

**Minutes of the Public Meeting of the Council of Governors  
held on Tuesday 2 November 2021 at 1pm via Zoom**

**PRESENT:**

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

**Public Governors**

Les France  
Ivan Nip  
David O'Brien  
Niccola Swan  
Peter Webster

**Staff Governors**

Ian Andrews  
Ruth Grant  
Gail Harrison  
Andrew Johnson  
Sally Rawcliffe-Foo

**Service User Governors**

Rachel Gibala  
Peter Holmes  
Joseph Riach

**Appointed Governors**

Helen Kemp  
Sue Rumbold  
Tina Turnbull  
Fiona Venner

**Carer Governors**

Caroline Bentham  
Hazel Griffiths

**Non-Executive Directors**

Prof John Baker  
Helen Grantham  
Cleveland Henry  
Sue White  
Martin Wright

**Executive Directors**

Joanna Forster Adams  
Dawn Hanwell  
Chris Hosker  
Darren Skinner  
Cathy Woffendin

**IN ATTENDANCE:**

Lyndsey Charles – Clinical Director (agenda item 2)  
Bea King – Corporate Governance Assistant  
Kerry McMann – Corporate Governance Team Leader

**21/050 Welcome and introductions** (agenda item 1)

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

**21/051 Clinical Outcomes Update** (agenda item 2)

Chris Hosker and Lyndsey Charles delivered a detailed presentation on the planned learning review of clinical outcomes which formally commenced on the 1 July 2021. They provided an overview of the progress made so far and high-level principles and conditions for success going forward. They explained that the ambition was to arrive at a point whereby effective outcome measures were embedded and used in each service in a way that added value for both the clinicians and the service users and was in line with the aims of the quality strategic plan. The Council noted that the work continued to be supported by the Institute for Healthcare Improvement (IHI) and the chosen method for the review was a 90-day innovation cycle which was a well-established approach to quality improvement. The three services involved in the initial cohort were the Gender Identity Service, the Older Peoples' Service and Liaison Psychiatry (specifically outpatients).

The Council had a detailed discussion on the adaptability and validity of the measures being used and heard how the team were working with authors and their research to create bespoke ways of measuring progress. Chris Hosker explained that national outcome measures would continue to be used in some cases if they were right for the service. Chris also talked about the importance of creating conditions for improvement within a psychologically safe environment in order to engage staff effectively.

The Council asked why there were no community mental health teams involved in the first cohort of the 90-day innovation cycle. Chris Hosker explained that they had not been included at this stage because of their nationally mandated outcome measures but he assured the Council that they would be involved at some point. It was agreed that governors would be given the opportunity to make suggestions of services to be included in future outcomes work and Rose Cooper would circulate Chris Hosker's email address along with the presentation slides from this session.

**RC**

Gail Harrison asked about the Trust's approach to digitally archiving organisational change and innovation work, particularly relating to outcomes so that it could be revisited in the future. Chris Hosker explained that a 'bookshelf' of information could be accessed via Staffnet but there might be more work to do on communication and awareness raising to ensure a consistent approach from staff.

It was agreed that a summary of the learning from previous outcomes work would be presented to the next meeting in February including any high-level principles that could be taken forward. The Council also asked that consideration was given as to where the learning could be stored so that it was accessible to staff in the future. It was also agreed that an update on the findings from the outcomes work would be presented to the May 2022 meeting which would include an update on the second cohort of services involved in the 90-day innovation cycle.

**CHo /  
LC**

**CHo**

The Council **noted** the progress so far.

**21/052 Apologies** (agenda item 3)

Apologies were received from the following governors: Mark Clayton (Carer Governor), Rita Dawson (Service User Governor), Oliver Hanson (Clinical Staff Governor), Steve Howarth (Public Governor), Mussarat Khan (Public Governor), Kirsty Lee (Public Governor), Anna Perrett (Appointed Governor), and Bryan Ronoh (Carer Governor). The meeting was quorate.

Sara Munro, Chief Executive Officer, also gave her apologies for the meeting.

**21/053 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items** (agenda item 4)

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

**21/054 Declarations of interests for the Council of Governors** (agenda item 4.1)

Les France informed the Council that he had resigned as the Chairperson of Cloth Cat Studios and asked that the register of interests was updated to reflect this. It was also agreed that Kerry would review the process for governors to update their declaration of interest forms to make it as simple as possible.

**KM**

**KM**

The Council **received** and **noted** all interests declared by governors.

**21/055 Minutes of the public Council of Governors' meeting held on the 6 July 2021** (agenda item 5.1)

The minutes of the public Council of Governors' meeting that was held on the 6 July 2021 were **approved** as a true record.

**21/056 Minutes of the Annual Members' Meeting held on the 28 July 2021 – for information** (agenda item 5.2)

The minutes of the Annual Members' Meeting held on the 28 July 2021 were **received** for information.

**21/057 Matters arising** (agenda item 6)

There were no matters arising.

**21/058 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. Mrs Forster Adams provided an update to the first item on the action log (21/026) which related to a request for children and young people (CYP) data to be incorporated into the performance report. She explained that they had received the information on CYP receiving care outside of West Yorkshire from NHS England and were in the process of collating this data to be included in future performance reports. The data would also be shared with other trust boards in West Yorkshire as part of the provider collaborative and a delivery plan would be developed for repatriating those out of area to the new West Yorkshire Children and Young Peoples' unit (Red Kite View) in the new year. This information would be reported through the Board and Council of Governors in due course.

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

**21/059 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 advised that Andrew Marran had stepped down from being a Non-executive Director (NED) as of the 30 September 2021 to take up a substantive position with Durham University. They had been out to advert for a replacement NED and Associate NEDs which would be discussed further in the private meeting.

Sue explained that every three years the Trust was required by NHS Improvement to undertake a well-led governance and leadership review and in October 2021 the Board of Directors had commissioned Deloitte to carry this out. As part of this process governors would be invited to a focus group and Sue encouraged attendance wherever possible to provide feedback and inform the recommendations in the final report to the Board. It was agreed that the details of the governor focus group would be recirculated.

**BK**

Sue also noted that virtual service visits were continuing where possible but added that due to unforeseen pressures over the winter period these sometimes had to be rearranged at short notice.

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

Hazel Griffiths joined the meeting.

## 21/060 Chief Executive Report (agenda item 9)

Dawn Hanwell introduced the report on behalf of the Chief Executive. Firstly, she explained the reasons behind deferring the opening of Red Kite View by a few weeks. She noted that a lot of work had gone into keeping the project on track during the pandemic but there had been a risk assessment decision that it was clinically not appropriate to push the opening too close to Christmas and it would be safer and more effective to open early in the new year. Dawn assured the Council that the delay would not impact on the original trajectory to scale up the occupancy of the unit by March 2022.

Dawn then talked about the Trust's Green Plan and the opportunities for governors to have input into its production. It was agreed that an update on the Green Plan would come to a future Council meeting. A question was asked about the availability of electric car charging points in the Trust and Dawn responded that this was being actioned as part of the Plan. Ivan Nip noted that the actions in the Green Plan could be expensive to implement and asked if there was any specific funding available. Dawn agreed that resources needed to increase at a national level but explained that the Trust already had some internal expertise, and they were in the process of appointing a Green and Sustainability Manager to oversee the work going forward.

DH

The Council noted that Cathy Elliott had been announced as the Chair of the West Yorkshire Integrated Care Board (ICB) and the Chief Executive would soon follow. Dawn said that an important next step in the development of the Integrated Care System (ICS) was scenario planning where they would examine the governance and decision-making frameworks that had been put in place.

The Council asked for more information on the community mental health transformation work, including how partners were working together and what it would mean for the Trust. It was agreed that Eddie Devine would be invited to a future meeting to update the governors. Dawn would explain how the transformation work would be funded as part of her financial update later on the agenda.

JFA

Finally, Rachel Gibala asked when Red Kite View would be filled to capacity and Dawn referred to the measured occupancy plan but explained that this needed to be carried out as quickly and safely as possible to manage the out of area position.

The Council **received** the verbal report from the Deputy Chief Executive and **noted** the updates provided. The Council **asked** if a written report could be provided in future as part of the paper pack.

## 21/061 Lead Governor Report (agenda item 10)

Peter Webster presented the Lead Governor report. He informed the Council that the recent annual appraisals for non-executive directors had been a positive

experience as was the recruitment process for the new non-executive directors.

Peter thanked his fellow governors and members of the Board for their support and guidance during his time as Lead Governor.

The Council **received** the verbal update and **thanked** Peter for his hard work and dedication in difficult circumstances due to the pandemic and the positive impact he made to the Council.

Fiona Venner and Sue Proctor left the meeting. Helen Grantham (Deputy Chair) took over as Chair of the meeting.

## **21/062 Quarterly Performance and Quality Update Report (agenda item 11)**

Joanna Forster Adams introduced the report which outlined the Trust's performance as of August 2021. She explained that services continued to be delivered both remotely and face to face and highlighted staffing challenges particularly across inpatient services. Joanna explained that the most significant risk heading into winter was staff availability and the potential for disruption to the delivery of care and services across the system. She added that maintaining services and supporting staff from a wellbeing and physical health perspective over the coming months was a key focus for the Board.

Joanna agreed to consider including highlights and analysis from the new Chief Operating Officer (COO) Report in future performance reports to the Council. She encouraged governors to read the COO reports that went to the Board in the meantime.

**JFA**

Gail Harrison talked about teams struggling with retention and turnover and queried whether the average staff turnover rate of 8.5% masked the true picture in some services and asked what was being done to target specific areas. Joanna responded that she met twice weekly with the Heads of Operations and Clinical Directors to look at staffing hotspots and worked closely with staff in areas affected by high turnover to find out what could have been done differently and how they could be supported better.

Ivan Nip asked whether it was possible to incorporate a traffic light indicator to show the performance data more clearly. Joanna responded that the preference was to look at trends over the longer term rather than RAG ratings, but she would revisit this with Nikki Cooper (Head of Performance Management and Informatics) in terms of the paper for the governors.

**JFA**

Sue Rumbold noted that the data for July and August was missing for both metrics relating to safeguarding data for children. Cathy Woffendin explained that this was because the reporting was done on a quarterly basis but reassured Sue that the data was collected monthly and included in the Annual Safeguarding Report that went to the Board.

Regarding the 'percentage of advice calls to safeguarding that resulted in a referral to social care' metric, Sue Rumbold asked if it was known how many of those referrals led to a child being taken into care. She then referred to the statistics around the number of children who were taken into care because of their parental mental health issues. Cathy agreed that this was something that the system needed to look at collecting and suggested that the Leeds Safeguarding Children Board might explore this.

CW

Sue Rumbold then asked if the Trust offered training to help staff to understand the impact that adult behaviour might be having on their children. Cathy responded that following a system wide CQC inspection a few years ago this was identified as an area of deficit in the community services. An action plan was developed to address this, and they now included Think Family training across community and other adult services and mandatory safeguarding supervision for children's services.

Tina Turnbull was concerned that the data in the report was from August 2021 and occasionally lacked detail about the Trust's targets. Helen Grantham explained that the report was a synopsis of the Trust's performance data and that the detail was examined at Board subcommittee level. Helen Grantham suggested that a guide was circulated to governors explaining what performance data was available in reports to the Board and which meetings it was presented to.

RC

Peter Webster noted the bed occupancy rates in the dementia services and the increase in out of area placements (OAPs) and asked what had caused this and what was being done about it. Joanna talked about some of the issues causing delayed transfers of care and explained a decision had been made to care for out of area patients where they were to maintain clinical continuity and minimise disruption.

Peter Holmes noted the high waiting list for the gender service and asked what was being done about this and how this related to the clinical outcomes work. Joanna talked about the recent additional investment into the service and explained that in November the Finance and Performance Committee would receive a report which would map out how they expected this to be used and what impact would be made in terms of access for service users.

Nicola Swan noted that bed occupancy rates were high and asked about the implications for staff and care. Joanna responded that this was an ongoing challenge but shared some positive news that they had appointed a housing support officer who had success in supporting discharge in adult services. There was an increase in demand and acuity but increasing confidence that flow would improve through the adult bed base. Niccola also asked for clarity on the news that Crisis House was closing in November. Joanna explained that a decision had been made to close for two weeks in November to attend to a structural issue and they hoped to reopen to full capacity by the end of the month.

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

## 21/063 **Financial Update** (agenda item 12)

Dawn Hanwell provided an overview of the Trust's financial position in the context of the operating framework which was introduced due to the Covid-19 pandemic. Dawn outlined what money was coming into the Trust, including the Mental Health Investment Standard and service development funding in addition to the funding allocated for Covid-19. She added that approximately 17 million was coming into West Yorkshire to support the transformation of community services and this money would be shared out as part of the partnership arrangements for health and social care. Dawn was confident that the arrangements were in place to do this successfully.

Dawn explained that the Trust was going into the second half of 2021/22 in a good financial position and had carried forward resource to invest over winter in addition to new money provided nationally for mental health winter pressures. She noted that at this stage the Trust did not know what the efficiency requirements would be for 2022/23 but the planning guidance was expected before the end of this year and work was ongoing to understand what the Trust's underlying expenditure pattern would look like post Covid-19.

Ivan Nip asked if deferring the opening of Red Kite View would have financial implications for the Trust and Dawn explained that it would not as they had established a guaranteed price for the project.

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

## 21/064 **Report from the Chair of the Mental Health Legislation Committee** (agenda item 13)

Sue White introduced her report as Chair of the Mental Health Legislation Committee and asked governors for their comments and questions. Les was pleased to see that preparations were being made for the potential changes to the Mental Health Act as well as changes to the arrangements for assessing mental capacity (soon to be replaced with a new system of Liberty Protection Safeguards administered by the Trust). Sue added that the Mental Health Legislation Committee had received assurance at its most recent meeting that along with other agencies in the city work was ongoing to prepare for the new system of Liberty Protection Safeguards and they would be providing an update to the Board in due course.

Nicola Swan encouraged the Mental Health Legislation Committee to continue to investigate issues around advocacy for people who lacked capacity at hearings. The Council heard that the team had introduced a new means of recording capacity ahead of a hearing which would trigger advocacy support if required.

It was agreed that the Mental Health Legislation Committee would reopen a closed action from the Council of Governors' action log which related to service users who had been detained for over five years.

**BK**



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

**21/065 Report from the Chair of the Workforce Committee** (agenda item 14)

Helen Grantham provided a summary of the key activities of the Workforce Committee over the last year. These included agreeing the revised governance arrangements for the delivery of the People and Organisational Development priorities; receiving assurance that the Trust was progressing on all nine principles for wellbeing in the Committee's capacity as Wellbeing Guardian; welcoming a systematic approach to workforce planning and resourcing; and welcoming an integrated and evidence-based review of clinical leadership.

Helen also updated the Council on the plan to develop workforce performance monitoring. She explained that once the final draft of the People Plan had been signed off by the Committee in December, the risks in the Board Assurance Framework would be updated and then the performance monitoring metrics would be aligned to this. This would enable governors to receive assurance on matters such as staff development and career progression.

Gail Harrison referred to a new report called No More Tick Boxes by Roger Kline which reviewed the evidence on how to make recruitment and career progression fairer and Helen agreed that career pathways were key to attracting and retaining staff.

Ian Andrews asked for assurance that non-clinical staff recruitment and the development of non-clinical specialisms were being built into the workforce strategy and action plans. Helen responded that they were looking at workforce development across the Trust which included supporting non-clinical leadership and management.

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

**21/066 Review of the Council of Governors' Terms of Reference** (agenda item 15.1)

The Council was **assured** that the Terms of Reference had been reviewed to ensure they continued to be fit for purpose and **approved** the change to the list of partner governors.

**21/067 Approval of the Council of Governors' Annual Cycle of Business for 2022** (agenda item 15.2)

The Council was **assured** that the Annual Cycle of Business included all the statutory duties which it must carry out and was **assured** that the areas which

governors had asked to be kept informed on had been captured. The Council **approved** the Annual Cycle of Business for 2022.

**21/068 2022 and 2023 Meeting Dates** (agenda item 15.3)

The Council **noted** that at least one virtual Council of Governors' meeting had been scheduled each year and a twilight meeting had been arranged annually in November to allow more flexibility in the way meetings were held.

**21/069 Council of Governors' Meeting Etiquette Procedure (CG-0010)** (agenda item 15.4)

The Council **noted** the changes that had been made to reflect the standards of behaviour expected from governors at virtual meetings and was **assured** that the content was reflective of the way in which governors and those supporting meetings would carry out their duties. The Council **approved** the procedure.

**21/070 Update on the Leeds Health and Care Academy** (agenda item 16.1)

It was agreed that governors would send any questions on the 'for information' agenda items (16.1 and 16.2) to Kerry McMann who would contact the relevant director for a response. The questions and responses would then be collated and sent to the February meeting as an addendum to the minutes. It was also agreed that the 'for information' items would be added to the Microsoft Teams Library for governors to comment on.

**KM**

**KM**

The Council **received** the paper and the information contained in the appendices as an update.

**21/071 Synergi Leeds Update** (agenda item 16.2)

The Council **received** the paper for information.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust 3.55pm. She thanked governors and members of the public for their attendance.

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

Date .....