

Our Year

Annual Review: 1 April 2021 - 31 March 2022



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About us

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health, learning disability services and an adult autism assessment service in Leeds along with some specialist services across York, the Yorkshire and Humber region, and some highly specialised national services.

Purpose	Improving health, improving lives
Vision	To provide outstanding mental health and learning disability services as an employer of choice
Ambition	<p>We support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives.</p> <p>We want to achieve our personal and professional goals; to live our lives free from stigma and discrimination; and to improve the lives of people with a learning disability and mental ill health.</p>
Our values	
We have integrity	We keep it simple
We are caring	

We are an NHS foundation trust. This means:

- we have some freedoms to decide locally how to meet our requirements
- we are accountable to the people within our communities, who can become members and governors
- we are authorised and monitored by NHS England and Improvement, who support us and hold us to account

Our Strategic Objectives

We've identified our top three areas that we should focus on for the next three years.

Strategic objectives	Specific areas of focus
1. Our Workforce	<ul style="list-style-type: none">• Develop a clear workforce strategy• Recruiting new people and retaining them• Morale and wellbeing• Key performance indicators
2. Clinical Services	<ul style="list-style-type: none">• Capacity and flow of service users• Embedding our approach to tackling health inequalities• Better use of digital technology• Improving quality and outcomes
3. Estates and Facilities	<ul style="list-style-type: none">• Our strategy for replacing / upgrading our estate• Improving our clinical and non-clinical sites• Opening and running Red Kite View – our new children and young people's mental health inpatient unit



Welcome from our Chair

Once again, this last year has been a huge challenge for the NHS across the country. The impact of the various waves of the Coronavirus pandemic have been far-reaching, impacting on physical and mental health, economic wellbeing and our whole way of life. Its longer-term impact on us all is still largely to be determined, but it will be significant. Our staff have worked heroically to respond to the demands of the pandemic, continuing to provide the best care to services users of our mental health, learning disability and neuro diverse services. This has often required fast but thoughtful changes, resilience, creativity, adaptability, strong leadership and a positive 'can do' attitude from us all. Many staff have continued to work largely at home over the last year, but services have continued, and staff have found new ways to engage and support our service users and carers.

Despite the challenges of the pandemic, every day I continue to be humbled and inspired by so many of our staff and volunteers. Their day-to-day commitment to the values underpinning the NHS are unwavering. I am privileged to see acts of kindness and compassion, along with professional knowledge, a willingness to share expertise and commitment to team working take place across our services. These are being severely tested by pressures in the system, and by the pandemic. A recent call to staff to donate toiletries and essentials for refugees from the war in Ukraine resulted in generosity on a massive scale from staff across all our sites. The humanity of our staff when faced with such urgent need was beautiful and moving to witness. Our Trust values are Integrity, Simplicity and Caring and are, despite such difficulties, demonstrated in abundance. For this I am so very grateful.

The Board has continued to meet monthly mostly via Zoom, and we still start every Board meeting with an opportunity to hear about the experience of service users, carers or members of staff. This is more

important than ever to remind us of the purpose of our organisation and of the reality of the day-to-day challenges we all face in trying to deliver services to the best of our ability within our financial limitations. We don't always get it right, and these sessions are challenging, but all the more important for that. Each story has been full of opportunities to learn, to improve and to strengthen our services for the better. I am hugely grateful for the candour, courage and willingness to share by all those who have participated in our 'virtual' and latterly, face to face Board meetings.

Last year, as we started to learn more about the disproportionate impact of Covid-19 and other diseases on people from Black, Asian and other ethnic communities, we started to have important, but sometimes challenging conversations in the Trust about these matters. Led by the Workforce Race Equality Network, we worked together to challenge and address inequalities in our Trust. This work has been complemented by a Reciprocal Mentoring Programme for staff from ethnic minorities and Board members. It is an important start but only one part of our work across the Trust to eradicate racial inequalities.

This year we continue to work on a programme of 'Acute Care Excellence' to improve our acute care offer. We are in the process of updating our Digital Strategy, which will be clearly influenced by the radical changes in how we use technology which have been accelerated in the last two years. We also published our Sustainability Strategy, setting out how we intend to reduce our carbon footprint, protect the environment, and be more energy efficient over the coming years.

I am extremely grateful to the Council of Governors for its commitment and continued work in the Trust. Governors have continued to work closely with the Board and have participated in virtual service visits in addition to attending virtual meetings. Our lead governor, Peter Webster, stepped down this year. Peter has worked with the governors to help build their confidence in asking questions, participating in virtual service visits and Board meetings. We are so grateful for all his leadership during the last two years. Les France is the new Lead Governor and is already making a positive impact on the Council. Governors have such an important role in holding the non-executive

directors to account, and in representing the views of the public, staff, service users and carers.

I have to report some changes to the Board membership. I am extremely grateful for the commitment and professionalism of all Executive and Non-Executive Directors. We said farewell to Claire Holmes, Director of Workforce and Organisational Development, and welcomed Darren Skinner as her interim replacement. Andrew Marran stepped down as a Non-Executive Director last autumn as he left to take up a new role in Durham. Merran McRae joined us in January and is already making a valuable contribution. In April, two new Associate Non-Executive Directors joined us, Kaneez Khan MBE and Dr Frances Healey. We look forward to working with them. Helen Grantham continues as my Deputy Chair and provides excellent support, and leadership in her capacity as Chair of the Workforce Committee.

As we look to the coming year, we will continue to plan and respond to the needs of people with mental illness and learning disabilities and to those affected by Coronavirus across Leeds and York. We will also plan for how we need to adapt further to respond to the potential longer-term effects on the mental health and wellbeing of our service users, staff and the wider community.

This last year has provided many tests and challenges. But, even after two years of the pressures associated with Covid-19, and the increasing mental health needs of people in the city, as a Trust, we have continued to provide good services, be a good partner, and live our values. We have worked hard to deliver safe, quality services. We have worked closely with our partners in the NHS, local government and the third sector to navigate our way through these difficult times. None of this would be possible without the wonderful dedication, compassion, professionalism and flexibility of all of our staff and volunteers.

Thank you, I am proud to be your Chair.

Dr Sue Proctor
Chair of the Trust



Welcome from our Chief Executive

In a year once again dominated by the Covid-19 pandemic, our colleagues have continued to work tirelessly to provide high quality care and services to the people we serve. Many sacrifices have been made and as I have re-commenced face-to-face service visits, I have been truly humbled by the first-hand accounts of colleagues and of service users. I have been equally inspired and in awe of the progress that has continued in developing our services and implementing our plans for the future that will benefit our service users. The passion, commitment, and dedication of all in our Trust is clear to see.

At the centre of everything we do is our workforce and I know how challenging it continues to be for everyone across the health and care sector. The pandemic has amplified staffing challenges and for many services, demand is far greater than we are able to meet in the way that we would want to. This is going to take time, but our leadership teams have been working hard in the latter part of the year to develop longer term plans for how we better meet the needs of those we serve in the coming years.

When the pressure has been greatest, we have unfortunately had to redeploy staff to other areas of work to ensure we keep everyone safe. This is never easy, and I am immensely grateful to everyone who has been affected by this for being flexible and keeping our service users safe and cared for.

Acknowledging these challenges, it is therefore only right that we continue to place an ever-increasing focus on ensuring our people have access to the help and support they need, when they need it.

In March 2022 we launched our People Plan. This ambitious and exciting plan sets out our vision and commitments over the coming years. It builds on work that we have already been doing and is closely aligned to the NHS People Plan. It sets out what we will do to continue to engage, retain and recruit colleagues. We want Leeds and York Partnership NHS Foundation Trust (LYPFT) to be a great place to work for everyone, where colleagues know and feel valued for the difference they make in the lives of others.

A major part of how we work now and going forwards will be collaborating with our partners across health and social care, local authorities, the third sector and many others. In Leeds, we are an active member of the Place-Based Partnership (PBP), which will go live in June 2022. The PBP, which replaces the Clinical Commissioning Group (CCG) will see us working across organisational boundaries more than ever before for the benefit of the people we serve. A lot of focus is currently around the capacity and demand challenges being faced by all partners and how, as a partnership, we can work together to provide services in new, innovative and sustainable ways.

On a regional level, we have seen the opening of West Yorkshire's new Children and Young People's Mental Health Inpatient Unit, known as Red Kite View, on our St Mary's Hospital site. This fantastic new £20m 22-bed facility is a significant improvement and replaces the previous eight-bed unit at Little Woodhouse Hall. This has been years in the making and could not have happened without our dedicated teams and partners who have led this project to completion. Some of our most vulnerable young people now have access to expert therapy, treatment and facilities in a purpose-built environment close to home.

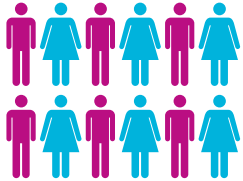
In other areas of the Trust, we've had several teams and colleagues recognised locally and as part of national schemes – this has been truly fantastic to see and is a testament to everyone in the organisation. It is impossible to highlight every one of these, but one of particular note was that in July we received our Veteran Aware accreditation in recognition of our commitment to improving NHS care for veterans, reservists, members of the armed forces and their families. In the coming year we will be doing much more to support our veterans, both as service users and as employees.

I'm sure you will all agree that the last year has been filled with many challenges and difficult times, but equally many opportunities and achievements we should be rightly proud of. As we learn to live with Covid in the long-term, I know we will continue to work together, learn together and adapt together to whatever challenges we may face.

With my deepest thanks and appreciation to every one of my colleagues and to all our partners who every day go above and beyond.

Dr Sara Munro
Chief Executive

Our Trust in numbers



798k+

people we provide
services to



39

services we
provide



Good

our overall CQC
rating



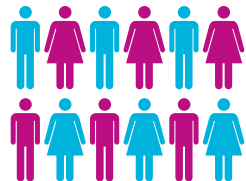
£225.7m

annual turnover
for 2021/22



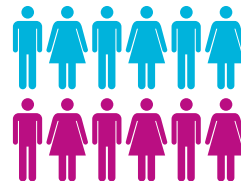
62

sites we operate
from



3,575

staff



556

bank staff



195

medical staff, including
consultants, doctors and
registrars



828

other clinical staff,
including health care
support workers



796

registered nursing
and midwifery
staff



223

other professional, scientific
and technical staff,
including psychologists,
psychotherapists and
pharmacists



196

allied health professionals,
including occupational
therapists and dietitians



781

admin and non-
clinical staff



93

volunteers



185

members of our
Workforce Race
Equality Network
(WREN)



226%

increase in
membership of
our Disability and
Wellbeing Network
(DaWN)

**RAINBOW
ALLIANCE**
LGBT+ Network

23

staff attended trans
and non-binary
awareness training
in 2021



Our response to the pandemic 2021/22

Our Infection Prevention and Control team has continued to work tirelessly with clinical teams across the Trust to manage infections and outbreaks. It is likely that we will see some restrictions and on-going infection prevention arrangements continue in the NHS for some time. Our staff have never stopped giving, planning, and working out how we can adapt further to meet the needs of people we serve in Leeds and York.

Through various phases of lockdowns, and more relaxed restrictions in wider society, our standards have remained high. Across the Trust, colleagues have been keen to learn, keen to adapt and build greater resilience and determination to meet the needs of local communities, and to plan for the inevitable increase in the prevalence of the mental health consequences of Covid. This willingness to learn, to improve our services and to meet the needs of the most vulnerable in our communities is an enduring feature of everyone in this Trust. It will sustain us in the future.

In May 2021, the Trust set out a reset and recovery plan with three strong pillars:

- Service user access, experience and tackling health inequalities
- Staff physical and mental wellbeing
- Operating in a safe and sustainable environment for the longer term

The Trust wanted to harness the opportunity to genuinely transform how we work, learn from our experiences and hold on to any high value innovations and adapt them for the future.

In December 2021 however, due to the Omicron outbreak, the NHS in England moved once again to the highest level of incident response, level four which has meant we had to pause reset and recovery work.

Redeployment of staff

During the last year, to ensure we have safe staffing levels across the Trust, a number of staff have been deployed formally or redeployed daily into other services, teams and roles.

They have all supported our services to put our service users first and keep services running safely.

Gill Galea, Operational Manager for the Specialised Supported Living Service said:

"I would like to say a massive thank you to the people who have been redeployed to SSLS. The last few weeks have been very challenging due to the number of staff absent due to Covid. Our existing staff have been amazing in covering additional shifts and continuing to go the extra mile. Hearing that we were getting some redeployed staff was a welcome boost to the team morale.

"The people who have been redeployed to the service have been brilliant in how they have responded to being redeployed in such a positive and supportive way, that they have made an immediate difference to not only our staffing levels but also to the lives of people we support. For which I cannot thank them enough."

Covid-19 Vaccination Programme

Vaccination has been our best line of defence against Covid-19 with prevention always better than the cure. The Trust set up a vaccine hub in early 2021 as well as creating a vaccinators team who made weekly visits to our inpatient sites for service user first dose vaccinations.

The aim and ambition of our vaccine programme has morphed over time in line with national requirements. "Leaving no-one behind" is at the heart of the Leeds programme but we, alongside colleagues in public health and many others, have taken it further - putting vulnerable and marginalised people at the front of our planning and response.

The vaccine programme across Leeds achieved fantastic uptake across the city. We know though that we need to be flexible and supportive to enable as many people as possible to understand the benefits of the Covid vaccine and to make it easy for people to access vaccination in a way that works for them. This is where our work, alongside others from the Leeds health and care system, has focussed. It is hard work for those involved but what they have achieved is remarkable and invaluable.

We've worked in partnership with primary care to support those on the learning disability and mental health registers to get vaccinated.

We are also proud to have contributed to the citywide flexible offer including a roving bus team which clocked up nearly 3500 jabs in areas of low vaccine uptake during an eight-month road trip

In September 2021, the Covid booster campaign began for our staff aiming to boost immunity for protection over winter, running alongside the seasonal flu vaccine campaign.





Picture taken pre pandemic

Delivering great care - our services

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health and learning disability services in Leeds. We also provide specialist services across York, the Yorkshire and Humber region, and some highly specialised national services.

Clinical services are currently delivered across nine service lines:

Acute services	Learning disabilities services
Perinatal and liaison services	Older people's services
Children and young people's services	Regional eating disorders and rehabilitation services
Forensic services	Community and wellbeing services
Regional and specialist services	

Our services are delivered across a range of settings in Yorkshire and the Humber and our Deaf CYPMHS service operates from Manchester and Newcastle. They are commissioned by a range of commissioners, including national specialised commissioning (NHS England), local CCGs, the Local Authority and Public Health.

A number of our services are also delivered through formal partnerships with other agencies.

The services we provide include:

- Community Mental Health Teams
- Care Home Team
- Memory Service
- Crisis Assessment Service
- Intensive Community Service including the Home-Based Treatment Team
- Younger People with Dementia Team
- Psychological and Psychotherapy Services
- Assertive Outreach Team
- Older People's Liaison Mental Health Service (based at St James's Hospital)
- Mental Health Inpatient Services
- Dementia Inpatient Service
- Rehabilitation and Recovery Service
- Healthy Living Service
- Alcohol and drug addiction services (via Forward Leeds)
- Forensic Service
- Children and Young People's Mental Health Inpatient Services (in York and Leeds)
- Learning Disability Service
- Eating Disorders Service
- Gender Identity Service
- Liaison Psychiatry

- National Deaf Children and Families Service
- Northern School of Child and Adolescent Psychotherapy (NSCAP) Clinical Services
- Perinatal Mental Health Service
- Personality Disorder Service (now called EMERGE)
- Veterans Mental Health and Wellbeing Services (NHS Op COURAGE)
- Gambling Addiction Service (Northern Gambling Service)

Service developments in 2021/22

Red Kite View opens its doors

Our new Children and Young People's Mental Health unit opened in January 2022 after a monumental five-year project which has seen the construction of a £20million 22-bed facility.

The new unit offers a wider range of services delivered by a larger specialist 100-strong team. It is a significant improvement and replaces the previous eight-bed unit at Little Woodhouse Hall. The service will be able to accommodate more young people from across West Yorkshire - reducing the need for them to stay out of area.

Red Kite View is based on the Trust's St Mary's Hospital site and has been designed and named in partnership with clinicians and young people, who have contributed their ideas, hopes and aspirations for care at the new unit.



The Trust becomes 'Veteran aware'

The Trust has been named a 'Veteran Aware Trust' in recognition of its commitment to improving NHS care for veterans, reservists, members of the armed forces and their families. The accreditation, announced during Armed Forces Week in June 2021, comes from the Veterans Covenant Healthcare Alliance (VCHA).

Her Majesty's Lord Lieutenant of West Yorkshire, Ed Anderson, presented Sara Munro, our Chief Executive, with its accreditation in an official ceremony at The Royal Armouries in Leeds. It acknowledges the Trust's commitment to a number of key pledges, including:

- Ensuring that the armed forces community is never disadvantaged compared to other patients, in line with the NHS's commitment to the Armed Forces Covenant
- Training relevant staff on veteran specific culture or needs
- Making veterans, reservists and service families aware of appropriate charities or NHS services beneficial to them, such as mental health services or support with financial and/or benefit claims, and
- Supporting the armed forces as an employer



EMERGE Leeds

EMERGE Leeds is the new name for the service previously known as the Leeds Personality Disorder Managed Clinical Network (or 'PD Network' for short).

This city-wide, multi-agency and multi-disciplinary service wanted to rebrand to acknowledge that diagnosis, labels and the language of mental health has a real impact on the lives of many and a diagnosis of 'personality disorder' is not necessary to access this service.

EMERGE Leeds aims to work effectively with people who have complex emotional needs and interpersonal difficulties and help them at different stages of their recovery.

The rebrand and relaunch was led by Consultant Clinical Psychologist Dr Ranil Tan, working with a huge range of staff, stakeholders and service users.

NHS
**EMERGE Leeds: Complex
Emotional Needs Service**



Community Mental Health Transformation Project

We are partnering with other NHS organisations, Leeds City Council, statutory and third sector bodies, service users and people with lived experience and carers to transform how community mental health services and support are provided across Leeds. The re-design will be informed through engaging and involving communities, and using information gained through data collection to provide timely services when people need them and close to their home. This year we identified three Local Care Partnership areas as transformation pilot sites and also secured dedicated agency services and recruited a communications and engagement lead to support the work of the transformation programme team.

Acute Care Excellence (ACE)

Work on the Acute Care Excellence (ACE) programme has continued to take place, albeit with delays, throughout the pandemic.

The ACE improvement team identified that a lack of clarity about the purpose of admission is leading to delays at discharge and that the future improvement work in this area should target all aspects of this formulation process.

The team have also introduced an effective and robust gatekeeping process for inpatient referrals which may be better supported in other services as an alternative to admission. The process has been underpinned with a Standard Operating Procedure.

Reducing health inequalities

Our Board of Directors agreed three key health inequality priorities for delivery, including:

- The physical health of mental health service users particularly those on the Serious Mental Illness (SMI) register
- Improving access to ensure no one is accidentally excluded
- Equitable experience of all people receiving care, support and treatment

We are taking a targeted approach to tackling the issues and during the pandemic employed a Clinical Inclusion Lead and expanded our team of inclusion workers which has been focusing on our inclusion work plan, understanding the barriers and developing the actions required for our services. Over the last year all our service lines have now developed a set of health inequalities objectives and actions for delivery over 2022/23 and are now a core component of their business plans.

Ensuring physical health checks are undertaken is of key importance to us. Reducing physical health inequalities is paramount to effective care planning and is a key objective for our forensic inpatients, adult and older adult inpatients, psychiatric intensive care services and community complex rehabilitation services.

We also continue to be connected into the citywide and West Yorkshire Integrated Care System work and specifically around the actions pertaining to the recent BAME health inequalities report.

Finally, we aim to meet the information and support needs of people accessing our services. This includes work on digital inclusion, producing information in easy read and through the provision of interpreting and translation services.





Delivering great care - our partnerships

The West Yorkshire Integrated Care System (WYICS) is made up of NHS organisations, local councils and voluntary and community sector organisations working closely together to address shared challenges facing health and care services. Working in partnership also provides us with an opportunity to work cohesively across geographical areas to ensure there is a seamless provision of care for our service users and means we are better able to share good practice and reduce inequality.

As one of the country's leading ICSs we are now enhancing our work due to forthcoming legislative changes, subject to parliamentary approval. By July 2022, we will formalise on a statutory basis our successful health and care partnership of six years based on working together. We are very proud to have won the Health Service Journal Award for Integrated Care System of the Year 2021.

Together across West Yorkshire we support 2.4 million people, living in urban and rural areas across West Yorkshire. 770,000 are children and young people. 530,000 people live in areas ranked in the most deprived 10% of England. 20% of people are from minority ethnic communities. There are an estimated 400,000 unpaid carers, as many don't access support. Together we employ over 100,000 staff and work alongside thousands of volunteers.

During 2021/22 the Trust has focused on strengthening relationships with partners system-wide.

We have been involved in:

- **New Community Rehabilitation Enhanced Support Team (CREST):** delivering a new regional community mental health service to help people live outside of more complex locked rehabilitation and support them to develop new lives nearer to home.

- **West Yorkshire Integrated Care System:** work to establish and appoint to the WY ICS shadow Board and the development of the constitution for the WY ICS. The development of the operating model and governance arrangements for the Leeds Place Based Partnership (a committee of the ICS).
- **Leeds Shielding Support Programme:** shortlisted for an HSJ Award. For the past 18 months, partners across Leeds have been working together to provide help and support to all clinically extremely vulnerable people: providing a much-needed lifeline to help them stay safe. A true Team Leeds effort.
- **Equally Well UK Charter:** we have pledged our support in a commitment to tackle the physical health inequalities faced by those living with a mental health condition.

Provider collaboratives

The Trust works with three other mental health providers in West Yorkshire in a mental health, learning disability and autism services collaborative - Bradford District Care NHS Foundation Trust, Leeds Community Healthcare NHS Trust and South West Yorkshire Partnership NHS Foundation Trust.

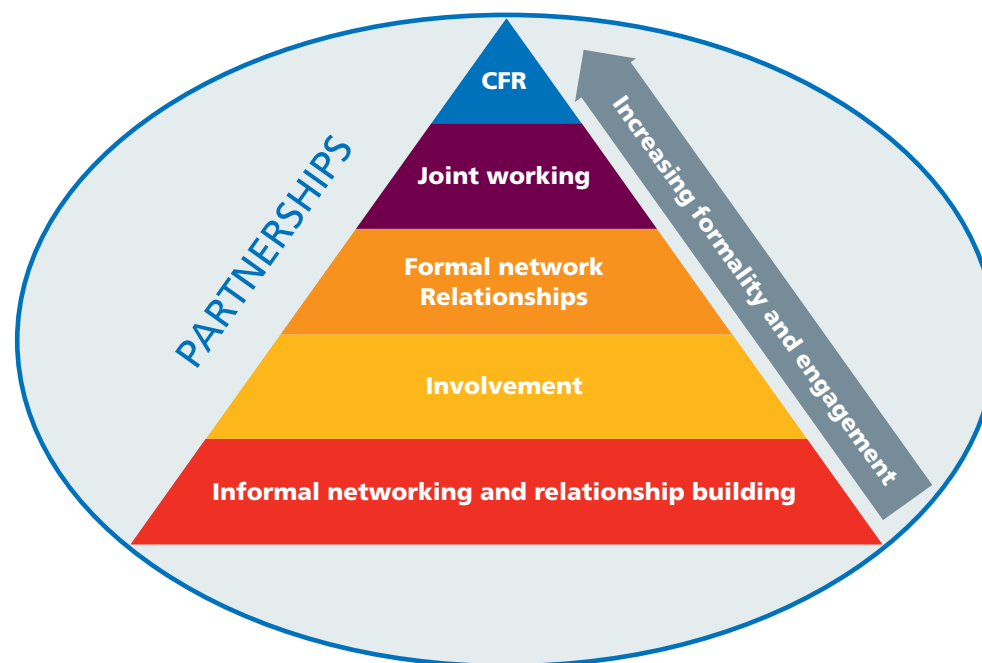
We have also engaged with the Humber Coast and Vale ICS specific to the provider collaboratives for Forensic Services and Children and Young People's Mental Health Services.

Responding to the pandemic

This collaborative approach has also been central to handling the pandemic in maintaining personal protective equipment supply, coordinating testing, helping over 100,000 people shielding, rolling out the vaccine programme with volunteer support, and investing £12million in our social care sector to retain their valuable skills to deliver care in people's homes.

The framework we use

The Trust values working in partnership and recognises the positive impact this has on service users' experience and we will continue to develop partnerships through 2021/22 using the framework and approach illustrated below.



- **Informal networking and relationship building:** Leadership Forum, Business Leaders Network
- **Involvement:** Older Peoples Forum
- **Formal Network Relationships:** STP, LYPFT / Third Sector Partnership Forum
- **Joint Working:** Integrated neighbourhood forums, A&F Liaison Service
- **Contractual Financial Relationship (CFR):** Section 75, Third Sector



Delivering great care - clinical research

As a Trust, we have strong links to local universities and a reputation as a centre of excellence for teaching, research and development.

We have a dedicated Research and Development (R&D) Team who lead and support national and local research projects involving our staff, service users, their carers, friends and family.

This work is vital as it helps us to improve the care and treatment we provide and contribute to national policy.

Keep up-to-date with our R&D work

There were 56 publications in a wide range of peer-reviewed journals in 2021/22 related to the Trust's research activity.

Find out more, and read our quarterly magazine, Innovation, on our website: www.leedsandYorkpft.nhs.uk/research.

Follow the R&D Team on Twitter

 [@LYPFTResearch](https://twitter.com/LYPFTResearch).

Participant Research Experience Survey

The National Institute for Health and Care Research (NIHR) Clinical Research Network developed this national survey in 2019 to explore people's experience of taking part in research in England. The responses are used to identify ways to improve people's experience of research and to highlight areas that are working well.

Involvement of service users and carers

The Help from Experts by Experience for Researchers (HEER) group continued to meet on Zoom during 2021/22 but are now making plans to return to face to face meetings.

Research in numbers 2021/22



55

research studies
the Trust was
involved in during
2021/22



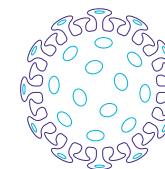
704

people took part in
research hosted or
led by the Trust in
2021/22



£1.6m+

received in
research grants
from the National
Institute for Health
Research and other
funders in 2021/22

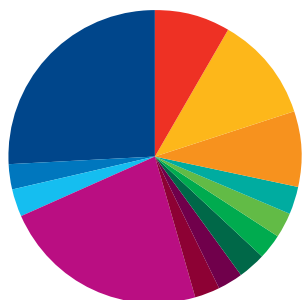


1

Covid-related
research studies
the Trust has been
involved in

You can see a breakdown of our research studies by activity area below:

*some studies include more than one activity area



- Child and Young Peoples' Mental Health 3
- Adult Acute / Inpatient 4
- Older Adults 3
- Perinatal 1
- Eating Disorders 1
- Learning Disability 1
- National Inpatient Centre 1
- Liaison Psychiatry 1
- Personality Disorder 1
- Adult Community 8
- Leeds Autism Diagnostic Service 1
- Gambling 1
- Other / cross service 9



Delivering great care - service user experience



Engagement with our service users, carers and the public on their experience of our services is at the heart of all we do, and this enables us to improve the quality of care we provide.

Back in March 2020 we launched our three-year Experience and Involvement Strategy 'Together' and made a commitment to work collaboratively with our service users and carers, to improve our services and enhance people's experiences.

Our dedicated Patient Experience and Carer Team (known as PET) provide oversight to ensure we are continuously working towards achieving priorities set out in the strategy.

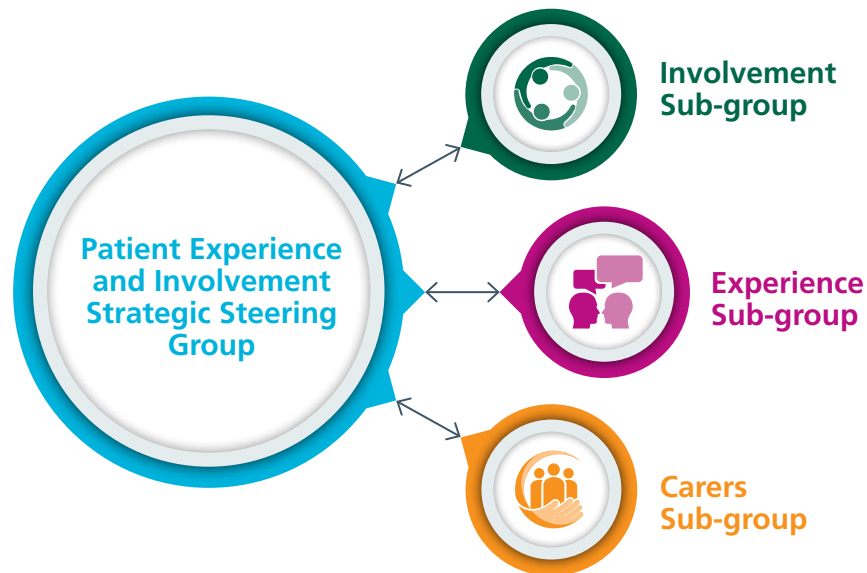
Whilst the pandemic created barriers to the way in which we have historically engaged with people, we have worked hard to remain connected with our service users, carers and partnership organisations around the city, using digital methods such as Zoom.

Over the past year, we've made good progress in involving service users and carers to be more influential in service planning and delivery, by people having meaningful input. However, there's a recognition that there's still a hard lot of work to be done.

The positive news is that there's a definite appetite from staff members and senior leaders to listen to the experiences of those who use our services, to implement positive change. Board members have continued to embrace the opportunity to listen to people's first-hand experiences of what it's like to be supported by our services and at each board meeting a service user or carer is invited to share their story.

We couldn't do all this work without the support of our dedicated service users and carers who agree to use their lived experiences to get involved and work alongside us to help us improve.

Our three sub-groups provide a platform to identify priority aims, which our service users and carers said they wanted to achieve



We have made progress in a number of areas:

Involvement

- 👂 **Involvement Bulletin:** to let people know what changes we have made so far
- 👂 **Encouraging involvement:** we co-designed and co-deliver a course via Leeds Recovery College called 'Using your lived experience and getting involved'
- 👂 **Recruitment panels:** 18 service users and carers have been involved in panels this year

- 👂 **Valuing people who get involved:** we have developed our Involvement and Reimbursement of Expenses policy

"My involvement with LYPFT is really fulfilling. The time, effort and experience I contribute is recognised."

Service user

- 👂 **Establishing Involvement Networks and Partnership working:** embedding of our new involvement database and process. The PET has also forged strong links with our partnership organisations such as Healthwatch Leeds, Leeds Involving People, People's Voices Group, Forum Central, Carers Leeds and Leeds Young Carers Support Service.
- 👂 **Service User Network (SUN):** membership has gone from strength to strength and a monthly meeting is facilitated by service users and carers. SUN members have been involved in a number of Trust projects including a review of our observation procedure, the development of our new Food and Drink Strategy and providing an awareness video for staff members as to what service users and carers want from the Pharmacy Service. We have also run SUN Spotlight on Services sessions enabling SUN members to learn more about LYPFT services.



- 👂 **Future aims:** explore approaches to developing better connections with our black, Asian and minority ethnic (BAME) communities

Experience

- 👂 **Gathering Meaningful Feedback – Have Your Say:** this new feedback measure was co-designed by our service users, carers and staff members and gives people the opportunity to tell us what they think about the care they have received. We've ensured that there are several different ways for people to give us their feedback - via a postcard, phone, email or online survey.

Have Your Say

We welcome your views to help us improve our services. Your responses are anonymous and will not affect your care. For each question please tick clearly inside the box. Thinking about the service we provide.

Q1. Overall, how was your experience of our service?

Very good ☐ 1, Good ☐ 2, Ok ☐ 3, Bad ☐ 4, Very bad ☐ 5, Don't know ☐ 6.

Q2. What has been good about the care you received? Can you give us an example?

Q3. Please tell us about anything that we could have done better? This could include
• your personal or cultural needs • your safety • asking about medicines. If your concerns are urgent please speak to a member of staff.

☐ Please tick this box if you DO NOT wish your comments to be made public.

Please return this card to the FREEPOST address overleaf or hand to a member of staff. You can complete this questionnaire online at www.myonlinesurvey.co.uk/PFFT/RGD or by scanning the QR Code.

6466103297 PMIRGDV2 Phone 0800 0525790 or email your feedback to haveyoursay.lypft@nhs.net

- 👂 **Developing a “You said, We are doing” style of reporting:** there's a real appetite to let people know what has happened as a result of receiving feedback. So far, the Gender Identity Service and CONNECT Eating Disorder Service have been trailblazers in encouraging their service users to give their feedback.

- 👂 **Improving communication and minimising the times people have to re-tell their stories:** The Crisis Resolution and Intensive Support Service (CRISS) Peer Support Team have plans to facilitate a workshop to involve service users in explaining the feelings which are evoked when they are asked to re-tell their stories – it can feel like they are re-living their trauma.
- 👂 **Community Mental Health Services Survey Results 2021:** We are mandated by the CQC to take part in this annual survey. Positive results include 94.7% of respondents saying they know how to get help. It has also enabled us to identify things we need to improve on for example only 23.7% of people said that they had been asked by NHS mental health services to give their views on the quality of their care. We have developed an action plan based on the results. So, for example, staff members are being asked to promote the Have Your Say feedback measure.

Carer support

Our services have continued to work towards achieving the six standards set out in the Triangle of Care framework, to ensure that we are a carer inclusive organisation. All our community and inpatient teams have completed self-assessment tools rating themselves as to where they are in achieving each of the six standards and have identified plans as to how they will improve carers support. We have also now submitted our accreditation paperwork.

- 👂 **Establishing a Carer Network:** after trialling six carer cafes we have decided it would be better to forge stronger relationships with established carer organisations. A member of Carers Leeds now attends our Carer sub-group and our Triangle of Care meetings to share updates and resources.
- 👂 **Measuring Carers Experiences:** it's really important that we collect feedback from our carers to understand their experiences too. To do this, we're producing a survey consisting of six questions which relate to the six standards set out in the Triangle of Care.

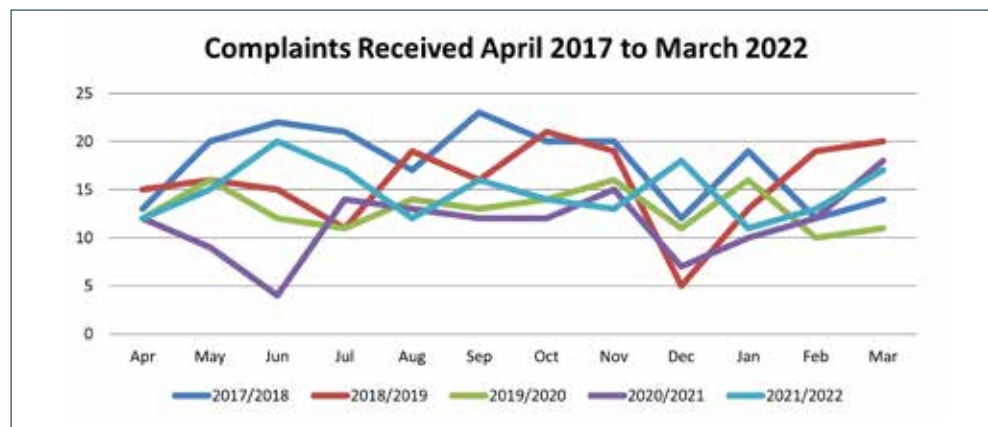
PALS (Patient Advice and Liaison Service), Concerns and Complaints

We are committed to providing opportunities for any user of the organisation to seek advice, raise concerns or make a complaint about the services it provides. The Complaints and PALS Team provide a gateway to hear concerns and complaints and ensure they are managed in accordance with regulatory requirements. The team strives to ensure that they deliver an accessible, robust complaints service driven by the rights of patients set out within the NHS Constitution.

We continue to promote a welcoming and positive culture for everyone making contact with the PALS and Complaints Team. Our PALS team are accessible for all users of our services via our dedicated Freephone number.

During 2021/22, the Team dealt with **2294** PALS enquiries/concerns and **178** complaints.

The chart below shows the comparison of complaints received over the last five financial years:



We receive a relatively small number of complaints. However, complaints remain a valuable source of feedback and learning and the value of sharing this learning across the organisation is one of the most

important aspects of our complaints process. Complaints present an opportunity for us to review care, our services, and the way in which we interact and provide information to our service users, from another perspective.

The top three themes for complaints during 2021/22 were:

- Clinical care 50%
- Attitude of staff 25%
- Communication 6%

The team are looking at ways to make the service as accessible as possible – new contact posters have been distributed across the Trust to promote the ways people can raise a concern.



36

service users and carers have helped us with activities including service development and research projects



397

compliments received by the Trust in 2021/22



18

service users and carers supported our recruitment panels



A rewarding and supportive place to work

Our workforce is our most valuable asset and we recognise this by making a commitment to ensure they are well trained, well informed and are given every opportunity to contribute not only to the delivery of services but also to the development of these and other new services.

The demands on NHS colleagues during the past year have been unprecedented and supporting our colleagues to keep well and continuing to ensure they feel valued has been central to our approach.

Over the last year we have developed and launched our dynamic new People Plan.

Staff health and wellbeing

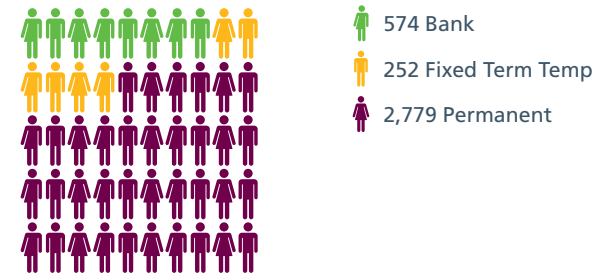
Our strategic approach to the health and wellbeing of our workforce is led by the Trust's Health and Wellbeing Steering Group. The group aligns to the Looking After Our People ambition as set out in the People Plan and its work will continue to embed the support services that are available and have a focus on prevention and early intervention:

- **Occupational Health Services and Physiotherapy:** We continue to have fast-track access to services to effectively support the management of ill health at work. Three absence management support pathways for mental health, cancer and Long Covid have been introduced providing additional support for managers and colleagues.
- **Employee Assistance Programme:** We continue to provide a 24/7 helpline through Health Assured to support colleagues both from a work and personal perspective which includes counselling support.

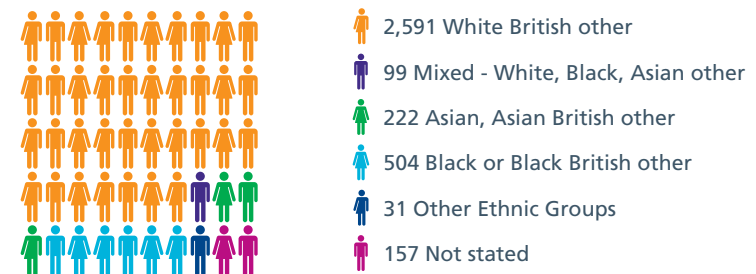
- **Annual wellbeing conversations:** Support discussions around physical and emotional support to maintain colleagues' wellbeing in the workplace.
- **Staff wellbeing events:** Leeds Recovery College, which is now three years old, has expanded and can now offer regular staff wellbeing events throughout the year, alongside their sessions for service users and the general public.
- **Wellbeing Wednesday e-newsletter:** New monthly staff newsletter which aims to help colleagues find the right health and wellbeing support for them and shares inspiring staff stories from across the Trust.
- **Wellbeing z-card:** A mini printed 'z-card' with our wellbeing offer was posted to all colleagues.
- **New Head of Wellbeing:** A brand-new role to provide a dedicated resource to improving health and wellbeing in the Trust.
- **Wellbeing spaces:** We have commenced an audit of Trust sites to implement dedicated staff wellbeing rooms.
- **Flexible working:** A new working group has developed an improved hybrid working policy which will continue to develop flexible working patterns and take the best ways of working away from our pandemic response



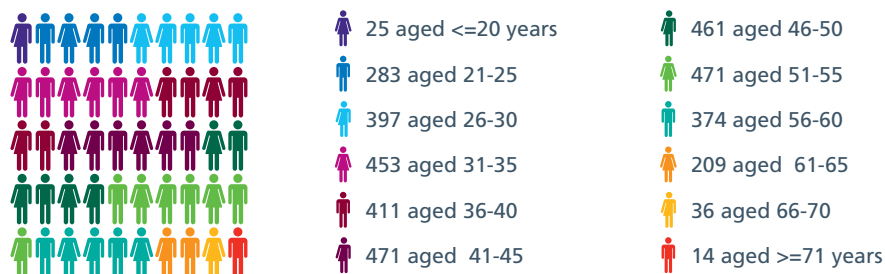
Staff numbers by contract type



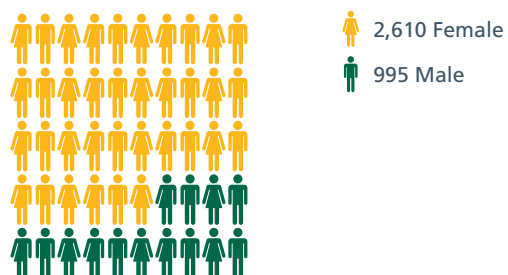
Staff numbers by ethnicity



Staff numbers by age



Staff numbers by gender



Our volunteers

Volunteering improves self-esteem, provides a wealth of experience, and can increase employment opportunities. By becoming a volunteer, a person can provide additional support to clinical teams which in turn enables them to provide the best possible care to our patients, their families and their carers. Volunteers support us to think differently and using fresh eyes add value to services in a variety of ways.

2021/22 has seen us continue to actively support our Trust with volunteers in Covid-19 related roles such as vaccination hub volunteers and shopping volunteers.

We continue to grow the Volunteer Service ensuring that we attract a more diverse range of people who are both reflective and representative of the communities we serve.

More information on the Trust's Volunteer Service can be found on the Trust website: www.leedsandyorkpft.nhs.uk/get-involved/volunteering



Engaging with staff and improving our culture

The ways in which we have engaged with colleagues aligns to new ways of working, brought on by the Covid-19 pandemic. By altering our approach, we have ensured meaningful engagement work can still take place.

Taking regular feedback from our colleagues to develop and steer our approach to key strategic challenges and change has continued to be key. We have regularly co-ordinated colleague consultation forums where issues are raised, for example, our bank forum has continued to be a useful way to consult with and receive feedback from our bank workers.

The NHS Staff Survey is conducted annually. From 2021 the questions have been changed to align to the People Promise, which sets out, in the words of NHS Staff, the things that would most improve their working experience.

The 2021/22 Staff Survey response rate for Trust staff was 47% (2020/21: 47%, 2019/20: 54.5%, 2018/19: 58.1 %). The overall response rate for our survey benchmarking group (Mental Health and Learning Disability Trusts) was 52%.

People Promise scores for the staff survey.

Score 0-10 (where 10 is the best score attainable):

People Promise	2021/22 Survey	
	Trust	Benchmark
We are compassionate and inclusive	7.5	7.5
We are recognised and rewarded	6.4	6.3
We each have a voice that counts	7.0	7.0
We are safe and healthy	6.3	6.2
We are always learning	5.5	5.6
We work flexibly	6.9	6.7
We are a team	7.1	7.1
Staff engagement	7.0	7.0
Morale	6.1	6.0

For 2021, we are therefore performing better than the national average for mental health and learning disability trusts in England across three of the seven People Promises. We are equal to the benchmark group for two People Promises.

During 2021 the Trust developed and approved a new three-year People Plan. It sets out our commitment to all our colleagues – to be the best they can be at work, so we are ready to face whatever the challenges that lie ahead. Rightly so, it has been developed by listening to our people, as well as feedback from our regular staff surveys, and at its heart is compassion and admiration for colleagues who have achieved something remarkable and of whom, as well as saying thank you, we continue to ask for more.

This three-year strategic plan identifies what we plan to do as part of the four NHS People Plan ambitions, which we will focus on for the next three years to continue to engage, retain and recruit colleagues. Our commitment is to continue to listen and evolve our People Plan in response to any changing context.

You can find the plan on our website www.leedsandYorkpft.nhs.uk/about-us/our-strategy/our-people-plan/



**Looking after
our people**



**Belonging
in the NHS**



**New ways of working
and delivering care**



**Growing for
the future**

We continue to focus on building a culture of compassion, inclusion and belonging:

- **Disability Confident employer:** We are positive about people with disabilities and support them to successfully attain and retain employment within our Trust and have supportive employment practices in place not only for those that we employ who have a disability, but for those who may become disabled whilst working for us.
- **Reciprocal Mentoring:** We have completed a twelve-month Programme between colleagues from diverse ethnic backgrounds and our Board to increase inclusive leadership learning and challenge thinking through personal insight and personal growth. We aim to roll this out more widely across the organisation.
- **Cultural Inclusion Ambassadors:** We have appointed nine CIA's who are colleagues from across our workforce. Their focus will be to support, advise and constructively challenge on employee relations and recruitment processes to bring about real cultural change.
- **Staff networks:** Our staff networks - Workforce Race Equality Network (WREN), Disability and Wellbeing Network (DaWN) and Rainbow Alliance have continued to work hard to engage with all our colleagues and break down barriers and stigma around race, disability, sexuality, and gender. A new staff Menopause Support Group has also been set up for discussions dedicated to how we manage and support menopause in the workplace.





Quality and accountability

The Board is required to carry out an independent review of governance against the Well-Led Framework every three years. In 2021/22 Deloitte LLP carried out a Well-Led Governance and Leadership Review which built on their findings and recommendations from the 2017 review. The report concluded that the Trust had made good progress against many of those recommendations and it noted that this progress had been made within the context of a move towards Integrated Care Systems and also the Covid-19 pandemic, which inevitably had impacted on the Trust's ability to make progress against some of those recommendations.

In regard to the benchmarking against the revised Care Quality Commission (CQC) Well-Led Framework there were nine further recommendations. Progress will be monitored through the Board's governance arrangements.

The Board can report that there are no material inconsistencies between the Annual Governance Statement, the Corporate Governance Statement and the information within the Annual Report.

It can also be reported that the Trust was rated overall 'good' in the last CQC inspection with the well-led domain also being rated as 'good'. Compliance with the CQC essential standards of quality and safety are one of the elements of the organisation's risk management process.

To manage any risk of non-compliance with CQC registration the Director of Nursing, Quality and Professions has established a process for monitoring progress against the CQC action plan which will identify any risks that require immediate action. During the Covid-19 pandemic this has involved one-to-one meetings with action leads to monitor progress. Actions from the CQC inspection are to be included in the

Trust's Quality and Safety Peer Review process to ensure that all actions are embedded and sustained.

The Trust has not participated in any special reviews by the CQC during the reporting period but have continued meeting regularly with CQC providing information on complaints, incidents, clinical governance, change to services and learning. In 2022, we are inviting representatives from our services to join these meeting to give them the opportunity to share examples of outstanding practice and update the CQC on actions taken since the previous inspection.

The CQC has not taken enforcement action against LYPFT during 2021/22.

Quality Improvement Priorities (QIPs)

For 2021/22 we committed to a set of QIPs developed in consultation with our services and leadership. Progress against QIPs has continued to be monitored over the year and reported on a quarterly basis to the Trust Wide Clinical Governance Group and at six-monthly stages to our Quality Committee.

We have five key Quality Improvement Priorities which are to be safe, effective, caring, responsive and well-led.

- **Safe:** people are protected from avoidable harm and abuse. When mistakes occur, lessons will be learned.
Our priority has been safety planning across services.
- **Effective:** we will achieve good outcomes with people based on best available evidence.
Our priority has been to improve the quality of physical healthcare monitoring and the associated interventions. In particular, it aimed to improve the processes within the physical health monitoring clinics for antipsychotic side effect monitoring and lifestyle review and support to access community services.

- **Caring:** we will involve and treat people with compassion, dignity and respect.
Our priority has been reducing harm via nicotine management and e-cigarette use.
- **Responsive:** we will respond to people's needs in a timely way.
Our priority has been achieving the six standards set out in the Triangle of Care framework, to ensure that we are a carer inclusive organisation. The Carers Sub-group is now running again on a monthly basis to share good practice and identify learning needs.
- **Well-led:** we will work in partnership and learn from our mistakes.
Our priority has been to deliver Autism Awareness Training to staff and we have launched an eLearning package along with some face-to-face sessions. Our priority has also been to support the development of clinical leadership for quality.

More detailed information can be found in our Quality Account and Report 2021/22 which can be found online at www.leedsandyorkpft.nhs.uk/about-us/annual-review/



New strategies

This year, and for the first time in the Trust's history, we have been able to introduce a Medical Strategy. This will guide the work within the Medical Directorate and the wider Trust for the next three years.

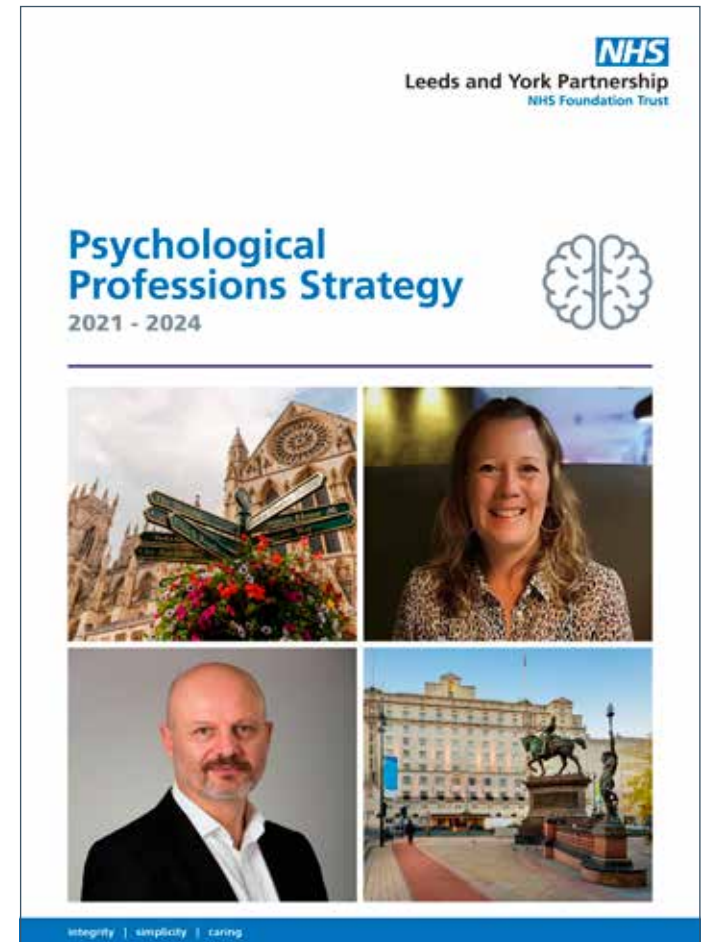
The table below sets out the strategy's three priority areas and the vision for the medical workforce that they support:

Medical Strategy 3 Year Vision		
Our medical workforce will be trained, recruited, developed and supported in order to provide sustainable, high quality multi-professional care for those we serve		
Priority areas		
Medical Professional Standards (revalidation, appraisal and concerns)	Medical Education (under and post graduate training, continuing professional development)	Medical Workforce (recruitment, line management, job planning, clinical leadership)

The Psychological Professions Strategy was also completed last year and is scheduled to be launched very soon.

The high level objectives of the strategy are that:

- All service user and carer contact across the organisation is psychologically informed
- All psychological practice is safe, caring, and compassionate, effective, cost-effective, and well-led
- To focus on workforce development to ensure the sustainability of our skilled and knowledgeable staff
- To identify and pursue strategic growth, research, and innovation opportunities





Financial review

The Trust's financial performance during 2021/22.

The table on the following page provides a summary of our financial position at 31 March 2022

The financial year for 2021/22 was managed within the same framework as the previous year, which was put in place to support the response to the COVID-19 pandemic. This meant the ongoing suspension of normal contracting and planning arrangements. Most of the Trust's patient related income was received through block allocation arrangements including a significant non recurrent COVID-19 allocation to support the ongoing pressures generated by the pandemic.

During the year, the Trust maintained overall good financial governance in managing its finances whilst continuing to alleviate any undue burden on services and managers who were operationally focused on responding to the pandemic. There were some challenges and financial pressures, similar to that which we had experienced in the prior year. These related mainly to the availability of staffing and the availability of inpatient bed capacity.

The overall good financial performance and management of the Trust's resources was maintained in 2021/22. A small surplus was delivered and whilst the Trust was not monitored against the usual financial metrics it maintained good financial standing. Key capital investment was also maintained during the year, although focused on core priorities due to the constraints of the pandemic.

Summary of income and expenditure**£'000**

Income from activities	201,562
Non-clinical income	24,173
Total income	225,735
Pay spend	(152,044)
Non-pay spend	(64,490)
Total	(216,534)
Operating surplus	9,201
PDC dividend, finance costs and interest (net)	(3,831)
Other gains	1
Surplus for the year	5,371
Reserves:	
Gain/(Loss) on revaluation of assets	1,491
Total comprehensive income	6,862

Summary of assets and liabilities**£'000****Assets**

Property, plant and equipment	68,450
Cash	120,754
Other assets	6,986
Total assets	196,190

Liabilities

Payables and other liabilities	(44,378)
Borrowings	(15,289)
Provisions	(9,631)
Total liabilities	(69,298)

Total assets employed**126,892**



Sustainability - a greener NHS

In October 2020, the NHS became the world's first health service to commit to reaching carbon net zero, in response to the profound and growing threat to health posed by climate change.

This enhanced the previous target set for carbon reduction, and as an organisation we have reacted to the new challenge.

The Trust has committed to driving sustainability through the organisation, through the launch of the LYPFT Green Plan in January 2022, and the development of a sustainability team that is currently being recruited to help develop, coordinate and drive change across all services.

Trust Green Plan

Our Green Plan sets out our action plan over the next five years. It identifies the benefits of embedding sustainable practices within the Trust's operations and describes the governance arrangements to keep the plan on track.

The Green Plan will be adapted over the period of the plan as we develop and learn from others and identify new technologies and working practices.

Our Green Plan Vision

- We achieve Carbon Zero ahead of schedule and are seen as an exemplar
- We collaborate between organisations to achieve our best potential
- All staff feel passionate about helping the trust to become carbon neutral
- All staff and service users will feel involved and valued in the process
- LYPFT can embed environmental commitments as a thread throughout all its business
- LYPFT can become Carbon Neutral and generate its own energy and recycle its waste in a sustainable manner
- We reach out to our local partners and work collaboratively together
- We can be at the forefront of supporting our communities to be prepared for the future ahead
- We adopt a collaborative approach throughout the organisation, to supporting education and therapeutic involvement with our environment, creating informed networks

Trust priorities and achievements

The Trust through staff engagement and subject matter leads have identified areas of priorities and we have some significant progress.

Leadership: the Trust board and executive team have provided funding for a Head of Sustainability role, and project support to lead and develop the plans. There is also an agreed governance route that will ensure we receive assurance that we are meeting our targets and acting in an ethical way.

Behaviour / engagement: the Trust believes that engagement across all staff, service users and other stakeholders will be the key to success of the plan, and we welcome feedback and input.

Operational practice: following Covid-19, we are all more open to new ways of working/ buying goods and services, we are more technology savvy and increasingly more concerned about our mental health than ever before. We are continually looking to adapt working practice and how we operate our services, and care for our service users.

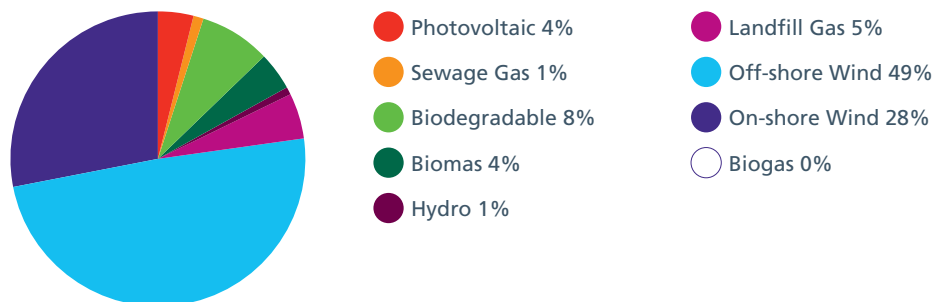
Green IT: IT has made a significant impact on our ability to work from anywhere, to meet with colleagues and service users through various media, and to create new ways of working. Further development of our IT credentials will form part of this plan.

Food and beverage: the Trust recognises the importance of good nutrition and hydration and the impact on the physical and mental health of our service users, so we have been developing our offer including a new Cook Fresh service which will be rolled out across the organisation. Using fresh local products reduces transportation and food waste, and it is our intention to start to grow our own produce and with the help of service users develop our own food supply whilst providing education.

Hybrid working: our new Hybrid Working Policy will help staff identify and make the right choice of a place and a time to undertake their roles in an effective and efficient manner.

Here are some examples of progress we have made in other key areas:

- **Red Kite View:** the new Children and Young People's Mental Health unit, located at St Mary's Hospital, has been constructed to a very high level, and we are awaiting confirmation that we have achieved BREEAM Excellent standards. BREEAM rated developments are more sustainable environments that enhance the wellbeing of the people who live and work in them and help protect natural resources.
- **Energy:** all our owned sites now run on 100% clean renewable energy. In the coming year we aim to ensure all private finance initiative sites, and the remaining leased sites also make this transition. The below chart shows how our renewable electricity is now generated.



- **Waste:** our plan is to continually increase resource productivity with the aim of eliminating waste by turning all waste into a resource. 100% recycled paper is now procured for all office general functions and the Trust has pledged to reduce usage of single use plastic products. Energy generated from waste processing now accounts for 16% of municipal waste and up to 80% of clinical waste. 70% of the Trust's municipal waste is now recycled, with landfill waste accounting for less than 1%.
- **Travel:** the Trust has now purchased 15 fully electric vehicles to replace diesel vehicles. This means the estate fleet is currently 78% zero emissions and the logistics fleet 74%. We continue our commitment to support and promote alternative forms of travel, such as our staff Cycle to Work scheme. We are also installing digital bus timetables at sites to inform staff and visitors of public transport options.



Chris Hayes, our Waste and Sustainability Manager:

"This significant investment demonstrates our commitment to reducing our carbon footprint and places us in a strong position to contribute to the ambitious national NHS Net Zero Carbon targets for cleaner transport. The first of these targets is to transition 90% of the NHS fleet to ultra-low and zero-emission vehicles by 2028."

- **Procurement:** we will be seeking to implement best practice guidance and ensure sustainability of our suppliers and how we procure and deliver goods and services. The Trust has now signed up to the West Yorkshire Association of Acute Trusts Sustainable Procurement Policy and is now engaged in monitoring, recording, and influencing its supply chain to eliminate emissions from the goods and services we buy, through a range of shared objectives.
- **Adaptation:** to increase our resilience to climate-related severe weather events, we have developed local protocols for mitigating the effects of heatwaves and cold weather spells and produced local flood plans. Climate change and its impacts has also been included as a category on the Trust's risk register.





Leadership and our Board of Directors

The Board of Directors is the body legally responsible for the day-to-day management of the organisation and is accountable for the operational delivery of services, targets and performance, as well as the definition and implementation of our strategy. It has a duty to ensure the provision of safe and effective services for our service users.

At the end of 2021/22 the Board of Directors was made up of seven Non-executive Directors, including the Chair of the Trust, and six Executive Directors, including the Chief Executive.

In 2021/22 the Appointments and Remuneration Committee agreed to appoint two Associate Non-executive Directors. This is the first time the Trust has adopted such roles and they have been created to strengthen succession planning in relation to outgoing Non-executives.

The Board's sub-committee structure is made up of the: Audit Committee, Quality Committee, Finance and Performance Committee, Workforce Committee, Mental Health Legislation Committee, Remuneration Committee, and Nominations Committee.

The next page shows our Board of Directors as at 31 March 2022.

Executive Directors



Dr Sara Munro
Chief Executive



Joanna Forster Adams
Chief Operating Officer



Dawn Hanwell
Chief Financial Officer
and Deputy Chief Executive



Darren Skinner
Director of People and
Organisational Development



Dr Christian Hosker
Medical Director



Cathy Woffendin
Director of Nursing,
Quality and Professions

Non-Executive Directors



Dr Sue Proctor
Chair



Professor John Baker
Non-Executive Director



Helen Grantham
Non-Executive Director
and Deputy Chair



Merran McRae
Non-executive Director



Sue White
Non-Executive Director



Martin Wright
Non-Executive Director
(Senior Independent Director)



Cleveland Henry
Non-Executive Director

There have been 2 changes this year. Andrew Marran stepped down as a NED on 31 September 2021. Merran McRae was appointed as a NED on 1 January 2022.

Darren Skinner was appointed as our Interim Director for People and Organisational Development (OD) on 10 May 2021 replacing Claire Holmes. Following a robust interview process, Darren was appointed substantively on 23 May 2022 and continues to serve on our Board.

During 2021/22 in order to comply with Government directions, Board meetings were held more frequently and were held virtually. In 2021/22 the Board of Directors met on eight occasions. Members of the public were not invited to attend the meetings, although some of our governors were able to attend. We also invited our members, governors and members of the public to submit questions. Video recordings of the meetings were published on the Trust's website within one week of the meeting. Copies of the agendas, papers and minutes for Board meetings can be found on our website.

Governance and our Governors

The Council of Governors is the body that gives the public a voice in helping to shape and influence the future of mental health and learning disability services provided by our Trust. It is made up of people who have been elected from and by our membership and who are representative of our constituencies. It also includes people appointed from a range of partner organisations. The Council of Governors is chaired by the Chair of the Trust, who ensures a link between the Council and the Board of Directors; the Deputy Chair of the Trust is also the Deputy Chair of the Council of Governors. We're required to have a Lead Governor and Peter Webster carried out the role until 1 November 2021, and has now been succeeded by Les France.

During 2021/22 the Council of Governors had four formal business meetings. The four business meetings of the Council of Governors were held virtually in order to comply with Government Covid-19 guidance. Members of the public were not invited to attend the meetings but were invited to submit questions. Video recordings of the meetings were published on the Trust's website within one week of the meeting.

Notice of public Council of Governors' meetings along with the agenda and papers are published on our website.

The governors also hold an Annual Members' Meeting. This was held virtually in July 2021. This is a public meeting and members are encouraged to attend to hear more about the work of the Trust and the Council of Governors

A selection of our governors at March 2022

Our Governors for 2020/21

Elected Governors

Name	Constituency
Ian Andrews**	Staff: Non-clinical
Sophia Bellas*	Service User: York and North Yorkshire
Caroline Bentham	Carer: Leeds
Mark Clayton	Carer: Leeds
Rita Dawson	Service User: Leeds
Les France	Public: Leeds
Rachel Gibala**	Service User: Leeds
Ruth Grant	Staff: Non-clinical
Hazel Griffiths**	Carer: York and North Yorkshire
Oliver Hanson**	Staff: Clinical
Gail Harrison**	Staff: Clinical
Peter Holmes	Service User: Leeds
Steve Howarth	Public: Leeds

Elected Governors

Name	Constituency
Andrew Johnson	Staff: Clinical
Mussarat Khan	Public: Leeds
Sarah Layton	Staff: Non-clinical
Kirsty Lee	Public: Leeds
Ivan Nip**	Public: Leeds
David O'Brien	Public: York and North Yorkshire
Sally Rawcliffe-Foo	Staff: Clinical
Joseph Riach**	Service User: Leeds
Bryan Ronoh**	Carer: Leeds
Ann Shuter	Service User: Leeds
Nicola Swan	Public: Rest of England and Wales
Peter Webster	Public: Leeds

* Indicates those governors who stepped down early during 2021/22, before the end of their term of office

** Indicates those governors who were newly elected or re-elected part-way through 2021/22

Appointed Governors

Name	Constituency
Councillor Fiona Venner**	Leeds City Council
Helen Kemp	Volition - Leeds (mental health representative)
Councillor Anna Perrett	City of York Council

Appointed Governors

Name	Constituency
Sue Rumbold*	Director of Children and Families Programme, West Yorkshire and Harrogate ICS
Tina Turnbull	Volition - Leeds (learning disabilities representative)

* Indicates those governors who stepped down early during 2021/22, before the end of their term of office

** Indicates those governors who were re-appointed or newly appointed part-way through 2021/22

Our members

We are an NHS Foundation Trust which means we are accountable to the people within our communities, who can become members.

Staff, service users, their families and carers along with the general public can join our Trust as a member. We are responsible for ensuring that our membership is representative of the people that the Trust could provide services to. The profile of the current membership in terms of ethnicity, gender and age continues to be broadly in line with that of the respective constituencies, with no significant deficits.

A review of membership has been undertaken by the Trust and results from this confirmed that membership numbers remain high and representative. The Trust has reached a strong solid membership number - now the focus will be on developing a programme of engagement for members.

Membership engagement

We have a varied approach to facilitating engagement between governors, members and the wider public. In particular, each year we hold our Annual Members Meeting. This event incorporates the statutory annual meeting where the Council of Governors accounts for how it has carried out its duties on behalf of members.

Usually, we provide an opportunity for a 'Big Conversation', although during the pandemic this has had to be curtailed. The Trust's Annual Members' Meeting was once again held virtually in July of 2021. Usually there would be a chance for members and the public to talk about their experience of our services both good and not so good and Governors would have the opportunity to meet with, talk to and hear from their constituents and the wider public.

Membership

As at 31 March 2022 the membership was 14,515. This has been steadily maintained throughout the year. The tables below illustrate the breakdown, by constituency, of the total number of members.

We have three membership constituencies: public, service user and carer, and staff.

There are three public constituencies: Leeds, York and North Yorkshire and Rest of England and Wales. These constituencies are made up of a number of local government electoral areas. This is in accordance with the NHS Act 2006. If a person wants to join a public constituency the relevant one will be determined by the address at which they live.

The Service User and Carer Constituency is divided into five constituencies for the geographical areas of: Leeds, York and North Yorkshire and the rest of England and Wales. Again, these constituencies follow the local government electoral boundaries. Anyone who has used our services in the last 10 years or cares for someone who has used our services can join the Service User and Carer Constituency. An individual's home address will determine which constituency they join.

The Staff Constituency is divided into two categories: Staff: Clinical and Staff: Non-clinical. Any individual who is employed by the Trust under a contract of employment will automatically become a member unless they opt out. In addition to those individuals directly employed by the Trust, people who exercise a function for the Trust may also choose to be a member of the Staff Constituency. Whether a person joins the clinical or the non-clinical class will be determined by national occupation codes.

Public constituency	Service User and Carer constituency	Staff constituency
Public: Leeds	Service User: Leeds	Clinical Staff: Leeds and York & North Yorkshire
Public: York and North Yorkshire	Service User: York and North Yorkshire Carer: Leeds	Non-clinical Staff: Leeds and York & North Yorkshire
Public: Rest of England and Wales	Carer: York and North Yorkshire Service User and Carer: Rest of UK	

Number of members*

Public constituency	Number of members
Public: Leeds	7,186
Public: York and North Yorkshire	1,358
Public: Rest of England and Wales	1,901
Total public members (including 55 members outside England and Wales)	10,500

* Total membership by constituency as at 31 March 2022

Number of members*

Service User and Carer constituency	Number of members
Service User Leeds	486
Service User: York and North Yorkshire	79
Carer: Leeds	302
Carer: York and North Yorkshire	38
Service User and Carer: Rest of UK	89
Total service user and carer members	994

* Total membership by constituency as at 31 March 2022

Number of members*

Staff constituency	Number of members
Clinical staff: Leeds and York & North Yorkshire	2,246
Non-clinical Staff: Leeds and York & North	775
Total staff members	3,021

* Total membership by constituency as at 31 March 2022

Membership has maintained steady at 14,515 as at 31 March 2022.



Contact us

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Leeds
LS7 3JXs

Chief Executive

If you'd like to get in touch with Dr Sara Munro, our Chief Executive, please call:

Tel: 0113 85 55913

You can follow Sara on Twitter: @munro_sara

Associate Director of Corporate Governance/Trust Board Secretary

Cath Hill

Tel: 0113 85 55000

Email: chill29@nhs.net

Patient Advice and Liaison Service (PALS)

Our Patient Advice and Liaison Service (PALS) is a confidential and free service to guide you through the different services available at our Trust. Our PALS offices are open from Monday to Friday, 9am to 12noon and 2pm to 4pm and are closed on bank holidays.

You can contact the service on:

Tel: **0800 052 5790**

Email: pals.lypft@nhs.net

Membership

If you're interested in becoming a member of Leeds and York Partnership NHS Foundation Trust, please contact:

The Membership Office

Tel: **0113 85 55900**

Email: ftmembership.lypft@nhs.net

Communications

For all media enquiries or if you would like copies of this report or more information about the Trust, you can contact us on:

Tel: **0113 85 55989**

Email: communications.lypft@nhs.net

Members of the Board of Directors and Council of Governors

Email addresses for members of the Board of Directors and Council of Governors can be found on our website:

www.leedsandyorkpft.nhs.uk

Let's get social

 Leeds and York Partnership NHS Foundation Trust

 @leedsandyorkpft

 Leeds and York PFT

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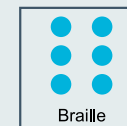
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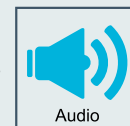
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