

Minutes of the Members' Council meeting held on 4 November 2016

Present:	Marios Adamou Ian Black Jessica Carrington Bob Clayden Jackie Craven Andrew Crossley Adrian Deakin Claire Girvan Stefanie Hampson Nasim Hasnie John Haworth Andrew Hill Carol Irving Sarah Kendal Bob Mortimer Jules Preston Daniel Redmond Phil Shire Jeremy Smith Hazel Walker David Woodhead	Staff – Medicine and Pharmacy Chair of the Trust Appointed – Wakefield Council Public – Wakefield Public – Wakefield Public – Barnsley Staff – Nursing Staff – Allied Health Professionals Appointed – Staff side organisations Public – Kirklees Staff – Non-clinical support Public – Barnsley (Lead Governor) Public – Kirklees Appointed – University of Huddersfield Public – Kirklees Appointed – Mid Yorkshire Hospitals NHS Trust Public – Calderdale Public – Calderdale Public – Kirklees Public – Wakefield Public – Kirklees
In attendance:	Kiran Bali Tim Breedon Mark Brooks Laurence Campbell Rachel Court Alan Davis James Drury Julie Fox Kate Henry Chris Jones Jonathan Jones Diane Smith Dawn Stephenson Rob Webster	Observer – Gatenby Sanderson Board Practice Insight Programme Director of Nursing and Quality Director of Finance and Resources Non-Executive Director Non-Executive Director Director of HR, OD and Estates Interim Director of Strategic Planning Deputy Chair Director of Marketing, Communication and Engagement Non-Executive Director Non-Executive Director Director of Health Intelligence and Innovation Director of Corporate Development (author) Chief Executive
Apologies:	Shaun Adam Adrian Berry Garry Brownbridge Charlotte Dyson Trudi Enright Michael Fenton Carol Harris Chris Hollins Ruth Mason Chris Pillai Sean Rayner Caroline Saunders Richard Smith Karen Taylor Peter Walker Gemma Wilson	Public – Barnsley Medical Director / Deputy Chief Executive Staff – Psychological therapies Non-Executive Director Public – Calderdale Public – Kirklees BDU Director, Forensic and Specialist Services Public – Wakefield Appointed – Calderdale and Huddersfield NHS Foundation Trust Appointed – Calderdale Council BDU Director, Barnsley and Wakefield Appointed – Barnsley Council Appointed – Kirklees Council BDU Director, Calderdale and Kirklees Public – Wakefield Staff – Nursing support

MC/16/35 Welcome, introduction and apologies (agenda item 1)

Ian Black (IB), Chair of the Trust, welcomed everyone to the meeting, especially Kiran Bali who was attending as part of the Gatenby Sanderson Board Practice Insight Programme, which is centred on improving the quality and diversity of NHS Boards.

MC/16/36 Declaration of interests (agenda item 2)

The Members' Council **NOTED** the updated declarations and **CONFIRMED** the changes to the Register of Interests.

MC/16/37 Minutes of the previous meeting held on 22 July 2016 (agenda item 3)

The Members' Council **APPROVED** the minutes from the meeting held on 22 July 2016 subject to the following amendments:

- MC/16/27 – Stefanie Hampson's (SH) comment to reflect that staff are supported to complete the survey and it was acknowledged that the 'no responses' could not be interpreted as either positive or negative.
- MC/16/28 – 9 August 2015 should read 9 August 2016.
- MC/16/29 – confirmed that agenda item 6 and agenda item 7 were taken together and covered in this one minute.

The action log was **NOTED**; action points from previous meetings had been addressed or were being covered through an agenda item.

MC/16/38 Chair's report and feedback from Trust Board/Chief Executive's comments (agenda item 4)

Chair's report

IB began his remarks by commenting on how he was proud to attend the long service and Excellence awards being held on 7 November, noting it was a great way of celebrating staff achievement, their hard work in delivering great services and sharing ideas across the organisation.

IB updated on the NHS Providers board meeting he had attended setting out the national position and sharing the financial challenges ahead.

IB reported that he had missed the last Trust Board meeting, the first time since July 2008. He asked Julie Fox (JF) deputy chair to provide feedback from the Trust Board meeting on 25 October 2016. JF advised that the main areas for discussion were the new planning guidance from NHS Improvement, the new Single Oversight Framework and the impact on Trust autonomy with more central control and oversight. The Board approved the Organisational Development Strategy and the Communication, Engagement and Involvement Strategy.

Chief Executive remarks

Rob Webster (RW) began his remarks by expressing his thanks to the Members Council for their time and commitment in supporting the governance arrangements of the Trust ensuring we are accountable to the local population and our members. Our ambition to deliver our mission in line with our values is reflected in today's agenda.

RW reported that he had met with the customer services team who shared a compliment with him from Beamshaw Ward, the service user expressed their thanks for the staff motivation and support, including ward staff, OT and Physiotherapy, and without these people they may well not be alive today. We need to share learning from both our complaints and our compliments.

RW updated on the work we are doing around the business plan for 2017/18 – for further discussion as part of the joint Trust Board and Members Council meeting. We need to think about how we work in places and how our services are going to look in Barnsley, Calderdale, Kirklees and Wakefield. RW informed the Members Council about a fire on Trinity 2 at Fieldhead Hospital the previous night and confirmed that all service users had been safely evacuated and that all service users and staff were unhurt. Business continuity plans had been enacted.

MC/16/39 Care Quality Commission – update on our inspection (agenda item 5)

Tim Breedon (TB) updated on the process and the alignment with our mission and values, which meant that we welcomed the inspection and the opportunity to receive feedback to continue to improve our services. The key areas as previously reported were the areas of care were all good: effectiveness of our end of life services, caring nature of our community services for children, young people and families. Areas that require improvement include access issues, elements of staffing, internal governance and the impact of a recent upgrade on our Clinical Information System. The Trust received no scores of inadequate, no immediate compliance actions and no return visits from the CQC. Our action plans have been co-produced with our partners and shaped by our Members' Council.

The Trust has met with the CQC to discuss next steps. Our action plan has been agreed with the CQC, many of which are already completed, the majority due by 31 December 2016, with all actions due by 31 March 2017. The Trust Board reviews progress against the full action plan each month, both the “must dos” and the “should dos”, and reports progress to the CQC on a monthly basis.

Phil Shire asked when the CQC would be revisiting and TB responded that we can ask for a return visit when we are ready and our ratings can be changed if the review takes place within six months of the publication of our original report i.e. by 23 December 2016. Nasim Hasnie asked if the Trust undertook exit interviews in line with good practice. Claire Girvan confirmed as a staff governor that the Trust undertakes exit interviews and uses the feedback to improve services. Nasim asked about nurse staffing, supply and demand. Alan Davis (AD) noted that there was a national problem with recruiting qualified nurses and the Trust is looking at a number of possible solutions including a nursing associate role. John Haworth noted as a staff governor that we also need to focus on staff retention, supporting staff through good management and leadership to avoid other Trusts approaching staff. SH mentioned the recent workforce summit and the discussions about possible incentives such as paying incremental dates sooner and offering external training opportunities.

IB ended this item by stating that, although the overall result of requires improvement was disappointing, the important thing now is to deliver against the action plan, to improve and be outstanding.

MC/16/40 Update on the Trust's financial position and implications for the Trust's operational plan and performance report Q2 2016/17 (agenda item 6)

TB outlined the quality highlights in relation to Quarter 2:

- Safer staffing – exception reporting is in place around both qualified and unqualified staffing fill rates. Within several areas, fill rates continue to be achieved through the use of non-registered staff in registered vacancies. We have high fill rates in specialist services due to high levels of acuity and two bespoke care packages.
- CQC action plan progress update.
- 0-19 Healthy Child Programme Barnsley exit plans – services transferred on 1 October 2016 to Barnsley Local Authority.
- Patient experience – 97% would recommend the Trust community services, in Mental Health Services 65% would recommend Trust services.
- Continued improvement in IAPT treatment within 6 weeks of referral to 84% (above threshold).

Mark Brooks (MB) provided the financial highlights:

- The new Single Oversight Framework replaces the existing risk rating system. Under the new ratings, we will move from 'good' to 'requiring targeted support' on the basis of our CQC rating and our agency spend being over target.
- £800k of CQUIN income at risk if targets not achieved re. flu vaccines, cardio metabolic assessment, mental health clustering and care plans. It is important we do the things we say we are going to do from a quality and service delivery aspect.
- We are currently £0.8m below our cost improvement programme.
- Deficit in September due to redundancy costs and use of out of area beds, but overall to date net surplus of £1.3m in line with plan, which includes £0.6m of additional central funding.
- Need to complete operational and financial plans by 23 December with draft submission by 24 November. New control totals issued by centre which require Trust Board sign off by 24 November.

There was considerable discussion. Bob Mortimer queried whether the Trust would receive more money if we overspend. MB stated no, but we would be subject to more central scrutiny. Nasim Hasnie asked about the Trust's cash position, MB stated that although we can't use the £0.6m from the centre to fund services, we can use the cash to fund our capital programme. Jackie Craven asked about the use of bank staff. TB responded that we used bank staff as much as possible in preference to agency staff, but we still had much to improve here.

IB concluded the item by commenting on the new reporting framework and the renewed focus on quality and safety; this was well received and supported by the Members Council.

MC/16/41 Supporting a culture of safety and respect (raising concerns at work including whistleblowing policy and freedom to speak up guardian) (agenda item 7)

AD presented the item, outlining the rationale for the freedom to speak up guardian (FSG) stemming from the Francis Report into Mid Staffordshire. It is important that we have a culture of candour, openness and honesty, staff being encouraged and supported to raise concerns. In line with good practice, the Trust has a number of ways for staff to raise concerns. We have a 'raising concerns at work leaflet' which sets out the variety of ways to do this. The NHS Staff Survey showed that 96% of staff would know how to report a concern, but only 67% said they would feel secure raising concerns and only 54% said they would be confident that the concern would be addressed.

We would like to establish a network of FSG's using our staff governors, given the size and diversity of the organisation. The FSG role would help to raise the profile of raising concerns at work, providing confidential advice and support and signposting appropriate ways to raise and resolve concerns. The role is not about being an investigator of complaints or concerns.

Sarah Kendal asked how we would know if the proposed solution would address the problem. AD responded that we would repeat the staff survey in April 2017 and measure any improvement in responses. Jules Preston mentioned a similar model at Mid Yorks Health Trust and said that they had also built in a feedback loop to ask the individual if they had had feedback as a result of raising their concern. Jackie Craven asked if the FSG's would cover just medics. AD responded that FSG's would support all staff. RW noted that the FSG's would support the Trust's focus on safety and quality and would have the ability to raise concerns directly with him if necessary.

The Members' Council AGREED to RECEIVE the report, noting the establishment of a pilot network of Freedom to Speak up Guardians through the staff governors.

MC/16/42 Chair's appraisal (agenda item 8.1)

Ian Black left the meeting for this item.

JF outlined the Chair's appraisal process, which had included an interactive Members Council voting session, a self-assessment by the Chair and completion of an online questionnaire by Board Directors. Overall IB is seen as a Chair who adds value to the work of the Trust, having a positive impact on the performance of the Board and, ultimately the performance of the Trust. He demonstrates effective, knowledgeable leadership and has a warm, personable style.

The paper provided a review of IB's objectives for 2015/16 and the outcomes and set out IB's objectives for 2016/17.

The Members' Council RESOLVED to RECEIVE the report.

Ian Black re-joined the meeting following this decision.

MC/16/43 Members' council objectives for the coming year (agenda item 8.2)

Dawn Stephenson (DS) introduced the paper, it was noted that a number of objectives are statutory duties and as such are a given, others have originated from Members Council meetings and development sessions.

It was RESOLVED that the Members' Council APPROVED the objectives for 2016 to 2018.

MC/16/44 Members' Council Annual Work Programme (agenda item 8.3)

Andrew Hill as Lead Governor introduced the paper which allowed Members Council to discharge their agreed objectives. DS asked for Members Council to put themselves forward to form two small time limited sub-groups:

- Review of Membership Strategy
- Review of the Trusts Constitution

It was RESOLVED that Members Council APPROVED the report and Members Council agreed to contact Emma Jones if they wished to be part of one of the time limited groups.

Date of next meeting (agenda item 9)

The next meeting will be held in the morning of Friday 3 February 2017 at the Textile Centre of Excellence, Textile House, Red Doles Lane, Huddersfield, HD2 1YF.

In his closing remarks, IB commented that he hoped the Members Council would avail themselves of the opportunity to attend the Strategy Refresh sessions being held across the Trust over the coming weeks. He also looked forward to seeing as many Governors as possible at the Annual Members Meeting in Barnsley on the 21 November and asked Members Council to note the dates of future Trust Board meetings.



Signed

Date 3 February 2017