

LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST

**Minutes of the Public Meeting of the Board of Directors  
held on Thursday 30 January 2020 at 9:30 am  
in Inspire@ Room, Horizon Leeds (3rd Floor), 2 Brewery Wharf,  
Kendell Street, Leeds, LS10 1JR**

**Board Members**

**Apologies**

|                     |  |   |
|---------------------|--|---|
| Prof S Proctor      | Chair of the Trust                                   |   |
| Prof J Baker        | Non-executive Director                               |   |
| Mrs J Forster Adams | Chief Operating Officer                              |   |
| Miss H Grantham     | Non-executive Director                               |   |
| Mrs D Hanwell       | Chief Financial Officer and Deputy Chief Executive   |   |
| Mrs C Holmes        | Director of Organisational Development and Workforce | ✓ |
| Dr C Kenwood        | Medical Director                                     |   |
| Mr A Marran         | Non-executive Director                               | ✓ |
| Dr S Munro          | Chief Executive                                      |   |
| Mrs M Sentamu       | Non-executive Director                               |   |
| Mrs S White         | Non-executive Director (Deputy Chair of the Trust)   |   |
| Mrs C Woffendin     | Director of Nursing, Quality and Professions         |   |
| Mr M Wright         | Non-executive Director (Senior Independent Director) |   |

All members of the Board have full voting rights

**In attendance**

|  |   |
|--|---|
| Mrs C Hill   | Associate Director for Corporate Governance / Trust Board Secretary |
| Mrs L Jenson   | Deputy Director of Workforce (deputising for Claire Holmes)         |
| Seven members of the public (one of whom was a member of the Council of Governors) |   |

**Action**

**20/001**

Prof Proctor opened the public meeting at 9.30 am and welcomed everyone.

**Sharing Stories** (agenda item 1)

Prof Proctor welcomed Lisa Cromack who attended the Board to share her story of gaining employment as an Involvement Co-ordinator with the Learning Disability Involvement Team and explained the difference this employment had made to her. Ms Cromack also talked about the process had provided a springboard for her to apply for another part-time job at the University of Leeds. She advised that achieving her goal had also meant that she was in a position to share her experiences with others and how this had helped to inspire other service users in working towards achieving their goals.

Gill Galea (Social Care Manager) explained how the Learning Disabilities Team had developed an appropriate and accessible interview process. She added that this had been co-produced with service users and had resulted in Ms Cromack and a number of other people with Learning Disabilities being

employed as involvement workers within the team.

It was noted that Ms Cromack would be attending the next Council of Governors' meeting to share her story. Prof Proctor reminded the Board that the governors were interested in how the Trust supported service users, particularly with learning disabilities, in gaining employment and that Ms Cromack's presentation would be of great interest to them.

The Board thanked Ms Cromack for sharing her inspirational story and it was suggested that her presentation be uploaded to the Trust's website. Mrs Hill agreed to send this to Mr Tipper.

**CHill**

On behalf of the Board, Prof Proctor **thanked** Ms Cromack for attending the Board to share her story.

**20/002 Apologies for absence** (agenda item 2)

Apologies were received from Mrs Holmes, Director for OD and Workforce; and Mr Marran, Non-executive Director. It was noted that Lindsay Jensen, Deputy Director of Workforce, was deputising for Mrs Holmes at the meeting.

**20/003 Declaration of interests for directors and any declared conflicts of interest in respect of agenda items** (agenda item 3)

Miss Grantham noted that there had been a change in her declaration of interests; that she was now sole owner, not co-owner, of Entwyn Ltd and agreed to send an updated form to Mrs Hill. Mrs Sentamu also noted that she had stepped down as the President of Mildmay International. The Board noted there were no other changes to directors' declarations of interests. It was also noted that no director at the meeting had advised of any conflict of interest in relation to any agenda item.

**HG**

**20/004 Minutes of the previous meeting held on 28 November 2019** (agenda item 4)

Mr Wright noted that within minute 19/163 there was a typographical error and that this should have indicated that the report was from the Chief Operating Officer. In addition to this he added that minute 19/169 had not sufficiently captured the need to thank staff for the huge amount of work undertaken to develop the governance arrangements for the new Provider Collaborative. Mrs Woffendin noted that she was at the November meeting and that the minutes should not have shown that Nichola Sanderson was in attendance.

Mrs Hill agreed to amend the minutes prior to them being signed by the Chair.

**CHill**

The minutes of the meeting held on 28 November 2019 were **received** and **agreed** as an accurate record subject to the amendments detailed above.

**20/005**      **Matters arising** (agenda item 5)

The Board **noted** there were no matters arising that were not either on the agenda or on the action log.

**20/006**      **Actions outstanding from the public meetings of the Board of Directors**  
(agenda item 6)

Prof Proctor presented the action log which showed those actions previously agreed by the Board in relation to the public meetings, those that had been completed and those that were still outstanding. The Board discussed the actions.

With regard to the action for Mrs Hanwell to make a report to the Clinical Environments Group about the issues observed on the Section 136 Suite during a recent visit by Prof Baker, she confirmed that the issues had been raised at the meeting and that remedial work had been carried out. However, she added that there was a fundamental issue with the layout of the unit which could not be resolved in the short-term and that this would need further consideration by the Care Services Directorate as to how this might be addressed. It was suggested that this could form part of the Board's session on the Estates Strategic Plan in February.

The Board **received** a log of the actions. It **noted** the details, the timescales and progress.

**20/007**      **Chief Executive's report** (agenda item 7)

Dr Munro presented the Chief Executive's Report and drew attention to the main points outlined in the report. In particular, Dr Munro noted that there had been an unannounced visit by the West Yorkshire Fire and Rescue Service to the Becklin Centre and that they had been impressed with the action that had been taken to address their initial findings and that the Fire Service had confirmed that it would not be taking any further action against the Trust.

Mrs Sentamu asked about the bank staff survey noting that there had been a 26% response from these staff. She noted that there was currently a Bank Staff Forum in place and asked whether there were sufficient senior staff present at these meetings. Dr Munro noted that whilst there was still more that could be done there had been huge amount of work undertaken to ensure that bank staff feel supported, listened to and valued and that this had resulted in the increase in some of the positive responses received in the survey. Mrs Jensen added that the 26% response rate was good for the

first survey and that the workforce team was already looking at what it could do to increase the response rate for future surveys. She also noted that a number of other trusts had expressed an interest in understanding the work the Trust was doing with its bank staff and that this had resulted in a number of visits from partners.

Mrs Sentamu also noted that at a recent Bank Staff Forum there had been a number of questions raised as to the reasons for them having to undertake training on CareDirector. Mrs Woffendin explained the importance of ensuring that all staff, including bank staff, were able to use and input to the new system and that for this reason a programme of training had been put in place.

Prof Proctor noted that the Secretary of State for Health and Social Care was to be invited to the Gambling Addiction Service in Manchester and asked if Claire Murdoch (NHS England's National Mental Health Director) could also be invited to the event. It was agreed that Mr Tipper would look at taking this forward.

OT

The Board **received** and **noted** the report from the Chief Executive.

20/008

**Report from the Chair of the Audit Committee for the meeting held on 23 January 2020** (agenda item 8)

Mr Wright presented the report as Chair of the Audit Committee relating to the meeting held on 23 January 2020. In particular he drew attention to:

- **Estimated Discharge Dates:** Mr Wright noted that this was something that the committee had looked at previously and that it had asked for assurance on the consistent application of estimating discharge dates within care plans. He noted that assurance had been received by the committee that compliance rates had increased as a result of the work carried out, but that there was more still to do. He also noted that there would be a further internal audit carried out in the coming year to look at the progress made and the impact of the actions taken.
- **IT security and housekeeping controls:** Mr Wright advised that the committee had been pleased to note that the recent audit on IT security and housekeeping controls had provided significant assurance on the Trust's arrangements for securing information technology and data, adding that this was an important area for the Trust.
- **Contract management internal audit report:** Mr Wright noted that this audit had resulted in a rating of 'limited assurance'. He added that there had been a number of recommendations made which had been accepted by management and that assurance had been received on the steps being taken to address the findings. Mr Wright noted that one of the actions would likely incur additional management costs, and that whilst it was an Executive Team

decision as to whether to appoint any additional management capacity, the committee had been assured as to the need for this and the benefit it would bring to strengthening the procurement management arrangements.

- **Service user's money and property internal audit:** Mr Wright noted that this audit had resulted in a rating of 'limited assurance'. He added that whilst the committee had been concerned at some of the findings it was assured that management and the staff who will implement the procedures had accepted all of the recommendations; had completed some of the work; that there was support for staff going forward; that the learning from this audit would be factored into training; and that improvements were being seen in operational areas.
- **Health and safety action plan:** Mr Wright reported that the committee had considered the Health and Safety Executive action plan and had been assured that good progress had been made against the actions.

Prof Proctor asked about the deferral of audits and whether this would impact on the capacity to complete these before the end of the financial year. Mr Wright reported that the committee had been assured on the programme of audits and that the committee had not been concerned at the proposals for the revised programme.

The Board **received** the report the Chair of the Audit Committee and **noted** the matters raised.

20/009

**Report from the Chair of the Quality Committee for the meetings held on 10 December 2019 and 14 January 2020** (agenda item 9)

Prof Baker presented the Chair's reports from the meetings held on 10 December 2019 and 14 January 2020. In particular he noted that there had been presentations from the Older People's Service and also the Veteran's Service and that the committee had explored some of the challenges for these services particularly in relation to workforce. He also noted that there had been a discussion on the outcome of the Mental Health Optimal Staffing Tool (MHOST) and that there had been the opportunity to look at the staffing levels and resulting costs the tool had identified.

Prof Baker also noted that the committee had received a report on the effectiveness and sustainability of serious incident reviews and that it had looked at the actions this had generated. He added that this was an important and interesting paper and asked for this to be circulated to those Board members who do not attend the committee which Mrs Hill agreed to do. Dr Kenwood spoke about the importance of this work and how it needed to link to the cultural work being carried out across the Trust. Dr Munro noted that this piece of reflective work facilitated the creation of an environment, space and time where people feel safe and able to learn from serious incidents.

**Chill**

The Board then noted that the Infection Control Team had achieved a vaccination rate of 83.3%. Prof Proctor asked that thanks be conveyed to the team in relation to this achievement.

The Board **received** a report from the Chair of the Quality Committee and **noted** the content.

20/010

**Report from the Chair of the Finance and Performance Committee for the meeting held on 28 January 2020** (agenda item 10)

Mrs White provided a verbal report from the meeting of the Finance and Performance Committee held on 28 January 2020. She advised of the discussions that had taken place in respect of:

- **Discharge summaries communicated to GPs**, noting that there had been concerns raised about the delay in the summaries being sent to GP surgeries and that there had been a detailed discussion on the potential impact of these delays and the actions being taken. Mrs White also noted that the committee would receive a further update on this matter at the next meeting.
- **Capacity and demand aspects of the CQPR**, in particular the Acute Care Excellence work streams and the importance of clinical leadership to progress this work.
- **The latest benchmarking data**, noting that in some areas the Trust was an outlier in comparison to other organisations. Mrs White noted that the committee had been advised that this data had been triangulated with the Model Hospital data and that there had been discussions about how performance could be improved and ways in which further efficiency opportunities could be identified.
- **IT security dashboard**, noting that the committee had identified some key indicators that would be used to develop a dashboard and that ultimately these would be incorporated into the CQPR.

Mrs Forster Adams provided an update on the discharge summaries communicated to GP surgeries. She advised that whilst summaries were being provided to GPs this was not always being done within the required timescale. She also advised the Board on the actions being taken to address this and outlined some of the challenges in implementing the potential solutions.

The Board **received** a report from the Chair of the Finance and Performance Committee and **noted** the matters reported on.

20/011

**Combined Quality and Performance Report (CQPR) (agenda item 11)**

Mrs Forster Adams introduced the CQPR and outlined the main points of focus as detailed in the report. She also noted that the content of the report had been discussed in detail at recent meeting of the Finance and Performance Committee, the Quality Committee and the Workforce Committee.

She drew attention in particular to the Acute Liaison Psychiatry Service noting that the team was working hard to achieve their target of seeing service users within 1 hour. She added that to assist with improvement in performance the team was looking to recruit additional staff. She also noted that despite the challenge of staffing levels the team was receiving consistently good feedback from the acute Trust in respect of their work within the Accident and Emergency Department.

Mrs Forster Adams noted that the new patient record system CareDirector was due to go live shortly but that during the cut-over period there could be a short-term issue with the provision of data. This was noted by the Board.

Mrs Sentamu asked about appraisals and the survey that was due to be launched for Trust staff. Mrs Jensen advised that the survey had come about as a result of a recent Internal Audit report, and that and this would assist in looking at the quality of individual staff's appraisals. She added that by asking staff about their experience it would be possible to gauge how effective appraisals were and whether there was any action that may need to be taken in relation to the process.

Prof Proctor asked about the increase in number of restraint incidents. Mrs Woffendin noted that these were discussed in detail at the Positive and Safe Practice Group. She added that during the period reported on the increase in the number of incidents had been in relation to two service users with complex needs and that the increase was not indicative of a wider trend.

The Board **received** the CQPR. It **noted** the progress made and the areas currently under review.

20/012

**Safe Staffing Report (agenda item 12)**

Mrs Woffendin presented the safe staffing report which the Board received and noted. She added that there had been no breaches highlighted in the report.

The Board **received** the safe staffing report and **noted** the content.

20/013

**Update on the implementation of the smoke-free policy (agenda item 13)**

Mrs Woffendin presented a paper which gave an overview of the pilot and

progress with the implementation of the smoke-free policy. She outlined the work that had taken place and asked the Board to support the pilot being extended by six months to allow sufficient evaluation of its impact prior to this being implemented more widely.

Dr Munro commended the work that had been undertaken and noted the challenges there had been in implementing a smoke-free policy. The Board discussed the steps taken to implement the policy and achieve a safe and therapeutic environment for service users and staff. It also noted the ongoing discussions with PFI partners around the use of e-cigarettes within PFI units.

The Board discussed the impact of the use of e-cigarettes on staff's working environment and asked for staff's views on this to be captured and factored into the evaluation of the pilot.

**CW**

The Board received and considered the report on the pilot and asked that a further update would be brought back to the July Board meeting.

**CW**

The Board **received** the paper and **noted** the contents. It also **supported** the pilot being extended by a further six months.

**20/014**

#### **Report from the Chief Financial Officer (agenda item 14)**

Mrs Hanwell presented the Chief Financial Officer's report noting that this had been looked at in detail at the Finance and Performance Committee. She advised that as at month 9 the Trust was ahead of plan and was rated at a financial score of '1'. She added that the income and expenditure position continued to be underpinned by significant variances between planned budgets and actual expenditure, with a high degree of reliance on underspending budgets to offset other pressure areas.

With regard to capital Mrs Hanwell indicated that following national scrutiny on capital expenditure by regulators, organisations had been asked to review their capital plans. Mrs Hanwell advised that as a result of this there had been a further re-forecast for the full-year position with a reduction of £1m. She added that this was mainly achieved as a consequence of VAT savings and timing adjustments and was not due to any further deferral of schemes.

Mrs Hanwell then advised that the Planning Guidance for 2020/21 was still awaited and that ahead of this, work was ongoing to prepare operational plans ready for approval and submission to NHS Improvement / England.

The Board **received** the Chief Financial Officer's report and **noted** the content.



20/015

**First annual review of the Partnership Memorandum of Understanding (MoU) for the WY&H Health and Care Partnership** (agenda item 15)

Dr Munro presented the paper. She noted that the MoU had been consulted on with the various partner organisations and that it was now presented to the Board so it could confirm its continued support of the work of the ICS. Dr Munro noted that whilst the MoU had no legal standing it represented an ongoing commitment for partners to work together to ensure the effective provision of care to service users.

Mrs Hanwell noted that whilst the MoU had no legal standing there was soon to be a System Collaboration and Financial Management Schedule that would form part of the NHS Model Contract and that this would tie Trust's into some of the detail currently in the MoU. Mrs Hanwell noted that there was further work to do to look at the implications of this new schedule.

Mrs White asked if there had been any discussion about there being a lay chair of the ICS. She also noted that the Partnership Board had a number of decision making rights and asked how the Board would be sighted on such issues ahead of any decisions being taken.

Dr Munro noted that the discussion around the chair of the ICS had concluded that having a chair from the Local Authority would embed councils into the work and the decisions being taken. Dr Munro then outlined the governance arrangements in respect of the decisions that would be taken and how this was tied into the structures in the Trust.

Mr Wright noted that the governance arrangements for the ICS was on the agenda for the Audit Committee and that alongside this there was an external event for Audit Chairs in March which would look at this. He agreed to provide an update at the March Board meeting.

MW

The Board discussed the way in which the financial and performance regime might work within the ICS and what was likely to be expected of trusts to support partners who may be in financial 'distress'. It also discussed the emerging maturity of the ICS in tackling some of the issues which might arise in the future.

The Board **considered** and **approved** the updated Memorandum of Understanding for the WY&H Health and Care Partnership

20/016

**West Yorkshire Mental Health, Learning Disability and Autism Collaborative Committees in Common meeting minutes and report** (agenda item 16)

Dr Munro presented the minutes and report from the meeting of the Committees in Common and the Board noted the content.

The Board **received** the West Yorkshire Mental Health, Learning Disability and Autism Collaborative Committees in Common meeting minutes and report and **noted** the content

**20/017 Use of seal** (agenda item 17)

Prof Proctor noted that the seal had been used on one occasion since the last Board meeting:

- Log number 120 – Licence to occupy the Beacon of Light.

The Board **noted** the occasion on which the Seal had been applied.

**20/018 Any other business – flu vaccination assurance statement** (agenda item 18)

Mrs Woffendin presented the assurance statement on flu vaccination. She noted that the campaign had been extremely successful and that the Trust had received all the CQUIN money due as a result of achieving the target. With regard to the assurance statement Mrs Woffendin noted that this would be uploaded to the Trust's website.

The Board **received** and **noted** the content of the flu vaccination assurance statement.

**20/019 Glossary** (agenda item 19)

The Board received the glossary.

**20/020 Resolution to move to a private meeting of the Board of Directors** (agenda item 22)

At the conclusion of business, the Chair closed the public meeting of the Board of Directors and thanked members of the Board and members of the public for attending.

The Chair then resolved that members of the public be excluded from the meeting having regard to the confidential nature of the business transacted, publicity on which would be prejudicial to the public interest.

The Chair of the Trust closed the meeting at 12:00 and thanked everyone for attending.

Signed (Chair of the Trust) .....

Date .....