

**Minutes of the Members' Council meeting held on 31 January 2020  
Legends Suite, Barnsley Football Club, Barnsley**

<b>Present:</b>	Angela Monaghan (AM)	Chair
	Bill Barkworth (BB)	Public – Barnsley
	Bob Clayden (BC)	Public – Wakefield
	Jackie Craven (JC)	Public – Wakefield
	Andrew Crossley (AC)	Public – Barnsley
	Adrian Deakin (AD)	Staff – Nursing
	Lin Harrison (LHa)	Staff – Psychological Therapies
	Dr Nasim Hasnie OBE (NH)	Public – Kirklees
	Carol Irving (CI)	Public – Kirklees
	Trevor Lake (TL)	Appointed – Barnsley Hospital NHS Foundation Trust
	John Laville (JL)	Public – Kirklees
	Ruth Mason (RM)	Appointed – Calderdale and Huddersfield NHS Foundation Trust
	Devika Minocha (DM)	Public – Wakefield
	Debbie Newton (DN)	Appointed – Mid Yorkshire Hospitals NHS Trust
	Phil Shire (PS)	Public - Calderdale
	Keith Stuart-Clarke (KSC)	Public – Barnsley
	Prof Barry Tolchard (BT)	Appointed – University of Huddersfield

**In  
attendance:**

Erfana Mahmood (EM)	Non-Executive Director
Sean Rayner (SR)	Director of Provider Development
Mark Brooks (MB)	Director of Finance & Resources (author)
Charlotte Dyson (CD)	Deputy Chair / Senior Independent Director
Dr Subha Thiyagesh (SThi)	Medical Director
Rob Webster (RW)	Chief Executive
Dawn Pearson (DP)	Marketing, Communications, Engagement & Inclusion Lead
Maria Steeples (MS)	Personal Assistant/Minute Taker
Salma Yasmeen (SY)	Director of Strategy
Ashley Hambling (AH)	HR Business Manager

<b>Apologies:</b>	<u>Members' Council</u>	
	Marios Adamou (MA)	Staff – Medicine and Pharmacy
	Kate Amaral (KA)	Public - Wakefield
	Cllr Bill Armer (BA)	Appointed – Kirklees Council
	Paul Batty (PB)	Staff - Social care staff working in integrated teams
	Evelyn Beckley (EB)	Appointed – Staff side organisations
	Daz Dooler (DD)	Public - Wakefield
	Lisa Hogarth (LHo)	Staff – Allied Healthcare Professionals
	Adam Jhugroo (AJ)	Public – Calderdale
	Cllr Ros Lund (RL)	Appointed – Wakefield Council
	Cllr Chris Pillai (CP)	Appointed – Calderdale Council
	Jeremy Smith (JS)	Public - Kirklees
	Cllr Nicola Sumner (NS)	Appointed - Barnsley Council
	Debs Teale (DT)	Staff – nursing support
	Chris Pillai (CP)	Appointed – University of Huddersfield
	Paul Williams (PW)	Public – Rest of South and West Yorkshire

Attendees

Tim Breedon (TB)	Director of Nursing & Quality / Deputy Chief Executive
Laurence Campbell (LC)	Non-Executive Director
Carol Harris (CH)	Director of Operations
Chris Jones (CJ)	Non-Executive Director
Alan Davis (AGD)	Director of Human Resources, Organisational Development & Estates
Kate Quail (KQ)	Non-Executive Director
Sam Young (SY)	Non-Executive Director

**MC/20/01 Welcome, introductions and apologies (agenda item 2)**

Angela Monaghan, Chair, welcomed everyone to the meeting, in particular any new governors.

A governors-only meeting had been held prior to the main meeting.

There were no members of the public in attendance.

Apologies, as above, were noted.

AM highlighted that some governors would be stepping down at the end of April, and she wished to thank them for their service. Nasim Hasnie (NM) was approaching the end of his final term of office, and had served for 9 years. Lin Harrison had served for one term.

**MC/20/02 Declaration of Interests (agenda item 3)**

No declarations were received.

**MC/20/03 Minutes and actions of previous meetings held on 11 November 2019 (agenda item 4)**

The final draft Minutes of the Members' Council meeting held on 11 November 2019 were approved, subject to the following amendments:

John Laville (JL) and Trevor Lake (TL) were listed twice under those present.

The following matters arising were discussed:

MC/19/38 Governor engagement feedback (agenda item 7.4)

Phil Shire (PS) referred to the matter he had raised at the 11 November 2019 meeting regarding opportunities to feedback on PLACE inspection visits and where the reports went. AM replied that Alan Davis (AD) would know the answer to that and he would come back with a response.

**Action: Alan Davis**

PS added that he had been involved in some of the quality monitoring visits that were held in December, and that there were wider issues raised. He questioned whether more feedback should be provided from the findings of those visits, which were just a sample, together with any action points. AM advised that discussions had begun with the Trust engagement team, and she would report back via the Members' Council Co-ordination Group with a proposal with regard to a process for raising, addressing and issues raised by governors.

**Action: Angela Monaghan / Co-ordination Group**

JL advised that he had attended a quality monitoring visit, the previous day. It was part of the new process. He felt that, potentially, more could have come out of the process, e.g., more involvement from the staff would provide richer discussions (which tended to be at "arms-length"), and potentially reduce some of the bureaucracy. AM advised that this new process was

a pilot, linked to the quality improvement framework, and was being developed. TB would know more about the process. She suggested that this be discussed further with the Members' Council Quality Group.

**Action: Tim Breedon / Quality Group**

In response to an enquiry from Carol Irving (CI) regarding invitations to governors to attend monitoring visits and feedback, AM replied that all governors had been invited to take part in the visits. AM also reminded the meeting that governors were invited to attend the Members' Council Quality Group and Co-ordination Group meetings, irrespective of whether they were formal members of those groups.

Keith Stuart-Clarke (KSC) highlighted that the exact locations of the visits were not always made clear at the outset. Governors may agree to attend, but then find that the location is difficult for them to travel to. This was noted and will be fed back to the quality improvement team.

**Action: Angela Monaghan**

**It was RESOLVED to APPROVE the minutes of the Joint Trust Board / Members' Council meeting held on 1 November 2019 as a true and accurate record.**

#### **MC/20/04 Chair's Report (agenda item 5)**

AM invited governors to raise any issues within the report on which they would like clarification or further information. No comments or questions were raised.

AM advised that the Trust Board Meeting (Business & Risk) had been held on Tuesday 28 January 2020 at Fieldhead, at which a lengthy and helpful discussion had been held on the Board Assurance Framework. Consideration had been given to changes required to bring it in line with the new 2020/2021 objectives. The planning guidance (which had been expected during December 2019) had been received on 30 January 2020, and had not therefore been available for consideration at the Trust Board meeting. The planning guidance would enable the Trust to formalise the Board Assurance Framework for the Trust and the wider Integrated Care Systems (ICSs).

AM referred to a service user story which had been conveyed at the meeting. The service user described how he had experienced psychosis and attempted to take his own life on a number of occasions, but, due to the support and treatment he had received from the Trust, he now no longer needed any medication or treatment. He had since become a paid peer support worker in Barnsley, and had received an Excellence award as an unsung hero.

The Trust Board had also provided updates on the ICS, and discussed progress on the Estates Strategy, which was being developed for the next 10 years. It had also been reported that the Trust was meeting all its requirements against its constitution.

AM reminded governors that public Trust Board papers were available on the Trust's website.

AM advised that JL and JS had attended the public section of Trust Board Meeting, and invited JL to share any observations.

JL commented that the papers were very thorough, and provided assurance that a lot of strategic matters were on the agenda, and indicated who was accountable for each item. He felt that the engagement and atmosphere was very good.

**It was RESOLVED to NOTE the Chair's report.**

**MC/20/05 Trust Board appointments – Recruitment of Non-Executive Directors (agenda item 6.1)**

Jackie Craven (JC) took the Chair and introduced the item. Mark Brooks (MB) explained that Non-Executive Director (NED) Laurence Campbell's (LC) current term of office would end on 31 May 2020 and he had indicated that he would not be seeking re-election.

For a variety of reasons, outlined in the update paper, the Trust was seeking to recruit a NED who was financially qualified to replace LC, who was a qualified accountant.

It was highlighted that a recommendation was being made to Members' Council (agenda item 7.4) to change the public constituency for the Rest of South and West Yorkshire to the Rest of Yorkshire. Subject to agreement of this recommendation, the advert for the NED would be open to anyone living in Yorkshire, which, it was hoped, would attract more suitable candidates.

In response to a query from TL regarding recruitment of someone with suitable demonstrable experience (but not necessarily qualified) to increase the pool of suitable candidates, MB replied that this was covered in the recruitment process.

AM highlighted that recruitment would be based on Trust values, as well as specific qualifications and experience. She would arrange for the advert to be circulated, and asked governors to promote it, as appropriate.

**Action: Angela Monaghan**

**It was RESOLVED to NOTE the update, together with the timetable and job description.**

**MC/20/06 Governor appointments to Members' Council groups (agenda item 7.1)**

AM resumed the chair and introduced the item. AM explained that there were currently vacancies on the Members' Council groups, details of which had been circulated to governors before Christmas. Adam Jhugroo (AJ) had indicated that he would wish to join the Co-ordination Group as the Calderdale representative but had not, at the time of the Co-ordination Group meeting, submitted his nomination in writing. The Co-ordination Group, at its meeting held on 9 December 2019, confirmed they were happy to support AJ's nomination in principle and, although the deadline had passed, would still accept a formal expression of interest before the next Members' Council meeting on 31 January 2020. Unfortunately, AJ was unable to attend the Members' Council meeting today, due to a recent family bereavement, but had sent a self-nomination to AM, who read it out to the meeting. It was agreed to appoint AJ to the Members' Council Co-ordination Group.

AM advised that Nasim Hasnie (NH) was approaching the end of his third term of office (end April 2020). He was currently the Members' Council representative on the Trust Equality & Inclusion Committee, and would be attending one more meeting of that Committee in March. Nominations would be sought to replace NM.

**Action: Aimee Willett**

There were still vacancies on the Members' Council groups, and details would be sent out again, following this meeting of Members' Council.

**Action: Maria Steeples**

**It was RESOLVED to AGREE that Adam Jhugroo be appointed as Calderdale representative on the Members' Council Co-ordination Group**

**MC/20/07 Governor engagement feedback (agenda item 7.2)**

AM referred to the details of events attended by governors since the last Members' Council meeting on 1 November 2019 up to 17 January 2020. She highlighted that a list of events had

been received from JL, but this had, unfortunately, been received too late to include for this meeting. These details would be included with the minutes.

*[Post meeting note]:*

Meetings/events attended by JL during the period 1 November 2019 and 30 January 2020:

7.11 ~ PLACE Inspection The Dale's unit Calderdale  
14.11 ~ Kirklees Mental Health Partnership Board  
20.11 ~ North Kirklees Primary Care Commissioning Committee  
27.11 ~ Men's Mental Health Kirklees Workstream 2  
27.11 ~ Men's Mental Health Kirklees Workstream 4  
3.12 ~ Kirklees Time to Change Hub  
6.12 ~ Quality Monitoring Visit Priestley Unit Ward 18  
9.12 ~ Members Council Coordination Committee  
9.12 ~ Chair Kirklees Mental Health Carers Forum  
18.12 ~ North Kirklees Primary Care Commissioning Committee  
14.1.20 ~ Men's Mental Health Kirklees planning meeting  
21.1.20 ~ North Kirklees Patient Reference Group network meeting  
22.1.20 ~ Kirklees Time to Change Hub  
28.1.20 ~ SWYPFT Board meeting  
30.1.20 ~ Kirklees Mental Health Alliance meeting

**Action: Maria Steeples**

Bob Clayden (BC) highlighted that it was not always clear when the cut-off date was for submission of engagement feedback. AM replied that this would be followed up to ensure that it was made clear in future.

**Action: Maria Steeples**

The following additional events were also reported upon:

BC attended:

- No More Blue Mondays at Wakefield Town Hall, featuring a market place of stalls from over 30 local, community and charitable organisations (20 January)
- Train Ticket Thoughts on the Penistone Line, promoting mental wellbeing (23 January)

JL attended:

- Mental Health Alliance meeting in Kirklees (30 January) – this had been very well attended, and JL considered it to be a very positive and inspiring meeting.

KSC attended:

- Quality Monitoring visit at Beamshaw. Whilst KSC observed that the staff were very caring, he felt that the service users lacked routine somewhat.
- Meeting with Jane Taylor, Team Leader, Barnsley Recovery College. This followed a post-induction meeting with AM, when he had expressed an interest in working with veterans. He would work with Lin Harrison (LHa) and had been in touch with Nicola Sumner (NS), in her capacity as Barnsley Councillor.

**It was RESOLVED to NOTE the Governor engagement feedback**

### **MC/20/08 Members' Council Elections (agenda item 7.3)**

AM provided an updated on the Members' Council Elections for 2020, which had started earlier, this year, in order to provide newly-elected / re-elected governors more notice of the 1 May 2020 meeting, and an opportunity for newly-appointed / re-elected governors to self-nominate

for lead governor and vacancies on groups / committees. AM outlined the process which was being managed by Civica Election Services to ensure impartiality and transparency.

BC requested that the timetable be made clear at the outset. He was aware of interested parties, but they were unsure of the order of the process. This would be looked into.

**Action: Aimee Willett**

**It was RESOLVED to RECEIVE the update.**

#### **MC/20/09 Review and approval of Trust Constitution (agenda item 7.4)**

AM referred to a governor workshop which had been held on 9 December 2019 to consider proposed amendments to the Trust Constitution. All governors had been invited to attend, and it had been attended by Evelyn Beckley (EB), BC, JC and NH. The proposed amendments had been discussed at the strategic session of the Trust Board on 17 December 2019 and comments from both meetings had informed the recommendations in the paper. The Trust Constitution was updated periodically; the last time it had been updated was February 2017.

The Members' Council discussed and considered separately each area which had been recommended for further review.

#### Governor constituencies

**It was RESOLVED to AGREE to further exploration of the options outlined.**

#### Code of Conduct for Governors

With particular reference to use of social media, BC had been unable to find the Trust's policy on use of social media. This would be followed up with the Communications and Engagement team to ensure it was available to governors.

**Action: Aimee Willett**

**It was RESOLVED to AGREE a re-draft of the Code of Conduct to include the points outlined.**

*Rob Webster (RW) joined the meeting*

#### Minor amendments

**It was RESOLVED to APPROVE the minor amendments, as listed.**

#### Public constituencies

It was acknowledged that the size of the constituency may have to be considered, if amended to the whole of Yorkshire, and if it would remain one governor. The relative number of governors in other public constituencies is currently based on population.

**It was RESOLVED to APPROVE the change to the Rest of Yorkshire**

#### Staff constituencies

Debbie Newton (DN) highlighted that staff should be able to understand what it means to be a member of the Trust. AM acknowledged this point, and would ask that this be included in staff induction and future welcome events.

**Action: Angela Monaghan**

**It was RESOLVED to APPROVE the inclusion of the update in relation to automatic membership for staff.**

#### Terms of office

With particular reference to NEDs, it was acknowledged that the final three years (following the first six years/two terms) would be by exception, in accordance with the Monitor guidance.

In response to a question from LHa regarding governor posts and any change to main status (e.g., change of job), AM confirmed that the post would relate to the person, rather than the main job that they held. This would be made clear.

**Action: Aimee Willett**

**It was RESOLVED to APPROVE the change for terms of office to nine years in total for governors and NEDs**

Deputy Lead Governor

It was acknowledged that a job-share could be considered for this post. It would be put to the Nominations' Committee. RW suggested that job-share might be considered for all governor posts to promote flexible working.

**Action: Angela Monaghan / Nominations' Committee**

**It was RESOLVED to APPROVE the development of a Deputy Lead Governor role, and a role description would be developed.**

Chair and NEDs

It was suggested that, if a Chair or NED moved out of Yorkshire during their term of office, they could continue in their role, if it was practical for them to do so, and that they be considered on their merits. This decision would be made by the Nominations' Committee.

With regard to the sentence "current staff members / employees of the Trust cannot become a NED", this would be made more clear to indicate that they could not be a member of staff and a NED *at the same time*.

**Action: Aimee Willett**

**It was RESOLVED to APPROVE the changes outlined for the Chair and NEDs**

*Nasim Hasnie (NM) joined the meeting.*

Use of recording devices for meetings

The following suggestions were made and acknowledged:

- the definition of a meeting be made clear.
- any objections to use of recording devices to be acknowledged
- should different protocols be developed for public and private meetings?
- consider live streaming
- be mindful of social media

**Action: Aimee Willett**

**It was RESOLVED to APPROVE the inclusion of a statement relating to the use of recording devices for meetings.**

**It was RESOLVED to APPROVE the updates to the Trust's Constitution as set out and to bring back areas for further review to a future meeting.**

*Barry Tolchard (BT) left the meeting*

**MC/20/10 Performance Report Quarter 3 (agenda item 8.1)**

MB provided a summary of the Performance & Finance Update to Quarter 3 (2019/20)

- The Trust was forecasting to comfortably achieve its financial targets set by the Regulator. This was a significantly better position than the previous year. A draft of the

year-end position would be available by the end of March 2020, with the final position being submitted to the Regulator by end April 2020.

Positive points:

- The inappropriate use of out-of-area beds had reduced
- There had been additional investment in mental health, and the Trust was considering how best to use this.

Negative points:

- There was a high number of vacancies, due a general national and local shortage of particular categories of skilled staff, and the additional investment in mental health, which had opened up additional posts.
- Workforce Metrics:
  - Staff sickness was currently 5%. Whilst the target was 4.6%, the Trust was one of the better performers in this regard within the Yorkshire region compared to similar Trusts.
  - Turnover was at 12%
- Quality:
  - There had been an increase in falls. A risk assessment had been undertaken and additional measures had been put in place. Levels were within tolerance.
  - Safer staffing – Whilst some bank and agency staff were utilised, the Trust was generally in line.
  - Clinical supervision was below 70%. This was an area of focus to make improvements.
  - The risk management tool was being updated. The SystemOne tool would go live in April/May.
- Other key areas of focus were:
  - There had been some Serious Incidents in Forensics in the previous month.
  - There had been a positive movement in CAMHS waiting times, but there was still further work to do.
  - Out-of-area beds.
  - Recruitment & retention and sickness absence within the Workforce metrics.

With regard to safer staffing, Adrian Deakin (AD) had concerns that quality could be compromised by using bank and agency staff. He was assured that safety to patients was always the top priority. Deep dive investigations were carried out, as required, to ensure the correct skill mix was in place. AM suggested that this subject could be discussed further by the Quality Group, if required.

**Action: Tim Breedon**

LHa suggested that it be made clear that the information on safer staffing was relating to in-patient staff, and not community staff.

**Action: Tim Breedon**



Ashley Hambling (AH) advised that the Recruitment & Retention Steering Group was addressing the shortage of nursing staff, and was considering various routes to become a qualified nurse. Additional funding had been made available for nurse training. In some instances, other groups of staff could be used to complement nurse duties.

With regard to Integrated Care Systems, it was noted that the guidance had been delayed, but governors would be provided with further information, once received.

At this point BC reminded members about the use of acronyms, and this was acknowledged.

**It was RESOLVED to NOTE the Performance Report for quarter 3**

**MC/20/11 Care Quality Commission (CQC): Follow up to 2019 inspection (agenda item 8.2)**

Charlotte Dyson (CD) presented, noting that the Trust had been inspected in May/June 2019, and had been rated as Good, overall (4 of the 5 domains). Two service areas (*Specialist Community Mental Health Services for children and young people* and *Acute wards for adults of working age and psychiatric intensive care units*) required improvement.

An Action Plan had now been developed against the 12 “must do” requirements and 37 “should do” requirements. A collaborative approach had been adopted for staff teams to submit ideas for how to improve services using a systematic quality improvement approach to ensure improvements are embedded and sustainable. The necessary tools would be provided to achieve this.

There were 3 key themes: Risk Assessment, Medications, Care Planning and Record Keeping, against which progress was reported.

**It was RESOLVED to NOTE the progress outlined in the Care Quality Commission (CQC) Improvement Plan, together with the Governance process.**

**MC/20/12 Trust operating plan 2020/21 (agenda item 8.3)**

As reported under minute no. MC/20/04, the planning guidance to inform the Trust’s operating plan had only just been received on 30 January 2020.

JL queried whether the Trust would be penalised for being 42% higher than our agency staffing cap. MB responded that penalties would only be incurred for being 50% or more over cap.

JL also enquired about the Cost Improvement Programme delivery, and whether a surge would be required to achieve the target. MB replied that some one-off savings were expected to be made to return to financial sustainability.

**MC/20/11 Trust Communications, Engagement and Inclusion Strategy (agenda item 8.4)**

CD introduced the item, and explained that governors were being asked to help create a strategy for communication, engagement and involvement, to include the Trust’s approach for equality, inclusion and members. The views of service users / carers / communities / partners would also be sought.

CD introduced Dawn Pearson, the newly-appointed Marketing, Communications, Engagement & Inclusion Lead, who was leading on the development of the strategy.

Due to time constraints, it was agreed that alternative options be set up for governors to provide their views, e.g., via Quality or Co-ordination Groups and/or separate session(s). Feedback postcard were circulated to all those present.

Andrew Crossley (AC) advised that, as part of Barnsley 2030, he was seeking views of the public.

CI raised an issue of concern regarding listening to patients, and gave an example of a gentleman who had missed an appointment and subsequently received a dismissal letter. He had then contacted the service, before taking his own life. LHa was aware of this, and advised that work was ongoing with staff to help to avoid similar cases, in future.

BC referred to an interesting article he had listened to on Radio 4, earlier that week, on the use of language in the NHS.

**It was RESOLVED to NOTE the development of the strategy and AGREE to a further involvement session for governors.**

### **MC/20/12 Local Indicator for Quality Accounts (agenda item 9)**

As part of the Quality Account process, there was a requirement for the Trust's External Auditors to test data on two Mental Health mandated Key Performance Indicators and one local indicator. Members of the Quality Group had been asked to vote on a preferred local indicator from:

- Pressure ulcers
- Percentage of people who are terminally ill who die in place of their choosing
- Duty of candour.

Though there had been a limited response, and the highest number of votes had been cast for pressure ulcers.

**It was RESOLVED to APPROVE the local indicator, as recommended by the Members' Council Quality Group. This decision would be forwarded to the External Auditors.**

**Action: Tim Breedon**

### **MC/20/13 Closing remarks, work programme and future meeting dates (agenda item 10)**

#### Work Programme

The Work programme for 2020/21 was attached for information. It was noted that the Evaluation / Development session had been deferred to 2021.

#### Meeting feedback

A hard copy form was available for governors, should they wish to provide feedback on the meeting. There would also be an option to comment on Survey Monkey, which would be circulated by email. Members' comments were helpful and considered by the Members' Council Co-ordination Group in setting the agenda.

#### Members Council Meeting

The dates for the Members' Council meeting in 2020 held in public were noted as follows:

- Friday 1 May 2020 (Kirklees) - 12.30-16.30pm, Textile Centre of Excellence, 5 Red Doles Lane, Huddersfield, HD2 1YF
- 31 July 2020 (Calderdale) - 12.30-16.30pm, venue to be confirmed.
- 30 October 2020 (Wakefield) - 9.30am-14.30pm, Large conference room, Wellbeing & learning centre, Fieldhead, Ouchthorpe Lane, Wakefield, WF1 3SP

Dr Nasim Hasnie

As this would be NH's final meeting of the Members' Council, as he was approaching the end of his final term of office, the Chair thanked him for his valuable contribution to the Trust over the last 9 years, and presented him with a certificate of thanks.

**Signed:**

A handwritten signature in black ink, appearing to be 'N. Hasnie', written over a horizontal line.

**Date:** 1 May 2020