



LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST
**Minutes of the Public Meeting of the Council of Governors
 held on Tuesday 16 February 2016, in Room 10, The Met Hotel,
 King Street, Leeds, LS1 2HQ**

<u>PRESENT:</u>	
Frank Griffiths – Chair of the Trust (Chair of the meeting)	
Public Governors	Staff Governors
Philip Jones	Dominik Klinikowski
Jo Sharpe	Andrew Johnson
Steve Howarth	
	Appointed Governors
Carer Governors	Cllr Helen Douglas
Andy Bottomley	Colin Clark
Alan Procter	Carol-Ann Reed
Julia Raven	
Service User Governors	
Claire Woodham (Lead Governor)	
<u>IN ATTENDANCE:</u>	
Dawn Hanwell, Chief Financial Officer and Deputy Interim Chief Executive	
Anthony Deery, Director of Nursing	
Lynn Parkinson, Interim Chief Operating Officer	
Margaret Sentamu, Non-executive Director	
Steven Wrigley-Howe, Non-executive Director	
Keith Woodhouse, Non-executive Director	
Cath Hill, Head of Corporate Governance	
Fran Limbert, Governance Assistant (meeting secretariat)	

<p>16/001</p>	<p>Welcome and Introductions (agenda item 1)</p> <p>The Chair opened the public session of the meeting at 14:00, introducing Ms Fran Limbert to the Governors and informing the Council that Ms Limbert had become the Trust's Governance Assistant.</p> <p>Mrs Hill informed the Council that the next meeting of the Council of Governors was due to take place on the 19 May 2016, but that unfortunately the date of this meeting needs to be rescheduled for operational reasons. She indicated that the potential date for this meeting would be the 12 May 2016 with the meeting also now being expected to take place in Leeds as opposed to York. Mrs Hill offered her gratitude to the York Governors for the investment that they make in attending meetings in Leeds, confirming that final meeting details will be circulated in due course. She offered her apologies for this meeting having to be rescheduled.</p>	
<p>16/002</p>	<p>Apologies (agenda item 2)</p> <p>Apologies were received from the following Governors:</p> <ul style="list-style-type: none"> • Ant Hanlon • Maria Trainer • Andy Bottomley • Niccola Swan • Ann Shuter • Ruth Grant • Cllr Josie Jarosz. <p>Mr Griffiths informed the Council that Niccola Swan is recovering well and he offered his best wishes on behalf of the Council.</p>	
<p>16/003</p>	<p>Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda Items (agenda item 3)</p> <p>No Governor present at the meeting indicated a change to their declared interests; neither did any Governor raise a conflict in respect of any agenda item.</p>	

16/004	<p>Opportunity to Receive Comments or Questions from Members of the Public (agenda item 4)</p> <p>There were no questions from members of the public.</p> <p>Mr John Mason, member of the public, offered his gratitude to the staff based at Trust Headquarters for the support they had provided him over the past twelve years whilst he had been a service user of the Trust.</p>	
16/005	<p>Minutes of the Public Meeting held on 18 November 2015 (agenda item 5.1)</p> <p>Mrs Hill informed the Council that one amendment had been received which was to record the apologies of Mrs Raven.</p>	
	<p>The minutes of the public Council of Governors' meeting held on 18 November 2015 were agreed as an accurate record subject to the requested amendment.</p>	
16/006	<p>Cumulative actions outstanding from previous Council of Governors' meetings (agenda item 7)</p> <p>The Chair advised the Council that the report was there for information.</p> <p>Mrs Hill informed the Council that log number 76 will be discussed further at a future Council meeting.</p>	
	<p>The Council of Governors noted the actions outstanding from previous meetings and was assured of progress.</p>	
16/007	<p>Chair's Report (agenda item 8)</p> <p>Mr Griffiths presented the Chair's Report and informed the Council of three resignations that had been received from Governors, those of Ms Becky Oxley, Mr James Morgan, and Mr Richard Brown.</p>	

Mr Griffiths offered his gratitude to the three individuals for the contributions that they had made to date and he wished them well for their future endeavours.

Mr Griffiths directed the Council to the NHS fraud case report by Ms Jill Copeland, Interim Chief Executive, which had been tabled at the meeting. Mr Griffiths offered his gratitude to staff who had been involved with the case and who had assisted in the pursuit of this case. Mr Griffiths informed the Council that he and Mrs Susan Tyler, Director of Workforce Development had presented a full report on this case to the Board of Directors on the 28 January 2016. Mr Griffiths offered assurance to the Council that the wrong-doing had been exposed fully and that the Trust's Audit Committee was monitoring an internal audit on the issues that arose from this and that the Committee is continuing to explore the lessons learnt within the Trust to seek further assurance. Mr Griffiths informed the Council that the Crown Court is seeking to recover NHS monies by reviewing the assets owned by the perpetrators.

Mr Jones asked what controls were in place at the time of the fraud in relation to management and supervision of the perpetrator during his time employed at the Trust. Mrs Hanwell provided reassurance to the Council since this case the Trust had begun to examine forensically the systems and procedures that the Trust had in place to minimise the risk associated with this case. Mrs Hanwell informed the Council that this case had taken place over a period of five years and involved the Trust, NHS England, and Leeds Community Healthcare Trust. Mrs Hanwell informed the Council that at the time of this case there were control weaknesses within financial structures but these had since been eliminated by the Trust developing clear financial instructions for staff to follow.

Mr Griffiths informed the Council that in Menston there is a graveyard for 2,861 people who died between 1890 and 1969. He informed the Council that the grave is two flat fields with one plaque explaining that these people were ex-patients of High Royds Hospital. The Council discussed the graveyard and agreed to start a working group to campaign to have this suitably recognised as a place where people were buried who had once attended High Royds Hospital and a place where the family members and friends of

	<p>these people could attend to recognise the life that had passed. The Council suggested that once this place had been developed appropriately then potentially an annual event could be held as a mark of respect for these people. It was supported as a good way forward and suggested that Ms Tricia Thorpe, Time to Change Development Officer, should be invited to take part in this group. Mr Howarth informed the Council that there is 'friends of the cemetery' and that open days that take place during the year. Ms Sharpe, Ms Woodham, and Mr Jones agreed to be part of this group.</p>	
	<p>The Council received the Chair's Report and noted the contents discussed.</p>	
<p>16/008</p>	<p>Matters arising (agenda item 6.1)</p> <p>The Chair introduced Mr Oliver Tipper, Head of Communications, to the Council who attended the meeting to provide an update on the proposed change of name for the Trust. Mr Tipper informed the Council that this paper provides an update of what had taken place since the last Council meeting in relation to the Trust consulting with its stakeholders about the proposed name change, and also with key members of staff on the implications and cost of the proposed name change. Mr Tipper informed the Council that the consultation exercise had now concluded and that the Trust had received responses from over 600 individuals.</p> <p>Mr Tipper informed the Council that he had been working with NHS Identity part of the Department of Health who advise on matters of naming and branding of NHS Trusts. He also noted that the results of the consultation were currently being analysed by him and that the Trust had commissioned an internal Task and Finish Group to scrutinise the impact assessment both financially and in terms of staff resource required in respect of a name change. Mr Tipper informed the Council that the Board of Directors would discuss the results of the consultation further on the 31 March 2016. The Council noted that one recommendation noted by NHS Identity is that further work should be undertaken to ensure local accountability is taken into consideration. The Council noted this recommendation and that the Trust is potentially involved in a merger with Leeds Community Healthcare and the implications that this could have in relation to the change of name for the Trust. The Council noted that the Board of Directors will need to be mindful of the impact of the financial resource, people resource, recommendations from NHS</p>	

	Identity, and the potential merger when discussing this further on the 31 March 2016.	
	The Council of Governors noted the update and was assured it would be advised of any developments following the Board of Directors meeting on the 31 March 2016.	
16/009	<p>Strategic and operational planning (agenda item 9)</p> <p>Mrs Parkinson informed the Council that this paper sets out the requirements of the NHS planning guidance for 2016/17 and proposes the priorities that form the basis of our Operational Plan for 2016/17.</p> <p>Mrs Parkinson advised the Council that the three priorities are proposed for delivery in 2016, they are:</p> <ol style="list-style-type: none"> 1. Support and engage staff to improve people’s health and lives 2. Meet Care Quality Commission (CQC) fundamental standards and improve quality through learning 3. Work with partners to develop a clear plan for the Trust’s future direction. <p>Mrs Parkinson informed the Council of the new requirements from this planning guidance which are to produce a one-year organisational based Operational Plan for this period, and to produce a five-year place based Sustainability and Transformation Plan (STP). Mrs Parkinson informed the Council that the Trust is part of a West Yorkshire based STP but it had been agreed that a Leeds based plan will be created which will feed into the West Yorkshire STP. The Council agreed that this approach could help streamline service users’ pathways and provide development for existing service models.</p> <p>Mrs Parkinson informed the Council that the Trust is refreshing its five-year strategy starting in March 2016. The Council discussed the importance of staff engagement being the driving force within each of these priorities. Mrs Parkinson informed the Council that the Trust is committed to allowing staff to feel empowered to lead on the delivery of the Trust’s strategic future in an operational manner. Mrs Parkinson informed the Council that ten staff listening events have been planned to help improve engagement with staff and the Trust’s senior management team.</p>	

	<p>Mrs Parkinson indicated that the Trust provides two kinds of care: local mental health, learning disability and addictions services for the people of Leeds; and specialist services across the region and even further afield, with large bases in Leeds and York, and smaller ones in Manchester and Newcastle. Mrs Parkinson indicated that it had been agreed to embrace a two-pronged approach when pursuing its strategic direction, specifically looking at the local, and the broader footprints. The Council felt assured that the Trust is fully committed to maintaining and developing services in this way.</p> <p>Ms Woodham asked what ‘activity information’ refers to. Mrs Parkinson explained that this is how the services quantify how much activity is delivered against the Trust’s Operational Plan.</p> <p>Mrs Parkinson informed the Council of a piece of work that she had been involved with in partnership with Bradford District Care NHS Foundation Trust and South West Yorkshire Partnership NHS Foundation Trust. She noted that this piece of work is in relation to the Vanguard and is specifically based on urgent care looking at current models and approaches and examines what is best practice. Mrs Parkinson informed the Council that this collaborative piece of work is reviewing West Yorkshire urgent care with partnership working with Yorkshire Ambulance Service and West Yorkshire Police. The Council noted that this would allow the Trust to standardise the level of best practice that it offers and potentially provide better care pathways.</p>	
	<p>The Council of Governors noted the timescales for the process for delivery of the 2016/17 Operational Plan and the STP. The Council endorsed a two-pronged approach for the Trust’s strategic direction.</p>	
<p>16/010</p>	<p>Non-executive director presentation about performance (agenda item 10)</p> <p>Mr Wrigley-Howe discussed two key Trust issues that the Non-Executive Directors in particular are seeking assurance on currently they are; current vacancy levels, 14 trigger to Board events. Mr Wrigley-Howe informed the Council that the current vacancy levels within the Trust are 10% of the total workforce and that improvement had been made on this issue. Mr Wrigley-Howe informed the Council that a Trust recruitment event took place on the 28 January 2016 where offers of employment were made to 79 people. Mr</p>	

Wrigley-Howe offered assurance to the Council that progress had been made on this issue and that the Board of Directors receives regular updates on its progress.

Mr Wrigley-Howe informed the Council that following the transfer of York services from the Trust to Tees Esk Wear Valleys NHS Foundation Trust (TEVW) a review conducted by TEVW revealed that there were reports of the Mental Health Act (MHA) not being applied correctly to service users. Following this being revealed the Trust conducted an internal audit looking at inpatients who were being detained under the MHA to seek clarification as to whether the matter was being correctly recorded. Mr Wrigley-Howe informed the Council that following this audit 14 service users had been incorrectly detained because the MHA was being documented incorrectly. Mr Wrigley-Howe provided assurance to the Council that the Mental Health Act Committee had reviewed this and had concluded that there were issues with the way the Trust recorded the detentions but that the clinical process surrounding this is clear and robust. The Council noted the importance of advocacy and support being offered to the service users affected. Mr Wrigley-Howe assured the Council that following the audit recommendations were made to remind clinicians about their responsibilities, and that the Board of Directors is sighted on this issue.

Mr Wrigley-Howe discussed the Complaints Summary Report and the Council noted that improvements had been made in respect of complaints responses, Mr Wrigley-Howe provided assurance to the Council that the Board of Directors receives regular updates on this matter. Mr Wrigley-Howe informed the Council that the Board had asked for the report to be developed to ensure that it features details of the severity of the individual complaints, and details of what the Trust is doing to deal with each individual complaint.

Mr Wrigley-Howe discussed the Trust Incident Review Group (TIRG) Lessons Learnt Report and provided assurance to the Council that Dr Jim Isherwood leads this process in an appropriate manner and that this is an area that the Trust performs well in in terms self-evaluation. Mr Wrigley-Howe informed the Council that each TIRG meeting is thorough and detailed and lessons learnt are applied by the Trust. Mr Wrigley-Howe provided assurance to the Council that the Trust is applying the Sign up to Safety practice thoroughly.

The Council thanked Mr Wrigley-Howe for his presentation.

	<p>The Council of Governors received the presentation from Mr Wrigley-Howe about the Trust’s performance.</p>	
<p>16/011</p>	<p>Quarter 3 performance report (agenda item 10.1)</p> <p>Mr Wrigley-Howe informed the Council that this report provides a summary of the Trust’s performance against key quality performance indicators and that the information had been taken from the Integrated Quality and Performance Report at Quarter 3 2015/16. Mr Wrigley-Howe informed the Council that this report provides a high level overview of the Trust’s performance data for Quarter 3 2015/16 and that information is presented in line with the Care Quality Commission’s five quality domains; safe, caring, effective, responsive, and well led.</p> <p>Mr Klinikowski suggested that on the Y axis of the graphs the measure is stated in a whole number and not with a decimal point. Mr Klinikowski noted that this version is purely data, Mr Griffiths informed Mr Klinikowski that the full report is presented at the public Board of Directors meeting and the papers associated with this can be found on the Trust’s website.</p> <p>Mr Procter also noted that this this version is purely data and asked where Governors can submit questions, queries or comments to in relation to this report. Mrs Hill invited all questions, queries and comments to be submitted to her, informing the Council that she would ensure that they are then passed to the relevant Executive Director for their reply.</p> <p>Mr Procter enquired as to whether training for the MHA could be introduced by the Trust. Mr Griffiths presented a question sent in by Ms Grant who asked “With regard to the figures of what had been achieved in relation to staff training is there any indication whether particular teams or staff grades are not achieving appraisals and compulsory training? Also with regard to sickness and absences are there any themes around why levels are still high and what is being done about this to help staff maintain wellness?” Mrs Parkinson offered assurance to the Council by confirming that on a monthly basis ward managers receive a detailed report on compulsory training and appraisal compliance. She outlined that on this report it is possible to identify individuals and teams specifically to review their progress. Mrs Parkinson informed the Council that the Executive Team are currently undertaking analytical work to review</p>	

	<p>this further. Mrs Parkinson assured the Council that ward managers also receive a monthly report on sickness and absence and that the Board of Directors looks at common themes identified and thinks innovatively on how to address these on a Trust-wide basis.</p> <p>Mr Johnson sought assurance from Mr Deery that the matter of the MHA being applied incorrectly was administration errors and not clinical decisions. Mr Deery provided assurance to the Council that the errors were administration based, one example of this is where documentation found was a photocopy and not an original document as dictated by the MHA, because of this the service user involved had to be discharged and then reassessed as the MHA was not being applied correctly.</p> <p>Mr Procter informed the Council that nationally changes have been made to the benefits system and enquired whether the Trust committee is monitoring these changes and the effect that they may have on service users. Mr Griffiths replied to confirm that the Trust does not monitor this but expects that clinical staff are having effective dialogues with other agencies who do manage this across the district of Leeds.</p>	
	<p>The Council of Governors received the Quarter 3 performance report and noted its contents.</p>	
<p>16/012</p>	<p>Complaints report (agenda item 10.2)</p> <p>Mr Wrigley-Howe informed the Council that this report provides activity and performance information about complaints and PALS for December 2015. The Council noted that in this period five complaint responses were overdue; Learning to Improve Group had been established within the Trust; the Quality Committee receives a report bi-annually on trends and themes that had been identified and the lessons learnt; and a recent internal audit of the complaints procedure reported significant assurance.</p> <p>Ms Woodham informed the Council that she had met with Mrs Alison Kenyon, Associate Director for Leeds Mental Health Care Group, November 2015 to discuss issues previously reported on culture of staff within the Trust. Ms Woodham noted that 33% of complaints relate to staff attitude and suggested that further work should be done by the Trust to evaluate this. She informed the Council that she had plans to meet again with Mrs Kenyon to review the progress</p>	

	<p>that had been made and invited Mr Deery and Ms Copeland to attend this meeting should they wish to do so.</p> <p>Mr Griffiths presented a question on behalf of Ms Grant who noted the “Comments made on page 4 of the report about staff attitude had raised some concern and I would like to know whether these complaints are about different individuals or teams and how this is being addressed.” Mr Deery assured the Council that the complaints had been raised with the individual’s line managers. Mr Deery agreed to provide a report on progress made at the Council of Governors meeting on the 12 May 2016.</p>	AD
	The Council of Governors received the Complaints report and noted its contents.	
16/013	<p>Trust Incident Review Group (TIRG), Lessons Learnt Report (agenda item 10.3)</p> <p>Mr Wrigley-Howe informed the Council that the TIRG meets monthly to review investigation reports and ensure that all serious incidents have been investigated thoroughly. He confirmed that the TIRG agrees recommendations and action plans that are relevant and achievable and identifies any patterns or trends of incidents that may require further investigation. Mr Deery assured the Council that the activity of TIRG supports the Trust to be an organisation with a memory to assist learning from incidents and to continue the drive towards safer therapeutic care for all service users.</p> <p>Ms Woodham enquired as to why there was a delay in TIRG reviewing some cases. Mr Deery explained that due to a capacity issue there was a backlog of cases but that TIRG is now up to date with all investigations and had been since 31 January 2016.</p>	
	The Council of Governors received the Trust Incident Review Group, Lessons Learnt Report and felt assured that the actions in respect of lessons learnt are being progressed appropriately within the Trust.	
16/014	<p>Control total (agenda item 10.4)</p> <p>Mrs Hanwell informed the Council that the Trust was required to submit a draft version of its 2016/17 Operational Plan by 8 February</p>	

	<p>2016 and that the guidance received is more specific and prescriptive this year. Mrs Hanwell informed the Council that the supplementary guidance had also confirmed that all trusts will be given a specific control total to achieve in their financial plan and that this Trust had been given a control total confirmed as £3.2million surplus which would contribute to the overall system balance. She noted that this had been calculated from the Trust's surplus at month six which was £2.5million, plus a stretch target of £700,000 which was 0.5% of the Trust's turnover.</p> <p>Mrs Hanwell informed the Council that she had undertaken a planning exercise focused around the control total and what the Trust may be able to achieve the £3.2million that had been set on behalf of the Trust. Mrs Hanwell had suggested that the Trust proposes a new control total of £1million which had been supported by the Board of Directors on 31 January 2016 noting that they agreed that £3.2million was not a deliverable target in the context of the Trust's recurrent financial position. Mrs Hanwell informed the Council that the Trust had written to Monitor to explain why it does not believe that it can deliver the £3.2million surplus and that the Trust's draft 2016/17 Operational Plan included a £1million surplus. Mrs Hanwell informed the Council that one third of foundation trusts within England had suggested a new control total and that the potential implications of not complying with the set control total are not yet known.</p> <p>Mr Griffiths provided assurance to the Council that upon the Board of Directors reviewing the Trust's proposed control total of £1million they acted on their fiduciary duty and provided a conclusion in the best interest of the Trust. Mr Griffiths informed the Council that the Board of Directors acted in good faith for the Trust's best interest and they believed that the action taken of suggesting an amended control total promoted the best interest of the Trust based on their reasonable investigations of the options presented.</p> <p>The Council noted that the surplus that the Trust had achieved in previous years was derived solely from non-recurrent savings.</p>	
	<p>The Council of Governors noted the Financial plan and supported the decision made by the Board of Directors to suggest an amended control total.</p>	

<p>16/015</p>	<p>Support the appointment of Jill Copeland as Interim chief Executive (agenda item 11)</p> <p>Mr Griffiths informed the Council that this report provides assurance on the process undertaken to appoint an Interim Chief Executive to replace Chris Butler who resigned as Chief Executive on 31 December 2015, and recommends the appointment of Ms Jill Copeland as the Interim Chief Executive of the Trust.</p> <p>Mr Griffiths informed the Council that the responsibility for the appointment or removal of a Trust Chief Executive rests with the Non-Executive Directors and that the approval of the appointment of the Chief Executive is one of the statutory duties of the Council of Governors.</p> <p>Mr Griffiths presented a question on behalf of Ms Grant who gave apologies for the meeting; it was; “Are there any time scales when the selection process will commence for the new chief executive of the Trust? Had there been any interested parties already inquiring about the post?” Mr Griffiths confirmed that the Trust had received interest already about the substantive appointment and he welcomed further interest. He confirmed that the position will be advertised nationally on the 29 February 2016, that Gatenby Sanderson are administering the process on behalf of the Trust, and the appointment process will involve a two-day selection process. Mr Griffiths confirmed that the outcome of this appointment will be reported to the Council of Governors meeting on the 12 May 2016.</p>	
	<p>The Council supported the appointment of Jill Copeland as Interim Chief Executive and noted the process for a substantive appointment.</p>	
<p>16/016</p>	<p>Minutes from the Strategy Committee (agenda item 12)</p> <p>Ms Sharpe presented the minutes from the Strategy Committee meeting that took place on 10 December 2015 noting that the Strategy Committee is a sub-committee of the Council of Governors.</p> <p>Ms Sharpe informed the Council that the Strategy Committee provides an opportunity for Governors to take part in discussions that assists the Trust to set out its strategic vision for the future. She confirmed that it provides an opportunity for Governors to ensure that</p>	

	<p>the views and opinions of their constituents are taken into consideration on the strategic direction of the Trust and that it allows Governors an opportunity to help create and set out the goals and aspirations of the Trust.</p> <p>Ms Sharpe reminded the Council that under the NHS Act 2006 (as amended by the Health and Social Care Act 2012) Governors will be required to carry out a number of statutory duties including; representing the interests of the members of the Trust as a whole and the interests of the public, and holding the non-executive directors, individually and collectively, to account for the performance of the Board. She noted that attending the Strategy Committee meetings provides one way in which the Governors can comply with this duty.</p> <p>Mr Griffiths invited all Governors who are available to attend the Strategy Committee meetings and advised that the date of the next meeting will be circulated to the Council by Ms Limbert.</p>	
	The Council received the minutes from the Strategy Committee on the 10 December 2015 for information.	
16/017	Ratification of the appointment of Lead Governor (agenda item 13)	
	The Council agreed the appointment of Ms Woodham as Lead Governor as recorded by Governor votes at the Council of Governors meeting on the 16 February 2016.	
16/018	Minutes of the meeting of the Board of Directors held 29 October 2015 (agenda item 14)	
	The Council noted and received the minutes of the public meeting of the Board of Directors for information.	
16/019	Membership report (agenda item 15)	

	The Council noted and received the membership report for information.	
16/020	Background paper for new membership campaign: #this is me! (agenda item 16)	
	The Council noted and received the background paper for the new membership campaign #this is me! for information.	
16/021	Any other business (agenda item 17) Mr Griffiths informed the Council that had he was currently undertaking appraisals with individual Governors and offered gratitude to the Governors that had been involved so far. Mr Griffiths explained that these appraisals are incredibly helpful and revealing on the wide ranging issues that Governors are involved within. Ms Reed informed the Council that for the next Council meeting she is working with Mr Andy Weir, Associate Director for Specialist and Learning Disability Services, to produce a workshop based on the Trust's Learning Disability service. The Council welcomed this workshop noting that awareness of this service should be raised both within the Trust and externally.	
16/022	Question / comments from Members of the Public (agenda item 18) There were no questions from the public.	
The chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 15:50 and thanked Governors and members of the public for their attendance.		

**COUNCIL OF GOVERNORS' ACTION SUMMARY
(PUBLIC MEETING)
Meeting held 16 February 2016**

MINUTE	ACTION SUMMARY (PUBLIC MEETING)	LEAD
16/012	<p>Complaints report (agenda item 10.2)</p> <p>Mr Griffiths presented a question on behalf of Ms Grant who gave apologies for the meeting; it was; "Comments made on page 4 of the report about staff attitude has raised some concern with me and I would like to know whether these complaints are about different individuals or team and how this is being addressed." Mr Deery assured the Council that the complaints had been raised with the individual's line managers. Mr Deery agreed to provide a report on progress made at the Council of Governors meeting on the 12 May 2016.</p>	AD