



LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST
Minutes of the Public Meeting of the Council of Governors
held on Tuesday 6 September 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
Les France	Dominik Klinikowski
Niccola Swan	Andrew Johnson
Brian White	Ruth Grant
Jo Sharpe	
Peter Webster	Appointed Governors
Anita Garvey	Colin Clark
	Carol-Ann Reed
Carer Governors	
Andrew Bright	Service User Governors
Julia Raven	Ann Shuter
	Cynthia Lipman
IN ATTENDANCE:	
Sara Munro, Chief Executive	
Susan Tyler, Director of Workforce Development	
Anthony Deery, Director of Nursing, Professions and Quality	
Lynn Parkinson, Interim Chief Operating Officer	
Steven Wrigley-Howe, Non-executive Director	
Julie Tankard, Non-executive Director	
John Baker, Non-executive Director	
Sue White, Non-executive Director	
Naima Ishaq, External Auditor	
Cath Hill, Head of Corporate Governance (meeting secretariat)	

16/078	<p>Welcome and introductions (agenda item 1)</p> <p>Mr Griffiths opened the meeting at 13.00 and welcomed everyone.</p>	
16/079	<p>Apologies (agenda item 2)</p> <p>Apologies were received from the following governors:</p> <ul style="list-style-type: none"> • Claire Woodham, Leeds Service User governor • Steve Howarth, Leeds Public governor • Andy Bottomley, Leeds Carer governor • Evrett Buckle, Leeds Public governor. 	
16/080	<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>	
16/081	<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>	
16/082	<p>Minutes of the Public Meeting held on 26 July 2016 (agenda item 5.1)</p>	
	<p>The minutes of the public Council of Governors' meeting held on 26 July 2016 were agreed as an accurate record.</p>	

<p>16/083</p>	<p>Matters arising: Improving employment opportunities for people with learning disabilities (16/059) (agenda item 6.1)</p> <p>Mrs Tyler introduced the paper and provided the Council of Governors with details of the Trust’s current position in improving employment opportunities for people with learning disabilities. She explained that the work had not yet developed into a specific scheme due to the priority focus currently being on reducing the high number of vacancies within clinical services and reducing the demand for agency staff. Therefore the number of current staff with a learning disability or difficulty is currently unknown.</p> <p>Ms Sharpe informed the Council that she was on the Equality and Inclusion Group (EIG) as a governor representative and explained that this group looks at the broader scope for improving employment opportunities across the city. Mrs Tyler added that this group is involved in the development process.</p> <p>Mr White drew attention to the workforce audit mentioned in the paper noting that this aims to improve the quality of the workforce disability data. He inquired as to whether this information will be anonymised in order to encourage greater openness from those completing it, thus creating a more accurate picture of the Trust’s workforce. Mrs Tyler responded saying her preference would be for the survey not to be anonymised in order to make full use of the opportunity to update staff profiles. Mr White felt that giving reassurance at the beginning of survey that none of the information provided would be used against staff could help to alleviate any concerns. Mrs Tyler noted these comments.</p> <p>Mrs Reed noted that she was pleased that this work had been started but expressed concern that at this point there were no people with learning disabilities on supported schemes. Mrs Swan requested that this matter come back to the meeting in six to nine months time. Mr Griffiths concluded the discussion by saying this item would be kept under review and an update would be brought back to the November Council meeting.</p>	<p>ST</p>
	<p>The Council of Governors noted the progress made and supported the plans for progressing this further.</p>	

16/084	<p>Matters arising: Questions from the July Council of Governors’ meeting about safe staffing (minute 16/066) (agenda item 6.2)</p> <p>Mr Deery summarised his responses to the questions raised at the July Council of Governors’ meeting as set out in the paper.</p> <p>In response to a question regarding whether there was a cap on bank and agency spending Mrs Tyler explained that the limit the Trust can spend on agency staff is set nationally by NHS Improvement and that we have always kept within it.</p>	
	<p>The Council of Governors received the update and noted the contents discussed.</p>	
16/085	<p>Cumulative actions outstanding from previous Council of Governors’ meetings (agenda item 7)</p>	
	<p>The Council of Governors agreed that three of outstanding actions be closed as all are included in this meeting agenda.</p>	
16/086	<p>Chair’s Report (agenda item 8)</p> <p>Mr Griffiths introduced the report and brought to the attention of the Council that Cllr Helen Douglas was stepping down from her role as appointed governor for City of York Council due to other commitments. He thanked her for her contribution to the work of the Council of Governors.</p>	
	<p>The Council of Governors received the Chair’s Report and noted the contents as discussed.</p>	
16/087	<p>Introductory remarks by Dr Sara Munro (agenda item 9)</p> <p>Dr Munro introduced herself to the Council and thanked everyone for coming. She informed the Council that she is currently scheduling a rolling programme of visiting services and shadowing staff as part of her induction.</p>	

	<p>She outlined one of her early priorities as being the CQC report, and sharing the outcomes with staff. She also emphasised the importance of maintaining a learning culture across services.</p> <p>Mrs Swan asked Dr Munro for the highlights and lowlights of what she had seen of the Trust so far. She responded by saying her highlight had been the conversations with staff about their noting that this clearly reflected their commitment to the role and their strong values. She went on to say that the biggest challenge she had seen so far had been the estates issues across the Trust. She felt that developing a robust estates strategy was important in improving staff and patient experience.</p>	
	<p>The Council of Governors welcomed Dr Sara Munro to her new post as Chief Executive.</p>	
<p>16/088</p>	<p>Leeds Sustainability and Transformation Plan (agenda item AOB)</p> <p>Mrs Parkinson explained that this was the latest draft of the Leeds Sustainability and Transformation Plan (STP). She explained that NHS England required plans be developed to address three gaps described in 'Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21', which were improving the health and wellbeing of local people, improving care and quality of services and improving productivity and efficiency.</p> <p>Mrs Parkinson explained the requirements set out in the plan and noted that NHS England had prescribed that Leeds sits within a West Yorkshire footprint; that STPs need to be place-based, multi-year plans; that there needs to be better integration with local authority services; and that there will be a single application and approval process.</p> <p>Mrs Parkinson note that a revised West Yorkshire STP financial plan was submitted to NHS England on 31 August 2016 and that further workshops were to be held during September to support the production of a final version of the Leeds STP. Mrs Parkinson explained the current savings target for Leeds and noted that the Trust and the local authority had acknowledged the gap in provision for learning disabilities and the transforming care agenda.</p> <p>Mr Klinikowski felt the document to be ambitious, lacking in detail</p>	

	<p>and queried the evidence base for undergoing further transformation. Mr Johnson asked whether the Trust had missed an opportunity to emphasise recovery and highlight the good work the Trust has done in being recovery-focused.</p> <p>Mrs Swan expressed concern regarding the lack of clarity in the document, felt unclear as to the extent of engagement had with the wider population that it will affect and also asked about the status of the document and the role of the governors and stakeholders holders in its development. Mr Griffiths then provided some context regarding the provision of healthcare in Leeds and expressed concern that the trusts in Leeds had been presented with scenarios which have undergone very little scrutiny.</p> <p>Dr Munro discussed the challenge that a prescribed footprint presents to a trust without clear geographical boundaries and defined patient groups, she acknowledged the top-down approach being used by NHS Improvement and the uncertain political context more widely. She went on to explain the pressure that exists to develop a prevention infrastructure without extra funding, but assured the Council that the Executive Team would be active in, and where relevant leading, future discussions</p>	
	<p>The Council of Governors received the update report and noted the contents discussed.</p>	
16/089	<p>Non-Executive Director presentation about performance (agenda item 10)</p> <p>Mrs Tankard, chair of the Audit Committee, described the role of a non-executive director as being one which challenges the executive team when necessary. She then provided for the Council an overview of the way in which the non-executive directors had challenged the executives in relation to the performance of the Board as set out in the following agenda items.</p>	
16/090.1	<p>Integrated Quality and Performance Report Q1 (agenda item 10.1)</p> <p>Mrs Tankard noted the new format of the report and explained that the Trust had achieved all its targets set by NHS Improvement at the end of quarter 1. She explained that the Trust was in a reasonably</p>	

	<p>strong financial position compared to other mental health trusts in the country but gave an honest picture of financial challenges the Trust faces.</p> <p>Mrs Tankard invited Mrs Tyler to talk about the appraisal process. Mrs Tyler explained that there had been a review of the process and that a new and that a more user-friendly version was currently being rolled out across the Trust.</p> <p>Mr White asked what effect the Sustainability and Transformation Plan (STP) could have on the performance targets the Trust is currently achieving, and whether it could adversely affect our position. Mr Griffiths responded by saying that the impact was still very much unknown and Mrs Tankard added that actions are still on-going regardless of the STP.</p> <p>Mrs Swan discussed the repeatedly unmet targets for appraisals, compulsory training and sickness absence and suggested indicating in the report when they were last achieved to help make the figures more meaningful. Mrs Swan also asked for more explanation of the out of area transfer figures on page 4. This was clarified as being the total number of service users against the total number of bed days.</p> <p>Dr Munro added that she felt it was important for the Compulsory Training target to be appropriate given staff sickness and turnover rates and stressed it was important to be realistic with the target. She emphasised that it was more important for the Executive Team to receive meaningful assurance of the quality of care provided by our services and that there may be other indicators of effectiveness and performance.</p>	
<p>16/090.2</p>	<p>Safe staffing levels report (agenda item 10.2)</p> <p>Mrs Tankard then talked about the safe staffing report drawing attention to the more meaningful format of the report and pointed out that even though the Trust relies on bank staff, often those staff are used regularly and are familiar with the patients and the wards.</p> <p>Mr Johnson felt it would be useful for page numbers to be included in the report. Mr Deery went on to explain that one of the aims of the new dashboard format was to enable better triangulation with complaints and incidents data. Mr Johnson also noted it would be useful to measure the impact of weekend working in the report. This</p>	<p>AD</p>

	was noted.	
16/090.3	<p>Complaints report (agenda item 10.3)</p> <p>Mrs Tankard then spoke about the complaints report and noted the work that had been done to develop the process of receiving and responding to complaints, including further training and improving the detail and quality of responses. She also praised the service user 'sharing stories' discussion which takes place at the Board of Directors' meetings as being one of the ways in which the Board maintains it patient-focus.</p>	
16/090.4	<p>Trust Incident Review Group, lessons learnt report (agenda item 10.4)</p> <p>Mrs Tankard discussed the remit of the Trust Incident Review Group. She also noted the value of this group in terms of improving the learning and outcomes for the Trust and commended the report to the Council.</p>	
	The Council of Governors received the non-executive director presentation about performance.	
16/091	<p>Presentation of the findings from the audit of the Annual Report and Accounts 2015/16 (agenda item 11)</p> <p>Naima Ishaq introduced the report and explained that legislation requires that the Council of Governors to be presented with the Annual Report and Accounts and any auditors' report on these documents. She also explained that there is a requirement from NHS Improvement that the Council is presented with an audit report on the Quality Report.</p> <p>Ms Ishaq noted that the full audit of the accounts and quality report was presented at the May 2016 Audit Committee. She praised the Trust's efficient annual report process as an example of good practice. In regard to the annual accounts she noted that there had been a recommendation made regarding signed employee contracts and staff access to the payroll system, and noted that management had responded to these comments to the satisfaction of the auditors.</p>	

	<p>Mrs Tankard noted the good level of independence that was provided by an external audit of our internal processes.</p> <p>Ms Sharpe asked whether PricewaterhouseCoopers had to follow up any recommendations made in previous years that had not been resolved. Ms Ishaq responded by explaining that the payroll system access recommendation was one carried over from a previous year, but that fewer instances had occurred this year.</p> <p>Mr White asked whether from a finance perspective it was best for the Trust to have an equal spend at the end of the financial year, and if funding could be cut by that surplus the following year. Mrs Tankard explained the NHS accounting process, which allows any for surplus to be retained.</p>	
	<p>The Council of Governors noted the content of the auditors' reports on the Annual Report and Accounts 2015/16 and the Quality Report 2015/16 and the assurances it provides. The Council also noted that the Annual Report and Accounts 2015/16 will be formally presented to the Council of Governors' and the wider public at the Annual Members' Meeting on the 20 September 2016.</p>	
<p>16/092</p>	<p>Report on the outcome of the governors' reviews (agenda item 12)</p> <p>Mr Griffiths explained that he had held a series of individual conversations with governors in order to gather their perceptions of the role and discuss their involvement. Mr Griffiths presented the following outcomes and actions from these one-to-one meetings.</p> <ul style="list-style-type: none"> • The lack of training for governors was a consistent theme. It was noted that there needs to be an on-going training programme developed for all governors which will consider individual need, and cover areas such as communications training. • The need to construct agendas which engage governors, and for paperwork to be kept at a reasonable level and written with clarity and candour. • Mr Griffiths suggested reverting back to the 'round table' discussions at meetings to encourage greater discussion between non-executive directors and governors. 	<p>CH</p>

	<p>Mrs Hill will be in touch regarding an induction programme for new governors which includes a detailed list of the responsibilities of a governor and information regarding what constituency each governor represents.</p> <p>Mr Griffiths acknowledged there was a lack of clinical staff governors currently on the Council. He suggested this may be due to their time constraints and that we should do more to encourage their involvement.</p> <p>Mr Griffiths thanked the governors their contributions in this process.</p>	CH
	The Council of Governors received the report and noted its contents.	
16/093	<p>Review of the Terms of Reference for the Council of Governors (agenda item 13)</p> <p>Mrs Hill explained that the Council is required to review its Terms of Reference annually to ensure they are still fit for purpose. She notified the Council this document now takes into account a recent change made to the Constitution regarding governor seats; that all references to now the now disbanded Membership and Development Committee have been removed; and that there had been a change in name to reflect the correct reference to the Audit Committee.</p>	
	The Council of Governors ratified the Terms of Reference for the Council of Governors as being fit for purpose.	
16/094	Minutes of the public meeting of the Board of Directors held 23 June 2016 (agenda item 14)	
	The Council of Governors received the minutes of the meeting of the Board of Directors held 23 June 2016.	
16/095	Membership and events report (agenda item 15)	

	The Council of Governors received the membership and events report.	
16/096	Minutes from the Appointments and Remuneration Committee meetings held 5 July 2016 (agenda item 16)	
	The Council of Governors received the minutes of the Appointments and Remuneration Committee held 5 July 2016.	
16/097	Future meeting dates (agenda item 17)	
	The Council of Governors agreed the future meeting dates.	
16/098	<p>Any other business (agenda item 18)</p> <p>Ms Grant raised an item of any other business regarding the recent administration review that was taking place in the Trust. She expressed concern, on behalf of admin staff from both the Leeds care group and Specialist and Learning Disability care group, at the effect this process was having on individuals. She explained that a number of staff had been off work with stress and that the process is leaving staff feeling undervalued.</p> <p>She explained that it had been their understanding that the review should have taken place in October 2015, yet it had only been started in August of 2016, to be fully implemented by 1 October this year.</p> <p>Mrs Tyler thanked Mrs Grant for her comments, adding that she was aware of the concerns of staff and acknowledged this had not been managed as quickly as had originally been planned. She noted that this review was restricted to care group admin staff only at this point in time.</p> <p>Mrs Parkinson also acknowledged staffs concerns regarding the timeliness and uncertainty of the process. She agreed one of the principles underpinning the role of admin staff is to support clinical services and emphasised the need to deploy staff effectively during periods when the Trust is struggling to recruit the required levels of</p>	

	clinical staff. She added that she would encourage further feedback from staff as part of the consultation process.	
16/099	Question / comments from Members of the Public (agenda item 19) There were no questions from members of 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 15.22 and thanked Governors and members of the public for their attendance.		

**COUNCIL OF GOVERNORS' ACTION SUMMARY
(PUBLIC MEETING)
Meeting held 6 September 2016**

MINUTE	ACTION SUMMARY (PUBLIC MEETING)	LEAD
16/083	<p>Matters arising: Improving employment opportunities for people with learning disabilities (16/059) (agenda item 6.1)</p> <p>Mr Griffiths concluded the discussion by saying this item would be kept under review and an update would be brought back in November.</p>	ST
16/090.2	<p>Safe staffing levels report (agenda item 10.2)</p> <p>Mr Johnson felt it would be useful for discussion for page numbers to be included in the report.</p>	AD
16/093	<p>Report on the outcome of the governors' reviews (agenda item 12)</p> <p>The lack of training for governors was a consistent theme. Mrs Hill will develop an on-going training programme for all governors which will consider individual need, and cover areas such as communications training.</p> <p>Mrs Hill will be in touch regarding an induction programme for new governors which includes a detailed list of the responsibilities of a governor and information regarding what constituency each governor represents.</p>	CH CH