

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 4 May 2021 at 1pm via Zoom**

PRESENT:

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

Public Governors

Les France
Steve Howarth
Ivan Nip
David O'Brien
Niccola Swan
Peter Webster
Kirsty Lee

Appointed Governors

Helen Kemp
Sue Rumbold

Executive Directors

Joanna Forster Adams
Chris Hosker
Sara Munro

Staff Governors

Andrew Johnson

Carer Governors

Caroline Bentham
Mark Clayton

Service User Governors

Rita Dawson
Peter Holmes

Non-Executive Directors

Prof John Baker
Cleveland Henry
Helen Grantham
Andrew Marran
Sue White
Martin Wright

IN ATTENDANCE:

Rose Cooper – Corporate Governance Officer
Robin Ellis – Clinical Engagement, Access and Inclusion Co-ordinator (agenda item 2)
Amy Harker – People Engagement Practitioner (agenda item 12)
Lucy Heffron – Organisational Development Lead (agenda item 12)
Cath Hill – Associate Director for Corporate Governance / Trust Board Secretary
Balvinder Dosanjh – Clinical Engagement, Access and Inclusion Co-ordinator (agenda item 2)
Bea King – Corporate Governance Assistant
Kerry McMann – Corporate Governance Team Leader
Tracey Needham – Head of People Engagement (agenda item 12)
Sharon Prince – Consultant Clinical Psychologist (agenda item 2)
Tim Richardson – Head of Operations: Children and Young People (agenda item 8)
Keir Shillaker – Programme Director: Mental Health, Learning Disability and Autism (agenda item 13)
Wendy Tangen – Clinical Services, Inclusion Lead (agenda item 2)

Action

21/019 Welcome and introductions (agenda item 1)

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

21/020 Sharing Stories: Equality and Diversity - inside and outside of the organisation
(agenda item 2.1)

Wendy Tangen, Clinical Services Inclusion Lead, delivered a detailed presentation on equality, diversity and inclusion in the Trust and in particular the ongoing work to tackle health inequalities. Wendy discussed initiatives happening inside and outside of the organisation which included the reciprocal mentoring and leadership programmes specifically for ethnic minority groups, staff networks such as the Workforce Race Equality Network (WREN) and wider partnership working across the West Yorkshire and Harrogate region. Wendy also invited governors to join a reciprocal mentoring webinar in October of this year and asked for the details of this to be circulated in due course.

RC

Sharon Prince then introduced the work of the Synergi Collaborative which was a national programme that focused on developing knowledge around ethnic inequalities in mental health. She explained that Leeds, like other cities across the UK, had an overrepresentation of people from black, Asian and minority ethnic (BAME) groups detained on our inpatient wards and they had approached the Synergi Collaborative to help them address this issue. Together they had identified the need to bring diverse voices front and centre to help co-curate services and develop a whole system approach. Following on from this they had formed a network called Synergi Leeds which brought people together from different areas across the city to act as a catalyst for change to reduce mental health inequalities for minority ethnic groups.

The Council discussed the underrepresentation of young BAME people in children and young people's mental health services and Sharon advised that they had received funding for a temporary post within Synergi Leeds to look specifically at this issue. The Council then discussed the role of key figures in Leeds to contribute to this work and Sara Munro noted that following the election of the Mayor of West Yorkshire conversations were happening about physical and mental health becoming an integrated part of the economic recovery of the city. Sara also noted that being inclusive and tackling discrimination of all forms was the shared responsibility for the whole Trust and highlighted the importance of embedding this within the core operating model for each of our services.

It was agreed that Sharon Prince would bring an update on the work of Synergi Leeds to the Council before the end of the year. Cath Hill would add this to the forward plan for the November 2021 meeting.

CHi

21/021 Apologies (agenda item 3)

Apologies were received from the following governors: Sally Rawcliffe-Foo (Clinical Staff Governor), Sophia Bellas (Service User Governor) and Anna Perrett (Appointed Governor). The meeting was quorate.

The following Executive Directors had also given their apologies for the meeting: Dawn Hanwell, Chief Financial Officer and Cathy Woffendin, Director of Nursing Quality and Professions.

21/022 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 conflicts of interest in respect of agenda items.

21/023 Non-executive Directors' Annual Declarations of Interests, Independence, and Fit and Proper Person (agenda item 4.1)

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

21/024 Annual Declarations for Governors (agenda item 4.2)

Peter Webster reminded any governors that had yet to declare to do so as soon as possible.

The Council **noted** all interests declared by governors as at the 1 April 2021.

21/025 Minutes of the public Council of Governors' meeting held on the 2 February 2021 (agenda item 5.1)

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

21/025 Matters arising (agenda item 6)

There were no matters arising.

21/026 Cumulative action log – actions outstanding from previous public meetings (agenda item 7)

Sue Proctor presented the cumulative action log and the Council noted and agreed the actions reported as completed. Regarding action number 20/049, Niccola Swan requested a follow up on the review of service users detained under the Mental Health Act for over five years that was scheduled for the next Joint Finance and Performance, Quality and Workforce Committee meeting in November. The Council agreed to reopen this action on the log.

RC

The Council **received** the updates on the cumulative action log and was **assured** that progress was being made.

21/026 Update on the Child and Adolescent Mental Health Service (CAMHS) transfer (agenda item 8)

Tim Richardson, Head of Operations for Children and Young People, delivered a presentation to the Council on the transfer of the Child and Adolescent Mental Health Service (CAMHS) from Leeds Community Healthcare to the Trust on 1 April 2021. He also provided an update on the new build at St Mary's Hospital in Armley named Red Kite View where the service would be relocated by the end of this year.

Tim explained that Red Kite View would sit within the West Yorkshire Provider Collaborative and would contribute to its overarching aims which were to ensure that young people were treated as close to home as possible, to reduce admissions to inpatient hospitals and to reduce length of stay. Tim also explained that, in line with the national direction of travel, these services would be referred to as Children and Young People's Mental Health Services going forward.

Tim noted that they were working closely with community CAMHS as part of the Provider Collaborative and were developing step down services to support people's transition back into the community. He also noted that while developing the clinical model for Red Kite View they had established positive co-working relationships across the region and across disciplines such as the third sector, social care, and housing.

Peter Webster asked about level of involvement young people had in the look and feel of the inside of the Red Kite View building. Tim responded that they had been involved in all elements of the project, and that it had been a priority that the décor was as comfortable, flexible and inclusive as possible for all young people.

Nicola asked how the number of 22 beds at Red Kite View was reached and what would happen if this capacity did not meet the demand. Tim explained that the bed numbers were based a piece of work done by NHS England to scope out what inpatient service provision was needed for young people in West Yorkshire. Tim acknowledged that the number was ambitious when compared against the recent out of area placement figures which were relatively high, but added that the impact of Covid-19 needed to be taken into consideration when looking at the current demand. He explained that the six Psychiatric Intensive Care Unit (PICU) beds would help the flow of young people through the General Adolescent Inpatient Unit (GAU), and it was hoped that the development of the community services would allow young people to be more easily diverted from inpatient care and more quickly discharged back into the community. Niccola Swan referred to the number of young people currently placed out of area and asked that this data was incorporated into future performance reports so that it could be tracked as the new CAMHS unit became operational.

JFA

Sue Rumbold added that she was working closely with Keir Shillaker on the Mental

Health, Learning Disability and Autism programme to ensure that there was the right community provision and support in schools for young people across the West Yorkshire Integrated Care System (ICS) footprint. Sue Rumbold noted that this early intervention support was particularly important given the numbers of children that had developed significant emotional and mental health issues during the pandemic. Sue Rumbold also reiterated the importance of monitoring the provision of PICU and GAU beds across the ICS.

It was agreed that there would be an update on CAMHS and the Red Kite View new build at the Board to Board in September. Cath Hill would add this to the forward plan.

CHI

The Council **received** the presentation and thanked Tim Richardson for the updates.

21/027 Chair's Report (agenda item 9)

Sue Proctor presented the Chair's Report and welcomed Sue Rumbold, Programme Director for Children and Families within the West Yorkshire and Harrogate Integrated Care System (ICS), as a new appointed governor on the Council. Sue noted that sadly Peter Chapman had recently stepped down as a service user governor on the Council and unfortunately Adam Seymour had also stepped down because of new work commitments which meant he no longer had the time to fulfil his role as a staff governor. Sue had been in communication with both of them and had thanked them for their contributions to the Council.

Sue also informed the governors that Claire Holmes had stepped down as the Director of Organisational Development and Workforce, and the Trust would be welcoming an Interim Director of Human Resources on the 10 May 2021 whilst they planned for permanent recruitment.

The Council **received** and **noted** the contents of the report.

21/028 Chief Executive Report (agenda item 10)

Firstly, Sara Munro shared an update on the Trust's vaccination programme with 88% of staff having now received their first dose; the team had also administered the vaccine to almost 2000 service users and citizens, and roving vaccination buses were travelling out in the community to protect people in low uptake areas of Leeds.

Sara also noted that with support from the Workforce Race Equality Network she had written to all colleagues last week acknowledging the devastating effects of Covid-19 in India and the impact this had on colleagues, service users and our local communities. The Council also heard that a minutes silence had been held on the 17 April to mark the first anniversary of the death of a much loved colleague Khuli Nkala and a special bench had been placed at the Newsam Centre to commemorate him.

Sara then explained that over the coming weeks staff were working together to reshape what the Trust's working practices and arrangements would look like longer term as part of the reset and recovery planning. Sara also provided an update on partnership working and explained that the West Yorkshire Integrated Care System (ICS) would become a statutory organisation in April 2022 and Clinical Commissioning Groups would no longer exist. Sara explained the role of the Integrated Care Partnership (ICP) within the ICS which would lead and govern health and care services in each 'place' and the Trust was actively involved in shaping the future ways of working with our partners in Leeds.

Ivan Nip asked about for more information about the reset and recovery work and Sara explained that teams were in the process of evaluating what their future operating model needed to look like and this would be reported back to the Board in due course. The Council noted that a stock take of this, plus interrelated issues such as workforce and outcome measures, and the wider context across Leeds and West Yorkshire, would come to the Board to Board in September for a joint discussion and shared ownership of some of these longer term strategic matters. Cath Hill would add this to the forward plan.

CHI

Nicola Swan noted Claire Holmes' resignation and hoped there would be a smooth transition to the new Interim Director of Human Resources without losing the momentum of the good progress made so far. Sara agreed and explained that she had met with members of the team to help them to focus on key priorities and also to offer support during the transition and added that the Workforce Committee continued to have oversight of important matters at this time.

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

21/029 Lead Governor Report (agenda item 11)

Peter Webster presented the Lead Governor report. He noted that the latest governor election results would be announced tomorrow and he looked forward to welcoming the new governors to the Council.

Peter also informed the Council that the appraisal season for non-executive directors and the Chair of the Trust was approaching, and reminded governors that this was an opportunity to be involved in setting the personal objectives of the non-executive directors. It was noted that Peter or Sue Proctor could be contacted directly with any informal feedback to be taken into consideration as part of the appraisals, and Sue would also be circulating a means of providing written feedback closer to the time.

The Council **received** the verbal update.

21/030 NHS Staff Survey 2020 – Initial Results (agenda item 12)

Lucy Heffron, Organisational Development Lead, introduced the paper which

summarised the results and outcomes of the 2020 Staff Survey, which included Bank Staff, and showed how the Trust's results compared to those of 2019 and highlighted any emerging themes.

Peter Webster asked how staff redeployment due to the pandemic had affected the results of the survey and Lucy explained that due to the confidential nature of the survey they were unable to access specific data relating to redeployed staff but they had been able to gather their views via the Your Voice Counts platform last year and the results of this were considered by the Redeployment Group.

David O'Brien asked about figures relating to musculoskeletal (MSK) problems as a result of work activities and wondered if staff working from home was contributing to this. Lucy outlined what initiatives had been brought in to tackle this problem, such as extra training for anyone undertaking additional duties and providing staff with the correct equipment for home working with regular wellbeing assessments carried out to ensure that staff were fully supported.

Helen Kemp and Niccola Swan noted the high percentage of Bank Staff experiencing physical violence at work and Tracey Needham responded that there were occasions when Bank Staff were put onto night shifts and observations with challenging service users who were not familiar to them, but that this issue would form part of the discussions with the Bank Forum going forward. Andy Johnson added that the wearing of face coverings as part of PPE regulations could also act as a barrier to building relationships between temporary staff and service users.

Helen Grantham then provided some assurance regarding how the Workforce Committee was responding to the results of the Staff Survey. She explained that common organisational-wide themes would inform the reset of the priorities in the Trust's People Plan and assured the Council that the Committee would get ongoing assurance on individual services' Staff Survey action plans.

The Council **received** and **noted** the outcome of the 2020 National Staff Survey results and was encouraged by the positive results in what had been a difficult year.

21/031 Integrated Care Systems (ICS) briefing (agenda item 13)

Keir Shillaker, Programme Director, outlined the aims of the West Yorkshire and Harrogate Mental Health, Learning Disability and Autism (MHLDA) programme and discussed the agreed collaborative priorities and the next phase of the programme development. Keir also explained what the Integrated Care System (ICS) becoming formalised meant for West Yorkshire and Harrogate.

Ivan Nip asked what the expectation of the Trust was as a partner in the ICS and Keir explained that there was an expectation for all trusts to identify where they could support one another. For example, this organisation would play a role in supporting the development of community mental health provision in ways such as helping to upskill other partners in the region.

Sue Rumbold referred to the children and young people's mental health work that Keir discussed and explained that this was linked into the Children and Young People's Programme in the West Yorkshire ICS and partnership working across the two programmes was going well. She also discussed their work on trauma informed practice and highlighted the importance of ensuring that staff were trained to work with adults as parents and to understand the impact that their mental health condition might be having on their family.

Niccola asked what the new infrastructure meant for the constituent trusts and in particular what the impact might be for this Trust and its autonomy over time. Sara responded that the NHS White Paper was not proposing any significant changes to foundation trusts and, in terms of the structure of the ICS, it was clear that we would continue to work in the collaborative place-based way that we were currently. This was the same for the provider collaboratives and discussions were taking place to ensure that as we moved from being commissioned by Clinical Commissioning Groups (CCGs) to the ICS those key programmes that supported the delivery of our services were resourced. Sara added that they were still waiting on national guidance to formalise the new structures of the ICS but anticipated that this would be out by the autumn and so suggested that this was looked at by the Board to Board in September. Cath Hill would add this to the forward plan.

CHI

It was also agreed that the details of the next West Yorkshire Mental Health, Learning Disability and Autism Collaborative non-executive director and governor event on the 11 June would be shared with the Council.

RC

The Council **received** the presentation and thanked Keir Shillaker for the updates.

21/032 Quarterly Quality and Performance Update Report (agenda item 14)

Due to time constraints, the Council was asked to submit any questions on the Quarterly Quality and Performance Update Report outside of the meeting and answers would be provided as an addendum to the minutes at the next meeting.

The Council **received** the report.

21/033 Report from the Chair of the Finance and Performance Committee (agenda item 15)

Due to time constraints, the Council was asked to submit any questions on the Report from the Chair of the Finance and Performance Committee outside of the meeting and answers would be provided as an addendum to the minutes at the next meeting.

The Council **received** the annual report from the Chair of the Finance and Performance Committee which summarised the work of the Committee for the

period 1 April 2020 to 31 March 2021.

21/034 Arrangements for the Annual Members' Meeting (agenda item 16)

Cath Hill explained that the Trust was still waiting to find out the date that the annual report and accounts would be laid before Parliament and the report would not be available in the public domain until that had occurred. Cath expected that it would be scheduled before the Parliament's summer recess. She noted that the current Annual Members' Meeting date would be kept in the diary and she would confirm the arrangements, including whether it would be face to face or virtual, in due course.

CHI

The Council **noted** the verbal update.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust 3.15pm. She thanked governors and members of the public for their attendance.

Signed (Chair of the Trust)

Date