

**Minutes of the Public Meeting of the Council of Governors  
held on Thursday 5 May 2022 in the Create@ Room at Horizon Leeds,  
2 Brewery Wharf, Kendall Street, Leeds, LS10 1JR**

**PRESENT:**

Dr Sue Proctor – Chair of the Trust (Chair of the meeting)

**Public Governors**

Les France  
Niccola Swan  
Peter Webster

**Carer Governors**

Caroline Bentham

**Service User Governors**

Rachel Gibala  
Joseph Riach

**Executive Directors**

Joanna Forster Adams  
Dawn Hanwell  
Sara Munro  
Darren Skinner

**Staff Governors**

Ian Andrews  
Oliver Hanson  
Gail Harrison  
Andrew Johnson

**Appointed Governors**

Helen Kemp  
Tina Turnbull

**Non-Executive Directors**

Prof John Baker  
Helen Grantham  
Cleveland Henry  
Merran McRae  
Sue White  
Martin Wright

**IN ATTENDANCE:**

Kieran Betts – Corporate Governance Assistant

Rose Cooper – Corporate Governance Officer

Eddie Devine – Head of Pathway Integration: Mental Health, Learning Disability and Neurodiversity

Josef Faulkner – Head of Operations for Community and Wellbeing Services

Caroline Gatti – Clinical Operations Manager for Leeds Adult Community Mental Health Teams

Dr Frances Healey – Associate Non-executive Director

Cath Hill – Associate Director for Corporate Governance

Kaneez Khan – Associate Non-executive Director

Kerry McMann – Corporate Governance Team Leader

Debbie Thrush – Clinical Lead for Working Age Adult Community Mental Health Teams

**22/021 Welcome and introductions (agenda item 1)**

Dr Sue Proctor opened the meeting at 1.00pm and welcomed everyone.

**22/022 Sharing Stories: The Working Age Adult Community Mental Health Service with an update on the Community Transformation work (agenda item 2)**

Josef Faulkner, Caroline Gatti, Debbie Thrush and Eddie Devine delivered a detailed presentation on the Working Age Adult Community Mental Health Service with an update on the Community Transformation work. Josef, Caroline and Debbie provided an overview of the service which was made up of three localities and provided care to 3000 service users aged from 18 to 65, including those transitioning from Children and Young People's Services. The team outlined some of the current challenges which included increasing caseloads and the impact this had on their ability to deliver care to a high standard as well as the effect on staff wellbeing and retention. They also talked about the opportunities that the Community Mental Health Transformation would create, including developing co-production across the service, tackling health inequalities, and diversifying the workforce.

Eddie Devine then talked about the Community Transformation work in more detail. He explained that the aim was to create a radical new model of joined-up primary and community mental health that responded to the needs of the local population and removed barriers to access, so that people could access care, treatment, and support as early as possible and live as well as possible in their communities. Eddie also explained that the project was being designed using the Institute for Healthcare Improvement (IHI) 90 Day Learning Cycle which was a systematic approach to exploring complex challenges which may not have a clear starting point.

The Council asked if the service was adequately resourced, and Josef responded that this was a challenge, and they were having to think creatively about how staff managed their day jobs and contributed to the project development. The Council also asked about what measures were in place to ensure a smooth transition from child to adult services. The Council heard that this was an area of important focus and noted that the team had recently carried out a Quality Review with Children and Young People's Services to look at areas for improvement.

Kaneez Khan asked what the arrangements were for ensuring staff were trained in relation to cultural competencies and cultural awareness and diversity. It was agreed that Josef would respond to Kaneez directly outside of the meeting and Rose Cooper would facilitate this.

**RC**

It was agreed that the slides from the Sharing Stories session would be circulated along with the contact details of the presenters in case the governors wanted to discuss anything further outside of the meeting. Sue Proctor suggested that the Community Mental Health Service provided the Council with an update on progress in approximately six months' time. Rose Cooper would add this to the forward plan.

**RC**

**RC**

The Council **thanked** Josef Faulkner, Caroline Gatti, Debbie Thrush and Eddie Devine for their detailed presentation and **noted** the information provided.

Josef Faulkner, Caroline Gatti, Eddie Devine and Debbie Thrush left the meeting.

**22/023 Apologies** (agenda item 3)

Apologies were received from the following governors: Mark Clayton (Carer Governor), Rita Dawson (Service User Governor), Ruth Grant (Non-clinical Staff Governor), Hazel Griffiths (Carer Governor), Peter Holmes (Service User Governor), Steve Howarth (Public Governor), Mussarat Khan (Public Governor), Kirsty Lee (Public Governor), Ivan Nip (Public Governor), David O'Brien (Public Governor), Anna Perrett (Appointed Governor), Sally Rawcliffe-Foo (Clinical Staff Governor), Bryan Ronoh (Carer Governor) and Fiona Venner (Appointed Governor).

The meeting was not quorate.

Cathy Woffendin, Director of Nursing, Quality and Professions, and Dr Chris Hosker, Medical Director, had also sent their apologies for the meeting.

**22/024 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items** (agenda item 4)

No governor indicated a change to their declared interests or declared any conflict of interest in respect of agenda items.

**22/025 Non-executive Directors' Annual Declarations of Interests, Independence, and Fit and Proper Person** (agenda item 4.1)

The Council **noted** the declarations of interest as per the attached matrix; **noted** that all directors had been judged and declared themselves to be fit and proper; and **noted** that all non-executive directors had declared they were independent.

**22/026 Annual Declarations for Governors** (agenda item 4.2)

The Council **received** and **noted** all interests declared by governors.

**22/027 Minutes of the public Council of Governors' meeting held on the 1 February 2022** (agenda item 5.1)

The minutes of the public Council of Governors' meeting that was held on the 1 February 2022 were **approved** as a true record.

**22/028 Matters arising** (agenda item 6)

There were no matters arising.

**22/029 Cumulative action log – actions outstanding from previous public meetings** (agenda item 7)

Sue Proctor presented the cumulative action log, and the Council agreed the actions reported as complete.

The Council **received** the cumulative action log.

**22/030 Chair's Report** (agenda item 8)

Sue Proctor presented the Chair's Report and highlighted a few key areas for the Council to note. She explained that since the February meeting Sue Rumbold had stepped down from the Council as she had retired from her role as Director for Children and Families Programme, West Yorkshire and Harrogate Integrated Care System. It was expected that Sue Rumbold's replacement would be confirmed at the next Council meeting. The Council thanked Sue Rumbold for her contributions to the meetings and for championing matters relating to children and families and wished her the very best for the future.

Sue Proctor also noted that face to face service visits would be reintroduced as soon as it was safe to do so.

The Council **noted** the report from the Chair of the Trust.

**22/031 Introduction from Merran McRae, Kaneez Khan and Dr Frances Healey** (agenda item 8.1)

The Council received a short introduction from Merran McRae, Kaneez Khan and Dr Frances Healey where they discussed what experience and expertise they would bring to their new roles with the Trust.

The Council **welcomed** Merran McRae to the Board of Directors and Kaneez Khan and Dr Frances Healey as Associate Non-executive Directors.

## 22/032 Chief Executive Report (agenda item 9)

Sara Munro introduced the Chief Executive Report which included Covid-19 updates, key updates on the Trust's core strategic objectives, and updates on partnership working. Sara explained that community and clinical outpatient settings were in the process of reversing the arrangements in terms of social distancing. This was expected to take a few weeks as it needed to be done in line with the reset and recovery work. Sara also highlighted the continuing high level of demand in services.

Sara then advised the Council that legislation had recently been passed for the new Health and Care Bill which would legally bring into being the Integrated Care Boards (ICB) from the 1 July 2022. At this point Clinical Commissioning Groups would no longer exist and all functions would transfer to the ICB.

The Council then discussed the new Agile and Hybrid Working Policy which had recently launched and was intended to increase the flexibility of the working lives of staff. Sara noted that the Trust's headquarters had moved out of Thorpe Park and would be relocated alongside other clinical and corporate functions at St Mary's House.

Ian Andrews asked if there was a plan in place around how to build and support a team culture in a partially agile environment, as this was an increasing concern he was hearing from colleagues. Sara talked about the research done into the recommended optimum balance between office and home working but acknowledged that it was variable between teams. She added that the aim of the policy was to give individual teams the permission to do what worked best for them.

Ian Andrews also asked how the People Plan's impact on recruitment and retention would be measured. The Council noted this would be discussed in more detail as part of the Staff Survey agenda item but as Chair of the Workforce Committee, Helen Grantham provided some assurance from the Committee around its focus on recruitment and retention and informed the Council that they were currently updating the recruitment and wellbeing risks in the risk register. Helen explained that the People Plan was overseen by the Workforce Committee and brought together supporting strategies around Medical, Nursing, Allied Health Professionals, and Psychological Professions, all of which considered recruitment and retention in detail. She added that the Workforce Committee received regular updates about national and regional networking taking place around recruitment, in particular the Leeds Health and Care Academy and One Workforce Leeds.

The Council **received** the report from the Chief Executive and **noted** the updates provided.

## 22/033 Lead Governor Report (agenda item 10)

Les France presented his Lead Governor report and noted that he would be working with Cleveland Henry as the new Senior Independent Director. Les explained that he

had recently introduced the buddy scheme which had been received positively by governors. He had also attended an NHS Providers event which looked at backlogs both in elective and non-elective care. As part of this session, he had received an up-to-date jargon buster which he would share with the rest of the Council.

Les also talked about the approaching annual cycle of non-executive director appraisals which was due to start at the end of May and would be conducted by himself and Cleveland. This would be an opportunity to take stock of the last year and to make sure any development needs were being supported.

The Council **received** the verbal update from the Lead Governor.

## **22/034 Quarterly Service Delivery and Performance Report** (agenda item 11)

Joanna Forster Adams introduced the report which outlined the Trust's performance as of February 2021 and provided insight from the March 2022 Board of Directors' discussion on performance. Joanna highlighted some issues for the Council to be alerted to which included the significant staffing disruption due to the Covid-19 surge earlier in the year (noting that it had been a similar picture across West Yorkshire) and the significant staffing level challenges in the Adult Community Mental Health Teams. She assured the Council that recruitment was progressing well, and recovery was taking place under strong leadership with a focus on wellbeing.

The Council noted that work would soon take place to refresh the performance report and make the metrics more meaningful with input from non-executive colleagues and the Lead Governor.

Peter Webster asked if there was an understanding as to what extent the figures in the report were influenced by an increase in demand due to Covid-19 as opposed to disruption to the service and staffing issues. Joanna responded that they were working with public health colleagues to learn more about the increase in demand, which in some cases was caused by people not being able to access the care they would ordinarily have been able to receive at the start of the pandemic, particularly in the Older Adult Services. The Council noted that the learning from these conversations would be shared in due course.

The Council then discussed the impacts of the pandemic and poverty on the health of the population. Sara Munro informed the Council that it had recently been agreed that each ICB would be given recurring money to target inequalities, which in the Trust's case would be used to focus on severe mental illness and supporting people with learning disabilities. She added that work was ongoing at a system level to improve the way data was used to direct resources where they were needed most. Dr Proctor suggested an area for discussion at the Board to Board meeting in September which related to challenges around inequalities and developing a shared understanding about the current issues and what we can do as an organisation, both in terms of service provision and how we spend our public sector pound in the city.

**RC**

As per Ian Andrew's request, it was agreed that future workforce performance reporting would differentiate between clinical and non-clinical staff data. Miss Grantham also noted that the workforce performance reporting was due to be reviewed by the Workforce Committee over the coming months.

The Council **noted** the Quarterly Service Delivery and Performance Report.

## **22/035 Finance Update** (agenda item 12)

Dawn Hanwell introduced the report which provided an overview of the financial position for 2021/22 and the plan for 2022/23 and highlighted key areas for the Council to note.

The Council understood that the Trust had achieved an income and expenditure surplus of £3.6 million in the last financial year and Dawn Hanwell reassured governors that this had not been their objective, which had been to break even within the system envelope. She acknowledged that the Trust still held vacancies and had not progressed some of the service developments as quickly as hoped due to the pandemic. She explained that the surplus would become an asset to the organisation to fund future capital investments but could not be used to support the future revenue position.

Dawn Hanwell noted that under the Health and Care Bill a new discretionary power would be introduced as of 1 July 2022 which gave NHS England / Improvement the power to impose a limit on Foundation Trusts' capital investment. She explained that this was a key strategic risk as it removed the freedom the Trust had under the existing foundation trust provider licence to invest its surplus cash reserves at its own discretion. She noted that in response to this they had engaged Healthcare Planners to help the Trust establish a medium-term estates plan which would be used to bid for national capital resource, as per the new process.

Tina Turnbull asked about the Trust's position around sending financial allocations to the local authority and how future requests from partners would be managed. Dawn Hanwell acknowledged the pressures in the system and the integrated way of working particularly around Adult Social Care and Children's Services. She noted that the Trust was well sighted on the pressures and challenges by local authority colleagues and the potential for further requests of support. She explained that the Covid-19 funding allocation did provide flexibility which could be shared but that it was a limited resource. She emphasised that the priority going forward would be service transformation which would free up resource and help make the money go further.

Dawn Hanwell explained what was meant by non-contractual income and in particular the North of England Commercial Procurement Collaborative which was an arm's length commercial body from which the Trust received commission on the procurement frameworks that it ran. She explained that this was discussed in the private meeting of the Finance and Performance Committee as it was commercial in confidence.

It was agreed that more detailed information would be shared with the governors at a future meeting around the financial risks and opportunities in the new system way of working.

The Council **noted** the finance update and **considered** the key points raised.

**22/036 Report from the Chair of the Finance and Performance Committee** (agenda item 13)

Sue White introduced her report which summarised the work of the Finance and Performance Committee and covered meetings from the 1 April 2021 to 31 March 2022. She noted that as of April this year Cleveland Henry had taken over as Chair of the Committee.

Sue White outlined some of the future plans of the Committee which included closing the Trust's financial gap by looking carefully at income and expenditure plans and looking in detail at the financial and governance implications of operating within the Integrated Care System. She also talked about making the most of the new Care Director patient administration system and noted that the Committee had recently supported the purchase of a new electronic document management system which, together with Care Director, would help the Trust to achieve some of its required efficiencies.

Sue White and Dawn Hanwell then talked about planning ahead for when the Trust's Private Finance Initiative (PFI) contracts expire in 2028 and explained the role of the Healthcare Planners in supporting this. Dawn assured the Council that they were working hard to understand the scale and size of the requirements which would take into consideration projections of need, models of clinical care and service requirements.

The Council noted that the Finance and Performance Committee had recently received a strategy and business plan for Thrive by Design which showed that good progress was being made. Sue White and Cleveland Henry explained the role and purpose of Thrive by Design which was to coproduce solutions with service users to healthcare challenges involving technology and the Trust was able to benefit from the innovations it was developing with partners across the country.

The Council **noted** the report for information and assurance.

**22/037 Introduction from the Trust's Head of Wellbeing** (agenda item 14)

Alex Cowman introduced herself to the Council as the Trust's Head of Wellbeing and outlined her three key areas of focus over the last year which staff had identified as being important to them. The first was wellbeing spaces, one of which had now opened at the Mount, and they were looking to roll this out more widely across the Trust. The second was easier access to the wellbeing offers and in response to this



the team had created 'z cards' which detailed all of the support offered by the Trust in a small portable format. The third area of focus was menopause support and they had established a monthly support group which now included people from across the health and social care sector. They had also run a successful full day festival in April around wellbeing and menopause which had received national recognition and other trusts had been in touch looking to replicate a similar event.

Alex also talked about some of the other initiatives such as the Critical Incident Support Pathway (CrISSP) which looked at providing trauma support in the workplace. They had appointed a People Wellbeing Lead whose main focus would be to establish the Critical Incident Service and ensure it was embedded in the Trust. They had also arranged for a wellbeing gift box to be sent out to every colleague to celebrate a year of the Wellbeing Newsletter being introduced.

Alex then talked about the initiatives they had introduced jointly with the Leeds Recovery College such as in-person retreats for Leeds healthcare staff, tailored specifically for those suffering with their mental health. They were also running compassion circles which were an opportunity for reflective practice, networking, and sharing.

Ian Andrews thanked Alex Cowman for her encouraging and positive presentation and asked if she would be able to deliver something similar on a team level as his colleagues would welcome the opportunity to learn more about the various wellbeing offers and to thank Alex for the work she does. It was agreed that Alex's contact details would be shared with Ian Andrews outside of the meeting.

RC

The Council **received** the verbal update and **thanked** Alex Cowman for her hard work and the impact she had made over the last year.

## 22/038 NHS Staff Survey 2021: Results (agenda item 15)

Darren Skinner introduced the paper which summarised the results and outcomes of the 2021 Staff Survey, which included Bank Staff, and where possible showed how the Trust's results compared to previous years and highlighted any emerging themes. He explained that the reporting also included new sub-scores, which were being used as performance metrics to enable the Trust to deliver against its recently launched People Plan which addressed many of the issues that had come out of the Staff Survey.

Darren talked through the top performing areas and areas for improvement, noting that Covid-19 had significantly impacted on some of the scores. He explained that across the NHS, the Staff Survey results had shown that staff experience had generally worsened, and these trends clearly reflected the impact of the Covid-19 pandemic. However, he emphasised that in light of another difficult year there were still some improvements to celebrate. He explained that services and teams had been asked to complete Intention Plans, choosing at least one area of focus that would make a difference to their working lives.

Gail Harrison asked if there were any teams or services which were a particular concern because of their low response rate or above or below average scores. Darren confirmed that there were pockets of this, but they hoped that the intention setting exercise would help make targeted improvements and work out underlying issues. Sara also added that they continued to offer the option to do a paper survey for those staff who did not have regular access to a computer.

Ian Andrews asked if they could factor into the survey the impact of agile working on staff, but Darren responded that the survey questions were set nationally. However, he explained that the Agile and Hybrid Working Guidance included a toolkit for enabling conversations about how best to achieve a work and life balance. Helen Grantham added that the Workforce Committee had received assurance that colleagues from the relevant People and Organisational Development teams were engaging directly with staff on a number of different fronts, including agile and hybrid working.

Tina Turnbull cautioned that there was more work to do around improving Bank Staff survey take up as this year's response rate had only been 22%. Darren acknowledged this but reminded the Council that the Trust also ran a Bank Staff Forum where staff were able to flag any issues or concerns directly.

The Council **received** and **noted** the outcome of the 2021 Staff Survey results.

**22/039 Agree the arrangements for the Annual Members' Meeting** (agenda item 16)

Cath Hill informed the Council that this year's Annual Members' Meeting would be held virtually on Tuesday 26 July from 11am to 1pm. She explained the reasons why the meeting was being held virtually on this occasion but noted that they would look at options for a face-to-face event next year. The Council heard that there would be a presentation of the Annual Report and Accounts for 2021/22 and presentations from the Chief Executive, the Chief Financial Officer and the Lead Governor. The Council noted that the details of the event had been circulated to all the Trust's members and governors would shortly be receiving an email asking them to confirm their attendance.

The Council **agreed** and **supported** the arrangements for this year's Annual Members' Meeting.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 3.42pm. She thanked governors and members of the public for their attendance.

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

Date .....