



LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST
**Minutes of the Public Meeting of the Council of Governors
 held on Tuesday 16 May 2017 in the Large Function Room, St
 George's Centre, Great George Street, Leeds, LS1 3BR**

<u>PRESENT:</u>	
Professor Sue Proctor – Chair of the Trust (Chair of the meeting)	
Public Governors	Staff Governors
Niccola Swan	Ruth Grant
Steve Howarth	Andrew Johnson
Peter Webster	Joanne Goode
Les France	
	Service User Governors
Carer Governors	Ann Shuter
Andrew Bright	Claire Woodham
	Ellie Palmer
<u>IN ATTENDANCE:</u>	
Dr Sara Munro - Chief Executive	
Dr Claire Kenwood – Medical Director	
Dawn Hanwell – Chief Financial Officer and Deputy Chief Executive	
Anthony Deery - Director of Nursing, Professions and Quality	
Lynn Parkinson - Interim Chief Operating Officer	
Susan Tyler – Director Workforce Development	
Julia Tankard – Non-executive Director	
Sue White - Non-executive Director	
Steven Wrigley-Howe – Non-executive Director and Senior Independent Director	
Professor John Baker - Non-executive Director	
Margaret Sentamu - Non-executive Director	
Cath Hill - Head of Corporate Governance	
Fran Limbert - Governance Assistant (Secretariat)	
Angela Earnshaw – Head of Learning and Organisational Development (for agenda item 14)	
Tracey Needham – Engagement and Organisational Development Facilitator (for agenda item 14)	
1 member of the public	

17/027	<p>Welcome and introductions (agenda item 1)</p> <p>Professor (Prof) Proctor opened the meeting at 12.32 and welcomed everyone.</p> <p>She informed the Council that Carol-Ann Reed had resigned as appointed Governor, due to increasing work pressures she faced. The Council thanked Carol-Ann for her contribution and commitment to date, and Prof Proctor asked that a formal letter of thanks to be sent to Mrs Reed.</p>	CH
17/028	<p>Apologies (agenda item 2)</p> <p>Apologies were received from the following governors: Councillor Neil Dawson (appointed); Brian Caldwell-White (Public: Leeds); Anita Garvey (Public: Leeds); Jo Sharpe (Public: York and North Yorkshire); Julia Raven (Carer: York and North Yorkshire); and Sarah Chilvers (Non-Clinical Staff: Leeds and York and North Yorkshire).</p> <p>The Council was quorate.</p>	
17/029	<p>Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items (agenda item 3 and 3.1)</p>	
	<p>No Governor indicated a change to their declared interests or raised a conflict of interest in respect of any agenda item.</p>	
17/030	<p>Minutes of the public meeting held on 14 February 2017 (agenda item 4)</p>	
	<p>The minutes of the public meeting that was held on 14 February 2017 were approved as a true record.</p>	

17/031	Matters arising (agenda item 5)	
	There were no matters arising.	
17/032	<p>Cumulative actions outstanding from previous Council of Governors' meetings (agenda item 6)</p> <p>In relation to log number 101, Mrs Hill informed the Council that individual meetings with governors had taken place in March 2017 to explore their training needs and how the Trust can better support them. She outlined that an initial list of training needs had been identified and that she was working with the Trust's Organisational Development Team to progress this. She also noted that individual meetings with Prof Proctor would take place and any additional training needs that arose from these meetings would supplement the initial list.</p> <p>With reference to log number 103, Mrs Hill outlined that an initial meeting with governors and the Trust's Performance Team took place in March 2017 to explore the development of a performance report to the Council. She advised that further work would be undertaken on this after a clear view of what data should be included had been sourced from the governors. She also outlined that a more detailed report, the Integrated Performance Report, is an agenda item at the public meeting of the Board of Directors and was available should any governor wish to receive this.</p> <p>In relation to log number 108, Mrs Hill reported that she had made contact with Mr Buckle as requested by the Council, but that to date no response had been received. She agreed to discuss with Prof Proctor the next steps to take on this matter and to bring a proposal to the Council meeting on 18 July 2017.</p>	CH
	The Council received the update on the cumulative action log and were assured of progress made.	
17/033	<p>Chief Executive report (agenda item 7)</p> <p>Dr Munro informed the Council that the Board of Directors had ratified the Trust's strategy and strategic ambition in March 2017.</p>	

She noted that this had been jointly developed through crowdsourcing which had included a small group of governors. Dr Munro advised the Council that a challenge for the Trust was to strengthen the processes of escalation of risks and issues between the wards and the Board of Directors and for lessons learnt to be evidenced and embedded. She indicated that on 8 June 2017 a Board Workshop would take place to review the strategies and plans that would underpin the Trust's strategy. She stated that the Board was committed to patient safety, driving improvement, and to implementing a learning culture. The Council supported the importance of collective leadership and successful staff engagement. Along with the importance of the Trust embedding a mechanism where collective efforts of different groups of people are used to deliver the best outcome and service for service users.

Dr Munro informed the Council of the governance review that was being undertaken by Deloitte to look at strengthening the Trust's reporting and accountability structures. The Council supported the plan to involve governors in phase two of this review. This would look at the Board of Directors, the Council of Governors and their sub-committee structures.

Dr Munro informed the Council that a delivery plan for the West Yorkshire and Harrogate Sustainability and Transformation Plan (STP) would be developed by 30 June 2017 and that it would be shared with governors at the meeting on 18 July 2017 with a further update on STPs. She outlined that a collaborative approach to delivering services had been formed between the Trust; Bradford District Care Trust, South West Yorkshire Partnership Foundation Trust, and Leeds Community Healthcare Trust. She noted that this Trust would lead on a bid to tender for the provision of eating disorder services across West Yorkshire, but would also support the other providers in their bids to secure the tenders of providing Tier 4 child and adolescent mental health services, and forensic services, noting that this would result in providers jointly having greater influence of these services. Dr Munro reported that the Leeds Plan was due to be refreshed around June or July 2017.

Dr Munro briefed the Council about a joint campaign with the West Yorkshire police noting that this was an educative piece of work to raise awareness and build staff confidence and competence on tackling illegal drugs at the Becklin Centre. Mrs Parkinson informed the Council that the learning so far from this initiative had been shared with staff not only at the Becklin Centre but with staff at the Newsam Centre, and Clifton House.

SM

	<p>Dr Munro informed the Council of work that the Trust had done to mitigate the risk to service users and staff from the cyber-attack that took place 12 May 2017. She indicated that the Trust had triggered its business continuity plan and decided to suspend email and internet access until close of play on 15 May 2017. She reported that the Trust was not affected by the attack as the Informatics Team had previously carried out work several weeks prior to the attack which had protected the Trusts' systems. Mrs Hanwell indicated that the Trusts' services in York were hosted by another Trust's server and the patient electronic record system, Paris, was disrupted as that Trust had been affected as a result of the attack. Mrs Hanwell indicated that any IT equipment that had not been used or connected to the Trusts' network for the last three months was being retrieved by the Informatics Team so it could be updated with the latest software. The Council offered its gratitude to the Informatics Team for their proactive approach and successful management of this risk.</p>	
	<p>The Council received the report and noted its contents.</p>	
17/034	<p>Chair's report (agenda item 8)</p> <p>Prof Proctor noted that three new governors had been elected to the Council and she welcomed them to their new role. They are: Ellie Palmer (Service User and Carer: Rest of UK); Joanne Goode (Staff Clinical: Leeds and York and North Yorkshire); and Sarah Chilvers (Non-Clinical Staff: Leeds and York and North Yorkshire). She offered thanks to the governor who had resigned due to increasing work commitments which was: Carol-Ann Reed (Appointed: Tenfold).</p> <p>Prof Proctor then informed the Council of the appointment of Jacki Simpson who had joined the Trust as a Non-executive Director on 15 February 2017.</p>	
	<p>The Council received the Chair's report.</p>	
17/035	<p>Lead Governor report (agenda item 9)</p> <p>Mr Howarth presented the first Lead Governor report. He firstly requested that governors get involved and engaged as part of their</p>	

	<p>role. He welcomed comments, feedback and suggestions from governors on how they could all influence change within the Trust on behalf of members and the wider public. He also welcomed exploration of how under-represented groups of individuals, including: younger people; and clinical members of staff, could be involved and/or represented by the Council.</p>	
	<p>The Council supported governors being more involved. They welcomed the suggestion of having better representation in under-represented groups of individuals.</p>	
<p>17/036</p>	<p>Clifton House update (agenda item 10)</p> <p>Mrs Parkinson informed the Council of the commitment from commissioners for future investment to ensure low secure services continue to be provided at Clifton House. She said that work is taking place to find the right configuration of the service going forward and that the Trust is working with partners to ensure a collaborative approach takes place. She informed the Council of the recruitment initiatives that were taking place to fill the six practitioner vacancies. Mrs Tyler outlined the staff engagement work that had been undertaken. The Council noted the importance of retaining current staff. Ms Goode offered insight into how it feels to be a member of staff based at Clifton House which provided useful staff feedback. Her comments included; no facilities for food for staff, no individual desk space, no room for personal belongings. It was agreed that urgent attention was needed, and an update on progress made on the operational issues would be presented at the Board of Directors meeting on 25 May 2017.</p> <p>Prof Proctor informed the Council of the visits that were being undertaken by members of the Board of Directors to services to engage with staff directly. She informed them of a strategic workforce report that would be a standing agenda item at public Board meetings with effect from May 2017. It was agreed that this report would be a standing agenda item at future Council of Governors meetings. Mrs Swan requested the Council receives current vacancy figures, in each service, as part of the strategic workforce report.</p> <p>Mr Howarth suggested the Trust's senior leaders prioritise staff engagement with services that have a greater need for managerial support. Dr Munro offered assurance to the Council that various</p>	<p>SM</p> <p>ST</p>

	<p>initiatives were underway where the senior leaders were providing role model behaviour as the Trust's leaders to encourage and implement service progression with their direct reports, who would then be asked to do the same.</p>	
	<p>The Council received the report and supported the actions.</p>	
<p>17/037</p>	<p>Increasing employment opportunities for people with learning difficulties (agenda item 11)</p> <p>Mrs Tyler informed the Council that this update outlined the progress made so far on this initiative and that it was requested by governors following the Council meeting in November 2016. The governors were advised of the progress made and felt that further work should be undertaken to develop it further, in more details and at a quicker pace. This included: setting targets on the action plan to offer clarity and a means of evaluating success; further development of the plan to increase scope and maximise opportunities within the Trust; a support network within the Trust being initiated to support existing and new staff; and the Trust being a role model within this field. Mr Bright expressed an interest in continuing to support this work. Prof Proctor suggested that conversations took place with the Director of Workforce at Bradford District Care Trust, and South West Yorkshire Foundation Trust to explore whether joint working and sharing best practice could take place. Mrs Tyler agreed to provide an update on progress made at the next Council meeting on 18 July 2017.</p>	<p>ST</p> <p>ST</p>
	<p>The Council supported the work but requested it developing with a greater sense of ambition and pace.</p>	
<p>17/038</p>	<p>National guidance on learning from deaths (agenda item 12)</p> <p>Dr Kenwood informed the Council of work that was underway in the Trust to review the clinical risk management process in respect of service user deaths. She noted that she and Mr Deery were developing this work with a transition to safety planning for services users being proposed. Prof Baker informed the Council that he would be the non-executive director responsible for overseeing the development of this piece of work. The governors supported the development of this within the Trust and suggested the Trust could lead on this within Leeds for people with a mental health problem or</p>	

	<p>a learning disability, working in partnership with public health and the third sector. The Council noted the importance of more training and staff having time to reflect and learn within their roles on deaths of service users. Dr Munro informed the Council of plans to ensure the Trust had a learning culture implemented throughout. Prof Proctor informed the Council that the Trust’s policy for managing and learning from deaths would be presented at the public meeting of the Board of Directors on 28 September. It was agreed that this would then come to the Council meeting on 14 November 2017. Care Services are developing the Trust’s revised clinical risk assessment. As part of this, patient safety plan framework and supporting policy will be developed. Service users will be involved in the development of the revised clinical risk assessment.</p> <p>Dr Kenwood informed the Council that Mr Deery was reviewing the Trust’s bereavements services. Mrs Swan suggested that patient choice for end of life care be included within this. The Council noted the importance of joint working with partners when reviewing deaths of service users. Prof Baker informed the Council that he is the non-executive director leading on this piece of work and that he supports the Trust in using an evidence based approach to training within this area. Dr Kenwood sought the Councils involvement in providing comment on the patient safety plans after they had been developed. The Council welcomed this.</p> <p>Dr Kenwood asked governors to provide comments on how they thought it would be best to engage with: the public; carers and service users, to work effectively with the bereaved to review the death. The Council agreed to provide comments via Mr Howarth to Dr Kenwood.</p>	<p>CK</p> <p>CK/AD</p>
	<p>The Council welcomed the paper. They looked forward to the opportunity of providing comments to Dr Kenwood on the Trust’s safety plan which was being developed.</p>	
<p>17/039</p>	<p>Non-executive director presentation about the performance report (agenda item 13)</p> <p>Mrs Tankard informed the Council that the Trust had met its NHS Improvement targets for quarter 4 in 2016/17. She informed the Council that the Trust was signing off its annual accounts on 25 May 2017 at the Board of Directors and it would be declaring a surplus of £5.2 million, with £2.3 million of the surplus received from the</p>	

Sustainability and Transformation Fund. Mrs Tankard said that this is non-recurrent cash that can only be spent on capital investments. The Council supported the Trust using its cash in an innovative way. Mrs Tankard informed the Council that the Trust would be focusing on ensuring its cost improvement plans are met and looking at potential ways to invest on non-recurrent capital ventures such as working creatively on its private finance initiative premises which would provide a reconfiguration of property that supports effective and safe services.

Mr Bright asked that the outcome from the patient experience story in the report, from the patient opinion website, be shared with the governors via Mr Howarth in his role as lead governor. Mr Deery agreed to provide details to Mr Howarth.

Mrs Parkinson informed the Council of the dialogue underway with the commissioners to ensure that the waiting list for the Gender Identity Service was reduced significantly. Mrs White advised the Council of a recent visit she had made to this service and that the waiting list within this service was 18 months' with approximately 700 individuals on the waiting list. She outlined that during the visit she became aware of central government restrictions imposed on the Trust that had attributed to the waiting list. The Council supported this remaining a high priority for the Trust and noted the government's change in target for waiting lists for admittance to gender identity services being no longer than 18 weeks by September 2018.

Mrs Tankard informed the Council that the quarter three target for the referral to diagnosis in the Memory Service was 70% within 12 weeks but that the Trust was performing at 48% at quarter four. She assured the Council of work being undertaken by the executive directors to support the Trust to achieve the target.

Mrs Swan suggested that the performance report features information on: outcomes; case load sizes; waiting times, and an overview of the Trust's financial position. She noted that the report currently focuses on information the Trust is contractually required to report on. The Council welcomed the refresh of the performance report and the opportunity to jointly agree the contents of the report to ensure it provides an overview of how the Trust makes a difference to services users' lives. Prof Baker backed the governors' focus on outcomes and noted that the work of the Quality Committee was being reviewed to ensure it had a clear remit around outcomes and service user experience.

AD

	The Council welcomed the development of the performance report. They hoped that it would provide them with an oversight of how the Trust makes a difference to the lives of people who receive care.	
17/040	<p>Staff Survey results (agenda item 14)</p> <p>Ms Needham presented an overview of the 2016 staff survey results noting that all results were either static or improved from 2015. Mrs Grant informed the Council of examples of low staff morale within the organisation as a result of management of change, and service reviews. She noted that in some cases this was leading to poor staff retention. The Council noted the importance of staff engagement. Mrs Grant outlined her personal experience of a service review and Mrs Tyler agreed to explore this further one-on-one with Mrs Grant.</p> <p>Mrs Swan suggested the Trust be mindful that an improvement from a low base is a success that offers further room for improvement. She noted that the Trust's Communications Team used to provide a regular barometer poll to seek a quick response to pre-set questions.</p> <p>Ms Goode sought further information in relation to: KF28, witnessing potentially harmful errors, near misses or incidents. Ms Needham agreed to explore this further and provide it to Ms Goode. The Council noted the importance of increasing reporting on incidents and earlier reporting to reduce harm. Mr Howarth noted that a quarter of staff were witnessing potentially harmful situations and queried if work had been done to analyse this. Mrs Tyler informed the Council that the Organisational Development Team had looked at this and were working with the relevant service managers, and that the service managers were working with staff to decide how this would be addressed.</p>	<p>ST</p> <p>TN</p>
	The Council received the staff survey results. They supported an understanding and learning approach being adopted within the Trust.	
17/041	Process for re-appointing Non-executive Directors (agenda item 15)	

	The Council approved the proposed re-appointment process and agreed that it should be incorporated into the current procedure for the re-appointment of non-executive directors within the Trust.	
17/042	Membership report and analysis (agenda item 16)	
	The Council received the report and analysis and was assured on the representation of members.	
17/043	Non-executive Director and Governor service visits; February to March 2017 (agenda item 17) It was agreed that it would be useful for there to be training for governors and non-executive directors so that they were equipped to conduct the visits. The Council noted the importance of the visits providing a means of escalation from a ward to board level.	CH
	The Council supported the service visits and noted they may develop to include a collaborative approach between governors, executive directors and non-executive directors.	
17/044	Council of Governors' evaluation (agenda item 18) The Council discussed the format of the meeting and suggested the following implementations: <ul style="list-style-type: none"> • a break be factored in to the schedule • no papers to be tabled unless in exceptional circumstances and by pre-agreement from the Chair • governors engage with the lead governor outside of the meeting with a standing agenda item being; feedback via the lead governor from the governors. The governors supported the agenda being: succinct to allow adequate time for each discussion; and drafted so that they could immediately get straight into business.	

	The Council welcomed the evaluation and noted the importance of governors being equipped and enabled to fulfil their roles to the best of their abilities. They welcomed the opportunity to provide information, from members', the wider public, and staff, to the Board of Directors, and to champion work within the Trust.	
17/045	Any other business (agenda item 19)	
	The Council did not discuss any other business.	
<p>The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 15.07 and thanked Governors and members of the public for their attendance.</p>		

Signed (Chair of the Trust)

Date