

MINUTES of the Calderdale Wellbeing Full Board Meeting
Tuesday 2nd June 2020, via Zoom, 1030 to 1230

Present (members): Freda Davis (FD), Gemma Edkins (GE), Jen Fagan (JF), Kate Hallitt (KH), Carla Harrison (CH), Paul Hunt (PH) (Chair), Jonathan Morrish (JM) and Jonathan Stephen (JS)

In attendance (non-members): Wendy Anderson (WA)(Admin Worker: notes)
Peter Boyle (PB)(Ops Manager)
Dianne Darby (DD)(Ops Manager)
and Jonny Richardson Glenn (JRG)(Chief Officer)

1. **WELCOME AND INTRODUCTIONS:** Chair welcomed all, particularly new Trustee, Gemma. He hoped she would enjoy her time with Healthy Minds. Gemma had received biographies from some Trustees – Paul thanked all who had sent them – he would share any others once they arrived.
2. **APOLOGIES:** Lydia Blundell (LB) and Naomi Sutcliffe (NS)
3. **DECLARATION OF ANY CONFLICTS OF INTEREST IN ANY MATTERS ON THE AGENDA:** There were none.
4. **MINUTES OF PREVIOUS MEETINGS – correct record and matters arising:**
 - a) **Fri 1st May 2020:**
 - i) P1 – AA's role in Time Out: Jonny asked for minutes to clarify role of Project Worker with Marketing & Comms responsibility.
 - ii) P2 – Safeguarding: Deferred until next Board meeting as current agenda too packed.
 - iii) P4 – Finance Sub: Jonathan M noted that a “not” was missing.

ACTION: Wendy to amend minutes by Fri 5th Jun 2020:

P2: Recruitment: Clarify that Alex is a Time Out project-worker with responsibility for marketing the project.

P4: Finance Sub: Penultimate para; insert “not” in front of “necessary”.

5. **INFORMATION, DISCUSSION AND DECISION ITEMS:**
 - a) **Operational and performance report:** Jonny highlighted main points:
 - i) TIME OUT: Listening Line up & running; two sessions to date; steady away with referrals.
 - ii) RECRUITMENT FOR MARKETING & COMMS PERSON (across whole of HM): Shortlist exists; candidates not yet informed – need to establish whether they're still interested.
 - Unclear when successful candidate might be able to undergo induction – none of candidates are familiar with HM.
 - Kate and Jen had offered help with recruitment process.

Paul had talked with Jen, Jonny, Kate, Peter and Lydia – there's a divergence of view re whether induction for the role could take place during lockdown. Freda proposed all involved write down key points and what needs to happen for them to be addressed.

Paul thanked Freda, stressing the need to act this week. He noted that Lydia had, in her own workplace, inducted someone

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into a similar role.

ACTION: By Fri 5th Jun, **Jen** to convene meeting on feasibility of induction for Marketing & Comms role during COVID-19, and implications for progressing recruitment to the role. Discussion to include (at least) **Jen, Jonny, Kate and Peter**: **Kate** to contact **Lydia** for input so discussion informed by her experience of having inducted a Marketing & Comms Officer at the Uni Students' Union during lockdown. Likewise **Jonathan S with Peter**. Then, agree appropriate next steps.

- iii) **ANNUAL LEAVE:** Staff are accruing leave during lockdown, although they've been individually encouraged to take leave. Board guidance needed.

ACTION: **Jonny** to speak with **Lydia**; review NCVO guidance in order to bring back formal proposal on annual leave accrual to next Board.

- b) **Safespace bid outcome:** The bid has been successful, with a start date of 1st Jul 2020. Paul thanked all involved for a really successful undertaking.
- c) **HR and non-HR policies:** Peter summarised: just small amendments to come – Lydia felt Maternity & Adoption Leave and Menopause Leave should come out of Absence Management to be stand-alone policies. Paul thanked Peter for his hard work and for liaising with Lydia.

ACTION: Absence Management policy: **Peter** to extract sections on maternity, paternity, adoption and menopause leave.

DECISION: Fundraising, Grievance, Recruitment and Lone Working policies were all approved. Absence Management approved subject to removal of sections on maternity, paternity, adoption and menopause leave.

- d) **Inclusion Programme: approach:** Paul wished to suggest a way of ensuring energy and commitment are maintained in carrying forward the strategy on diversity and equality and in accelerating work on membership. He proposed a formal programme approach. Gem summarised this is a structured way of delivering programmes, so everyone understands what's happening throughout the process. Jonny was familiar with using the approach within the NHS – there were clear lines of responsibility – who's doing what and when.

DECISION: An MSP (Managing Successful Programmes) approach to be adopted for overseeing delivery of the Diversity and Membership projects.

First meeting of Inclusion Programme will be Mon 8th Jun 2020, chaired by **Paul, with Jonathan S, Gemma, Jonny and Peter** – to meet monthly. Consider further options / timing for encouraging appointments to enhance Board diversity.

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Paul had revised the Forward Plan to take account of the approach. It will need stakeholder input from all staff, volunteers and service users.

- e) **Charities Governance Code Self-assessment:** A lot of work done at Trustee Development Day – most actions completed – now proposing priority actions for 2020 / 1:

- i) **COMPLAINTS POLICY:** Paul noted the difference between complaints and grievances. Jonny indicated that HM had had few complaints, usually around miscommunication, which were generally resolved. No complaints had been upheld. The policy was deemed simple but effective. Discussion raised issues of need for transparency and possibility of reputational risk. Di noted that Quality for Health had a section on the handling of complaints and the learning that needs to occur from the process – she felt it needed clarifying even with instances where there's no need for Board involvement. Paul summed up – there was a need to revisit the Complaints Policy looking at reputational risk, the positives of learning from complaints, the need for Board / Trustee involvement and how the Board is made aware of the number / substance of complaints.

ACTION: Development and implementation of Complaints Policy: Deadline Sep 2020 – **Jonny** to discuss with **Dianne** and **Peter**; **Paul** and **Jonny** to discuss timeline.

- ii) **STAFF SUPERVISION AND APPRAISAL:** Is happening informally. Staffing Sub has struggled to meet due to members' daytime work commitments.

ACTION: **Lydia** to propose an alternative to Staffing Sub for overseeing the HR agenda.

ACTION: Development and implementation of Staff Supervision and Appraisal Policy: **Jonny**. Deadline Sep 2020.

- iii) **OUTCOME OF QUALITY FOR HEALTH SUBMISSION:** Has been delayed following postponement due to COVID-19.

- iv) **BOARD EFFECTIVENESS:** Skills audit – Paul was happy with skill-set of current Board-members and also has members' biographies.

ACTION: Skills audit: Revisit in financial year 2021 / 2.

- v) **DIVERSITY STRATEGY:**
This is under active review position as part of the Inclusion Programme.

Paul: The Board can look at embedding future improvements within the Forward Plan at the end-of-year review of the Governance Code.

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- f) **Business plan 2020 / 21:** Development Sub and Jonny had considered this in detail and recommended it to the Board. Jonny noted the Business Plan informs the organisation-wide and project Operational Plans and gives direction. Jonny tries to engage staff with the Plan, indicating why we are doing particular things and highlighting connection with the Plan. Dianne noted that Recovery & Support team had looked at service / operational plans – it was useful to have a framework which links back to the “bigger picture”.

DECISION: The Business Plan 2020/1 was approved.

- g) **Revised Forward Plan 2020 / 21:** Was recommended to the Board by Development-Sub Chair, Carla.

DECISION: The Forward Plan 2020/1 was approved.

- h) **Risk Register: annual review:** Paul and Jonny revisited – Paul sought suggestions as to how it might better inform decision-making. Jonny noted that staff-members do express risks / pitfalls. Jonathan S wondered if RR was drawn into consideration by any sub-committee – it was not. Carla suggested we look at cross-referencing so management of risk can be picked up within Business Plan – could go to appropriate committee depending on where the risk in question crops up.

ACTION: A broader more active approach to risk review to be implemented:

Development Sub and Finance Sub to review top risks and management of mitigation within financial year 2020 / 21.

Jonny to seek staff input on risk annually.

Board to review Risk Register in six months' time.

ACTION: Paul to propose how Risk Register mitigations, Governance Code actions, Forward Plan and Action Log might be coordinated and linked together.

6. SUB-COMMITTEE REPORTS:

- a) **Development Sub-committee:** Met Mon 27th Apr 2020 – members noted the minutes. Committee members have looked at producing three statements per service / project outlining the differences being made – the first significant step in recording impact. Kate expressed a wish to attend, and Carla reiterated that anyone is welcome to attend.

ACTION: Carla to invite Kate to the next Development Sub mtg.

7. **SAFEGUARDING:** Jonny reported that any issues (mainly within Safespace) have been addressed appropriately and acted upon – there is nothing that needs to be brought to board's attention. Peter had nothing to report to report. Dianne had found it useful to discuss some of the more “complex” issues with Jen. Jonny noted that West Yorkshire Police have altered their policy regarding welfare checks currently – they're prioritising cases where there is immediate danger.

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8. CHAIR'S BUSINESS, including:

a) **Significant risks identified in the course of the meeting:**

- i) CHAIR'S ONE-TO-ONE MEETINGS WITH TRUSTEES: Paul had found these really helpful. Carla and Jonathan S had found the reflective process useful also.

ACTION: Paul to collate learning from one-to-one meetings with Trustees.

- ii) DIVERSITY: Paul has asked Trustees to complete a Diversity Monitoring Form put together by Paul and Jonathan S. He shared his short presentation on the current make-up of the Board membership compared to borough demographics of age profile, religion and ethnicity. Discussion followed, with the following points emerging: the avoidance of tokenism; different cultural viewpoints of mental health; the possible use of the Reach platform for Trustee recruitment and options for extending positive community links.

ACTION: Paul to explore further options and timing of possible recruiting of Trustee/s to enhance the diversity of the Board.

9. ANY OTHER BUSINESS ARISING SINCE DISTRIBUTION OF AGENDA:

- a) **Funding sources related to COVID-19:** Jen wondered if we were pursuing all possible links – Jonny noted HM's application to Mind for funding to support additional capacity in R&S team and Welfare Rights. Lloyds has funding available, which we're considering – Paul discussed with Peter. Kate has already forwarded on a suggestion to Paul.

ACTION: All to forward any funding ideas to Paul or Jonny.

10. DATE(S) OF NEXT MEETING:

- a) **To be confirmed**

Chair thanked everyone and closed the meeting at 1233. Trustees remained for brief discussion.