

**Minutes of the Public Meeting of the Council of Governors  
held on Tuesday 9 May 2019 at Large Function Room, Great George Street, St  
George's Centre, Leeds, LS1 3DL.**

**PRESENT:**

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

**Public Governors**

Steve Howarth  
Kirsty Lee  
Ivan Nip  
Niccola Swan  
Peter Webster

**Staff Governors**

Gill Galea  
Andrew Johnson  
Sarah Layton  
Sally Rawcliffe-Foo

**Appointed Governors**

Helen Kemp

**Service User Governors**

Marc Pierre Anderson

**IN ATTENDANCE:**

John Baker – Non-executive Director  
Rose Cooper – Corporate Governance Officer  
Dawn Hanwell – Chief Financial Officer (Deputy Chief Executive)  
Cath Hill – Associate Director for Corporate Governance / Trust Board Secretary  
Fran Limbert – Corporate Governance Team Leader / Deputy Trust Board Secretary (Secretariat)  
Andrew Marran – Non-executive Director  
Kerry McMann – Corporate Governance Officer  
Margaret Sentamu – Non-executive Director  
Sue White – Non-executive Director (Deputy Chair of the Trust)  
Cathy Woffendin – Director of Nursing, Professions and Quality  
Martin Wright – Non-executive Director and Senior Independent Director  
Six members of the public

**19/017 Welcome and introductions** (agenda item 1)

Professor Sue Proctor opened the meeting at 12.32pm and welcomed everyone.

**19/018 Apologies** (agenda item 2)

Apologies were received from the following governors: Les France, Public: Leeds and Ann Shuter, Service User: Leeds.

The Council was quorate.

Sue Proctor went onto inform the Council that: Joanna Forster Adams, Chief Operating Officer; Claire Holmes, Director of Organisation Development and Workforce; Claire Kenwood, Medical Director; Dr Sara Munro, Chief Executive; and Helen Grantham, Non-executive Director had given their apologies for the meeting.

**19/019 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items** (agenda item 3)

Peter Webster declared a conflict of interest in respect of agenda item 7. No other governor indicated a change to their declared interests or declared any conflicts of interest in respect of agenda items.

**19/020 Annual declarations for governors** (agenda item 3.1)

The Council of Governors **received** and **noted** all interests declared by governors as at the end of March 2019.

**19/021 Non-executive Directors' Annual Declarations of Interests, Independence, and Fit and Proper Person** (agenda item 3.2)

The Council of Governors **noted** the declarations of interests as per the matrix, they **noted** that all directors had been judged and declared themselves to be fit and proper and that all non-executive directors had declared they are independent.

**19/022 Minutes of the public Council of Governors meeting held on the 5 February 2019** (agenda item 4)

The minutes of the public Council of Governors meeting that was held on the 5 February 2019 were **approved** as a true record.

**19/023 Matters arising** (agenda item 5)

There were no matters arising.

**19/024 Cumulative action log – actions outstanding from previous public meetings** (agenda item 6)

Sue Proctor presented the cumulative action log. The Council noted and agreed those actions reported as completed.

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

**19/025 Ratification of the outcome of the Lead Governor Election** (agenda item 7)

Cath Hill thanked the candidates for the time and effort they put into standing and also thanked rest of the Council for voting in the election for Lead Governor. Cath was pleased to announce that Peter Webster had been elected by a margin of 7 votes to 5.

The Council **ratified** the appointment of Peter Webster as Lead Governor for a period of two years commencing from 9 May 2019.

**19/026 Proposal for the Annual Members' Day 2019** (agenda item 10)

Oliver Tipper, Head of Communications, outlined the proposed plan for this year's Annual Members' Day on Tuesday 30 July that will see service users, carers and staff come together to look back at the Trust's previous year, and help shape the next. Oliver advised that the 2019 event would have a similar format as the previous two years but with a few tweaks following feedback from last year's event, including 30 minutes of protected time for the Question & Answer session in the statutory Annual Members' Meeting.

Oliver and Cathy Woffendin explained that this year the focus would be on patient experience and involvement and the proposed theme for the 'Big Conversation' was being developed in conjunction with service users and carers via the Patient Experience Team. During the 'Big Conversation' members would be asked to help set the priorities for the three work streams that sat under the Patient Experience and Involvement Strategic Steering Group. These priorities would then inform the

Patient Experience, Carer and Involvement Strategy. Sue Proctor suggested a short narrative on the 'Big Conversation' be circulated to governors for their reference. Dawn Hanwell added that it was a good opportunity to get members involved in shaping the priorities from a patient experience perspective given the focus on mental health as a national priority area.

RC

Sue White asked if the order of the day could be shifted so that it did not begin with the Annual General Meeting (AGM). Cath Hill advised that the timing of the AGM had already been publicised and therefore could not be changed. However, Sue Proctor suggested that as part of this year's feedback request people could be asked to reflect on the order of the day.

CH

The Council discussed the governor stall and the importance of engaging members in the role of the governor and Peter Webster asked for volunteers to help with this on the day. Sue Proctor also asked if staff governors could have an active role on the stall as they had a unique contribution to offer and Cath Hill agreed to feed this into the plans. Sue Proctor asked the governors to let Kirsty Lee and Peter Webster know if they had any other ideas that could be fed into the planning group meetings.

CH

The Council fed back their thoughts on the proposal and **committed** to promoting the event and also participating on the day where possible.

#### 19/027 Chair's Report (agenda item 8)

Sue Proctor presented the Chair's report. She reported that Ellie Palmer had stepped down due to other commitments outside of the Trust and Sarah Chilvers had stepped down as a staff governor due to her having left the Trust. Sue advised that she had passed on thanks and gratitude to them both for their contribution on behalf of the Council. It was also noted that Cllr Keith Wakefield's term as a councillor concluded at the local elections in the previous week and it was anticipated that a replacement governor for him would be advised at the end of June 2019.

Nicola Swan then provided feedback to the Council on the service visit that took place on 8 May 2019 to the North East Community Mental Health Team. She discussed the positive impact that the community redesign was having and also outlined some of the challenges faced by the service. These included the pressure caused by long waiting lists for psychological therapies, staff arranging their own clinical supervision, access to safeguarding training and also issues with effective use of space and room bookings.

Cathy Woffendin responded to the point on safeguarding. She advised that due to recent national changes it had been agreed that CMHT staff needed to complete level 3 safeguarding training but that an offer had been made to provide this directly with the teams affected by the service redesign. With regard to clinical supervision, Cathy explained that a clear policy was in place where staff chose their own supervisor wherever possible. Steve Howarth asked if there was a live list of people

that staff could use to arrange clinical supervision and Cathy confirmed that there was. With regard to Niccola's point on access to psychological therapies, Dawn Hanwell added that as part of the current tender process the Clinical Commissioning Group had recognised that greater investment in Improving Access to Psychological Therapies (IAPT) was required.

Sue White positively encouraged governors to get involved in future service visits and suggested that there was an opportunity for direct feedback from the visits to be presented to future Council meetings and this was agreed. The Council also discussed the potential value of joint visits with Leeds Teaching Hospitals Trust to better understand services that care for patients with both physical and mental health needs. This would be considered for the upcoming forward plan of service visits.

**CH**

**RC**

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

#### **19/028 Chief Executive Report (agenda item 8)**

Sue Proctor introduced the Chief Executive report and invited the Council to have an open discussion on the topics covered. Firstly, Sue White fed back on behalf of her group. They had felt it was a comprehensive report but had noted the complex arrangement of external partnership boards referenced in the paper and suggested a joint governor and Board session to learn more about these and what positive outcomes might be expected from them. Sue Proctor agreed to have a conversation with Cath Hill about allocating some time for this at the Board to Board session in September 2019, along with an update on the proposed changes to the current primary legislation relating to the NHS. Sue Proctor also asked that the Trust's response to the proposed changes in health legislation was circulated to the Council. Helen Kemp noted that there were also partnership meetings involving LYPFT and the third sector which had not been reflected in the report.

**CH**

**RC**

John Baker then fed back on behalf of his group. The main topic they had discussed was the rising levels of stress amongst the workforce and asked if staff could be supported better when working in stressful environments. Sue Proctor advised that staff wellbeing would feature in the ongoing work plan for governors. Steve Howarth also asked whether there needed to be a more robust process in place to support staff with clinical supervision.

Steve then noted the work of the Mental Health, Learning Disability and Autism Collaborative to support the completion of the five year strategy required for the West Yorkshire and Harrogate Integrated Care System and asked what outcomes might be expected from this. Sue Proctor explained the purpose of the Five Year Forward View and the NHS Long Term Plan. Dawn Hanwell added that there was a strong focus on working with partners to improve delivery over the next five years at Integrated Care System (ICS) level against the backdrop of the NHS Long Term Plan. Dawn also explained why the Trust participated in these partnerships, some of which were mandated but others offered financial freedoms that could benefit the Trust. Andrew Marran then fed back on behalf of his group. They had discussed the

CQC inspection update in the report, the evidence that had been submitted as part of the Provider Information Request (PIR) and how the CQC's scoring system worked.

Nicola Swan then referred to the recent debate in Westminster Hall about the under-resourcing of mental health services in Leeds that was led by Fabian Hamilton MP and asked how the Trust was responding to instances of negative press coverage. Oliver Tipper explained that the Trust had been asked to provide information in advance to support a parliamentary briefing for the Department of Health and Social Care but because the debate took place in parliament the Trust had no right of reply to the points that were raised on the day. The Council was advised that a meeting had been arranged between Fabian Hamilton MP, Sara Munro, Chief Executive of the Trust, and Thea Stein, Chief Executive of Leeds Community Healthcare NHS Trust to discuss this matter further. Sue Proctor suggested there may be opportunities for shared learning and reflection across the mental health collaborative.

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

#### **19/029 Proposal for the production of a Governor Video** (agenda item 11)

Tricia Thorpe explained that she and Mat Dale were working with services across the Trust to produce information videos that would be used to help people to understand what care is provided by each service. Tricia then explained that she wanted to make a video about the role of governors and asked for volunteers. It was agreed that Tricia would be provided with a list of the governors who nominated themselves at the meeting.

**RC**

The Council **thanked** Tricia for her presentation and **welcomed** the proposal.

#### **19/030 Care Quality Commission Presentation** (agenda item 12)

Cathy Woffendin introduced the Care Quality Commission (CQC) presentation that outlined the improvements made since the last CQC inspection, the peer reviews that had taken place, and the NHS Improvement 'Moving to Good' programme. Cathy explained that an action plan had been developed from the 'must dos' and 'should dos' following the last inspection and that this was monitored on a monthly basis via the CQC Project Group. Cathy talked through the breaches from the previous inspection and what actions had been taken to resolve these, such as the plans to move the National Institute for Psychological Therapies to the St James' site. Cathy also assured the Council that clinical supervision was currently at 80.1%, which was the highest it has been. Cathy then explained that the findings of the Mental Health Act visits undertaken by the CQC were fed into the Mental Health Legislation Committee where themes and trends could be monitored and areas of concern could be addressed.

Rebecca Le-Hair, Head of Quality and Clinical Governance, talked through the NHS Improvement 'Moving to Good' Programme and what tools and support they had gathered throughout this. She explained the work being done in conjunction with the Institute of Health Improvement (IHI) and how they were carrying forward their recommendations. Rebecca noted that 22 services had completed self-assessments and Key Lines of Enquiry (KLoE) documentation and all had scored 'Good' or 'Outstanding' across the five domains. She explained this was a robust exercise where the self-assessments had been assessed by a group of objective senior managers. Cathy also noted that the team was working through the new guidance published by the CQC.

Cathy asked if the Council felt assured by the information provided. Steve Howarth asked if the Trust was restricting itself with self-identified ratings of 'Good' rather than 'Outstanding'. Cathy responded that the evidence had been carefully checked against the criteria and there was a clear definition from the CQC which indicated that 'Outstanding' services needed to go above and beyond and that a score of 'Good' was a realistic approach. Ivan Nip asked if the Trust was prepared for the new inspection framework that was in place and Cathy responded that the project team was fully aware of any differences in the new framework and had responded to these.

Cath Hill then set out the statutory duties of the Council and outlined other activities governors had been involved in over the last year, such as service visits, observing Board sub-committees and receiving training as part of their development.

The Council **thanked** Cathy, Rebecca and Cath for the information provided.

**19/031 Feedback from the NHS Providers Regional Governor Workshop that took place on the 4 April 2019** (agenda item 13)

Peter Webster fed back on the NHS providers Regional Governor Workshop that was held on 4 April 2019 which was also attended by Andrew Johnson and Ivan Nip. Peter shared some ideas for the future development of the Council. This included pre-meetings for governors before the main public meeting to discuss the forthcoming agenda and what issues they would like to have assurance on as well as having an opportunity to input into future agendas. This would start at the July 2019 meeting and Peter encouraged governors to attend where possible. The Council supported this recommendation. Sue Proctor added that there would be an opportunity for governors' hot topics to be raised under the Lead Governor agenda item.

**CH**

Peter then asked to be able to communicate with governors on an individual basis in his new capacity as Lead Governor. The Corporate Governance Team would share Peter's NHS contact information with the rest of the Council who could then get in touch with him directly if they agreed to this. Cath added that if any other governors wished to have an NHSmail account they could contact the Corporate Governance Team to make the arrangements.

**RC**

The Council **thanked** Peter for his feedback.

**19/032 Annual Report from the Chair of the Quality Committee** (agenda item 15)

John Baker presented the Annual Report from the Quality Committee and explained that the purpose of this Committee was to scrutinise the Trust's performance data on a monthly basis. He described the Committee's relationship with the Trustwide Clinical Governance Group and the Board of Directors and how information flowed between the meetings. John also discussed the annual cycle of performance and quality reports where each month a different service was invited to do a presentation to the Committee. John Baker then encouraged governors to observe the Quality Committee and Andrew Johnson asked for the Board sub-committee meeting dates to be recirculated to the Council.

**RC**

The Council **noted** the contents of this report and **thanked** John Baker.

**19/033 NHS Staff Survey 2018 – Initial Results** (agenda item 16)

Tracey Needham introduced the paper that provided a summary of the results and outcomes of the 2018 Staff Survey. She explained that the paper looked at how these results compared to those of 2017 and highlighted any emerging themes. Tracey also explained that the NHS Coordination Centre had changed Staff Survey reporting for 2018 to breakdown into 10 key themes instead of the 32 key findings of previous years. She noted that the response rate for 2018 had increased to 58%. She explained that teams were currently in the process of creating their action plans based on their team-level results to help to encourage ownership of the results at a local level. These plans would be monitored via the Workforce and Organisational Development Committee. Sarah Layton asked if teams had to be over a certain number for their results to be accessed. Tracey explained that for confidentiality reasons only teams of more than 11 could access their data as any fewer could potentially identify specific staff's responses.

Andrew Johnson expressed concern at the figures relating to stress-related sickness amongst staff which showed a 2% increase in the last 12 months and asked for assurance on what actions are being taken to address this. Tracey Needham responded that wellbeing advisors from across the organisation had been introduced during this quarter to support staff and also referred to the initiative Sara Munro was leading on called the 'Culture Club'. Lindsay Jensen also updated the Council on the Trust's initiatives to improve health and wellbeing locally and provide a clear offer of support for staff. This included local health and wellbeing groups, one of which was being run in the Specialist and Learning Disabilities Care Group which they were working to replicate in the Leeds Care Group. She also referred to the mental health first aid training that had begun and the plans to recruit a health and wellbeing manager for the Trust. She added that HR was working to identify hotspots for stress related sickness and then speaking to the relevant managers to find out how best to support them.



Nicola Swan noted the areas where improvements were being made but asked what could be done to better support staff day to day. Tracey advised that they were looking at bringing in Management Essentials training with a particular focus on bands 6 and 7 to strengthen the offer of training for managers. Tracey also described the work being done by the Learning and Organisational Development Team to support the managers involved in the community services redesign. Sue Proctor referred to the recent IHI feedback that emphasised authentic leadership and how this linked with the work Sara Munro was doing as part of the 'Culture Club'.

Steve Howarth noted the slight decline in the Equality and Diversity score and asked how the Trust was responding to this. Tracey acknowledged this position but noted that the Trust was still above the sector average. Sue Proctor added that this was an area the Trust was very cognisant of and advised that the Board of Directors had recently had a session on equality and diversity. It was noted that Rainbow Alliance were also scheduled to do a presentation at the November Council of Governors' meeting.

The Council of Governors **received** and **noted** the outcome of the 2018 National Staff Survey results.

#### **19/034 Performance and Finance report** (agenda item 14)

Sue Proctor introduced the Quarterly Performance and Quality Update Report and opened it up for questions. Peter Webster asked about people with learning disabilities being detained under the Mental Health Act. He noted the figure on page 8 of the report reflected the total number of patients detained, with approximately 50 of those being people with learning disabilities or autism, and asked for more information on what happens to those people during the process. John Baker responded that the Quality Committee had recently asked for an additional suite of quality and performance measures specific to the Learning Disability services which were due to come back in the next few months. John also talked about the measure used in the report and advised the Council this was to be discussed at a future Quality Committee meeting. He was asked to provide a view on this once the Committee had looked at the information.

**JB**

Nicola Swan asked for some assurance on the Out of Area Placements (OAPs) figure which had seen a spike in March 2019. Sue White responded that this had been discussed in some detail at the Finance and Performance Committee meetings. She explained that the high level of bed occupancy and higher than target rates of delayed transfers of care reflected the increasing pressure in the system. She also reported there had been an unprecedented level of demand on acute services recently which was adding to this. Sue White noted that the Committee had registered significant concerns about the continued high levels of OAPs but also reported that it was confident in the systems and processes that had been put in place to achieve the zero trajectory by this time next year. She added that the Clinical Excellence Programme was working to increase consistency

across clinical practice in the Trust and that an update on that area of work was coming to a future Finance and Performance Committee meeting. Sue felt that overall the Committee had been assured that as much was being done as possible in the circumstances.

Steve Howarth asked if the following Leeds Autism Diagnostic Service (LADS) metric was too ambitious: 'percentage receiving a diagnosis within 26 weeks of referral' as it had a target of 80% but had only received 36.9% in March 2019. John Baker referred to the recent presentation on the LADS at the March 2019 Board of Directors' meeting where Rob Baskind, Consultant Psychiatrist, had discussed the impact the rising level of demand was having on service delivery. Sue White added that the indicator was in the process of being changed to a more meaningful measure that related to access targets. Cathy Woffendin advised that she had visited the service recently and could confirm new target had been agreed with commissioners.

Andrew Marran asked how the increasing demand being placed on services was being managed with commissioners. Dawn Hanwell explained that the services were commissioned on a block contract and as a result there was only a finite amount of resource available but conversations were taking with commissioners about providing non-recurrent investment to help the Trust achieve its future trajectories.

Niccola Swan asked what was being done to improve the Trust's vacancy figures. Cathy Woffendin explained that there had been a significant amount of work done around workforce planning, including working with universities to secure third year students; creating new roles in the Trust to respond to the lack of development opportunities and the NHS Improvement retention programme. She added that she had recently met with Ruth May, Chief Nursing Officer for England, and they had committed to working to increase the number of nursing placements in universities and better supporting students with training costs. Dawn Hanwell added that the National Workforce Strategy would be launched in Autumn 2019 and they hoped this would support the work being done by the Trust. Niccola felt encouraged by the responses and the pro-active work in progress. She then asked about the plan for non-nursing vacancies in the Trust. Dawn responded that recruitment to the medical workforce continued to be a highly challenging area and there was a concerted piece of work ongoing to respond to this. The governors discussed the importance of understanding the impact of vacancies across the Trust.

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

#### **19/035 Process for upcoming elections to the Council of Governors (agenda item 17)**

Cath Hill outlined the seats that were currently vacant and noted the governors who were due to come to the end of their term of office in August 2019. Cath discussed ways that the team had raised the profile of the elections to members and also the benefits of opting for the longer timetable of election that would allow an increased period for nominations.

The Council **agreed** the timetable for the forthcoming elections to the Council of Governors which would conclude at the end of the July 2019.

**19/036 Approval of the Code of Conduct and Standards of Behaviour for Governors (CG-0001)** (agenda item 18)

The Council **approved** the procedure and were **assured** that the content was still reflective of the way in which governors carried out their duties.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust 3.41pm. She thanked governors and members of the public for their attendance.

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

Date .....