 0 10.1 – National EDS Refresh: Agenda item 6 refers.

3.11 29 07 10.5 and 29 07 10.6 – The impact of changes to national HR Policy and Agenda for Change policy: FON advised that any change to national policy is incorporated into relevant policy and/or procedure(s) and it was **agreed** that the standing agenda item on Horizon Scanning would be used to update IWG of these changes. This action to be closed.

3.12 It was **agreed** that the action log will be redeveloped for the next meeting to ensure that item subjects are clearly identifiable and, where necessary, actions amalgamated under one item heading.

Action: AS to restructure action log to ensure subjects are clearly identified and actions amalgamated where appropriate.

Date: Prior to circulation of draft minutes.

4. Review of IWG activities since last meeting

4.1 Reported activities included the PALS and Complaints Review (2013) (LW); Development of L&D EDS Actions Plans (DP) ; attendance at Equality Analysis (EA) Workshop (NB, JB); participation in the EA Reference Group workshop (AR, AC); data collation and analysis for the Annual Return (AH); opportunities to promote inclusion through closer working with voluntary staff (SR); presentation to IHAG on the function of Emergency Operations Centres (MB); liaison with IHAG to identify a suitable recorded message to be used at times of high volume 999 calls (MB); WD policy review and mapping to identify gaps (HR); development of Wellbeing Strategy, starting with occupational health providers and the implementation of a pilot scheme (FON); liaison with National Institute for Clinical Excellence (NICE) in terms of how to use EA around NICE Guidance and their Quality Standards (ME); participation in Joint IHAG and Governors Broadening Horizons

event (SP, PD); attendance at Brighton PRIDE (PD); development of the 'mystery caller' process and scenarios for 111 training (LW); work with the Community First Responder (CRF) management team to look at training across CFRs and beyond, which will include the integration of inclusion and diversity (LW, SR).

4.2 MB reported that use of the language line has increased 400% over the last year and AR advised that Kevin Atkins has done some work on the census. Information that might be useful to the IWG will be extrapolated and will help the Trust understand where some of the data is originating and will be beneficial to patients and/ or the Trust. The extrapolated information will be circulated on completion.

Action: AR to circulate census information report to IWG.

Date: On completion and receipt.

4.3 AR confirmed that the Stonewall submission had been completed. David Vincent-Scott was thanked for his contribution to the Stonewall submission. David provided all the requested information within the deadline and its quality ensured it did not require rework.

4.4 AR provided an overview of the Inclusion activities facilitated and/or attended: a collaborative meeting between the Trust and five of its six Healthwatch organisations; a joint IHAG and Council of Governors Broadening Horizons event; Staff Networks event; Brighton PRIDE; Gypsy and Traveller Champions workshop; EA Workshop; Powerful Trainers L&D Project (with Aldingbourne Trust); EA Reference Group trained and launched.

5. Update on equal opportunities policy and Transgender Staff procedure

5.1 AR explained the background to the **equal opportunities policy**, which arose out of the requirement to develop an Inclusion, Equality and Diversity statement. HR had sought advice from the Trust's solicitors and as a result the decision was taken to keep the statement to one page and incorporate the legal advice into a policy on dignity at work and equal opportunities. The policy was required to support the statement, providing a clear outline of the consequences of breaching it. As well as incorporating the legal advice, this policy seeks to satisfy the requirements of some of the organisations the Trust works with, including external assessors, who have asked for a copy of our policy on equality and diversity.

5.2 FON advised that the legal feedback was more in depth than necessary and felt not to be in keeping with the Trust's approach on writing policies. With regard to the policy title, the term 'equal opportunities' has become outdated, with a preference for 'Equality and Diversity'. FON agreed to refer the current draft back to the solicitors and explained that HR are trying to move away from wordy, complex documents to documents which all of our staff and the public can understand and navigate.

Action: FON to seek solicitor's advice on current draft of the Equality and Diversity Policy.

Date: As soon as possible.

5.3 With regard to contracts of employment quoting an Equal Opportunities policy FON advised that new contracts will include the correct and approved title.

5.4 PD considered that the definitions within Appendix A (Definition of the Nine Protected Characteristics) could be more accurate and cited the Equality Act 2010 as the best source. She pointed out that the definition of sexual orientation was incomplete as it stood because it should include '... the opposite sex or to both sexes **or neither.**' FON advised that the definitions were

sourced from the Equality and Human Rights Commission's website and thanked PD for bringing this to her attention.

5.5 IWG recommended that the definitions in the Equality Act 2010 be used within the Trust's policy.

Action: AR to provide FON with a copy of the definitions of protected characteristics that fall within the Equality Act 2010.

Date: November 2013.

5.6 Other proposed revisions:

5.6.1 Section 3 – Definitions: SP proposed and it was **agreed** that 'lack of belief (e.g. Atheism)' be revised. An alternative may be: "... including Atheism, Agnosticism, non-belief." It was **agreed** that the definitions as per the Equality Act 2010 would be used.

5.6.2 Section 5 - Arrangements: It was **agreed** that a section will be included in the policy in relation to the Trust ensuring that it provides a safe environment in which its staff can work and enabling them to declare their protected characteristic without fear, should they choose to.

5.6.3 Section 6.3 - Responsibilities: It was **agreed** to replace the word 'overall' with "lead". .

5.7 Section 11 – Associated Documentation: FON advised that although the Transgender Staff Procedure has not been cross referenced in this section, it will form part of a manual which will provided the required referencing.

Action: FON to incorporate the agreed changes within the draft Equality and Diversity policy for circulation by AS to the IWG for review and feedback.

Date: As soon as possible and no later than November 2013.

5.8 There was a discussion on the delay in finalising the **Transgender Staff procedure**. PD had expected it to be finalised at this meeting, as had been minuted at the July meeting, and was disappointed that it would not be. FON referred to discussions which had taken place regarding a transgender staff policy and a transgender patient policy. It had been agreed that two separate documents were required which sat under an umbrella policy. This has now become pertinent in light of a potential disciplinary case involving interaction with a patient who was in the process of gender reassignment. There is a void between the inclusion, Equality and Diversity Statement and the option to seek advice from the Inclusion Manager. This void needs to be filled with a policy document that can be used by managers and staff as a measure. The draft Transgender Staff document provided to HR is felt to be very long and some of the appendices could be presented in a different form.

5.9 Further discussion resulted in **agreement** that a Transgender policy statement will be developed which will be supported by two separate documents, one for Transgender staff and the other for Transgender patients. They will provide guidance, such as how front line staff should interact with Transgender people, and outline the consequences of not adhering to the policy. FON will prepare the documents for circulation to the IWG for review and comment as soon as they are available and ahead of the next meeting. FON will seek input from Operational staff and accepted PD's offer of support in finalising these documents.

Action: FON to develop a Transgender Policy Statement, a Transgender Staff document and a Transgender Patients document which will take account of guidance and consequences as outlined at the meeting. The documents are to

be provided to AS for circulation to the IWG for review and feedback as soon as they are available and ahead of the next meeting.

Date: As soon as possible and prior to the next meeting.

5.10 It was **agreed** that the issue of policy ownership will be resolved outside of the IWG meeting, by GD.

Action: GD to liaise with Kath Start to determine ownership of the Transgender Staff Policy.

Date: November 2013

6. Public Sector Equality Duties (PSED) update

6.1 On 4 November, 2013 the London NHS Values Summit will be used to launch the refreshed Equality Delivery System for the NHS - Equality Delivery System 2 (EDS2). Any changes and their impact will be assessed and reported at the next IWG meeting.

6.2 The process for Publishing Equality Information is underway, with final submissions due COB 14 November, 2013. AR will arrange to publish the submissions on the website by the end of November. In December the IHAG will be reviewing the information and making recommendations, identifying any gaps they see and giving feedback on improvements the Trust can make next year.

6.3 AR presented a paper on the Government's Public Sector Equality Duty (PSED) Review. The Review did not recommend repeal of the PSED, but the Government agrees with its conclusion that a full evaluation should be undertaken in 2016 when the Duty will have been in force for five years. The review has, however, identified a number of issues associated with the implementation of the PSED and makes recommendations for the Equality & Human Rights Commission (EHRC), for regulators, for public bodies and for Government

6.4 The Medical and Workforce Development Directorates have been invited to the IHAG meeting on 7 November, 2013 to present their respective EDS Review action plans. DP has recently taken over as nominated lead for Workforce Development's plan.

7. Inclusion Hub Advisory Group

7.1 The IHAG has not met since the last IWG meeting and PD provided an update on IHAG activities since July 2013 and these include:

7.1.1 The Equality Analysis (EA) Reference Group has been set up as a sub group of IHAG to expand the EA consultation community. A workshop was held on 20 August, during which the group were consulted on a number of clinical operations' policies and procedures presented by AC. A further workshop will be held for existing members who could not attend and new members, as recruitment is on-going.

7.1.2 PD attended Brighton PRIDE on 3rd August, joining members of SECamb and other ambulance service staff. PD was the Trust's only known Transgender representative.

7.1.3 A joint IHAG and Governors Broadening Horizons event was held on 20 August. This was a workshop and development day during which the group: received a talk about the national PALS and Complaints Review; a presentation on IBIS; participated in a discussion and development workshop on joint working between the Council of Governors and the IHAG; received CPR training.

- 7.1.4 On 17 September members of IHAG visited HART at Gatwick as part of their development. Visits are arranged to different sites throughout the year, all of which are optional, so that anyone who is interested can gain a better understanding of how different parts of the service operate and how they fit into the bigger picture. A number of members wanted to better understand HART's function as a unit within the whole.
- 7.1.5 Process for reviewing the published equality information: During the EDS 2013 Review it was recommended that the IHAG reviews and recommends improvements on information published against the agreed dataset of equality information. A sub-group of IHAG has considered the process for the review, which will be discussed at the next IHAG meeting, with a view to agreeing the next steps. IHAG members will be invited to participate in the review and Izzy Allen will also take this forward through the Council of Governors.
- 7.1.6 Five new members have been appointed to IHAG, including Maxine Bullen, who provides links to other NHTA organisations. All members are appointed to fulfil the identified criteria for IHAG membership.
- 7.1.7 IHAG is meeting again on 7 November and Lucy Bloem and Tony Thorne will attend as guests. The agenda items include engaging and involving a wider audience with feedback from the Broadening Horizons event and the organisation of three county engagement events. Presentations include a Quality Account progress report; a presentation on the 6Cs recruitment; an update on the Electronic Patient Clinical Record (EPCR) project; and a review of EDS action plans.

7.2 With regard to the three county events, these will take place in March 2013 and will aim to find out what the public considers works well, and what does not. Key topics will be identified, for example, 111 and IBIS, and Governors will participate to represent the voice of the public. AR asked IWG to email any suggestions for topics which they think may be of particular interest.

Action:	IWG to email AS with suggestions for key topics to be included in the county engagement events.
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	AS to circulate the three event dates in March.
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Date:	November 2013
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7.3 PD invited IWG to consider how IHAG could help equality and diversity issues. Assistance can be provided in terms of consultation, advice and feedback and this is the core purpose of the group.

8. Foundation Council (FC)

8.1 The FC is the staff equivalent of the IHAG. It meets quarterly and, like IHAG has a very full agenda. One of the issues it faces is how to take items forward between meetings to ensure as much work is taken forward as quickly and effectively as possible.

8.2 In IA's absence, due to sickness, AR went through the agenda items for the next FC meeting. These included: an EPCR update; an update on the new HQ; staff career progression; and a progress report on actions arising from the staff survey summit.

9. Gypsy and Traveller Community Team

9.1 A Gypsy and Traveller Community Team workshop was held on 14 October, 2013. It was facilitated by Friends, Families and Travellers and aimed at developing staff and community resources. Outcomes of the day included plans to set up a webpage to support staff and facilitate more understanding about the Gypsy and Traveller community. The Team will also be involved in

shadowing work with community workers in Sussex and Surrey. Kent arrangements are still to be clarified. There is also a Health Bus which visits Gypsy and Traveller communities, providing an opportunity to build confidence and work with the communities, which members of the Team will also be able to utilise.

9.2 AR reported that Patience Keet-Harris will be laying a wreath on Remembrance Sunday on behalf of the Gypsy and Traveller History Community. Patience, who will be wearing her service uniform, is very proud of this opportunity and she is considered to be a positive role model within and beyond the Trust.

10. Equality Analysis implementation review

10.1 Andy Collen was thanked for his contribution in the EA Reference Group Workshop. AC provided a number of clinical documents for review by the team during a practical workshop. Thanks to his contribution it was possible to identify a number of learning outcomes which will be implemented to improve the processes for this group's workflow.

10.2 AS reported that learning outcomes have also been identified as a result of EA Workshops, one of which will result in a separate guidance note for staff on the consultation aspect of EAs. This will include: what is meant by "relevant" and "proportionate" consultation; how to work with the EA Reference Group; and other suggestions for consultation.

10.3 Clarification was given in terms of the provision of documents to stakeholders and the need to complete Section 1 of the EA Feedback sheets. If an 'intention' to change is being analysed then Section 1 of the sheet must be quite specific. It was also noted that historical EIAs can be used as evidence for a new or updated analysis, but the current EA template must be completed.

10.4 As part of the agreed EA process, papers are not to be accepted by Committees or Working Groups without an EA and, if relevant, an EA Action Plan. CM oversees this for Committees, but it has not been possible to monitor whether this is in place for all Working Groups. JB advised that there is strict adherence to this within the Clinical Operations and Medical Directorates.

10.5 There will be another EA Workshop on 9 January 2013, likely to be held at Crawley Baptist Church. IWG members and deputies who have not attended previously were requested to register for this workshop. It was **agreed** that the EA checkpoints will remain the same as they are for areas of responsibility.

10.6 PD advised that it would be possible for a group assessment to be organised if significant impact is anticipated during the course of development. IHAG's role in this process is to provide constructive support. PD also advised that EAs will be reviewed as part of the Published Equality Information Review to enable feedback.

11. Horizon scanning and future agenda items meeting

11.1 FON updated IWG on the current status and impacts of the Agenda for Change revisions, which impact unsocial hours and sickness absence payments. The Trust is unable to influence these changes or their implementation. The unions have withdrawn from partnership working with the Trust, including the Joint Partnership Forum. They are still supporting individual members of staff. The change to payments has been implemented retrospectively as of the beginning of September and staff are therefore likely to see the effect of this in this month's pay. During discussions FON pointed out that there are exemptions, for example, when a workplace injury has been sustained. A potentially dramatic increase in workplace injuries is being monitored to identify why people are taking sickness absence, which is taken into account at national level.

11.2 AC asked if there was any requirement to record the status of a patient's protected characteristics and the mechanisms needed for that. He noted the variance in acute health encounters around compliance. AR advised that there are no pre-defined sets of data that we should be collecting, but there is a requirement that we only collect information that is going to be useful. As such there are no issues of compliance. Certain specific characteristics are collected on PCRs and others are captured within free text, although it is acknowledged that free text information is difficult to extrapolate. IHAG has been consulted in relation to the EPCR project and its recommendations have been taken forward. There are also other means of identifying and gathering data on protected characteristics, for example, through patients concerns, demographic data, etc. The data and information sourced through PCRs, however, is a key source for determining how accessible our services are and gaps within the forms are indicative of people not understanding how valuable that information is and what it will be used for. AR advised that the National Diversity Forum had produced an equality monitoring toolkit aimed at addressing these issues and agreed to share it with DP.

Action: AR to share equality monitoring toolkit with DP.

Date: November 2013

11.3 LW reported that there is still an outstanding review underway of the NHS Complaints Process, with a Government report due to be published in the Autumn. This will have implications for every NHS organisation.

11.4 IWG also received information on the Quality Account Workshop (2 December 2013); Straight Allies Conference (25 November); NHS Partners Programme (11 December); and the Gypsy & Traveller Community Team meeting (17 December).

12. Any other business

12.1 FON reported on the benefits that can be gained by everyone if Trust's adopts the Campaign for Plain English within documentation. Part of the HR's remit is to look at documents to ensure they are in plain language and understandable for everyone. ME noted that whilst some documents will necessarily be technical, staff will also be aided by the use of simpler language. AR suggested SMS numbers be included in signatures to improve accessibility.

12.2 The Surrey Coalition for disabled people is holding an AGM on 7 November and it is expected that there will be questions regarding PTS. There will also be an opportunity to promote the Trust through a 'marketplace' stand. AR advised that she would be unable to attend and asked RS if it would be possible for someone to attend from PTS. RS agreed to flag this with Rob Mason.

Action: RS to liaise with R Mason regarding PTS representation at the Surrey Coalition AGM.

Date: November 2013

12.3 It was **agreed** that IWG meeting dates will be arranged one year in advance, in support of the Board framework.

Action: AS to liaise with Jill Dawson to identify the 2014/2015 IWG meeting dates.

Date: November 2013

13. Effectiveness of the meeting

13.1 It was not possible to complete this item, due to time constraints.

14. Date of Next Meeting

14.1 The next meeting will be arranged for 10.00 to 13:00 hours on 31 January 2014 in the Boardroom at Coxheath.