



LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST
**Minutes of the Public Meeting of the Council of Governors
 held on Tuesday 26 July 2016 in the Large Function Room, St
 George's Centre, Great George Street, Leeds, LS3 1BR**

PRESENT:	
Frank Griffiths – Chair of the Trust (Chair of the meeting)	
Public Governors	Staff Governors
Philip Jones	Dominik Klinikowski
Niccola Swan	Andrew Johnson
Steve Howarth	Ruth Grant
Jo Sharpe	
	Appointed Governors
Carer Governors	Colin Clark
Andy Bottomley	
Julia Raven	
Service User Governors	
Ann Shuter	
IN ATTENDANCE:	
Margaret Sentamu, Non-Executive Director (Deputy Chair of the meeting)	
Jill Copeland, Interim Chief Executive	
Gill Taylor, Non-executive Director	
Steven Wrigley-Howe, Non-executive Director	
Keith Woodhouse, Non-executive Director	
Angela Earnshaw, Head of Learning and Organisational Development (for agenda item 15)	
Andrew Howorth, Head of Patient Experience (for agenda item 10)	
Cath Hill, Head of Corporate Governance (meeting secretariat)	
Rose Cooper, Governance Assistant (minutes)	

16/054	<p>Welcome and introductions (agenda item 1)</p> <p>Mr Griffiths opened the meeting at 13.15 and welcomed everyone.</p>	
16/055	<p>Apologies (agenda item 2)</p> <p>Apologies were received from the following governors:</p> <ul style="list-style-type: none"> • Claire Woodham • Helen Douglas • Carol-Ann Reed 	
16/056	<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; nor did any governor raise a conflict in respect of any agenda item.</p>	
16/057	<p>Opportunity to receive comments or questions from members of the public (agenda item 4)</p> <p>Mr John Mason, a member of the public, suggested the Trust could consider cooperating with private sector health companies in order to enhance its financial position.</p> <p>Ms Tricia Thorpe, Time to Change Development Officer, requested more emphasis be placed on not tolerating stigma and discrimination in Trustwide documentation and asked that the governors become ambassadors for this cause.</p>	
	<p>The Council received the comments made by the public.</p>	
16/058	<p>Minutes of the Public Meeting held on 12 May 2016 (agenda item 5.1)</p>	

	The minutes of the public Council of Governors' meeting held on 12 May 2016 were agreed as an accurate record.	
16/059	<p>Matters arising (agenda item 6)</p> <p>Mrs Swan requested that following discussions at a recent Council of Governors' workshop a review of what the Trust is doing about increasing employment opportunities for people with learning disabilities be added to a future meeting agenda.</p>	CH
	The Council of Governors noted this request.	
16/060	Cumulative actions outstanding from previous Council of Governors' meetings (agenda item 7)	
	The Council of Governors agreed that the two outstanding actions be closed as both had been actioned.	
16/061	Chair's Report (agenda item 8)	
	The Council of Governors received the Chair's Report and noted the contents discussed.	
16/062	<p>Trust Strategy Refresh (agenda item 9)</p> <p>Ms Copeland introduced the paper and provided an overview of the process and journey to date of the Trust strategy refresh project and what has been learnt from the two rounds of online Crowdsourcing that took place from April to June 2016.</p> <p>Ms Copeland informed the Council that 20% of staff had contributed to the platform overall, a significant figure compared to previous staff engagement. She felt this could be attributed to the anonymous and non-hierarchical format of the Crowdsourcing method which had been particularly praised by staff.</p> <p>Ms Copeland drew attention to the mention of working towards</p>	

	<p>service users living without stigma in the Trust’s vision.</p> <p>Mr Klinikowski felt the emerging strategic objectives described were quite vague, lacking detail regarding how they could be implemented and that some of the discussion in the Crowdsourcing document had been lost.</p> <p>Mrs Swan felt more could be said about the Trust working with wider partner organisations such as local authority or third sector, greater mention of the difference the Trust makes to peoples’ mental health and suggested that how the Trust will achieve measurable outcomes could be conveyed more strongly. Mrs Swan added that she felt it had been an excellent piece of work overall.</p> <p>Mr Howarth questioned the use of ‘<i>kind</i> tone of voice’ in the vision and values as being too simplistic and ‘<i>effective</i> premises’ in the emerging strategic objectives section as being unclear.</p> <p>Ms Copeland noted the suggestions made by the Council which will be recommended to the Board of Directors.</p>	
	<p>The Council of Governors considered the documents and agreed the content subject to the suggested amendments.</p>	
<p>16/063</p>	<p>Update on the STP for Leeds and West Yorkshire (agenda item 9.1)</p> <p>Ms Copeland gave a brief overview of the development and submission of both the West Yorkshire and Leeds Sustainability and Transformation Plans (STPs).</p> <p>With regard to the STPs Ms Copeland noted that these are high-level documents and that the next steps and definitive implications are as yet unclear. She noted that further clarification can be expected over the next few months on how plans will be implemented and how the Trust will be affected. Ms Copeland assured the Council that the Trust’s strategy on local integration and developing partnerships with other trusts across West Yorkshire fits with direction of travel of the STPs.</p> <p>Mrs Swan asked for clarity on the role of the governors during this process and Ms Copeland responded that as it stands the governors’ role remains the same and they will agree any major transactions as</p>	

	normal. She added that how these plans will develop is still unknown but that the Trust will ensure it is in the best position to influence the decision-making process.	
	The Council of Governors received the paper and noted the contents discussed.	
16/064	<p>Annual Members' Day update (agenda item 10)</p> <p>Mr Andrew Howorth summarised the plans for the Annual Members' Day 2016 and emphasised the importance of the role of the governors in engaging with members prior to the event, but also welcoming people on the day itself. He noted that they are also invited to hold a stall on the day which is an opportunity to encourage other Trust members to consider becoming a governor.</p> <p>This year's campaign has focused on identity and challenging stigma and is called "<i>this is me!</i>". A vote for next year's membership campaign will also be taking place on the day.</p>	
	The Council of Governors noted the plans for the Trust's Annual Members' Day and the Governor involvement in the event.	
16/065	<p>Non-Executive Director presentation about performance (agenda item 11)</p> <p>Dr Taylor, chair of the Finance and Business Committee, explained there was no performance report being presented at this meeting. Due to of timing issues the report will instead be signed off at the Board of Directors on 28 July before being submitted to NHS Improvement at the end of the month. She went on to describe the remit of the Finance and Business Committee and the challenges it meets.</p> <p>Dr Taylor spoke of her concern regarding the efficiency of the IT and e-Procurement processes which currently exist in the organisation but went on to assure the Council that developments are being made which will help to release resource and improve systems for staff.</p>	

	<p>One area of development is digital solutions and Dr Taylor went on to discuss the recent pilot of Digi-pens that took place across the Trust. She emphasised the importance of IT being accessible and helpful during periods of system change and described one of the challenges for the NEDs as being to encourage back-office teams to work more closely together in order to better support frontline services.</p> <p>Dr Taylor informed the Council of her recent visit to Yorkshire Centre for Psychological Medicine to learn about the estates problems they face, explained the Committee’s current understanding of the control total budget requirements and highlighted the Out of Area Transfers (OATs) budget overspend.</p> <p>Mr Howarth asked whether our status as a foundation trust would enable a legal challenge to the increase of the control total to £3 million. Dr Taylor explained the pressure put on the Board was such that it gave them very little choice other than to accept.</p> <p>Mr Klinikowski asked if it would not be possible to increase the capacity of inpatient beds to meet the current demand. Dr Taylor explained that since taking on the OATs contract in 2011 the Trust had little choice regarding inpatient bed numbers.</p> <p>The Council thanked Dr Taylor for her informative presentation.</p>	
	<p>The Council of Governors received the non-executive director presentation about performance.</p>	
<p>16/066</p>	<p>Safe staffing levels report (agenda item 12)</p> <p>In Mr Deery’s absence questions were taken from the Council.</p> <p>Mr Jones started by saying he found the report to be very useful. He then pointed out that on page 53 of the Quality Report (agenda item 18), as part of the Patient-Led Assessments of the Care Environment (PLACE), there was a notable decline in score against several criteria from 2014 to 2015 at 13 sites across the Trust. Mr Jones then linked this to section 4.2.4 on page 7 of the Safe staffing levels report where it was mentioned that staff clinical time is being compromised by tasks such as housekeeping, cleaning and preparing food. Mr Jones felt that already stretched nursing staff using their time to do non-clinical duties was not effective when these roles could be</p>	

	<p>otherwise recruited to.</p> <p>Mr Klinikowski noted that emphasis is placed on safe staffing but not necessarily effective staffing and queried whether anything was being done to ensure we improve the level of care we provide. He also pointed out that newly qualified nurses are not able to provide the same level of care as nurse who is experienced. What is being done about this?</p> <p>Mr Howarth expressed concern at the unsafe staffing levels in specialist areas such as the eating disorders unit, where staff engagement and involvement with high risk client groups is particularly important.</p> <p>Mrs Swan pointed out that the report only looks at staffing levels on wards and asked why Community Mental Health Teams are not included as part of a wider picture of delivering effective care despite staff shortages.</p> <p>With regard to recruitment, Mrs Earnshaw explained that the recent staff appointments following the combined recruitment events are currently only covering the high turnover of staff. Ms Copeland added there is a delay as a result of appointing a large number of newly-qualified nurses who will start in September.</p> <p>Mr Johnson asked why only the Registered Nurses and Health Support Workers on duty per shift are included in the report but Occupational Therapists and other Allied Health Professionals are not mentioned. Mr Johnson emphasised the vital role these staff have in assisting service users with activities of daily living.</p>	
	<p>The questions were noted by the meeting secretariat and a response will be prepared for the September meeting.</p>	<p>AD</p>
<p>16/067</p>	<p>Complaints report (agenda item 13)</p> <p>Mrs Hill informed the Council that the figure of non-clinical claims on page 9 is a misreport and should in fact read circa £12,000 not £12,000,000.</p>	

	The Council of Governors received this report and noted the amendment made.	
16/068	<p>Trust Incident Review Group, lessons learnt report (agenda item 14)</p> <p>The Council discussed the Mazar report and the work of the Mortality Review Group. Mr Griffiths suggested an agenda item regarding its progress should be included at the November Council of Governors' meeting.</p>	CH
	The Council of Governors received the report and was assured that the actions in respect of lessons learnt are being progressed appropriately within the Trust.	
16/069	<p>Staff survey report: 2015/16: highlights and 2016/17 action plan (agenda item 15)</p> <p>Mrs Angela Earnshaw introduced the paper and provided details of how the Trust's Staff Survey results compare to those of other mental health trusts nationally, how the results of 2015 compare to previous years and how the key issues will be addressed going forward. The results of the 13th staff survey were made public on 23 February 2016 when NHS England published the feedback reports for all Trusts in England. Mrs Earnshaw explained that the overall aim of the survey is to gather information that will help improve the working lives of NHS staff and so provide better care for service users.</p> <p>Mrs Swan was disappointed that certain areas have repeatedly poor performance against the national average and urged for different action to be taken on the feedback to instigate a culture change. Mrs Earnshaw responded by outlining the work of the Your Voice Counts programme, Ms Copeland's listening events and the Crowdsourcing project but acknowledged that staff need to see tangible difference being made to their work environment as a result of the feedback they provide us with.</p>	

	The Council of Governors received the report and noted the outcome of the 2015 Staff Survey and recommendations for 2016/17.	
16/070	<p>Outcome of the CQC inspection (agenda item 16)</p> <p>Ms Copeland informed the Council that the initial feedback received from CQC indicated that they had seen significant improvements since the last inspection. She explained the Trust had also been given an opportunity to resubmit additional, more current data. Once the inspection is finished the CQC require 50 working days to complete the draft reports, there is then an opportunity for the Trust to complete a factual accuracy check before the final reports are published in October.</p> <p>Ms Grant raised a concern that much need refurbishment works on wards at the Becklin Centre were only actioned in preparation for the CQC inspection and not at the point they were initially required. Ms Copeland responded that estates issues were given top priority status from January, before the CQC inspection was announced.</p>	
	The Council of Governors noted the verbal update on the outcome of the CQC inspection.	
16/071	<p>Governors' appraisal report (agenda item 17)</p> <p>Mr Griffith's explained this item would be deferred to the September Council of Governors' agenda.</p>	CH
	The Council noted the delay to this agenda item.	
16/072	Quality Report 2015/16 (agenda item 18)	
	The Council of Governors received the Quality Report 2015/6.	

16/073	Minutes of the public meeting of the Board of Directors held 28 April 2016 (agenda item 19)	
	The Council of Governors received the minutes of the meeting of the Board of Directors held 28 April 2016.	
16/074	Draft minutes of the Strategy Committee meeting held 14 April 2016 (agenda item 20)	
	The Council of Governors received the minutes of the Strategy Committee held 14 April 2016.	
16/075	Membership report (agenda item 21)	
	The Council of Governors received the membership report and supported the membership actions.	
16/076	Minutes from the Appointments and Remuneration Committee meetings held 4 May and 12 May (agenda item 22)	
	The Council of Governors received the minutes of the Appointments and Remuneration Committee held 4 May and 12 May.	
16/077	<p>Question / comments from Members of the Public (agenda item 23)</p> <p>Ms Tricia Thorpe acknowledged that the new Trust strategy and Annual Members' Day campaign both included anti-stigma messages but felt that more work could be done.</p> <p>Mr Alan Proctor expressed concern at the high turnover of governors, particularly within the staff clinical constituency. He suggested a paper be produced describing why previous governors had left and for the Trust to do more to encourage others to join. Mr Proctor added that from a staff governor perspective the level of enthusiasm for the recent Crowdsourcing approach may translate to</p>	

increased interest in the position.

As it was their last meeting Mr Griffiths thanked Maria Trainer and Mr Philip Jones for their hard work and contributions during their time on the Council of Governors.

The chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 15.00 and thanked Governors and members of the public for their attendance.

**COUNCIL OF GOVERNORS' ACTION SUMMARY
(PUBLIC MEETING)
Meeting held 26 July 2016**

MINUTE	ACTION SUMMARY (PUBLIC MEETING)	LEAD
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