

Minutes of the Members' Council meeting held on 2 November 2018
Large conference room, Wellbeing & learning centre, Fieldhead, Wakefield

Present:	Angela Monaghan (AM)	Chair
	Marios Adamou (MA)	Staff – Medicine and Pharmacy
	Neil Alexander (NA)	Public – Calderdale
	Bob Clayden (BC)	Public – Wakefield
	Jackie Craven (JC)	Public – Wakefield
	Adrian Deakin (AD)	Staff - Nursing
	Daz Dooler (DD)	Public – Wakefield
	Stefanie Hampson (SH)	Appointed – Staff side organisations
	Lin Harrison (LH)	Staff – Psychological Therapies
	Dr Nasim Hasnie OBE (NH)	Public – Kirklees
	Faith Heptinstall (FH)	Appointed - Wakefield Council
	Lisa Hogarth (LHo)	Staff – Allied Healthcare Professionals
	Carol Irving (CI)	Public – Kirklees
	Ruth Mason (RM)	Appointed – Calderdale and Huddersfield NHS Foundation Trust
	Debbie Newton (DN)	Appointed – Mid Yorkshire Hospitals NHS Trust
	Phil Shire (PS)	Public - Calderdale
	Jeremy Smith (JS)	Public – Kirklees
	Debbie Walker (DW)	Staff - Non-Clinical Support Staff
In attendance:	Sue Barton (SB)	Deputy Director of Strategy & Change (on behalf of SY)
	Mark Brooks (MB)	Director of Finance & Resources
	Laurence Campbell (LC)	Non-Executive Director
	Rachel Court (RC)	Non-Executive Director
	Alan Davis (AGD)	Director of Human Resources, Organisational Development & Estates
	Mike Doyle (MD)	Deputy Director of Nursing & Quality (on behalf of TB)
	Charlotte Dyson (CD)	Deputy Chair / Senior Independent Director
	Emma Jones (EJ)	Company Secretary (author)
	Erfana Mahmood (EM)	Non-Executive Director
	Kate Quail (KQ)	Non-Executive Director
	Sean Rayner (SR)	Director of Provider Development
	Dr Subha Thiyagesh (SThi)	Medical Director
	Rob Webster (RW)	Chief Executive
	Sam Young (SYo)	Non-Executive Director
Apologies:	<u>Members' Council</u>	
	Kate Amaral (KA)	Public – Wakefield
	Bill Barkworth (BB)	Public – Barnsley
	Andrew Crossley	Public – Barnsley
	Tariq Khan (TK)	Public – Barnsley
	Debika Minocha (DM)	Public – Wakefield
	Chris Pillai (CP)	Appointed – Calderdale Council
	Caroline Saunders (CS)	Appointed – Barnsley Council
	Richard Smith (RS)	Appointed – Kirklees Council
	Barry Tolchard (BT)	Appointed – University of Huddersfield
	Mike Walker (MW)	Public – Kirklees
	Paul Williams (PW)	Public – Rest of South and West Yorkshire
	Gemma Wilson (GW)	Staff – Nursing Support
	David Woodhead (DW)	Public – Kirklees
	<u>Attendees</u>	
	Tim Breedon (TB)	Director of Nursing & Quality / Deputy Chief Executive
	Rachel Court (RC)	Non-Executive Director
	Carol Harris (CH)	Director of Operations
	Salma Yasmeen (SY)	Director of Strategy

MC/18/31 Chair's appraisal (Governors ONLY) (agenda item 1)

Prior to the meeting held in public, the governors took part in an interactive session led by Charlotte Dyson (CD), Deputy Chair / Senior Independent Director and administered by Emma Jones (EJ), Company Secretary. The outcome of the complete Chair's appraisal process would be reported to the next Members' Council meeting.

MC/18/32 Welcome, introductions and apologies (agenda item 2)

Angela Monaghan (AM), Chair, welcomed everyone to the meeting, apologies as above were noted.

AM reminded those in attendance that the meeting was a meeting held in public and not a public meeting. There were no members of the public in attendance.

AM welcomed two new appointed governors from partner organisations - Councillor Faith Heptinstall, appointed Governor for Wakefield Council and Debbie Newton, appointed governor for Mid Yorkshire Hospitals NHS Trust replacing Jules Preston. A letter of thank you would be sent to Jules Preston for his service on the Members' Council.

Action: Angela Monaghan

MC/18/33 Declaration of Interests (agenda item 3)

AM advised that further declarations had been received from the two new governors:

- HEPTINSTALL, Councillor Faith (Appointed Governor for Wakefield Council):
 - Business Manager, Havercroft and Ryhill Community Learning Project, Wakefield (who are a member of Nova and have been granted Health & Wellbeing funding in partnership).
 - Deputy Cabinet Member, Adults and Health, Wakefield Council.
- NEWTON, Debbie (Appointed Governor for Mid Yorkshire Hospitals NHS Trust):
 - Director of Community Services, Mid Yorkshire Hospitals NHS Trust.

There were no further declarations over and above those made in the annual return in April 2018 or subsequently.

It was RESOLVED to NOTE the individual declarations in addition to those declared at the meeting on 27 April 2018 or subsequently and to CONFIRM the changes to the Register of Interests.

MC/18/34 Minutes and actions of the previous meeting held on 3 August 2018 (agenda item 4)

It was RESOLVED to APPROVE the minutes from the meeting held on 3 August 2018.

The following action point was discussed:

- MC/18/27f Governor engagement feedback - in relation to opportunities available for governors to be more visible within the Trust to be able to talk to staff, service users, carers, members and the public so that governors can develop their skills and bring back any areas of concern.

Lisa Hogarth (LHo) commented that she would provide a list of Allied Healthcare Professionals who would be willing to arrange governor visits to services. Adrian Deakin (AD) commented that there may be potential for governors and Trust Board members to attend patients' council meetings. Lin Harrison (LH) commented that there may be potential for governors and Trust

Board members to attend Multi-Disciplinary Meetings (MDT). AM commented that any visits would be coordinated by the Membership office. Governors to provide information on meetings to Emma Jones (EJ).

Action: All

Jackie Craven (JC) commented that she would be interested in visiting Child and Adolescent Mental Health Services (CAMHs).

Carol Irving (CI) commented from being a carer previously she would like to visit services to see the changes in processes and inspire staff.

Nasim Hasnie (NH) commented that it was important that any visits did not impact on the services.

Rob Webster (RW) commented that there are examples of the Trusts' services in other locations that are open to the public, such as the Yorkshire Smokefree service at Pinderfields Hospital in Wakefield. There are also some services in Council-owned buildings.

Mike Doyle (MD) commented that there were quality visits that governors may be able to attend. AM requested that the details be provided.

Action: Mike Doyle / Tim Breedon

Neil Alexander (NA) commented that he had seen events on social media after they have taken place and it would be helpful for the details to be provided should governors wish to attend. AM commented that any details of events received by the Membership office would continue to be circulated to governors.

AM commented that in relation to future Members' Council meeting dates there had been no clear preference between morning and afternoon meeting times so they would continue to be rotated.

MC/18/35 Chair's report and feedback from Trust Board and Chief Executive's comments (agenda item 5)

Chair's report and feedback form Trust Board

AM commented that a written report had been included in the meeting papers and highlighted the following:

- Trust Board met on 30 October 2018 which was a business and risk meeting and included the following agenda items:
 - A service user story given by a member of staff in relation to a child and adolescent mental health service (CAMHS) user who was transitioning into adult services. It gave the Board information about how people need support from a range of services and the importance of care packages being put around people.
 - The Board Assurance Framework (BAF), which identifies the strategic risks to meeting the Trust's strategic objectives, what controls and assurance are in place, and any gaps to be addressed.
 - Corporate/organisational-level risk register (ORR) looking at likelihood and impact of risks and controls and actions in place to mitigate them, including the risk around children and young people in adult beds, which has been escalated to NHS England.
 - Presentations of the Kirklees Health & Wellbeing Plan and Wakefield Health & Wellbeing Plan by representatives from the respective Health & Wellbeing Boards. The Board saw a great deal of synergy between those plans and those of the Trust, which reflects the strong partnership work that is taking place.
 - Half-yearly update on the Trust's digital strategy.

- Assurance on compliance with the General Data Protection Regulation (GDPR) with policies and procedures in place. An audit would be scheduled in 6-9 months' time.
 - Workforce Race Equality Standard (WRES), which covers areas such as access to training, whether black, Asian and minority ethnic (BAME) staff are more or less likely to be shortlisted for roles, and questions taken from the staff survey around bullying and harassment. The report contained useful data and in response there is an action plan, which the Board approved and will be published.
 - At the meeting on 30 October 2018 in private session the Board discussed a number of issues considered commercial in confidence, which included; the investment appraisal framework, which looks at business development opportunities and contracting risks; risks; developments in both of our integrated care systems; developments in Barnsley, where the Clinical Commissioning Group (CCG) have decided to pause the procurement of a single integrated care organisation and are now looking at working in partnership with the provider alliance to deliver integrated care, which we welcome; and the new clinical records system.
- The Trust Board also met as the Corporate Trustee for charitable Funds on 30 October 2018 and discussed the following items:
- Performance in EyUp! and the linked charities.
 - Assurance from the Charitable Funds Committee.
 - Approval for the Charity Annual Report and accounts 2017/18.
 - The appointment of a new fundraising manager
 - Dissolution of four dormant linked charities, which are no longer used.

NA asked in relation to the WRES action plan if anything further could be included to encourage men and young people to be members of the Trust. RW commented that the WRES applied to staff that the Trust employs and links to the broader equality and diversity standards and there has been some really good progress on that. The Trust's Equality and Diversity Strategy covers engagement including how we use our membership, linking in with the Membership Strategy.

Chief Executive's comments

RW commented that the Integrated Performance Report (IPR) agenda item provides an update on areas of performance. Discussion on the national and local context will be included as part of the annual joint Trust Board and Members' Council meeting, which would follow the Members' Council meeting.

MC/18/36 Trust Board appointments (agenda item 6)

MC/18/36a Chair and Non-Executive Directors' remuneration (agenda item 6.1)

The Chair, Non-Executive Directors, Executive Directors and Deputy Directors left the room with the exception of AGD and Jackie Craven (JC) as Lead Governor took the Chair for this item.

AGD reported that as a foundation trust, the remuneration for the Chair and Non-Executive Directors (NED) was set by the Members' Council. This review is undertaken every year and it was agreed that this would be initially reviewed by the Nominations Committee. Previously the Trust had used an external organisation to conduct the review at significant cost. Over the last couple of years NHS Providers has undertaken a survey on Chairs, NEDs and executive Directors which was used as it allows the Trust to make comparisons to similar organisations. The Committee examined the 2017 data on a number of levels including what the average rate was across the country, the average for a non-acute trust, and by region to ensure there was a good comparison. For NEDs the remuneration was one fixed rate and there is no incremental scale. Based on the 2017 data, the Committee felt the current level was fair as it was in line with the average. In addition to this the Committee considered whether there should be inflation uplift as with staff and the Committee felt there was scope to increase the NEDs remuneration by 1.5% which was in line with the inflation uplift for consultants.

Bob Clayden (BC) asked in relation to the benchmarking data whether it was known that the same amount of time was being put in by other NEDs. AGD commented that broadly there was a standard in the job description for NEDs of 2.5 days a month.

BC asked if the Committee had considered the 'requires improvement' rating by the Care Quality Commission (CQC). Marios Adamou (MA) commented that this was one of the reasons why the Committee was recommending an inflation uplift rather than a pay rise.

NA asked if there was a standard remuneration that was fixed by legislation. AGD commented that the remuneration was entirely set by the Members' Council. NA asked if it would be more innovative to pay an addition amount in comparison to others as it might attract a better quality of candidate, notwithstanding that it may be difficult in a financial constrained time. AGD commented whilst it would be technical possible to pay a higher rate compared to other foundation trusts, when the original rates were set the view was that it should be consistent with remuneration of similar NHS organisations and not for example be compared to private sector non-executive roles. AGD said that the Nominations Committee still felt this approach was fair, reasonable and also defensible and given the deficit budget, they believed an inflation uplift would be seen as fair but public perception of a higher increase would be difficult to justify. It was noted that the Trust had appointed two new NEDs and had an excellent response with 39 applicants from which Nomination Committee were able to draw up a very strong shortlist of candidates. LH commented that she was part of the discussion panel for the last NED recruitment and she was hugely impressed with the calibre of candidates and she did not think an increase above others would reflect what the Trust does or be true to its values.

AGD commented that the Chair's remuneration was more complex. Five years ago the Trust engaged Capita to do a detailed review of the Chairs remuneration and it was agreed that it should be an incremental scale where the progression was based on individual performance and the appraisal process rather than an automatic increase. The Nominations Committee reviewed the benchmarking data against the Trust's incremental scale and at the lower end the scale was below the average, however at the higher end it was above. The Committee felt the current scale was still appropriate and given there is already an opportunity of a pay uplift through incremental progression, unlike the NED remuneration arrangements, was not recommending an inflation uplift in addition.

NA commented that he did not think it was fair or reasonable for the scale to be below average. AGD commented that currently the bottom of the scale was below average and the top was above. BC asked when a new Chair is appointed whether the scale would be reviewed. AGD commented that the scale was reviewed annually. Nasim Hasnie (NH) outlined the discussion that had taken place at the Nominations Committee and commented that it was the public's money that should be used for the best use of patients.

The Members' Council discussed that given an external organisation had been used previously to set the incremental scale and that this was reviewed annually there should no inflation increase to the remuneration scale for the Chair at this stage. The Members' Council noted that any progression along the scale by the current Chair would be considered as part of the appraisal process with the final report due to the next Members' Council meeting.

It was RESOLVED to APPROVE an inflation uplift of 1.5% in the remuneration for Non-Executive Directors back dated to 1 April 2018.

The Chair, Non-Executive Directors, Executive Directors and Deputy Directors returned to the room and AM resumed the Chair.

MC/18/37 Members' Council business items (agenda item 7)

MC/18/37a Governor appointment to Members' Council groups and committee (agenda item 7.1)

AM reported that a draft process had been discussed on two occasions by the Members' Council Co-ordination Group. Objectives of the changes are to address the current lack of clarity about appointment to the groups, to make the appointment process more transparent, and to ensure effective operation of the groups, whilst maintaining a commitment to openness and inclusion. As it was a new process it could be reviewed again in the future and amended if needed.

BC commented that he was pleased to see that there is a formal process in place.

NA commented that he welcomed a formalised arrangement with flexibility to allow engagement from all governors.

It was RESOLVED to APPROVE the recommendation from the Members' Council Co-ordination Group on the process for the appointment of governors onto the sub-groups and committee and changes to the membership numbers on the sub-groups:

MC/18/37b Members' Council objectives (agenda item 7.2)

AM reported that the brief report demonstrated how the Members' Council had met its current objectives. The Members' Council Co-ordination Group had reviewed the objectives and had not suggested any amendments. AM asked the Members' Council for any further suggestions for inclusion.

NA commented that another area for inclusion could be the engagement of the wider strategy such as the West Yorkshire & Harrogate Health & Care Partnership (WYHHCP). He commented that he was disappointed that there had been no further update to governors from the WYHHCP on the membership of the partnership board and that currently there does not seem to be any governance arrangements that included governors. AM commented that the integrated care systems including the WYHHCP were continuing to evolve and there would be an update as part of the annual joint Trust Board and Members' Council meeting, which would follow the Members' Council meeting. AM suggested a further objective be added in relation to governors being engaged in wider partnership working. This was supported by the Members' Council.

Action: Angela Monaghan / Jackie Craven

It was RESOLVED to REVIEW the progress against their objectives in 2016-2018 and APPROVE the objectives through to November 2020 with the addition of an objective for governors to engage in wider partnership working.

MC/18/37c Governor engagement feedback (agenda item 7.3)

AM reported that the paper had been compiled from information provided by governors on events they have attended. The item is now a standing item on the Members' Council agenda as an opportunity for governors to formally feedback on the events they have attended.

AD commented that as part of his role he was a Freedom to Speak Up Guardian. The Guardians had organised some coffee mornings to encourage engagement with staff which governors may be able to attend. Any future dates to be provided to Emma Jones (EJ) to circulate to governors.

Action: Adrian Deakin / Emma Jones

RW commented that LHo gave an inspiring talk at the annual black, Asian and minority ethnic (BAME) staff network celebration event. AM asked LHo to briefly explain to the Members' Council the BAME staff network. LHo commented that the staff network meets approximately six times a year to discuss any issues that staff of a BAME background may have and that she

finds it a support group and it also gave her the confidence to stand for election as a staff governor. At the annual celebration she shared her personal experience working in the NHS. AM commented that the BAME staff network was run by staff and supported by the Trust, with disability and LGBTplus staff networks being established. NH commented that he attended the annual celebration and was impressed with the network because it was staff led. NH shared his experiences in the changes since the 1960s and commented that it would be good to share the presentations given at the event. AM commented that the WRES presentation provided some very interesting data on work that has taken place.

It was RESOLVED to RECEIVE the details provided from governors on events attended.

MC/18/38 Performance Report Quarter 2 2018/19 (agenda item 8)

Performance report

The key messages from the Integrated Performance Report were presented by Laurence Campbell (LC), MD in relation to quality, Mark Brooks (MB) in relation to national metrics and finance, and AGD in relation to workforce. An update on working in collaboration and priority programmes will be included as part of the joint Trust Board / Members' Council meeting. Full performance reports are available in Trust Board papers and on the Trust's website.

MA asked what conversations the Trust Board was having in relation to out of area beds. LC commented that there had been lengthy discussions around the performance and an enormous amount of work taking place by the Trust to try to understand differences in practice and demographics. The Trust was also looking at bringing in some additional external resource to try to accelerate the work.

NA commented that there did not appear to be any correlation to safer staffing fill rates and incidents occurring. MD commented that it might not be just in relation to incidents it might be the acuity of service users. MB commented that part of the fill rates related to the needs of particular service users, which was why staffing levels may be more than 100% on occasions.

LH asked in relation to safer staffing why the focus was on inpatient and not community. MD commented that work was taking place on how to measure community areas.

Focus on - Sickness absence

The key messages from the work taking place on wellbeing and sickness were presented by AGD.

LH asked if the Board had discussed the results of the wellbeing survey and if there had been any changes in actions. AM commented that both the Workforce & Remuneration Committee and Trust Board had discussed the action plans in place. AGD commented that this year local groups were being established in each of the business delivery units (BDUs) as well as a wellbeing champion. There was a stronger focus on bullying and harassment and a new framework in place. Phil Shire (PS) asked how the Trust performed in comparison to others. The Trust was performing well compared to its peers, with plans in place to continue to support further improvement.

CI commented that some staff may have their own mental health conditions and it was important that making this known was not seen as a stigma. AM commented that it was important that the Trust continues to have the right culture and environment for people to feel comfortable in speaking up. BC asked if staff members felt that being referred to Occupational Health was seen as a disciplinary measure. AGD commented that part of bringing the Occupational Health service into the organisation was so that it supported staff to stay in work. MA commented that staff did see it as more positive.

Stefanie Hampson (SH) commented that one of the areas showing a high level of sickness absence was one that had been through an organisational change and asked if an earlier review would help. AGD commented that a review was currently taking place of the community team and part of that was the workforce element.

LH commented that presentations on performance do not always reflect the pressure felt within staff groups, which is why she would encourage Board members to visit services. RW commented that it was also important to recognise that staff in particular services can have physical implications from their work such as musculoskeletal (MSK) and/or an emotional impact. There is a need to recognise the power of supporting individuals as well as a value based approach. The Workforce & Remuneration Committee would be receiving a further update. AM commented that the Members' Council Co-ordination Group could also consider timing for a further discussion by Members' Council, with the possibility for a staff governor to present.

Action: Angela Monaghan / Jackie Craven

Customer Services Annual Report 2017/18

The Customer Services Annual Report 2017/18 had been reviewed by the Members' Council Quality Group and was provided to all governors for noting.

It was RESOLVED to NOTE the Customer Services Annual Report.

MC/18/39 Closing remarks, work programme, and dates for 2019-20 (agenda item 9)

AM thanked the governors for their attendance and input. A hardcopy form was available for governors should they wish to provide feedback on the meeting, which would also be circulated electronically. The dates for 2019-20 were noted as follows:

- Friday 1 February 2019 (Barnsley) – 9.30am, Legends Suite, Barnsley Football Club, Grove Street, Barnsley S71 1ET.
- Friday 3 May 2019 (Kirklees) – 12noon, Conference Room 1, Textile Centre of Excellence, 5 Red Doles Lane, Huddersfield, HD2 1YF.
- Friday 2 August 2019 (Calderdale) – 12noon, Venue to be confirmed.
- Monday 16 September 2019 - Annual Members' Meeting (Wakefield) – Times to be confirmed, Large Conference Room, Wellbeing & learning centre, Fieldhead Hospital, Ouchthorpe Lane, Wakefield, WF1 3SP.
- Friday 1 November 2019 (Wakefield) – 9.30am, Large Conference Room, Wellbeing & learning centre, Fieldhead Hospital, Ouchthorpe Lane, Wakefield, WF1 3SP.
- Friday 31 January 2020 (Barnsley) – 9.30am, Legends Suite, Barnsley Football Club, Grove Street, Barnsley S71 1ET.

Signed:



Date: 1 February 2019