



With all of us in mind

## Minutes of the Members' Council meeting held on 25 April 2012

<b>Present:</b>	Ian Black	Acting Chair of the Trust
	Tony Wilkinson	Public – Calderdale (Lead Governor)
	Doug Dale	Public – Wakefield
	David Gill	Public – Kirklees
	Nasim Hasnie	Public – Kirklees
	Ruth Mason	Appointed – Calderdale and Huddersfield NHS Foundation Trust
	Margaret Morgan	Appointed – Barnsley Council
	Bob Mortimer	Public – Kirklees
	Kath Padgett	Appointed – University of Huddersfield
	Dave Rigby	Public – Kirklees
	Jeremy Smith	Public – Kirklees
	Michael Smith	Public – Calderdale
	Gordon Tennant	Public – Wakefield
	Hazel Walker	Public – Wakefield
	Peter Walker	Public – Wakefield
	Susan Walker	Appointed – Mid Yorkshire Hospitals NHS Trust
<b>In attendance:</b>	Marios Adamou	Staff – Medicine and pharmacy (designate)
	Peter Aspinall	Non-Executive Director
	Anna Basford	District Service Director, Calderdale and Kirklees
	Adrian Berry	Director of Forensic Services
	Nisreen Booya	Medical Director
	Tim Breedon	District Service Director, Wakefield
	Bernie Cherriman-Sykes	Integrated Governance Manager (author)
	Alan Davis	Director of Human Resources and Workforce Development
	Adrian Deakin	Staff – Nursing (designate)
	Netty Edwards	Staff – Nursing support (designate)
	Bernard Fee	Non-Executive Director
	Alison Gibbons	Acting General Manager, Older Peoples' Services, Kirklees
	Claire Girvan	Staff – Allied Health Professionals (designate)
	John Haworth	Staff – Non-clinical support (designate)
	Robert Klaasen	Public – Wakefield (designate)
	Roman Logush	Staff – Social care staff working in integrated teams (designate)
	Steven Michael	Chief Executive
	Johannah Nazil	Head of Service, Working Age Adults, Kirklees
	Sean Rayner	Transitional District Service Director (Barnsley)
	Dawn Stephenson	Director of Corporate Development and Constitutional Affairs
	Karen Taylor	Director of Service Improvement and Development
	Helen Wollaston	Non-Executive Director
	Noreen Young	Director of Nursing, Clinical Governance and Safety
<b>Apologies:</b>	Shaun Adam	Public – Barnsley
	Ranjan Basu	Staff – Medicine and Pharmacy
	Inara Bennett	Appointed – Staff side organisations
	Mick Burns	Appointed – Secure Commissioning Group
	Sue Cannon	Appointed – NHS Calderdale
	Dawn Hanwell	Appointed – Barnsley Hospital NHS Foundation Trust
	Andrew Hill	Public – Barnsley
	Grenville Horsfall	Public – Calderdale
	Richard Kerry	Staff – Psychological Therapies
	Mary Lowe	Public – Wakefield
	Simon Plummer	Staff – Allied Health Professionals
	Wendy Plummer	Public – Wakefield
	Graham Reason	Appointed – Calderdale Council
	George Smith	Staff – Nursing
	Tom Sheard	Appointed – NHS Barnsley
	Paul Silcock	Public – Calderdale
	Julie Spencer	Staff – Non-clinical Support
	Clive Tennant	Appointed – Wakefield Council
	David Woodhead	Public - Kirklees

**MC/12/13 Welcome, introduction and apologies (agenda item 1)**

Ian Black, Acting Chair of the Trust, welcomed everyone to the meeting, particularly those Council Members newly elected from 1 May 2012. The apologies, as above, were noted and the meeting was noted to be quorate.

**MC/12/14 Declaration of interests (agenda item 2)**

There were no declarations over and above those presented to the Members' Council in January 2012.

**MC/12/15 Minutes of the previous meeting held on 31 January 2012 (agenda item 3)**

**The Members' Council APPROVED the minutes from the meeting held on 31 January 2012.** The notes from the joint meeting with Trust Board on the same date were received.

There were three matters arising.

MC/11/59 Performance report – unannounced visits (page 2)

Dave Rigby commented that the Trust Board report circulated to the Members' Council was very useful; however, reference was made to the need for additional participants. He asked whether the Member' Council could be part of this process. The Chief Executive, Steven Michael, responded that this was a good idea and would demonstrate an open and inclusive process. Noreen Young agreed to take this back to the Executive Management Team to consider and anyone interested in participating should let her know.

Dawn Stephenson added that there would be a degree of preparation required and it was suggested that this is circulated for Council Members to consider whether they have the skills and experience needed to take part. Bernard Fee commented that the visit teams are balanced in terms of skills, experience and numbers and it may be that the visit teams are already at capacity. Council Members were asked to talk to Noreen Young and ensure they attend any briefing sessions prior to the visits. *(Subsequent to the meeting, it is envisaged that two/three Council Members will be involved in this series of visits.)*

MC/12/05 Public engagement on services in Kirklees (page 3)

Both Bob Mortimer and Dave Rigby asked for an update on the future involvement of the Members' Council. Anna Basford responded that she will ensure the Members' Council continues to be updated and informed and that a formal mechanism is established, which may be part of a wider review of in-patient services across the Trust.

MC/12/05 Estates Strategy (page 3)

Dave Rigby asked for an update on the mechanism for the involvement of the Members' Council. Alan Davis responded that the Trust is setting up a number of focus groups involving service users and carers, staff and stakeholders and it would be appropriate for the Members' Council to be involved in these sessions. He will ensure Council Members are invited.

#### **MC/12/16 Chair's report (agenda item 4)**

Steven Michael outlined the revised strategic objectives approved by Trust Board, which formed a major discussion item at the previous day's meeting.

1. Consolidation and expansion of local pathways remains a priority, with a strong emphasis on consolidation.
2. Sub-specialisations will be subsumed under (1).
3. Exploring opportunities for Forensic Service expansion remains a strategic priority in its own right and may include sub-specialisation within the Forensic offer.
4. Thought leadership will be given clearer definition going forward with greater emphasis on the creative approaches the Trust is gaining a reputation for in areas such as Change Lab, Creative Minds and telehealth.
5. Geographical expansion will not be a priority for 2012/13 given the Trust's emphasis on local consolidation. Expansion within the existing geographical footprint or where the area is discrete and governable will still be explored.

These were supported by the Members' Council.

#### **MC/12/17 Staff survey (agenda item 5)**

Alan Davis presented the key findings from the national staff survey undertaken in late 2011.

The following comments and points were made during the discussion.

- David Gill commented on the correlation between harassment and bullying and incidences of stress. Alan Davis responded that this was a complex area and can sometimes be an issue of perception rather than reality. Jeremy Smith asked if this was reported at a 'junior' level in the organisation to which Alan Davis replied that this was not always the tradition 'senior' to 'junior'; often incidences are peer to peer or long-standing to new staff.
- Alan Davis also commented that incidences of bullying and harassment reported through formal processes are very small. The outcome of the staff survey has been discussed with staff side representatives. The Trust takes this issue very seriously and is setting up a workshop, facilitated by ACAS, to look at this area in more detail.
- Ian Black asked which measures the Trust would like to see improve for next year's review and these were identified as appraisal, bullying and harassment, and staff wellbeing and engagement.
- Margaret Morgan commented that making staff feel valued is a vital part of positive staff attitudes and this was not mentioned in the presentation. Alan Davis responded that this is very much part of the leadership and management arrangements and managers play a key role in the wellbeing and engagement of their staff. However, the Trust does need to balance the needs of a sustainable and viable organisation with staff needs.
- Gordon Tennant suggested that the survey is put into perspective in that only 10% of staff responded and the time delay in publishing the results. Alan Davis pointed out that the national survey is only one way the Trust assesses the views

and mood of staff. Also, the sample size is determined nationally by the Care Quality Commission.

- Roman Logush commented that appraisal needs to be about quality not quantity and the process must support staff and make them feel valued. Alan Davis concurred but commented that appraisal should also be about self-appraisal and reflection on one's own practice, what has gone well and what not so well.
- Hazel Walker asked if there was training for managers in appraisal. Alan Davis responded that training is available but managers often find it difficult to give feedback in areas of poor performance.
- Dave Rigby commented that the presentation reported statistics and he would have liked to see the action plan from last year's survey, what has been achieved and then a comparison with this year's outcome. It was agreed to adopt this approach next year bringing in other forms of staff wellbeing assessment and an update from action taken as a result of this year's survey.

### **MC/12/18 Performance report Quarter 4 2011/12 (agenda item 6)**

Steven Michael took the Members' Council through the key headlines from the performance report.

Dave Rigby asked about the timeframe for re-visits by the Care Quality Commission. Steven Michael responded that it would depend on the issue raised and the timescales set out in the Trust's action plans. The Care Quality Commission would want to see evidence of implementation and embedding of actions.

Adrian Deakin asked why the Trust aimed for a financial risk rating of 3.8 and not 5. Steven Michael responded that a rating of 5 could indicate that a Trust is prioritising short-term finances and not investing in services from its surpluses, which would not be seen as good practice for the benefit of service users and would likely attract Monitor's attention.

In relation to the change to mandatory services following the closure of Highfield Grange in Barnsley, Margaret Morgan commented that it was a sad day for residents of the unit and this had been challenged following a decision by the local authority, as the commissioner, to close the unit. **The Members' Council APPROVED the change to mandatory services following the closure of Highfield Grange.** It was acknowledged that this was not a decision the Trust would have made on its own but was carrying out commissioner intentions.

Jeremy Smith asked what the Trust can do to support people who use services to gain employment. Steven Michael responded that this is an area the Trust needs to build on both within the organisation and externally. Dave Rigby asked if lessons could be learnt from Wakefield where the target had been achieved. Tim Breedon responded that the figures need to be taken in context as the numbers are very small; however, District Service Directors do share good practice and learn lessons. Helen Wollaston asked if the Trust could set up a project to support people find employment and it was agreed this was an area, particularly through the Change Lab, that could be further explored.

Key issues for performance arising from the group work by Business Delivery Unit.  
Barnsley

- Make the best use of technology, for example, the roll-out of telehealth. The Trust should be proactive and communicate and publicise its service.
- Review of integrated care services.
- Service transformation and estate rationalisation, particularly in terms of access and environment.

Calderdale

- Would like to see a common and understandable language for service offer documents.
- Payment by results is an emerging and new area and everyone needs to be involved in progress.
- Substance misuse is a key area.

Kirklees

- Delivery of single point of access both for urgent and routine access and evaluation. Suggestion to develop promotional materials, particularly in the community.
- Access to psychological therapies (from IAPT to more complex services) and identification of opportunities to expand referrals for IAPT. Continue service offer and pathway development to offer an improved service.
- Carers' development, particularly access and engagement. Trust to be more responsive to needs of carers and of wider communities.

Wakefield

- As a result of the Care Quality Commission's approach, getting the balance right between looking after people and the time spent recording what has been done.
- Importance of the service offer document as a communications tool, particularly to commissioners and GPs.

Forensic services

- Influence with commissioners, which places the Trust in a good position for 2012/13. There was an underperformance on the Trust's contract for 2011/12 and the Trust was able to negotiate a positive outcome for the financial consequences whilst negotiating a better position for the Trust in 2012/13.
- Mandatory training – certain targets have been met within tight timescales and a staggered approach will be adopted in 2012/13.

Ian Black welcomed any further feedback on the service offer documents from the Members' Council.

Dave Rigby asked what mechanisms there are for looking across the Trust at services that are effective in one area, such as single point of access and housing support services. Ian Black invited Karen Taylor, recently appointed as Director of Service Improvement and Development, to describe her role, which aims to promote and replicate good practice across the Trust through service re-design with a programme to bring all services to a certain level in conjunction with District Service Directors, a process which will be clinically-led.

**MC/12/19 Quality Accounts 2011/12 – mandated and local indicators (agenda item 7)**

The decision by the Quality Accounts sub-group in relation to the selection of mandatory and local indicators for audit by Deloitte was noted by the Members' Council.

**MC/12/20 Re-appointment of Helen Wollaston as a Non-Executive Director of the Trust (agenda item 8)**

*Helen Wollaston left the meeting for this item.*

**The Members' Council AGREED the recommendation that Helen Wollaston be re-appointed as a Non-Executive Director of the Trust for a further three-year term from 1 August 2012 to 31 July 2015.**

Ian Black also asked the Members' Council to support a proposal for Helen Wollaston to continue as Acting Deputy Chair/Senior Independent Director for a further period of three months (from 1 May 2012 to 31 July 2012) with a proposal to the Members' Council meeting on 1 August 2012 on a substantive Deputy Chair/Senior Independent Director. He strongly felt that a Deputy should complement the Chair but bring different skills and experience to balance the two roles.

**The Members' Council AGREED the proposal for Helen Wollaston to continue as Acting Deputy Chair/Senior Independent Director for a further period of three months to 31 July 2012 at the level of remuneration afforded to the Deputy Chair post.** The Nominations Committee will meet to agree a proposal on a substantive Deputy Chair for the Members' Council meeting in August 2012.

*Helen Wollaston re-joined the meeting.*

**MC/12/21 Appointment of Chair (agenda item 9)**

*Ian Black left the meeting at this point and Tony Wilkinson, Lead Governor, took the Chair.*

Tony Wilkinson formally thanked the Nominations Committee and Veredus for their support during such a rigorous process. The Nominations Committee recommended that Ian Black be appointed as Chair for a period of three years from 1 May 2012 to 30 April 2015 at a remuneration of £42,500 per annum. **The Members' Council unanimously AGREED this recommendation.**

*Ian Black re-joined the meeting.*

Tony Wilkinson congratulated Ian Black on his appointment and wished him well in the role as Chair. Tony Wilkinson went on to welcome all new members and reminded everyone that any ideas or suggestions for the Members' Council agenda should be sent through to Bernie Cherriman-Sykes.

**MC/12/22 Members' Council elections (agenda item 10)**

The Members' Council noted the report on the outcome of the elections. Dawn Stephenson reminded the Members' Council that the Constitution sets out the options for the Trust; however, these do not really reflect what the Trust needs in the current situation. She proposed that the small group (set up under agenda item 11) is asked to also look at how the vacancies can be filled and filled with individuals who have the skills, experience and commitment to be active and engaged Council Members. **The Members' Council SUPPORTED this approach.**

**MC/12/23 Health and Social Care Act 2012 (agenda item 11)**

**The Members' Council AGREED the proposal to set up a small group to work with the Trust to understand the implications of the Act and to make any proposals to the Trust Board and Members' Council in relation to changes to the Trust's Constitution.**

Ian Black commented that this matter is equally relevant for new Council Members as it is for existing members and will add to the richness of the debate. Dave Rigby asked if the Trust will need to appoint representatives from PCT successor bodies and Dawn Stephenson confirmed this was a matter for the group to discuss. Ian Black also commented that this process represents a commitment from the Trust to support and develop the skills and experience of the Members' Council to enable Council Members to fulfil their new duties.

Ian Black also asked the Members' Council to support the nomination of Michael Smith to the Board of the Foundation Trust Governors' Association, the outcome of which is subject to an election process. **The Members' Council SUPPORTED this proposal.**

**MC/12/24 Members' Council objectives 2012/13 (agenda item 12)**

**The Members' Council AGREED the objectives for 2012/13.**

**MC/12/25 Dates of next meeting (agenda item 13)**

The next meeting will be held in the morning of **Wednesday 1 August 2012** in the Large Conference Room, Learning and Development Centre, Fieldhead, Ouchthorpe Lane, Wakefield, WF1 3SP.

Ian Black thanked everyone for attending the meeting and thanked the Members' Council for approving his appointment. He hoped that he can contribute to the ongoing success of the Trust in the future.

**Signed .....** **Date .....**