

## Annual Members' Meeting

### AGENDA

1.30pm on Tuesday 31 July 2018, to be held in the Create Room, Horizon, 3rd Floor, 2 Brewery Wharf, Kendall Street, Leeds, LS10 1JR.

*Questions can be submitted in advance of this meeting. You can do this by contacting the Chair of the Leeds and York Partnership NHS Foundation Trust or the Associate Director for Corporate Governance \*.*

		LEAD	TIME
1	<b>Welcome</b> (verbal)	Prof Sue Proctor	1.30pm
2	<b>Apologies for absence</b> (verbal)	Prof Sue Proctor	
3	<b>Declaration of any conflicts of interest in respect of agenda items</b> (verbal)	Prof Sue Proctor	
4	<b>Minutes of the meeting held on 19 September 2017</b> (enclosed)	Prof Sue Proctor	
5	<b>Matters arising</b> (verbal)	Prof Sue Proctor	
6	<b>Presentation from Steve Howarth, Lead Governor</b> (verbal)	Steve Howarth	1.35pm
7	<b>Presentation from Dawn Hanwell, Chief Financial Officer and Deputy Chief Executive</b> (verbal)	Dawn Hanwell	1.45pm
8	<b>Presentation from Dr Sara Munro, Chief Executive</b> (verbal)	Dr Sara Munro	1.55pm
9	<b>Questions</b> (verbal)	Prof Sue Proctor	2.10pm

\* *Questions can be pre-submitted to:*

Name: Cath Hill (Associate Director for Corporate Governance / Trust Board Secretary)

Email: [chill29@nhs.net](mailto:chill29@nhs.net)

Telephone: 0113 8555930

Name: Prof Sue Proctor (Chair of the Trust)

Email: [sue.proctor1@nhs.net](mailto:sue.proctor1@nhs.net)

Telephone: 0113 8555913



**Minutes of the Annual Members' Meeting held on  
19 September 2017 at 1.30pm at the Thomas Ambler Suite, Marriott,  
Trevelyan Square, Boar Lane, Leeds, LS1 6ET**

**Board Members**

Professor Sue Proctor	Chair of the Trust
Anthony Deery	Director of Nursing
Joanna Forster Adams	Chief Operating Officer
Dawn Hanwell	Chief Financial Officer and Deputy Chief Executive
Dr Claire Kenwood	Medical Director
Dr Sara Munro	Chief Executive
Professor John Baker	Non-executive Director
Margaret Sentamu	Non-executive Director
Jacki Simpson	Non-executive Director
Sue White	Non-executive Director
Steven Wrigley-Howe	Non-executive Director and Senior Independent Director

**Governors**

Steve Howarth	Lead Governor (Public: Leeds)
Sarah Chilvers	Staff Non-clinical: Leeds and York & North Yorkshire
Councillor Neil Dawson	Leeds City Council
Les France	Public: Leeds
Ruth Grant	Staff Non-clinical: Leeds and York & North Yorkshire
Andrew Johnson	Staff Clinical: Leeds and York & North Yorkshire
Ellie Palmer	Service User and Carer: Rest of UK
Julia Raven	Carer: York and North Yorkshire
Jo Sharpe	Public: York and North Yorkshire
Ann Shuter	Service User: Leeds
Peter Webster	Public: Leeds

**In attendance**

Mrs C Hill	Head of Corporate Governance (secretariat)
101 Members of the Trust and members of the general public	

**17/001**

**Welcome** (agenda item 1)

Professor (Prof) Proctor opened the meeting at 1.31pm and welcomed members of: the Board of Directors; the Council of Governors; the Trust; and the wider public.

Prof Proctor informed attendees that she joined the organisation on the 1 April 2017 and as such this was the first Annual Members' Meeting that she had attended within the organisation. She gave thanks to Trust staff, governors, and the Board of Directors for the warm welcome that she had received, and to Frank Griffiths, previous Chair, who had provided a smooth handover. Since the last Annual Members' Meeting there had been a number of individuals join the Trust's

**Action**

Board of Directors. Prof Proctor introduced them; Dr Claire Kenwood, Medical Director; Joanna Forster Adams, Chief Operating Officer; Prof John Baker, Non-executive Director; Sue White, Non-executive Director; and Jacki Simpson, Non-executive Director.

Prof Proctor informed the attendees of visits to Trust services that she had undertaken over the last six months. She outlined that she had been impressed by the warmth, compassion and integrity of members of staff within the Trust. She explained how staff work together to deliver the best care for service users, whilst involving carers and families of those concerned. Prof Proctor could see the Trust's values, which are: we have integrity; we are caring; and keeping it simple, reflected throughout the services and members of staff.

The programme for the Annual Members' Meeting was presented by Prof Proctor. She explained that the event would take place in two parts, the first of which was the statutory Annual Members' Meeting. This would be followed by 'The Big Conversation' which was an opportunity for attendees to provide feedback and practical suggestions to improve and develop the Trust's services.

**17/002 Apologies for Absence** (agenda item 2)

Apologies were received from Niccola Swan, Public: Rest of England and Wales governor; Andrew Bright, Carer: Leeds governor; Anita Garvey, Public: Leeds; Joanne Goode, Staff Clinical Leeds and York and North Yorkshire; Julie Tankard, Non-executive Director; and Susan Tyler, Director of Workforce Development.

The meeting was quorate.

**17/003 Declaration of any conflicts of interest in respect of agenda items** (agenda item 3)

No one present at the meeting declared any conflict of interest in respect of any agenda items.

**17/004 Minutes of the Meeting held 20 September 2016** (agenda item 4)

Prof Proctor presented the minutes of the meeting held on 20 September 2016. They were agreed as a true record.

**17/005 Matters arising** (agenda item 5)

It was noted that there were no matters arising from the previous meeting.

**17/006 Presentation from Steve Howarth, Lead Governor** (agenda item 6)

Prof Proctor welcomed Mr Howarth, Lead Governor, to present the report from the Council of Governors.

Mr Howarth reminded everyone of the role of the Council of Governors and their responsibility in appointing the non-executive directors (NEDs). He then explained how the Council of Governors had held the NEDs to account for the performance of the Trust and the opportunities the governors and the NEDs have to work together. Mr Howarth talked about the Trust's members. He outlined that there were 17,649

members at the end of March 2017. The breakdown of which was: public members 13,053; service user and carer members 1,219; and staff members 3,377. He outlined how the Trust had achieved the membership target that the Council of Governors had set and the work that had been done to sustain and engage with the members. Membership engagement during the 2016/17 financial year had included: Building your trust events; Imagine magazine; Annual Members' Meeting; and Everything you need to know about events. Mr Howarth acknowledged the importance of members providing a voice for the public to the Trust.

Mr Howarth explained how governors have a statutory duty to represent the views of members in shaping the future direction of the Trust. Ways in which governors had been involved with this were: through Council of Governors meetings; Crowdsourcing on the update of the Trust's Strategy; through their Strategy Committee; and by being members on a strategy project group within the Trust.

Mr Howarth then detailed the outcome of the two governor elections that had taken place in the year and encouraged members to stand for election to the Council if they had the opportunity. He took this opportunity to welcome the governors that had been newly or re-elected or appointed within the 2016/17 financial year. He also offered gratitude to those governors who has served and stepped down during the year. The Trust was running a governor election campaign at the time of the event, Mr Howarth provided further details of this to the attendees and welcomed further conversation about this.

In conclusion, Mr Howarth provided thanks to all attendees and suggested that attendees speak to a governor should they wish to find out more information.

Prof Proctor thanked Mr Howarth for his presentation and noted the valuable contribution that governors make in helping to develop services and informing how the Trust can provide high quality care.

**17/007 Presentation from Dawn Hanwell, Chief Financial Officer and Deputy Chief Executive (agenda item 7)**

Prof Proctor welcomed Mrs Hanwell, Chief Financial Officer and Deputy Chief Executive, to present the report on the Trust's finances.

Mrs Hanwell presented the key elements of the financial report including the financial performance out-turn for 2016/17; service changes and investments; capital programme; cost improvement plans; assurance on financial statements and future sustainability.

Mrs Hanwell detailed the key headlines. She indicated that the Trust had achieved a year-end surplus of £5.19million(m) noting that the Trust had generated £2.88m and that NHS Improvement had given the Trust £2.31m because the Trust achieved a financial surplus target that they had set.

She noted that there had been a number of financial risks during the year, in particular spending on Out of Area Treatments (OATs). She added that the Trust had worked hard to address the OATs position, but that it still remained a financial risk but more importantly that these placements impact on the quality of care that service users receive.

With regard to the cash position, Mrs Hanwell reported that the Trust had a balance of £47.7m cash in the bank. However, she noted that it was offset by a number of liabilities, which meant that not all of this money was available to be used. Additionally, she indicated that the cash over and above those liabilities would be available to be invested in things such as the estate to ensure the environment for care was the best it could be. Mrs Hanwell provided details of some of the capital investments that had been made during the year, these included: upgrade to the perinatal unit; investment into a dementia ward; initiating phase one of the private finance initiative review; investment in IT systems; and a new prescribing system,

Next, Mrs Hanwell informed the attendees of the £2m that the Trust had generated through Cost Improvement Programmes. She outlined that this equated to a 1.5% saving across the Trust where the priority is to efficiently save money without compromising the quality of care.

In conclusion, Mrs Hanwell reported that the Trust was in a strong financial position. She also noted the challenging environment in which the Trust and the NHS more widely was operating. She explained the external targets that had been applied to the Trust by NHS Improvement and noted that whilst the Trust was in a strong financial position, the financial landscape was becoming more challenging. She outlined that the Trust would continue to work innovatively to pursue different partnership developments for the future.

Prof Proctor thanked Mrs Hanwell for her presentation.

#### **17/008 Presentation by Dr Sara Munro, Chief Executive (agenda item 8)**

Prof Proctor welcomed Dr Munro, Chief Executive, to present the report on the Trust's values.

Dr Munro provided thanks to everyone for attending the event and stressed the importance of being a learning organisation that innovatively develops through successful engagement and from capturing feedback. She alluded to a number of changes that had taken place during the 2016/17 financial year in particular; the refresh of the Trust's strategy, and the design of a new culture for service users and staff. She stressed the importance of making a real difference to people's lives that are in receipt of Trust services and ways in which the Trust sought to do this. One way was through the refresh of the Trust's strategy. The Trust aspires to deliver the best mental health and learning disability services and to become an employer of choice. Dr Munro informed the attendees that following various engagement initiatives, a decision was made to refresh the Trust's Strategy to ensure that it was not overly complicated and to provide opportunity for individuals to understand and live the values within it. The Values are: we have integrity; we are caring; we keep it simple. Dr Munro outlined plans for the future for continuous improvement and to encourage and welcome feedback.

Dr Munro introduced a video that outlined three different service user experiences. The video provided examples of how members of staff from different services had positively made a difference to people's lives and how the three Trust values had been integrated throughout the services. Following this Dr Munro thanked all individuals who had been involved with the production of the video. She outlined how important it was to capture feedback and how it helps shape future decisions

and provision.

Next, Dr Munro informed the attendees of the Care Quality Commission (CQC) inspection that had taken place during July 2016. She explained that the CQC rates care organisations by scoring them on five different areas. These criteria are services: safe; effective; caring; responsive; and well led. It was noted that following this inspection the Trust had scored 'good' on the domains of 'caring' and 'responsive' with the other three receiving a score of 'requires improvement'. She outlined that developments were in place for the Trust to achieve a score of 'good' within all five domains whilst aspiring to move to 'outstanding' in subsequent CQC inspections.

Finally, Dr Munro presented ten reasons to be proud within the Trust, they were:

1. Outstanding Deaf Children and Adolescent Mental Health service in York
2. Learning disability nursing team shortlisted for Nursing Times award
3. A record-breaking 115 nominations from staff for the annual Trust Awards
4. Dr Wendy Burn elected president of the Royal College of Psychiatrists
5. Fourth in the country for junior doctors' satisfaction with their training in 2016 GMC survey
6. Fast-track physio making a real difference to staff health and wellbeing
7. Children's place of safety opens at the Becklin Centre
8. FREED research trial to get faster treatment for young adults with eating disorders goes live
9. Liaison psychiatry and National Inpatient Centre for Psychological Medicine recognised for high quality care for people with medically unexplained symptoms
10. Voluntary services team acknowledged for 'high quality, positive volunteering experience'.

Prof Proctor thanked Dr Munro for her presentation.

**17/009 Opportunity to Receive Questions from Members and the Public** (agenda item 9)

Prof Proctor thanked Mr Howarth, Mrs Hanwell, and Dr Munro for their presentations. She explained that this next part of the meeting was an opportunity to receive questions from members and the public and that two questions had already been received in advance of the event.

John, member of the public, suggested that the Trust should market itself more as a teaching organisation. Dr Munro welcomed this suggestion and supported this going forwards. She stressed the importance of the Trust playing a key role in staff's professional development. She alluded to developmental work that was underway to strengthen links with universities. Prof Proctor outlined the importance of research and development within the Trust and the strong role that it plays. She encouraged attendees to speak to members of the Research and Development Team, who were in attendance, to find out more about the role that they provide within the Trust.

Paul, service user and Service User Network member, queried whether funding could be initiated for service users who are invited to undertake roles within the Trust on a voluntary basis. Mrs Hanwell welcomed the query and outlined that the Executive Directors are very open to suggestions and innovations for the future.

Mrs Hanwell suggested that this is explored further outside of the event. Dr Munro provided explained that a redesign of the Trust's patient experience service had taken place. She explained that exploratory work would be undertaken to encourage and strengthen service user involvement.

Annie, carer, asked what the Trust had done to engage with carers, and how carers feedback is captured. Dr Munro informed the attendees of the Triangle of Care, which is an approach specifically for mental health organisations to better engage and involve carers, and to facilitate a forum to capture feedback which can help make service improvements. Dr Munro assured the attendees that this work was embedded within the different services in the Trust. She outlined work that was underway to develop this to ensure that best practice within this area is used to ensure delivery in every service. Dr Munro informed the attendees that currently the Trust does not capture feedback from carers on a trust-wide level. She explained that routinely some services do capture this. She acknowledged that this area could be developed further.

Janet, service user, asked why it has taken 18-months for her to be referred to one of the Trust's services. Prof Proctor thanked Janet for openly and courageously sharing her story. She explained that it is important to also gather feedback on when things are not quite right to ensure that developments can take place for improvements to be made. Dr Munro thanked Janet for providing this feedback and apologised for the experience that she had received. Dr Munro acknowledged work that was underway within the Trust to ensure that equity is received by service users regardless of the specifics they have.

Finally, Barry, member, suggested that virtual reality could be used for individuals who suffer from memory loss or dementia as part of their care pathway. Dr Kenwood welcomed the suggestion and provided details of research that she was aware of within this area. She outlined that there is an evidence base that suggests that this could be used as a tool for people's care. Dr Kenwood has shared this evidence with senior clinicians within the Trust and they confirmed that work of this nature is already underway within a small number of services within the Trust. This area of work would be developed trust-wide collectively at the right pace and in the right frame to ensure that the care the Trust provides gets better.

Prof Proctor thanked all attendees for listening, for submitting questions and for the responses that had been provided.

At the conclusion of business the Chair closed the Annual Members' Meeting of the Leeds and York Partnership NHS Foundation Trust at 2:37pm and thanked everyone for attending.