

Minutes of the Annual Members' Meeting held on Wednesday 28 July at 11.00am until 1.00pm via Zoom

Board Members

Professor Sue Proctor	Chair of the Trust
Professor John Baker	Non-executive Director
Mrs Joanna Forster Adams	Chief Operating Officer
Mrs Dawn Hanwell	Chief Financial Officer and Deputy Chief Executive
Mr Cleveland Henry	Non-executive Director
Dr Chris Hosker	Medical Director
Mr Andrew Marran	Non-executive Director
Dr Sara Munro	Chief Executive
Mr Darren Skinner	Interim Director of Human Resources
Mrs Sue White	Non-executive Director
Mrs Cathy Woffendin	Director of Nursing, Quality and Professions
Mr Martin Wright	Non-executive Director and Senior Independent Director

Governors

Mr Ian Andrews	Staff: Non-clinical
Ms Caroline Bentham	Carer: Leeds
Mr Mark Clayton	Carer: Leeds
Mr Les France	Public: Leeds
Ms Rachel Gibala	Service User: Leeds
Ms Ruth Grant	Staff: Non-Clinical
Mr Oliver Hanson	Staff: Clinical
Ms Gail Harrison	Staff: Clinical
Mr Peter Holmes	Service User: Leeds
Mr Steve Howarth	Public: Leeds
Mr Andrew Johnson	Staff: Clinical
Mrs Helen Kemp	Appointed: Volition – Leeds (mental health representative)
Ms Mussarat Khan	Public: Leeds
Dr Ivan Nip	Public: Leeds
Ms Sally Rawcliffe-Foo	Staff: Clinical
Ms Niccola Swan	Public: Rest of England and Wales
Ms Tina Turnbull	Appointed: Volition – Leeds (learning disability representative)
Ms Fiona Venner	Appointed: Leeds City Council
Mr Peter Webster	Public: Leeds

In attendance

Mrs Cath Hill	Associate Director for Corporate Governance / Trust Board Secretary
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26 Members of the Trust and members of the general public

21/001 Welcome (agenda item 1)

Professor (Prof) Proctor opened the meeting at 11.05am and welcomed members of: the Board of Directors; the Council of Governors; the Trust; and the wider public.

Prof Proctor asked the attendees of the meeting to join her in a minutes silence to remember those who had been affected by Covid-19.

21/002 Apologies for Absence (agenda item 2)

Apologies were received from Helen Grantham, Non-executive Director and Deputy Chair; Rita Dawson, Service User: Leeds; Hazel Griffiths, Carer: York and North Yorkshire; Kirsty Lee, Public: Leeds; David O'Brien, Public: York and North Yorkshire; Anna Perret, Appointed: City of York Council; Joseph Riach, Service user: Leeds; Bryan Ronoh, Service user: Leeds; Sue Rumbold, Appointed: Director for Children and Families Programme, West Yorkshire and Harrogate ICS.

The meeting was quorate.

21/003 Declaration of any conflicts of interest in respect of agenda items (agenda item 3)

No one present at the meeting declared any conflict of interest in respect of any agenda items.

21/004 Minutes of the Meeting held 5 November 2020 (agenda item 4)

Prof Proctor presented the minutes of the meeting held on 5 November 2020. They were agreed as a true record.

21/005 Matters arising (agenda item 5)

It was noted that there were no matters arising from the previous meeting.

21/006 Presentation from Peter Webster, Lead Governor (agenda item 6)

Prof Proctor welcomed Mr Webster, Lead Governor, to present the report from the Council of Governors.

Mr Webster presented the Membership Report. He outlined that there were 14,964 members at the end of March 2021. The breakdown of which was: 10,597 public members; 1,005 service user and carer members; and 3,362 staff members. He reported that the Corporate Governance Team had continued to work with the Patient Experience Team to encourage more service users and carers to become members, in order for them to have a greater opportunity to be involved in the work of the Trust.

Mr Webster outlined the role of a governor and informed the attendees that the Council of Governors met four times per year to discuss the work of the Trust and its performance. Mr Webster went on to add that the Council of Governors appoint

the Trust's external auditors and receive their reports including; the Annual Accounts, Annual Report and the Quality Report.

Mr Webster next outlined some of the work carried out by the Council of Governors in 2020/21. Mr Webster stated the four areas that the Council of Governors had collectively agreed to focus on in 2021/22. These were: learning more about service user experiences; understanding the Trust's services better; particularly services for peoples with learning disabilities and acute in-patient services; partnerships; and the Trust's workforce.

Mr Webster went on to present an update on the outcome of the governor elections that had taken place in Autumn 2020 and Spring 2021. He highlighted that at the end of May 2021, eight of the nine vacant seats had been filled. He informed the attendees of the training and local and national events that the governors had taken part in during 2020/21. These included: NHS Providers' Core Skills Training; NHS Providers' Effective Questioning Training; NHS Providers Governor workshops; and the West Yorkshire Mental Health Learning Disability (LD) and Autism Collaborative Governor and Non-executive Director event.

Finally, Mr Webster thanked to everyone for attending and encouraged individuals to speak with a governor should they wish to find out more information. He took the opportunity to congratulate the governors that had been newly or re-elected or appointed within the 2020/21 financial year. Prof Proctor thanked Mr Webster for his presentation and noted the valuable contribution that governors make to the Trust.

21/007 Presentation from Dawn Hanwell, Chief Financial Officer and Deputy Chief Executive (agenda item 7)

Prof Proctor welcomed Mrs Hanwell, Chief Financial Officer and Deputy Chief Executive, to present the report on the Trust's finances.

Mrs Hanwell presented the key elements of the financial report. She outlined that the Trust had achieved an income and expenditure surplus of £0.25million (m). She reported that the Trust had spent £16.9m on capital expenditure and that the Trust had generated cost savings of £0m. Mrs Hanwell outlined that the cash position of the Trust was £111.7m. She went on to outline the causes of the large increase in the income and expenditure and highlighted that the Covid-19 pandemic had impacted the Trust in a number of ways which included: increased staffing pressures; new cost pressures including personal protection equipment (PPE) and enhanced cleaning. Mrs Hanwell informed the attendees that approximately £13m had been spent on Covid-19 related expenditure. She explained that change in focus of expenditure had meant that the Trust was unable to move forward with service development, with the exception of the Veterans High Intensity Service.

Mrs Hanwell highlighted the key investments made throughout the year, which were: the Red Kite View build; increased IT support; and the creation of additional cohorting space.

In conclusion, Mrs Hanwell reported that the Trust was in a strong financial position. She stated that for the 2021/22 financial year, the Trust would: look at the 'beyond Covid-19' expenditure pattern; move forward on Provider Collaboratives; and continue capital investment.

Prof Proctor thanked Mrs Hanwell for her presentation.

21/008 Presentation by Dr Sara Munro, Chief Executive (agenda item 8)

Dr Munro thanked everyone for attending the event and reflected on the impact of the Covid-19 pandemic on the Trust. She reported on the highlights from 2020/21 which included: the vaccination programme; new and improved services; the construction work and recruitment for the Child and Young Peoples' Mental Health Services (CYPMHS) unit; and the way the Trust worked with the service users and carers. Dr Munro drew attention to the team working across the organisation and with the Trust's partners. She drew particular focus to the staff who had been redeployed into crisis and acute settings, to ensure the most vulnerable people received the care they needed.

Dr Munro went on to highlight a number of clinical service developments in 2020/21. These were: becoming the provider of CYPMHS in Leeds; the launch of the Veterans' High Intensity Service and OpCOURAGE campaign; the one year anniversary of the Northern Gambling; the launch of the new street alcohol and drug outreach team within the Forward Leeds Service; the courses made available with the Leeds Recovery College; and the implementation of the new electronic patient record system CareDirector.

Dr Munro next reported on the quality care that the Trust had provided over 2020/21. She highlighted that the teams in the LD services had campaigned to improve the experiences of service users during the pandemic. She explained that the staff had created initiatives to boost morale including; the Ward Olympics; Letters to Loved Ones; and 'Wobble rooms'. Dr Munro went on to inform the attendees to the Quality Report on the website. She outlined that the Quality Committee had oversight of the quality of care provided by the Trust and thanked Mrs Woffendin and the Council of Governors for their work on this.

Dr Munro reported on how the Trust had encouraged the involvement of service users and carers throughout 2020/21. She explained that the Trust had launched the Patient and Carer Experience and Involvement Strategy 'Together'. She went on to add that the strategy had three priority areas which were: involvement; patient experience; and carers. Dr Munro informed the attendees that the Service User Network had also continued to meet via online meetings.

Finally, Dr Munro presented a summary of the results from the 2020 Staff Survey. She reported that the results showed that the Trust was performing higher than the national average in a number of areas. She also reported that 82% of staff felt that their manager could be counted on to help with difficult tasks at work.

Prof Proctor thanked Dr Munro for her presentation.

21/009 Changes to the Constitution (agenda item 9)

Mrs Hill outlined a number of changes that had been made to the Trust's constitution in 2020/21. She explained that the first set of changes to the Constitution had been approved by the Board of Directors in October 2020 and Council of Governors in November 2020. She went on to add that the second set of changes had been approved by the Board in January 2021 and Council in

February 2021.

Mrs Hill outlined the changes that had been made to the Constitution. She explained that the changes had been made to clarify and update the narrative to reflect current practice. This included; changing the names of organisation where needed; removing one appointed governor seat (Equitix PFI Partner) because there was no intention for the seat to be filled by that organisation; and changing the appointed governor seat to be assigned to the Director for Children and Families Programme, West Yorkshire and Harrogate Integrated Care System.

The attendees of the Annual Members' meeting considered and approved the changes to the Constitution and its annexes.

21/010 Opportunity to Receive Questions from Members and the Public (agenda item 10)

Prof Proctor informed the attendees that three questions had been submitted in advance of the meeting. The first question related to how the Trust would cope with the rise in demand for mental health services since the pandemic and the wellbeing of staff who work in mental health.

Dr Munro explained that the Trust had focused on the support, engagement, and wellbeing of staff over the last 12 months and highlighted that Mr Skinner had been working with staff to see how they could be supported further. She informed the attendees that the Trust had secured investment from NHS England into the West Yorkshire and Harrogate Integrated Care System and explained that the Trust expected a further year's funding to be made available. Mrs Forster Adams added that at the start of the pandemic, the Trust had worked with Public Health colleagues and other partners to model what increased demand from a mental health and LD perspective would look like. She explained that each service had reviewed intelligence and planned how they would respond to the changes in demand for mental health. Dr Hosker explained that the Trust had recently completed a review of its clinical leadership. He added that robust strategies had been put in place to address specialist recruitment issues to ensure the increased demand of mental health illnesses could be met.

Phillip, a member of the public, expressed a concern regarding Advonet and its capacity to support those making health complaints. He questioned whether the Trust could support Advonet with funding to increase staffing. Dr Munro informed Phillip that the Trust had been liaising with Healthwatch, which had received direct feedback from citizens in relation to the impact of the Covid-19 pandemic. She highlighted that there was a need for a conversation with the Trust's other partners to determine how citizens could be further supported. It was agreed that Mrs Samantha Marshall, Legal Services & Complaints Lead, would have a conversation with the Complaints Team regarding alternative support.

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Prof Proctor informed the attendees of three questions around investment that would be answered together. The questions related to investment for: cohorting environments; information technology (IT) infrastructure; workable environments; funds for information and communications technology (ICT) peer support; and increasing the number of front-line staff. Mrs Hanwell confirmed that going forward all investment decisions and planning work would consider how physical environments and IT could be used differently. She explained that capital

investment plans would be focused on the way in which the Trust interacts with service users following Covid-19. Regarding the question on ICT support, Mrs Hanwell acknowledged that the Trust would look into the ICT kit and resource required for peer support workers. She informed the attendees that digital inclusion was a focus for the Trust.

Mrs Hanwell acknowledged the stretched capacity of staff on the front line and confirmed that there were a significant number of vacancies across the Trust. She highlighted that the human resources (HR) team had been working with the Trust's service lines to address the gaps in workforce. Mr Skinner informed the attendees that there was only a small pool of candidates with the requisite skills and qualifications to recruit from. He outlined the methods that the Trust was taking to address this issue which included recruiting from outside of the region and offering relocation packages. Mr Skinner informed the attendees of the other initiatives that the HR team was working on to encourage recruitment and support staff.

An attendee questioned whether the capital funds could be taken back. Mrs Hanwell confirmed that the funds could not be taken back because it was money that belonged to the Trust and was retained on the balance sheet for future investment decisions.

Gail, a staff governor, expressed concern regarding the shortages in staffing and how this was evaluated, and questioned the consequences of 'fishing in a small pond' with regard to the skills and talents of the professionals that the Trust wanted to employ. Prof Proctor informed Gail that the Board closely monitored workforce capacity and sustainability through the board assurance framework and risk register. Mrs Woffendin informed the attendees that operational managers met daily to establish the staffing gaps across services. She informed Gail that the Trust had been working on a larger piece of work around workforce planning which included looking at trainee students within the organisation. She went on to add that the Trust had been working on a healthcare support worker pipeline with NHS England and informed the attendees that the Trust had filled 78 of the 110 vacancies.

Prof Proctor informed the attendees of two questions that would be answered together. The first question was around raising awareness of wider mental health services such as the Leeds Recovery College, and the second question related to the Trust's approach to improving the practice of the health and care workforce across Leeds. Dr Munro provided further details on the Health and Care Academy and the Leeds Recovery College. She explained that the Trust promoted the Leeds Recovery College through a number of different channels. She also highlighted the work carried out in partnership with Mindful Employer, which involved working directly with employers across Leeds to support the mental health of their workforce.

Abbie, a member, questioned whether there was a future plan for tackling health inequalities and discrimination. Trisha, a member, questioned how the Trust was ensuring their sites were suitable for those with disabilities. Dr Munro informed the attendees of the plans that were in place to tackle discrimination and promote inclusion. She explained that the Board had reviewed its strategic objectives and that having an inclusive workforce and tackling health inequalities was embedded within the refreshed objectives. Mrs Hanwell informed the attendees that the Trust was undertaking a Big Six Facet Survey to look at the estate from different angles.

She added that the Trust was looking at accessibility which would inform capital investment plans going forward.

Gail, a staff governor, asked about the Board's awareness of the national drivers for psychological interventions and effectiveness for people with psychosis, and how blind spots were identified. Mrs Forster Adams reported that Mrs Woffendin had led on the development of professional leadership in the Trust and confirmed that by having strong professional leadership, the Trust was able to identify blind spots and improve understanding and knowledge. Prof Baker added that every service within the Trust provided an annual quality and safety report to the Quality Committee.

Prof Proctor highlighted a question that had been submitted in advance of the meeting concerning the cost of a GP booking system, Livi, and the reason why some nurses weren't trained to take blood from a picc line, to administer cancer chemotherapy treatment. Prof Proctor clarified that the Trust didn't provide GP services or cancer treatments but agreed to direct the questions to the appropriate agencies and secure answers for members.

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The final question was directed at Dr Munro and asked what she was most proud of in 2020/21. Dr Munro informed the attendees that she was proud of the way staff members had worked together, in a way that was creative, resourceful, innovative and compassionate, to support each other through the challenges faces in 2020/21.

Prof Proctor thanked all attendees for listening and participating in the discussion that had taken place.

At the conclusion of formal business, Prof Proctor closed the Annual Members' Meeting of the Leeds and York Partnership NHS Foundation Trust at 1.00pm and thanked everyone for attending.