

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 1 February 2022 at 1pm via Zoom**

PRESENT:

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

Public Governors

Les France
Steve Howarth
Kirsty Lee
Ivan Nip
Peter Webster

Carer Governors

Caroline Bentham
Mark Clayton
Bryan Ronoh

Executive Directors

Joanna Forster Adams
Dawn Hanwell
Chris Hosker
Sara Munro
Darren Skinner

Staff Governors

Ian Andrews
Gail Harrison
Andrew Johnson
Sally Rawcliffe-Foo

Service User Governors

Rita Dawson
Peter Holmes

Appointed Governors

Sue Rumbold

Non-Executive Directors

Prof John Baker
Helen Grantham
Cleveland Henry
Sue White
Martin Wright

IN ATTENDANCE:

Lyndsey Charles – Clinical Director Learning Disability and Older Peoples Services (agenda item 11)
Rose Cooper – Corporate Governance Officer
Paul Dodgson – Allied Health Professions Clinical Lead - CONNECT: The West Yorkshire Adult Eating Disorders Service (agenda item 2)
Sylvie Fourcin – Director of Artlink West Yorkshire (agenda item 2)
Rozi Fuller – Artist (agenda item 2)
Cath Hill – Associate Director for Corporate Governance
Bea King – Corporate Governance Assistant
Kerry McMann – Corporate Governance Team Leader

22/001 Welcome and introductions (agenda item 1)

Professor Sue Proctor opened the meeting at 1.00pm and welcomed everyone.

22/002 Sharing Stories: Connect Eating Disorders Project (agenda item 2)

Paul Dodgson, Sylvie Fourcin and Rozi Fuller delivered a detailed presentation on the Connecting Thoughts creative project. The pilot ran remotely for six months for inpatient and community eating disorder service users and was a partnership approach between the Connect adult eating disorder service, Artlink and Arts and Minds.

Paul explained that the aims of the project were to promote fun, self-expression, relaxation, and build confidence. He also explained some of the reasons why the Connect service was used for the pilot where 119 patients were surveyed over nine months. The results showed that over 88% felt that engaging in creative activities, hobbies and interests was important to them and after the 12 Zoom sessions were delivered 87% of those who attended reported that they had a meaningful time. Paul also talked about partnership working which was necessary to support the effective management of care pathways and build capacity within the local system. Recommendations for going forward included embedding art projects into patients' treatment packages, increased frequency of the sessions and transferring the project to other clinical settings.

Sue Proctor suggested that Paul Dodgson may be able to access some of the Trust's charitable funds to support the expansion of the Connecting Thoughts project and it was agreed that options would be considered outside of the meeting. Gail Harrison would also contact Paul outside of the meeting to discuss links with the community transformation work and possibilities for expansion and further funding.

RC/GE

Sally Rawcliffe-Foo suggested that service users could be encouraged to become peer mentors for future groups and could have a valuable role in engaging patients to attend. Paul thanked Sally for this suggestion and noted it for future projects.

It was agreed that the presentation slides would be circulated to the governors along with the executive summary and synopsis for the Connecting Thoughts project. The evaluation report for the project would be circulated in due course. The questions asked on the Zoom chat function would be sent to Paul Dodgson for a response and the question-and-answer document would then be provided as an addendum to the minutes at the next meeting.

RC

RC

The Council was **encouraged** by the project and **thanked** Paul, Sylvia and Rozi for taking the time to attend.

22/003 Apologies (agenda item 3)

Apologies were received from the following governors: Rachel Gibala (Service User Governor), Ruth Grant (Non-clinical Staff Governor), Hazel Griffiths (Carer Governor), Oliver Hanson (Clinical Staff Governor), Helen Kemp (Appointed Governor), Mussarat Khan (Public Governor), David O'Brien (Public Governor), Anna Perrett (Appointed Governor), Joseph Riach (Service User Governor), Niccola Swan (Public Governor), Tina Turnbull (Appointed Governor), and Fiona Venner (Appointed Governor).

The meeting was quorate.

Cathy Woffendin, Director of Nursing Quality and Professions, and Merran McRae, Non-executive Director, had also sent their apologies for the meeting.

22/004 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items (agenda item 4)

Gail Harrison noted that she had contributed to the paper for agenda item 11 in her role as Principal Clinical Psychologist with the Trust.

Cleveland Henry declared a conflict of interest in respect of agenda item 18. It was agreed that Cleveland would not need to leave the meeting for this item as the appointment had already been agreed by the Board of Directors and it was an item of information to the Council.

The Council **noted** the declarations made.

22/005 Minutes of the public Council of Governors' meeting held on the 2 November 2021 (agenda item 5.1)

The minutes of the public Council of Governors' meeting that was held on the 2 November 2021 were **approved** as a true record.

22/006 Matters arising (agenda item 6)

There were no matters arising.

22/007 Cumulative action log – actions outstanding from previous public meetings (agenda item 7)

Sue Proctor presented the cumulative action log, and the Council agreed the actions reported as complete. The Council noted that the open actions from the November

2021 meeting relating to performance would be address as part of agenda item 13.

Mrs Forster Adams noted that updates on two significant pieces of work: Crisis House and community mental health transformation were both scheduled for the May 2022 meeting. It was agreed that the forward plan would be reviewed to ensure there was sufficient time to spend on each item.

RC

Sue Rumbold referred to an action around accessing data relating to children being taken into care as a result of their parents' mental health condition and behaviour. The Council noted that Cathy Woffendin had raised this with the Chair of the Leeds Safeguarding Children Partnership who had forwarded this for consideration as a piece of work at the relevant subgroup.

The Council **received** the cumulative action log.

22/008 Chair's Report (agenda item 8)

Sue Proctor presented the Chair's Report and highlighted a few key areas for the Council to note. She noted that Merran McRae had joined the Board as a non-executive director on the 1 January 2022 and would sit on the Mental Health Legislation Committee and the Workforce Committee. It was agreed that Merran would be given an opportunity to introduce herself to the Council at the next meeting.

RC

The Council **noted** the report from the Chair of the Trust.

22/009 Chief Executive Report (agenda item 9)

Sara Munro introduced the Chief Executive Report and explained that the Trust remained in business continuity mode and there continued to be significant pressures across the services, related to the impact of Covid-19 outbreaks and an increase in demand in crisis services. Sara highlighted the partnership working that was taking place across teams in the Trust in order to maintain the resilience of services in spite of these pressures.

Sara explained that guidance had recently been released regarding the proposed change to the rules around vaccination as a condition of deployment and the team were working through this. Ian Andrews relayed some concerns from non-clinical colleagues around the process for staff to navigate and concerns relating to the negative impact on staff wellbeing and how this had been handled. Sara assured the Council that they were working on the latest national guidance but did have a role to ensure the Trust maintained a high level of protection for staff and service users to prevent infection. Mr Skinner added that work to identify staff in or out of scope was being carried out on an individual basis. It was agreed that Ian's concerns would be addressed further outside of the meeting.

DS

The Council noted that the meetings Sara Munro and Sue Proctor had planned with staff governors had been rescheduled to March 2022.

The Council **received** the report from the Chief Executive and **noted** the updates provided.

22/010 Lead Governor Report (agenda item 10)

Les France presented his first Lead Governor report. Firstly, he thanked Peter Webster for his extended run as Lead Governor. Les then referred to the Trust's current business continuity arrangements and the challenges associated with this. Les also thanked those governors who had participated in the recent well-led focus group run by Deloitte. The Council noted that it would receive an update on Deloitte's well-led governance and leadership review at a future meeting.

CHI

Les noted that he would be sharing his ideas for developing the Council with governors in due course.

The Council **received** the verbal update from the Lead Governor.

22/011 Implementing Outcome Measures within Clinical Service: A summary of lessons learned (agenda item 11)

Chris Hosker introduced the report which summarised the key lessons learned when trying to embed the routine use of outcome measures within clinical care across a number of services in the Trust. The Council noted that the themes documented in the paper were drawn from the experiences, and practice-based evidence, of Dr Gail Harrison (Principal Clinical Psychologist) and Lyndsey Charles (Clinical Director for Learning Disability and Older Peoples Services), both of whom had professional experience of implementing outcome measures within their respective services.

Lyndsey Charles explained that the lessons learned documented within the paper could be considered as factors that influenced the success (or otherwise) of a service in being able to embed the long term, sustainable, routine use of outcome measures within care delivery. These factors were interdependent and were an amalgamation of the right culture, targeted leadership, effective support systems, routine monitoring and clinical analysis and application.

Chris Hosker highlighted the importance of making the learning accessible to staff and explained that information such as this would be available in a virtual 'bookshelf' learning environment to support similar projects in the future. It was suggested that the Improvement and Knowledge team would be key to overseeing this process. Chris Hosker also acknowledged that outcome measures often worked best when managed at a team level and this could pose a challenge when trying to hold all the learning centrally.

It was agreed that the update on the findings from the outcomes work would be presented to the July 2022 meeting rather than the May meeting as the third cohort of services to be involved in the 90-day innovation cycle had been paused for a month. Chris Hosker would also give thought as to how outputs from the Improvement and Knowledge team could feed into the July update.

The Council **received** the report and **noted** the assurance provided.

Sara Munro left the meeting.

22/012 **People Plan 2021-2024** (agenda item 12)

Darren Skinner introduced the Trust's People Plan and explained that it was aligned to the NHS People Plan and the 7 People Promises as described nationally. He added that a performance framework had also been developed to support the delivery of the People Plan and to track progress and success across the key areas of activity using realistic outcome measures.

Darren informed the Council that they had received the preliminary Staff Survey results and were mapping the People Plan objectives across some of the initial findings and would adjust the timelines for the objectives accordingly to reflect issues highlighted by the survey.

The Council discussed what was meant by 'collective leadership' and the importance of identifying what behaviour defined this and whether it could be measured. The Council also noted the introduction of a key piece of work to roll out a specific support offer for staff impacted by the menopause. The Council then discussed career development, particularly for healthcare support workers who wanted to undergo further training to become qualified practitioners. Darren advised that they were looking at potential ways to support those staff, including financially, to progress in their careers. Darren also discussed apprenticeships and highlighted that this was an important area of work which had been factored into the Plan. He explained there was an objective for 2022 to develop a robust Trust apprenticeship approach with a governance structure to support development pathways.

Sue Proctor thanked the governors for their feedback and encouraged them to observe the Workforce Board subcommittee which was tasked with overseeing the progression of the Plan and where issues such as those raised here would be discussed in more detail.

In reference to the participation programmes mentioned in the Plan, it was agreed that the Corporate Governance Team would circulate a list of upcoming events which governors could attend to promote themselves to members, supporting them to fulfil their role of representing the members of their constituency.

The Council **received** the Trust's People Plan for information and **was** assured by the high standard of work and the level of detail included.

Sue White and Bryan Ronoh left the meeting.

22/013 Quarterly Performance and Quality Update Report (agenda item 13)

Joanna Forster Adams introduced the report which outlined the Trust's performance as of October 2021 and provided insight from the November 2021 Board of Directors' discussion on performance. Joanna also noted the ongoing open actions on the Council of Governors' action log relating to the performance report. She agreed to liaise with the performance team to refresh the report taking into account preferences from the Council via input from the Lead Governor.

JFA

Steve Howarth shared some concerns relating to performance targets being missed for learning disability and specialist services. Joanna explained that the percentages related to very small numbers and were therefore disproportionately affected by variation. She reassured the Council that they had seen some recovery in the Memory Assessment Service in the last few months. She then went on to explain that the report covered a period of relative stability which had focused on recovery however the impact of the winter surge of Covid-19 would be evident in the next report to the May meeting.

Ivan Nip asked for more clarity around the nature of the risks on the last page of the report and how they could be mitigated. Joanna explained that they were issues rather than risks and were consequences of the disruption caused by the pandemic. She noted the potential for further disruption and their intent to plan fully to prepare for this. She added that there had been some service recovery, but they were still managing Covid-19 outbreaks across inpatient services and were mitigating this by supporting people out of hospital where possible.

It was agreed that the Chief Operating Officer Report from the January public Board of Directors' meeting would be circulated to governors.

RC

The Council **noted** the Quarterly Performance and Quality Update Report.

Darren Skinner left the meeting.

22/014 Financial Update (agenda item 14)

Dawn Hanwell explained that the Trust remained in an interim financial framework where it received financial allocations rather than operating through contracts with commissioners. This had resulted in a healthy financial position and at month nine the Trust reported an income and expenditure surplus of £1.1m. Dawn explained that this surplus money would be needed to support the significant estates reconfiguration over the next few years. The Council noted that the Trust was allowed to retain any unspent allocation money, and this would be used to support the financial position in future years.

It was agreed that the Chief Financial Officer Report from the January public Board of Directors' meeting would be circulated to governors.

RC

The Council **noted** the finance update and was **assured** of the ongoing robust financial position of the organisation.

22/015 Trust's Green Plan 2021-2025 (agenda item 15)

Dawn Hanwell introduced the Green Plan which provided an overview of the Trust's sustainability ambitions for the future including meeting the direct NHS zero carbon emission targets for 2040 and indirect NHS zero carbon emission targets for 2045.

Dawn explained that the Green Plan and wider sustainability activities would have a significant impact on the way the Trust delivered care in the future. She noted that the more detailed governance arrangements were still being worked through in terms of implementation across the Trust and explained that this Plan would also form part of a wider Integrated Care System (ICS) level Green Plan. The Council noted that additional posts in the form of a Head of Sustainability and extra project resource to support the workstreams were currently being recruited to.

Ivan Nip asked to what extent the Trust's PFI partners would be expected to adhere to the Plan. Dawn responded that they were committed as partners to support the green agenda and would be held to account as far as possible.

Gail Harrison referred to an earlier discussion on 'collective leadership' and asked how this work would link with other Trust plans such as the People Plan. The Council then had a discussion on the importance of staff engagement and embedding new behaviours and processes and Dawn highlighted sustainable clinical delivery models as one of the key drivers for change. Dawn also noted that more work would be done by the Executive Team to link the various plans together.

The Council noted that progress with the Plan would be overseen by the Finance and Performance Committee with the Chair of that Committee, Sue White, as the non-executive director lead for sustainability.

The Council **received** the Trust's Green Plan and **noted** that a final version would be presented to the Board of Directors on the 31 March 2022.

22/016 Report from the Chair of the Quality Committee (agenda item 16)

As the Chair of the Quality Committee, John Baker introduced his report which summarised the work of the Committee and covered meetings from the 8 December 2020 to 14 December 2021.

The Council **noted** the report for information and assurance.

22/017 The Trust's Key Strategic Risks (agenda item 17)

Cath Hill introduced the paper which advised the Council of the key strategic risks as reported through the Board Assurance Framework (BAF). Cath explained that the BAF was a document received by the Board and its sub-committees quarterly so they could be assured that these risks were being effectively controlled.

Cath asked the Council to note that work was being done to review and refine the strategic risk around workforce to make it more representative of the issues outlined in the NHS People Plan. It was expected that this would be agreed by the Board of Directors in March 2022 and then added to the BAF.

Cath also explained why Covid-19 was not referred to as a specific strategic risk. This was because all the risk scores had been reviewed and adjusted by the executive leads in light of the pandemic, reflecting the impact that Covid-19 had across the entire organisation. Cath added that day to day risks associated with the pandemic were managed through the incident response governance structure.

The Council was **assured** that the Board of Directors had agreed the strategic risks and that those risks were monitored by the Board and its sub-committees to ensure that these were being effectively controlled and mitigated.

22/018 Support for the Appointment of the Senior Independent Director (agenda item 18)

Cath Hill explained that it was the role of the Board of Directors to appoint one of the independent non-executive directors (NED) to be the Senior Independent Director (SID). At its meeting on the 25 November 2021 the Board had agreed that Cleveland Henry would step into the role with effect from 1 May 2022 for a period of two years. This timeframe would allow for a period of handover and shadowing. The Council noted that it was the role of the SID to be available to members and governors if they had concerns which contact through the normal channels of chair, chief executive or finance director had failed to resolve the matter, or for which such contact was inappropriate.

In preparation for Cleveland Henry starting the role of Senior Independent Director, the Corporate Governance Team would arrange a meeting between Cleveland and the new Lead Governor (Les France).

RC

The Council **thanked** Martin Wright for his dedication and support during his time as the Senior Independent Director and **supported** the appointment of Cleveland Henry as the next SID with effect from 1 May 2022 for a period of two years.

22/019 Process for the upcoming elections to the Council of Governors (agenda item 19)

The Council **noted** which seats would be included in the forthcoming elections to the Council of Governors and **agreed** the timetable which would conclude on the 22 July 2022.

22/020 Ratification of the Terms of Reference for the Appointments and Remuneration Committee (agenda item 20)

The Council noted that the Appointments and Remuneration Committee was required to review its terms of reference annually to ensure they were up to date and reflected the work of the Committee. As part of this review a sentence had been added to reflect that meetings could be held remotely via telephone and/or electronic conference facilities.

The Council **reviewed** the changes made and **ratified** the revised Terms of Reference.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust 3.25pm. She thanked governors and members of the public for their attendance.

Signed (Chair of the Trust)

Date