

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 5 February 2019 at Horizon Leeds, 2 Brewery Wharf, Kendell
Street, Leeds, LS10 1JR.**

PRESENT:

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

Public Governors

Steve Howarth
Les France
Ivan Nip
Peter Webster

Staff Governors

Sarah Chilvers
Andrew Johnson
Sarah Layton
Sally Rawcliffe-Foo

Appointed Governors

Cllr Jenny Brooks
Helen Kemp
Cllr Keith Wakefield

Service User Governors

Marc Pierre Anderson
Ann Shuter

IN ATTENDANCE:

Joanna Forster Adams – Chief Operating Officer
Helen Grantham – Non-executive Director
Dawn Hanwell – Chief Financial Officer (Deputy Chief Executive)
Cath Hill – Associate Director for Corporate Governance / Trust Board Secretary
Claire Holmes – Director of Organisational Development and Workforce
Fran Limbert – Corporate Governance Team Leader / Deputy Trust Board Secretary
Sue White – Non-executive Director (Deputy Chair of the Trust)
Cathy Woffendin – Director of Nursing, Professions and Quality
Emily Whitfield – Corporate Governance Assistant (Secretariat)
Eleven members of the public

19/001 Welcome and introductions (agenda item 1)

Professor Sue Proctor opened the meeting at 12.35pm and welcomed everyone.

19/002 Apologies (agenda item 2)

Apologies were received from the following governors: Gill Galea, Staff Clinical: Leeds and York & North Yorkshire; Kirsty Lee, Public: Leeds; Ellie Palmer, Service User and Carer: Rest of UK; and Niccola Swan, Public: Rest of England and Wales.

The Council was quorate.

Sue Proctor went onto inform the Council that: Prof John Baker, Non-executive Director; Dr Sara Munro, Chief Executive; Margaret Sentamu, Non-executive Director; Martin Wright, Non-executive Director; and Steven Wrigley-Howe, Non-executive Director and Senior Independent Director had given their apologies for the meeting.

19/003 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items (agenda item 3)

No governor indicated a change to their declared interests or declared any conflicts of interest in respect of agenda items.

19/004 Clinical Outcome Measures Briefing Report (agenda item 9)

Dr Claire Kenwood introduced the Clinical Outcome Measures Briefing Report. The Council noted that outcomes should be tailored to different service needs to ensure that they are meaningful. Claire informed the Council that clinicians from a variety of services, each at different stages in the outcomes process, would be discussing what they are doing within their service area to support the delivery of measuring outcomes. The Council were invited to take part in an open discussion with the clinicians that were present.

Dr Claire Kenwood drew the open discussion to a close and invited the Council to feedback.

The Council feedback that they were assured of the good progress being made in the specialist services. The Council welcomed the new electronic patient records system, Care Director, and noted that it provided one universal system to capture outcomes. It was agreed that Nick Venters (Consultant Psychiatrist and Chief Clinical Information Officer) and Bill Fawcett (Chief Information Officer) would lead a 'question and answer' session at a future governor meeting on the new Care Director electronic patient records system.

**Bill
Fawcett/
Nick
Venters**

The Council queried if collecting and processing a number of different outcomes is making a difference, or if there was a way to simplify it. Joanna Forster Adams reported that there would be consideration on how outcome data could feature within the service level annual quality and safety reports in the future. It was agreed that feedback would be presented to the governors that supports how outcomes are used to evidence the difference that is made to people's lives. The Council noted the importance of exploring different methods of collecting outcomes data to benefit service development and for IT to sustain the capturing of the information. The importance of making this routine for was emphasised.

JFA

Cllr Keith Wakefield highlighted the diversity of Leeds as a district. It was reported that work within the Trust was taking place on equality and Population Health Management. It was agreed that there would be a presentation on this at a future Council of Governors meeting.

CH

The Council **noted** the feedback on the open discussion with the clinicians from the variety of services and **reflected** on how this work could be supported in the future. The importance of diversity and getting this model right was recognised.

19/005 Minutes of the public Council of Governors meeting held on the 8 November 2018 (agenda item 4)

The minutes of the public Council of Governors meeting that was held on the 8 November 2018 were **approved** as a true record.

19/006 Matters arising (agenda item 5)

There were no matters arising.

19/007 Cumulative action log – actions outstanding from previous public meetings (agenda item 6)

Sue Proctor presented the cumulative action log. The Council agreed that the following actions should be closed: update on measuring outcomes across trust services; minutes from the public Council of Governors meeting held on 3 July 2018 to be amended; minutes from the Annual Members' Meeting held on 31 July 2018 to be amended; non-executive director attendance at the meeting on the 3 July 2018 to be corrected in the Chair's report; update on the action plan created following the Board to Board meeting 2018; refreshed Governor Role Description to be uploaded onto the website; update and overview report from the Mental Health Legislation Committee to be circulated to governors; and update on the action plan from the Big Conversation at the Annual Members' Meeting 2018.

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

19/008 Chair's report (agenda item 7)

Sue Proctor presented the Chair's report. She reported that Andrew Marran would be starting as the newly appointed non-executive director in February 2019. Steven Wrigley-Howe would be coming to the end of his term of office as non-executive director and Senior Independent Director in February 2019. The Council also noted that Dr Christopher Hobbs and Joanne Goode both stepped down from their governor roles because of competing priorities since the previous Council of Governors meeting. It was Steve Howarth's last meeting as Lead Governor. The Council thanked Steve for his time as Lead Governor and acknowledged the work that he had been involved in.

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

19/009 Chief Executive report (agenda item 8)

Dawn Hanwell presented the Chief Executive report to the Council. The Council noted that there had been service visits from the Chief Executive to the Gender Identity Services. She confirmed that the NHS 10 Year Long Term Plan had been published in January 2019 which included a lot of operational guidance. Dawn said that the West Yorkshire Integrated Care System (ICS) were working through the One Year Operational Plan and the development of a five year capital investment plan. She said there was clear and focused engagement and mental health was positioned well in the Leeds Plan. She said that there was a sense of importance around being able to track and evidence mental health investment in the long term plan. She said that Dr Sara Munro (Chief Executive) was working closely with the Clinical Commissioning Group (CCG) to see where the investment for mental health was going.

Dawn informed the Council that there was good progress with the new care model for the Eating Disorder Services which was having a positive outcome on people's recovery. The Council noted that the Trust remains actively engaged with the new Child and Adolescent Mental Health Services (CAMHS) new care model. Dawn confirmed that the new CAMHS unit at St. Mary's Hospital was at the stage of finalising the scheme design and working through planning arrangements.

The Council noted the progress made on the West Yorkshire and Harrogate Partnerships. Sue Proctor reported that the Board of Directors receive assurance that the mental health sector is benefitting from the partnerships. Ivan Nip highlighted the importance of working in partnerships. The first draft of the One Year Plan was being completed in February 2019 and the Five Year Plan in Autumn 2019. It was agreed that there would be an update at a future governors meeting on the direction of travel and the Trust's priorities for the One Year, and

DH

the Five Year Plan. It was confirmed that there would be an update on the Five Year Capital Investment Plan at the Board to Board meeting in September 2019.

DH

Les France asked if work was underway within the Trust around Brexit. To which the Council were assured that the Trust was sighted on the requirements by the government. Dawn assured the Council that there would be business continuity. Sue Proctor reported that the Board of Directors would be looking at any emerging or existing risks in terms of Brexit and how to mitigate against them going forward.

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

19/010 Report from the Chair of the Finance and Performance Committee (agenda item 10)

Sue White presented the report of the Finance and Performance Committee. She outlined the terms of reference of the Committee. She said that the purpose of this Board sub-committee was to provide assurance to the Board of financial governance and performance; strategic matters in relation to procurement; the Trust's Estates Plan; information technology and information management; and key performance matters. She explained that the membership of the Finance and Performance Committee included three non-executive directors including herself. The other two being Steven Wrigley-Howe, who Andrew Marran would be replacing, and Martin Wright.

Sue explained that if there are more complex financial issues to discuss with the Committee then financial experts would be brought in as attendees to help. The Council noted that the Finance and Performance Committee looks at the Combined Quality and Performance Report before the Board of Directors do each month. Sue reported that the Committee looks at workforce issues as if they relate to finance and performance, but not in terms of quality. The Committee also receives a financial report from Dawn Hanwell and a verbal Chair's report then gets presented to the Board which highlights the discussion which had taken place from the Committee meeting.

Marc Pierre Anderson queried what extent governors can be involved in the Finance and Performance Committee. Sue White responded by saying that governors are all invited to attend in an observational capacity. It was agreed that details to observe meetings would be circulated to governors.

FL

Sue went onto explain what the Finance and Performance Committee discussed at their most recent meeting on the 29 January 2019. She reported that the Committee were pleased to see improvement in some access targets. She said that there were some limited areas of progress, including the Autism Diagnosis Service. She then referred to the performance of the Gender Identity Service. She said that there was a wait for NHS England to publish a national tender on a national Gender Identity Service, to be delivered around the country. The Council noted that the delay of this publication meant the Trust's waiting times within this

service would deteriorate. She clarified that there could be opportunities to expand the service once the tender had been published. She reported that the Executive Team had reassured the Committee that there would be thought going into this going forward.

Sue reported that the Committee had reviewed the performance of out of area placements. She said that the Trust wanted to have eliminated all out of area placements by Spring 2020 and that the Committee was assured by the large amount of detail in the actions that were being taken to support the accomplishment of this.

Sue reported that the Trust is currently exceeding the national agency cap, and this is something that the Finance and Performance Committee is monitoring. She informed the Council that the private part of the meeting looked at the risks associated with Brexit, of which the Board then looked at in the private part of their meeting following this.

The Council **noted** the contents of this report and **thanked** Sue White.

19/011 Performance and Finance report (agenda item 11)

Dawn Hanwell presented the Performance and Finance report. She highlighted the Trust's current performance in the last three months and the financial position of the Trust.

Dawn explained the financial position of the Trust in terms of the income and the high surplus which had been generated. She confirmed that there would be an update on the Five Year Capital Investment Plan in a future governors meeting.

Joanna Forster Adams informed the Council that the reason for unacceptable waiting times in the Gender Identity Service is because the demand is so much more than the Trust is commissioned to deliver. The Council noted the significant operational and cost pressures in the Trust. Another pressure is winter pressures, which seem to be improved in 2019 compared to previous winters. Joanna Forster Adams reported that there was a need to see alternatives to admission to help the issue of bed occupancy, for example by getting patients home quicker. Cathy Woffendin outlined that the Quality Committee was looking into this.

The Council **noted** the contents of the Performance and Finance Report.

19/012 Findings from the external Patient Experience Review (agenda item 12)

Cathy Woffendin presented the findings from the external Patient Experience Review. She said that the final report was presented at the Board of Directors meeting on the 31 January 2019 and that a steering group, led by Cathy, would be formulated where strategic plans would be created and monitored. The Council

noted some of the findings. Cathy reported that there would be a patient involvement workshop on the 22 March 2019 which Martin Wright was attending, and that governors should inform Cathy if they are interested in being involved in this project.

The Council noted that there would be an 'easy read' version of the Review shared with the governors in due course.

CW

The Council **noted** the findings of the Patient Experience Review and **welcomed** future updates.

19/013 Update on the Business Case to establish a new unit on then St James's site (agenda item 13)

The Council noted that the Trust was working with Leeds Teaching Hospitals Trust to open a new unit on the St James's Hospital site. It was agreed that the Council would receive a further update on the information to establish the new unit on the St James's site in Autumn 2019 at the Board to Board meeting, once it had been approved by the Board of Directors.

DH

The Council **welcomed** the update on the business case to establish a new unit on the St. James's site.

19/014 Support the appointment of the Senior Independent Director (agenda item 14)

Cath Hill presented the paper on the support of the appointment of the Senior Independent Director (SID). She reminded the Council that the role of the SID is for members and governors who might need an alternative method of escalation for concerns when it would not be appropriate for them to share with the Chair, Chief Executive, Chief Financial Officer, or the Trust Board Secretary.

The Council noted that the current SID is Steven Wrigley-Howe until he comes to the end of his term of office on the 16 February 2019. Cath informed the Council that the Board of Directors were asked to agree the appointment of Martin Wright as SID at the meeting on the 31 January 2019 and the Council of Governors now were asked to support this appointment.

The Council agreed to **support** the appointment of Martin Wright as Senior Independent Director with effect from the 17 February 2019.

19/015 Update report on the Board to Board Action Plan (agenda item 15)

Cath Hill presented the report of the Board to Board Action Plan. Cath reported that the Trust would be hosting a collaborative training event, with other Trusts, on the 27 March 2019. NHS Providers would be providing bespoke training and the Trust's

Organisational Development Team would be finalising the design and launch of the governors' training programme. Cath noted that the governors would be receiving a letter inviting members of the Council to show expressions of interest to take part in the training.

FL

The Council **welcomed** the update on the Board to Board Action Plan and **noted** the upcoming invitation to the NHS Providers governor training.

19/016 Process for the Nomination and Election for the Lead Governor (agenda item 16)

Cath Hill explained the process for the nomination and election of the next Lead Governor. Steve Howarth outlined the role in more detail. He said contributing to the appraisals of the non-executive directors and the Chair was a very useful part of the role.

The Council **thanked** Steve Howarth for undertaking the role of Lead Governor for the past two years. They **noted** the timeline associated with the process of the nomination and election of the new Lead Governor, and **supported** the proposal for the process for the nomination and election of the next Lead Governor. It was **noted** that there would be a letter to governors explaining this and giving them details on how to submit a nomination.

FL

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust 3.30pm. She thanked governors and members of the public for their attendance.

Signed (Chair of the Trust)

Date