

16/065	<p>Opportunity to receive comments / questions from members of the public (agenda item 3)</p> <p>There were no questions from the public.</p>
16/066	<p>Minutes of the meeting held on 31 March 2016 (agenda item 4.1)</p> <p>With regard to minute 16/041 Dr Taylor asked for it to be noted that in regard to the consultation on the Trust name she asked that lessons be learnt for future consultation exercises to ensure the Trust only consults on options which were genuinely capable of being supported. The Board agreed that this had been raised in the meeting and that this should be added to the minutes.</p>
	<p>The minutes of the meeting held on 31 March 2016 were received and agreed as a true record subject to the addition outlined above.</p>
16/067	<p>Matters arising (agenda item 5)</p> <p>There were no matters arising.</p>
16/068	<p>Actions outstanding from the public meetings of the Board of Directors (agenda item 6)</p> <p>Mrs Hill presented the action log which showed those actions previously agreed by the Board at its public meetings, those that had been recently completed and those that were still outstanding. Mrs Hill provided the Board with an update on those items where the position had changed since the agenda papers were circulated and invited the Board to note the actions outstanding and to be assured of progress.</p> <p>With regard to item 188 Mrs Hill asked the Board to agree that this item be removed from the log as this had been included in the Board workshop schedule. This was agreed by the Board.</p>
	<p>The Board received and noted the agreed actions from previous public meetings that were still outstanding and noted the progress of those still outstanding.</p>
16/069	<p>Operational plan implementation quarter 4 report for 2015/16 (agenda item 7)</p> <p>Mrs Parkinson presented the quarter four Operational Plan and Strategy Measure summary report, noting that this provided in summary format a report which highlighted progress, areas of achievements, and where there were ongoing challenges.</p> <p>Mrs Parkinson outlined for the Board the key achievements in particular the Memory Support and Liaison service which was launched in partnership with the Alzheimer's Society; the implementation of a new perinatal model of service; and the implementation of a large-scale smoke-free Trust programme. With regard to</p>

the areas of challenge Mrs Parkinson highlighted the following areas: achieving the target for compulsory training; meeting the standards required by the CQC; fundamentally defective detentions; and the death of a service user which is being investigated as part of the serious incidents process.

With regard to compliance with the compulsory training target, Dr Taylor expressed disappointment at the Trust not having achieved this. She questioned the commentary in the reporting noting that week reporting to support individuals understand the data did not, in her view, seem to be an effective action and asked what else could be done to help staff achieve the target.

Dr Tylor questioned the commentary as set out in the report noting that as an action these have not made a difference to the compliance rate in the past and asked what else could be done to try and help staff achieve the target. Mrs Tyler explained this comment and outlined the work that was being undertaken to assist managers and provide information to help identify those staff who need to be helped to complete their compulsory training. Mrs Parkinson also explained some of the actions being taken in the services to support the completion of compulsory training.

With regard to compulsory training Dr Taylor noted that a challenge had been made by the Audit Committee as to the mode of delivery of certain types of training, in particular fire training, noting that many Trust deliver this online rather than face-to-face.

Prof Thompson outlined what appeared to be a dichotomy of outcomes and challenges noting that most of the achievements outlined in the paper were innovative based which had resulted in new services being developed and yet many of the challenges were management issues. He asked for a view on this.

With regard to the achievements Ms Copeland noted that commissioners have been keen for the Trust to develop new services and that funding to do this has come from cost improvements made elsewhere in the Trust, whilst at the same time dealing with delivering existing services with, for example, vacancies which had caused pressure in the system, thereby creating some of the challenges. Ms Copeland also outlined the ongoing dialogue with commissioners to make them aware of the pressures created by implementing new initiatives without new funding.

Mr Woodhouse noted that many of the targets were not being achieved due to pressures of work for staff and individuals who were having to make a choice as to where to focus their attention, for example on caring for service users or carrying out compulsory training. Mr Woodhouse suggested that when agreeing the plan for the coming year there should be fewer items on which staff can focus their time. Ms Copeland supported this comment and noted that staff will always put service users first when deciding where to focus their time. She also supported the comments about focusing on a few key priorities for 2016/17 plan.

Dr Taylor also asked about the very low figures in respect of the recovery and inclusion work, in particular helping people to find work or training and assisting with benefits. She also noted that the target of 70% is ambitious in relation to the national average of 57%. Dr Taylor suggested that when setting targets these

should not be so aspirational, but also asked to understand why the actual figures are so low and what more can be done to help staff to improve on the scores.

Mr Wrigley-Howe raised the matter of access to GP and dentists for some of our service users noting that there are clearly gaps in the provision of these services and that this matter had been raised in the Mental Health Legislation Committee.

The Board **noted** the progress made against the Operational Plan priorities and strategy measures at the end of quarter four; and **noted** the progress made and those areas where the Trust will be seeking to improve and review in 2016/17.

16/070 Verbal report from chair of the Audit Committee for the meeting held 21 April 2016 (agenda item 8)

Mrs Tankard provided a verbal report of the main items of discussion at the Audit Committee meeting held on 21 April 2016 including:

- The review of the internal audit plan and the draft Head of Internal Audit Opinion. Mrs Tankard noted that the opinion had provided significant assurance on the controls. Mrs Tankard also noted that there had been four audit reports during the year where limited assurance had been given which were in respect of safer staffing (noting that the issues had now been resolved); the administration of detainees under the Mental Health Act; IT security; and risk management, although she noted that receiving a 'limited assurance' in these areas had not adversely impacted on the overall opinion
- An update from PricewaterhouseCoopers in regard to their progress with the end of year audit
- A review of the Professions and Quality Directorate risk register, noting that the committee had looked in some detail at the mitigations of many of the risks and had received assurance on the management of these risks.

The Board **noted** the verbal report from the chair of the Audit Committee for the meeting held on 21 April 2016.

16/071 Verbal report from the chair of the Quality Committee for the meeting held 12 April 2016 (agenda item 9)

Prof Thompson provided a verbal report of the main items of discussion at the Quality Committee meeting held on 12 April 2016. Prof Thompson noted that in relation to the discussion at the meeting as to what senior managers are doing to support the Trust in meeting the CQC fundamental standards in preparation for the inspection it was clear was that staff were very busy preparing but had not been able to assure the committee that the Trust was fully ready for the inspection.

Prof Thompson spoke about the way in which the committee currently operates. He also noted that there was work to do to look at the format of the committee, in

particular the membership and attendees as well as the work programme, to ensure that it can receive and provide assurance to the Board in the right way rather than it become operational in its discussion and focus.

The Board **noted** the verbal report from the chair of the Quality Committee for the meeting held on 12 April 2016.

16/072 Ratification of the revised Terms of Reference for the Quality Committee (agenda item 9.1)

Prof Thompson noted that these Terms of Reference had been brought to the Board at this point as they had been approved by the committee, but noted that there is further work to be done to fundamentally look at the work to the committee and its membership to ensure it is focused on assurance. Until this work is completed Prof Thompson asked the Board to ratify this version of the Terms of Reference.

The Board **ratified** the Terms of Reference for the Quality Committee.

16/073 Verbal report from the chair of the Mental Health Legislation Committee for the meeting held on 19 April 2016 (agenda item 10)

Mr Wrigely-Howe provided a verbal report of the main items of discussion at the Mental Health Legislation Committee meeting held on 19 April 2016 including:

- The audit report on the administration of the Mental Health Act and defective detentions, noting that the committee had looked at this in relation to the impact on service users and also in relation to the changes that are being made to the Trust's processes. He also noted that having discussed the changes being put in place he was able to provide the Board with a level of assurance that more robust procedures were in place
- Access to primary care for service users in our units, noting that there needs to be further discussion about this issue at Board at some point
- A review of the Terms of Reference for the committee noting the need to review the membership to ensure it is able to provide the necessary assurance rather than becoming too operational.

The Board **noted** the verbal report from the chair of the Mental Health Legislation Committee for the meeting held on 19 April 2016.

16/074 Verbal report from the chair of the Finance and Business Committee for the meeting held on 21 April 2016 (agenda item 11)

Dr Taylor provided a verbal report of the main items of discussion at the Finance and Business Committee meeting held on 21 April 2016 including:

- A detailed look at the implications and risks associated with the financial plan including the £1 million control total. Dr Taylor reported that whilst the achievement of the control total was possible to achieve there are a number of risks associated with this which the Board need to be aware of. Dr Taylor outlined for the Board some of those risk areas. Mrs Hanwell noted that there is no indication as to whether the £1 million control total will be accepted
- The quarterly review of contract income, noting that there is one area of concern in respect of the contract with DISC, but assured the Board that the committee is sighted on this.

Mr Woodhouse noted that he was not aware that technology as a means for improving performance had not been discussed in any of the committees. He noted that he had observed that the infrastructure in the Trust is not working in many places and that this is creating problems for staff by not providing the right support for them to do their job effectively. Dr Taylor advised the Board that these issues have been discussed in the Finance and Business Committee meetings which is attended by the Chief Information Officer. Dr Taylor indicated that the committee is assured of the work ongoing to tackle the problems being experienced by staff. Mrs Tankard expressed support for the work currently being undertaken by the Chief Information Officer to address these issues.

The Board **noted** the verbal report from the chair of the Finance and Business Committee for the meeting held on 21 April 2016.

16/075

Integrated Quality and Performance (IQP) Report and monitoring returns quarter four 2015/16 (agenda item 12)

Mr Deery presented the IQP for quarter four noting that the report had been discussed at the Executive Team meeting. Mr Deery reported that the Trust is fully compliant with the NHS Improvement (NHSI) targets; however, Mr Deery noted that there are nine exceptions in relation to other areas of performance as set out in the report. Mr Deery then outlined some of the work being undertaken to look at what the Trust is doing in regard to these exceptions.

Mr Wrigley-Howe asked about staff turn-over and suggested that it would be helpful to have the narrative against the graph rather than just at the front of the report. Mrs Tyler advised the Board as to why this indicator for staff turn-over was so high noting that it was due to this including the York staff and the junior doctors who rotate in February and August. Mrs Tyler noted that when these two variables are removed the real rate of turn-over is 10.2% which is within normal range.

Mr Woodhouse also asked about the level of recruitment noting that when looked at against the rate of turn-over the Trust is losing staff faster than it is able to recruit. In relation to this Mr Woodhouse asked the Executive Team to look at possible temporary solutions to increase the number of staff and to also look at a more strategic way of looking at staff vacancies. Mrs Tyler noted that there are areas that are challenging in recruiting sufficient staff, such as CMHTs, but noted that there are some areas more successful in attracting more staff into the Trust,

such as inpatient areas. Mrs Tyler acknowledged the need to look at different ways of recruiting staff into some areas within the Trust.

Mr Woodhouse noted the need for there to be a more strategic look at what can be done to address the recruitment of staff. He also expressed concern at the staffing levels that are likely to be in place at the time of the inspection and suggested the Executive Team look at ways of bringing in more staff to help support staff. Ms Copeland assured the Board that staff is a high priority for the Executive Team.

Dr Taylor referred to the 14-day CMHT referral and welcomed the initiatives in place. She also noted the importance of skill-mix and doing things differently. However, Dr Taylor noted the importance of looking at demand management and also look at different ways of working, including working differently with partners in the voluntary sector.

With regard to administration Dr Taylor asked if the reduction in this resource had gone too far. With regard to the administration resource, Mrs Parkinson noted that this is being looked at again and teams are looking at vacancies in a more creative way.

Mrs Hanwell reported to the Board that the Trust had made a surplus at the end of the year, but that this had in part been achieved due to non-recurrent factors. Mrs Hanwell noted that the outturn is good and that going into next year the Trust can forecast being a going concern but with a risk rating of 3 which is a lower risk rating than this year. She noted that this reflects the direction of travel.

The Board **considered** the position against both non-financial and financial targets and was **assured** regarding both current performance and future trajectories. It **confirmed** that it anticipates maintaining a continuity of service risk rating of at least 3 over the next 12 months, and that the declarations should be signed by the Chair and Chief Executive. The Board **confirmed** that it is satisfied that the plans in place are sufficient to ensure on-going compliance with all existing targets (after the application of thresholds) as set out in Appendix B of the Compliance Framework and there is a commitment to comply with all known targets going forward and agreed to sign the declaration. Finally the Board **confirmed** that there are no matters arising in the quarter requiring an exception report to Monitor which have not already been reported and that the appropriate declaration should be signed.

16/076

Serious untoward incidents update and lessons learnt following the Trust Incident Review Group (TIRG) meetings held on the 9 March and the 13 April 2016 (agenda item 13)

Dr Isherwood reported on the serious untoward incidents report noting that the new-style reports are now in operation. He noted that the lessons learnt are highlighted in the report. He also noted that the Mazar's report has been reviewed and an action plan formulated.

The Board **received** and **noted** the content of the serious incidents report.

16/077 NCISH action plan – progress update report (agenda item 13.1)

Dr Isherwood presented the NCISH report noting that this was presented to the Board for information.

The Board **received** and **noted** the NCISH action plan.

16/078 Safe staff report (agenda item 14)

Mr Deery presented the safe staff report and outlined the actions taken to maintain service user safety. He also noted that for those wards that had found themselves to be meeting only the minimum requirements they had used the escalation process appropriately and wards had worked together to manage the situation safety.

The Board also commended the new format of the report. Mr Wrigley-Howe suggested that the report could be improved by the inclusion of ‘hot-spots’ being identified which would allow the Board to look at trends in particular services or wards.

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

16/079 Complaints summary report (agenda item 15)

Mr Deery presented the complaints summary report and assured the Board on the good progress being made in regard to the processes and procedures in place relating to the administration of complaints.

In particular Mr Deery advised the Board about the value being added to the process by a panel of people with lived experience of using mental health services, who are invited to quality assess anonymised complaint response letters to look at and comment on the structure and content of responses.

The Board **received** and **noted** the progress being made with the complaints process.

16/080 Ratification of the revised document setting out the matters reserved and the scheme of delegation (agenda item 16)

Ms Copeland presented the revised document which the Board **reviewed** and **ratified**.

16/081 Annual declaration of interests from Board members (agenda item 17)

Mrs Hill presented the annual declarations made by each of the Board members noting that these had been brought to the Board for information and for assurance.

The Board **received** and **noted** the annual declarations for each of the Board members.

16/082 Review of the Terms of Reference for the Board of Directors (agenda item 18)

The Board **considered** the Terms of Reference for the Board of Directors and **confirmed** that these were still fit for purpose and accurately set out the work of the Board.

16/083 Chair's report (agenda item 19)

Mr Griffiths made a verbal report to the Board noting that he had nothing more of any substance to add to the meeting in regard to the items that had been considered. However, he noted that in the private meeting of the Board, which had taken place earlier in the day, he had expressed his frustration at the inertia in Leeds and West Yorkshire in response to the devolution of authority and budgets to local areas.

The Board **received** and **noted** the report from the Chair of the Trust.

16/084 Chief Executive's report (agenda item 20)

Ms Copeland presented the Chief Executive's report in particular noting the progress with appointing a Freedom to Speak up Guardian and the Trust's commitment to safety, openness and learning. Ms Copeland noted that Dr Taylor would be involved in the interview for this person.

Ms Copeland also noted the engagement approach to the Trust's strategy refresh, in particular discussions about the Sustainability and Transformation Plans (STPs) across Leeds and West Yorkshire. She outlined the engagement work being undertaken to ensure that the Trust's staff are linked into identifying the priorities. Ms Copeland noted that the governors had been linked into the refresh and had made a valuable contribution.

Dr Taylor asked what opportunities there are for the Trust to influence the development of the STPs across Leeds and West Yorkshire, noting the importance in mental health being represented in the early discussions. Ms Copeland assured the Board that the Trust is playing a large part in the development of the Leeds plan and outlined the way in which senior members of the Trust are involved in the discussions. In regard to the West Yorkshire STP Ms Copeland noted that whilst mental health had been represented in the plan there is a lot more work to do.

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

16/085 Use of the Trust's seal (agenda item 21)

The Board **noted** that the seal had not been used since the last meeting.

16/086 Any other business (agenda item 22)

There were no items of other business.

16/087 Further Questions or Comments from the Public (agenda item 23)

There were no further questions from members of the public.

At the conclusion of business the Chair closed the public meeting of the Board of Directors of Leeds and York Partnership NHS Foundation Trust at 13:10 and thanked members of the Board and members of the public for attending.

**BOARD OF DIRECTORS' ACTION SUMMARY
(PUBLIC MEETING)
Meeting held Thursday 28 April 2016**

**FOR INFORMATION ONLY
SEE CUMULATIVE ACTION LOG FOR DETAILED INFORMATION**

MINUTE	ACTION SUMMARY (PUBLIC MEETING – PART A)	LEAD DIRECTOR
	No actions.	