

**Minutes of the Public Meeting of the Council of Governors  
held on Tuesday 15 May 2018 at Northern Ballet (Studio 2),  
Quarry Hill, Leeds, LS2 7PA**

**PRESENT:**

Professor Sue Proctor – Chair of the Trust (Chair of the meeting)

**Public Governors**

Steve Howarth  
Ivan Nip  
Niccola Swan  
Peter Webster

**Staff Governors**

Sarah Chilvers  
Andrew Johnson  
Gill Galea  
Sarah Layton  
Sally Rawcliffe-Foo

**Appointed Governors**

Sarah Armstrong  
Cllr Jenny Brooks  
Cllr Neil Dawson  
Helen Kemp

**Service User Governors**

Jessica Lintin  
Ann Shuter

**IN ATTENDANCE:**

Dr Sara Munro – Chief Executive  
Professor John Baker – Non-executive Director  
Joanna Forster Adams - Chief Operating Officer  
Helen Grantham – Non-executive Director  
Cath Hill – Associate Director for Corporate Governance / Trust Board Secretary  
Dr Claire Kenwood – Medical Director  
Susan Tyler – Director Workforce Development  
Sue White - Non-executive Director (Deputy Chair of the Trust)  
Cathy Woffendin – Director Nursing and Professions  
Martin Wright – Non-executive Director  
6 members of the public

**Action**

**18/020 Welcome and introductions (agenda item 1)**

Professor (Prof) Proctor opened the meeting at 12.30pm and welcomed everyone.

**18/021 Apologies** (agenda item 2)

Apologies were received from the following governors: Kirsty Lee, Public Leeds; Les France, Public Leeds; Christopher Hobbs, Carer: Leeds Resident; Marc Pierre Anderson, Service User: Leeds Resident; Ellie Palmer, Service User and Carer: Rest of UK; and Joanne Goode, Staff Clinical.

The Council was quorate.

Prof Proctor informed the Council that: Dawn Hanwell, Chief Financial Officer and Deputy Chief Executive; Margaret Sentamu, Non-executive Director; and Steven Wrigley-Howe, Non-executive Director and Senior Independent Director had sent their apologies for the meeting.

**18/022 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items** (agenda item 3)

Mrs Hill presented the annual matrix of declarations of interest for governors and thanked the governors for completing their forms. The Council noted the detail presented within this paper and where the information would be kept. She then went on to present the annual matrix of declarations of interest for non-executive directors. The Council noted the detail presented within this paper and where the information would be kept.

**18/023 Minutes of the public meeting held on 14 February 2018** (agenda item 4)

The minutes of the public meeting that was held on the 14 February 2018 were **approved** as a true record subject to one amendment of Mrs Goode being recorded as absent from that meeting.

**FL**

**18/024 Cumulative action log – actions outstanding from previous public meetings** (agenda item 6)

Prof Proctor presented the cumulative action log. The Council agreed that the following actions should be closed following the agenda items at this meeting: Update on the Learning Disability service review; Update on the Patient Safety Plan; Progress report on the reconfiguration of community services; Newly designed report that captures the discussion held at the Board of Directors' meeting on the data within the Combined Quality and Performance report; the Trust's Private Finance Initiative (PFI) to be added to the agenda at the Board: Board meeting on the 5 September 2018; and details of the Governance, Accountability, Assurance Framework to be circulated to staff governors.

It was agreed that the Finance report which highlighted the cost of vacancies and its

**EW**

contribution to the Trust's surplus would be re-circulated to the governors.

The Council **received** the update on the cumulative action log and were **assured** of progress made.

#### 18/025 **Chair's report** (agenda item 7)

Prof Proctor presented the Chair's report. The Council noted that the latest round of elections had closed on the 30 April 2018. She introduced Ms Layton (Staff Non-clinical); Ms Lintin (Service User Leeds); and Mr Nip (Public Leeds), as the three new governors that had been elected unopposed. The Council also noted Ann Shuter (Service User: Leeds) had been elected for her third term as governor for the Trust.

Mrs White noted that there are still vacancies in the Council of Governors. She enquired if there were ways that the Council and Board of Directors could encourage members to stand for election. The Council noted that the upcoming Annual Members' Meeting (31 July 2018) would be an opportunity to showcase the governors' work. The Council requested that the newly appointed Patient Experience Manager, Sayed Ahmed, would be asked to be involved in supporting this, especially around service user governors. Mrs Hill reported that the predominant vacancies in the Council of Governors are from the York and North Yorkshire constituencies. She agreed to work with Mr Ahmed to look at ways of engagement and involvement whilst raising awareness of these opportunities.

**Sayed  
Ahmed  
and  
CH**

The Council **received** the Chair's report and **noted** its contents.

#### 18/026 **Chief Executive report** (agenda item 8)

Dr Munro presented her report to the Council. Firstly, she outlined the visits to Trust services that had been undertaken. She talked about the Gender Identity Service and the waiting lists for individuals wanting to access this service. She explained that there was a national review on the services specification by NHS England and that the Trust was waiting for the outcome of this. Dr Munro had visited clinical and administration members of staff from this service. They were working to ensure the service was as efficient as possible, however they noted that current demand outweighs the service the Trust was commissioned to provide. Dr Munro provided assurance that this was one of the issues that the national review was trying to work through to match the national increase in demand.

Dr Munro informed the Council of recent meetings that she had attended with Jeremy Hunt, Secretary of State for Health and Social Care. She went on to say that the first was a small group discussion with other NHS chief executives to talk about the government's future commitment to the NHS including mental health services. The second was a round table discussion which focussed on discussing the longer term government funding plan for the NHS. This was an opportunity for

chief executives to feedback on areas of healthcare they think the government should be investing more in. Dr Munro had used these meetings as an opportunity to showcase the challenges and pressures' facing mental health and learning disability services whilst suggesting that more funding goes towards this area.

Next Dr Munro reported that the result from the last Care Quality Commission (CQC) inspection was now published. The Council noted that the rating the Trust had received from the CQC was 'requires improvement'. She outlined that there had been lots of positive feedback and the Trust had been rated 'good' for the 'well led' domain which was an increase from the 2016 CQC inspection. The Council noted that the work that had been recognised on leadership, governance and strategy. Dr Munro outlined the work that would take place to support staff and enable them to respond to the recommendations made by the CQC. The Council noted that the result for the Supported Living Service was 'outstanding'.

Dr Munro the provided an update on the West Yorkshire and Harrogate Mental Health Collaborative and the work to establish a Committee in Common, which Prof Proctor would be chairing for the next 12-months. The Council noted that the first stage would be to establish what the aims would be and how progress could be measured.

The Council noted that the Child and Adolescent Mental Health Service and Eating Disorder New Care Models went live on the 1 April 2018. The bid for more investment into community perinatal services had been successful and would result in greater benefits and support for mothers and families. Dr Munro explained that a main focus with the West Yorkshire and Harrogate Integrated Care Partnership would be to formalise the governance arrangements which would support an integrated care system. Dr Munro informed the Council that one of the new care models is to try and prevent young people going into hospital or going out of area by providing alternative services in the community. After discussion, Dr Munro agreed to take the feedback to the next partnership meeting. Mrs Swan then asked what the specific successes from the West Yorkshire and Harrogate Integrated Care Partnership and the Leeds Plan were. Dr Munro said that there had been direct investment in clinical posts for eating disorder services. She outlined the positive feedback from GPs and clinicians, due to the standardisation of the clinical offer enabling them to manage the effectiveness. Dr Munro informed the Council that one of the work streams within the Leeds Plan relates to workforce and organisational development to help recruitment and retention of staff in health care across the city.

**SM**

Dr Munro provided an update on changes to the executive team at the Trust. Cathy Woffendin had started her role as Director of Nursing and Professions on the 1 March 2018, with Susan Tyler, Director of Workforce Development, retiring from the NHS at the end of May 2018.

Finally, Dr Munro highlighted the success of Trust doctors who had been recognised nationally with awards, and the caring and excellent partnership work in the Acute Liaison Psychiatry Service that had been recognised with positive feedback.

Mr Nip sought assurance on what the demands could be in the future and whether they would get worse or get better within the services. Dr Munro said that the demand was set to increase for out-of-hospital services and a growing demand in acute services, and part of the work of the West Yorkshire and Harrogate Integrated Care Partnership and the Leeds Plan was to invest more in out-of-hospital services and prevention services to reduce the demand for more specialist services. The challenge would need to be looked at in the NHS Spending Review and to potentially invest more in workforce.

The Council noted that Price Waterhouse Coopers (PWC) had been successful in the tender to support creative innovations for the Trust's private finance initiative (PFI) contracts. The Trust was seeking legal advice and the outcome of that would be shared at a private Board of Directors meeting in May 2018. The Council of Governors would be briefed on developments at the private meeting of the Board to Board on the 5 September 2018.

The Council **received** the Chief Executive report and **noted** its contents.

#### **18/027 Lead Governor report** (agenda item 9)

Mr Howarth presented the Lead Governor report to the Council. Mr Howarth reported that the non-executive director appraisals had recently taken place which he had facilitated with Prof Proctor. Mr Wrigley-Howe, as Senior Independent Director, carried out the appraisal of the Chair which he also co-facilitated. He reported that Mr Webster had been involved in the work towards the NHS70 celebrations. Mr Howarth outlined that the Annual Members' Meeting would take place on the 31 July 2018 and that he would be delivering the Lead Governor presentation at that meeting. He requested that governors help and contribute towards the presentation, such as successes and achievements within their governor roles, as well as the coordination and management of the Governor stall. Mr Howarth requested that expressions of interest for this should be given to him by mid-June 2018.

The Council **received** the Lead Governor report and **noted** its contents.

#### **18/028 Matters arising: Update on the development of the Patient Safety Plan** (agenda item 5.1)

Mr Mullen joined the meeting and presented the update on the development of the Patient Safety Plan. He outlined that staff and service users had collectively generated their key principles of safety and that work was underway to take these forward. Mr Howarth enquired if the Patient Safety Plan would address any of the CQC's concerns over safe practice and safe wards. Mr Mullen informed the Council that this would be a bigger piece of work, although some of the CQC concerns were over environmental safety. Prof Baker outlined the importance of the question to service users exploring whether they feel safe in inpatient wards. He reported that

the Quality Committee would be looking at this specifically over the next 12-months. Mr Johnson enquired what happens to the information which is collected at ward or team level. He asked where it goes and how it is used to influence the decision making within the Trust. Prof Proctor provided assurance that the collected data would be part of the Quality Plan and the work around the governance arrangements. Mr Mullen reported that the governance structures had just been reviewed, and work would be done to strengthen systems and processes.

The Council **welcomed** the update on the development of the Patient Safety Plan.

**18/029 Matters arising: Update on the reconfiguration of Community Services**  
(agenda item 5.2)

Mr Mullen presented the update on the reconfiguration of Community Services. He provided an update on work that taken place within this area over the last three months. Mrs White outlined that importance of staff feeling trained and supported in engagement to be able to deliver engagement events.

The Council **noted** the contents of the update on the reconfiguration of Community Services.

**18/030 Learning Disabilities Community Model Update** (agenda item 10)

Mr Rowley and Mrs Charles updated the Council on the Learning Disabilities Community Model work which had now been live for four months. They assessed the number of referrals that had been received. Mrs White sought assurance on the outcomes of referrals and the support they receive. Ms Charles informed the Council that they would be looking at re-referrals to mainstream services in the evaluation of the Learning Disabilities Community Model. Mr Rowley reported that they had seen a reduction in referrals, which they believe the new model was partly responsible for. The model intended to improve their work with mainstream services. Mr Rowley informed the Council that they had created an out of hours nursing provision which would enable the learning disability nurse to go out with crisis services and make sure the patient receives the correct specialist care. Crisis services had given positive feedback on the model. The Council noted that they had received positive staff feedback. The Council noted that they gathered feedback through group discussions and through anonymised surveys. Work had then taken place to look at the care coordination to identify any improvements required. It was reported that the transition from the old model to this one was going smoothly. The Council noted the 'next steps' for the model. It was reported that there were still staff posts to recruit to. Mrs Charles outlined that looking at service user and carer involvement and the experiences that they evaluate would be part of the next steps too. Ms Grantham asked what the general feedback had been through the evaluation processes. Mr Rowley said that the face-to-face feedback sessions were engaging and constructive.

The Council **noted** the contents of the Learning Disabilities Community Model Update.

**18/031 Update on the measuring outcomes across Trust services project** (agenda item 11)

The Council **requested** to hear an update on the newly formed Trust Wide Outcomes Group at the Council of Governors' meeting in November 2018 to gain assurance on how it is progressing around specific services. The Council wanted to learn how the Group would align with Patient Experience work. This would be embedded within the Community Redesign Project.

**Tom Mullen**

**18/032 CQC next steps** (agenda item 12)

Mrs Woffendin presented the CQC next steps report. She outlined that the CQC Task and Finish Project Group had met on the 10 May 2018 to discuss the draft action plans that had been produced with staff members. The Council noted that the Board of Directors would discuss, and if they supported them, approve the action plans at the next Trust board meeting on the 24 May 2018. The planning activity would be completed and returned to the CQC inspector by the 29 May 2018. Mrs Woffendin reported that she had met with the CQC inspector to agree on effective action plans. The Council noted that the CQC report showed 85% of the Trust's services had been rated 'Good' or 'Outstanding' but there were around 20 services which needed further work as the overall rating was 'requires improvement'. Mrs Woffendin reported that the Trust could not be inspected again for another nine to twelve months and another inspection would be expected then. The 'well led' aspects would be inspected again as this was now be an annual area of inspection for the CQC. Mrs Swan noted the hard work that the Trust put into improving the result of the inspection. She asked if there would be more funding to help the Trust improve further. Mrs Woffendin responded by informing the Council that the CQC inspector had been invited to the Clinical Commissioning Group Quality Committee meeting. Mrs Woffendin outlined the significant overall improvement on the Trust's inspection results from the previous inspection despite still being rated overall 'requires improvement'. She highlighted the importance of sticking to the action plan, which the Trust is already making progress towards.

The Council **welcomed** the CQC next steps report and **noted** its contents.

**18/033 Mock up: Quarterly Performance and Quality Update Report** (agenda item 13)

Mrs Forster Adams presented the Mock up: Quarterly Performance and Quality Update Report.. The Council noted that this report contained three months' worth of data with a 'look back' and an update on the objectives going forward. It provided a summary of what was reported in the Board of Directors' meetings. The Council

was asked to feedback on the format of the paper. Mr Nip highlighted that the colour coded report allowed for easier reading and understanding. Mrs Forster Adams reported that the development of the formatting for the reporting was in progress. It aimed to include local and national benchmarking information. Mr Howarth asked if staffing levels and safe practice was being picked up somewhere else other than by the CQC inspectors. Mrs Forster Adams informed the Council that staffing levels was shown in the Safe Staffing Report which the nursing directorate introduced as part of the Board of Directors' agenda papers each month. The metrics of that report aren't routinely included but Mrs Forster Adams welcomed the idea of this possibly happening in the future. She noted that there was a cross over between the two.

Mrs White informed the Council that the Finance and Performance Committee had discussed the format of these reports and reported that the 'dashboard' format had proved to be popular. Mrs White noted the progress within the last few months, particularly in the out of area placements from service users' feedback. There was a marginal increase in demand for inpatient services. Mrs Forster Adams noted the importance of increasing the capacity so that they can cope with the marginal increases in demand or changes in the patient mix. Ms Lintin stated that the metrics might not always show the full picture of the stories that should be shown. Mrs Forster Adams responded by agreeing that there would be an improvement in this aspect of what she is providing in the metrics in one year. The Council suggested that the report be developed to include more on: workforce; staffing issues; waiting times (particularly community services); crisis service; referral times and re-referrals; the meaningfulness of the metrics; how the outcomes will work in the future.

The Council **welcomed** the mock up of the Quarterly Performance and Quality Update Report and **noted** its contents.

#### **18/034 Staff Survey 2017 results and actions (agenda item 14)**

Mrs Tyler presented the results, outcomes and actions that came from the Staff Survey 2017. Mrs Tyler reported that the results had gone to the Board of Directors' meeting in March 2018. She highlighted that the report was to see the difference in results from the 2016 Staff Survey. She reported that there would not be a Trust-wide action plan. Instead, the local teams within the Trust would be given their own staff survey results within their own areas. Mrs Tyler reported that the local teams had been asked to look at their own results in their own area and think about what challenges they want to address according to the results. The Council noted that the Leadership Forum in June 2018 would look at the action plans that the local teams had devised. Mrs Tyler reported that it would be about three months before the 2018 Staff Survey would be sent out, implying the quick turnaround on feedback. Mrs Tyler reported that the response rate had been increased by 82 people from 2016.

Ms Armstrong asked what could be achieved at local team level, Mrs Tyler reported that there had been a significant result in teams receiving their staff survey results



and gave examples of feedback in one of the local teams in the Workforce directorate making a difference in the way that staff worked. The Council noted the importance of smaller teams also being able to benefit from staff survey results. Mrs Tyler informed the Council that staff members in smaller teams could request the overall directorate group results and use these results to improve. It was agreed that this would be looked into.

**Lindsay  
Jensen**

The Council **noted** the findings and next steps in the Staff Survey 2017.

**18/035 Update on the increasing employment opportunities for people with learning disabilities project** (agenda item 15)

Mrs Tyler presented the update on the increasing employment opportunities for people with learning disabilities project. It was noted that the Council had received information on 'Lighthouse Futures' which supports placements for students with learning disabilities. Mrs Tyler gave the update that the students who were going to start placements at Trust Headquarters were suggested to be ready after summer 2018. The Council noted that the Trust was working with more than one service that supported placements for students with learning disabilities.

The Council **welcomed** the update on the increasing employment opportunities for people with learning disabilities project

**18/036 NHS70 celebrations** (agenda item 16)

Prof Proctor outlined the NHS70 Project Group, chaired by Mrs White, where governors and members of staff have been working towards various initiatives for the Trust to celebrate the NHS' 70<sup>th</sup> birthday on the 5 July 2018. The Council welcomed Tricia Thorpe, Anti-Stigma Coordinator, who gave an update on the main project being progressed in the Trust's celebrations. Ms Thorpe explained that there would be an NHS70 exhibition at Leeds Museum to coincide with NHS England's Learning Disabilities month (June 2018) called 'Looking Back, Looking Forward'. It would involve performances by learning disabilities theatre and music groups and an insight into the history of learning disabilities services. The Council welcomed Ms Thorpe's invitation to attend the exhibition on the 26 June 2018 to support the event as governor representatives and help promote the Trust. Mr Webster went on to outline the various main projects that are in progress as part of the Trust's celebrations.

The Council **noted** the progress in the Trust's celebrations and **welcomed** the request to get involved where possible.

**18/037 Proposal for the Annual Members' Meeting 2018** (agenda item 17)

Oliver Tipper, Head of Communications, presented the proposal for the Annual Members' Meeting 2018 that would be taking place on the 31 July 2018. He outlined that the theme of the 2017 Annual Members' Meeting was service user feedback and experience and that the 2018 meeting would follow this with the theme of 'quality'. The Council noted the format of the meeting. Mr Tipper explained that the round table discussion would involve answering three set questions aligning with the theme. He suggested that the governors take part in undertaking this activity as part of the preparation and marketing work that was taking place in anticipation of the AMM. The Council engaged with the process and fed back their responses to the set questions.

The Council **welcomed** the proposal for the Annual Members' Meeting 2018.

**18/038 Committee in Common; and Memorandum of Understanding progress update**  
(agenda item 18)

Prof Proctor presented the update on Committee in Common; and Memorandum of Understanding progress. She informed the Council that there would be another governor and non-executive director engagement event scheduled for July 2018. Once finalised details of this would be shared with the Council.

The Council **welcomed** the Committee in Common; and Memorandum of Understanding progress update and **noted** its contents.

**18/039 Any other business** (agenda item 19)

Prof Proctor informed the Council that it would be Mrs Tyler's last Council of Governors meeting as she would be retiring from the Trust at the end of May 2018. The Council thanked Mrs Tyler for her work, support and contributions.

Mrs Hill informed the Council that Julia Raven did not stand in the election for her third term as governor (Carer: York and North Yorkshire). The Council thanked Mrs Raven for her contributions towards 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 3.36pm. She thanked governors and members of the public for their attendance.

Signed (Chair of the Trust) .....

Date .....