

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 1 November 2022 at 3:30pm via Zoom**

PRESENT:

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

Public Governors

Oliver Beckett
Rebecca Mitchell
Ivan Nip

Staff Governors

Ian Andrews
Alex Cowman
Andrew Johnson

Carer Governors

Caroline Bentham
Mark Clayton

Appointed Governors

Cllr Claire Douglas
Matthew Knight
Fiona Venner

Service User Governors

Rita Dawson
Joseph Riach

Non-Executive Directors

Helen Grantham
Dr Frances Healey
Cleveland Henry
Merran McRae
Martin Wright

Executive Directors

Joanna Forster Adams
Dawn Hanwell
Dr Chris Hosker
Dr Sara Munro
Darren Skinner

IN ATTENDANCE:

Kieran Betts – Corporate Governance Assistant

Martin Bishop – Peer Support Coordinator (agenda item 2)

Philippa Boocock – Clinical Team Manager for Intensive Support Service (agenda item 2)

Adele Campbell – Clinical Team Manager for Crisis (agenda item 2)

Rose Cooper – Corporate Governance Officer

Maureen Cushley – Head of Operations for Acute Care (agenda item 2)

Colm Fulton – Clinical Team Manager for Clinical Assessment Unit / Oasis (agenda item 2)

Gail Galvin – Clinical Operations Manager (agenda item 2)

Cath Hill – Associate Director for Corporate Governance

Faye Jackson – Clinical Operations Manager for CRISS / Clinical Assessment Unit (agenda item 2)

Helen Thurston – Clinical Team Manager for Street Triage / Section 136 (agenda item 2)

22/057 Welcome and introductions (agenda item 1)

Dr Sue Proctor opened the meeting at 3.30pm and welcomed everyone.

22/058 Sharing Stories: Crisis Services including an update on Leeds Oasis (agenda item 2)

Maureen Cushley and her team delivered a detailed presentation on each of the five areas that made up the Trust's Crisis Services. Firstly, Adele Campbell talked about Crisis Resolution which provided urgent mental health assessments to ascertain whether treatment was required in an acute setting or with a secondary mental health service. Phillipa Bookcock then talked about the Intensive Support Service which provided home based treatment in the west, south and east areas of Leeds, aligned with the community mental health teams. She explained that this service aimed to provide support for people in the community as an alternative to hospital admission.

Colm Fulton then talked about the Crisis Assessment Unit (CAU) which was a 6-bed unit with overnight facilities for those experiencing acute and complex mental health crises where inpatient admission was being considered. He explained that their aim was to develop a shared understanding of the person's needs by providing one to one care and support with things like housing and benefits. Colm then talked about Leeds Oasis which was a 6-bed property that functioned as an alternative to hospital admission for those not requiring an acute bed. It had been running since July 2021 and has capacity for visitors, arts and crafts facilities, a communal kitchen and shared garden. He explained that it was a joint venture between the Trust and Leeds Survivor Led Crisis Service.

Helen Thurston discussed the Street Triage service which was available 24/7 and responded to calls emergency services with the aim of reducing the number of Section 136 admissions. Helen also talked about the Section 136 suite which was there if a person needed moving to a place of safety for immediate care and control. She explained that they would be brought to the Becklin Centre and assessed within a 3-hour window and would stay there under a Section 136 for up to 24 hours.

Martin Bishop then talked about the role of the Peer Support team in the Crisis Resolution Intensive Support Service. He explained there were four peer support workers working across the east, west, and south of Leeds and in the Crisis Assessment Unit. They were people with lived experience who offer listening support and guidance and help service users to develop a wellness recovery action plan based on self-identified strengths to support sustained recovery. The support workers spend up to two hours with a person at a time for up to six weeks which can include things like artistic activity. Martin explained that he provides support for the peer support workers themselves who may be triggered by some of the things they hear.

The Council then heard about some of the challenges in the service which included staffing pressures, recruitment issues, and high caseloads all of which had an

impact on staff morale and wellbeing. Faye Jackson emphasised the importance of supporting staff wellbeing and investing in their development. She also outlined some of the estate issues in the service and noted that improvement works were planned for the Section 136 suite later in November.

Fiona Venner noted that the performance against the target of seeing people in crisis within 4 hours of referral was low and asked what factors were causing this. Maureen explained that there had been some issues with the Single Point of Access system, but this had been reviewed and performance had increased to 70%.

Joseph Riach asked if a person could be assessed under Section 136 outside of the Becklin Centre, such as a police station, and if so, what provisions were in place for support. Maureen responded that if there was no room at the Trust's Section 136 suite then the person would go to A&E where assessment would be a priority. She explained that as of next year it would become a 'never' event to go into police custody and the person would always be sent to a health-based place of safety.

Maureen Cushley then talked about a service user who had received ongoing support across all aspects of the Crisis Service and wanted to share some positive feedback of her experiences and the significant contribution it made to her recovery.

The Council **thanked** the team for their presentation and **noted** the information provided.

22/059 Apologies (agenda item 3)

Apologies were received from the following governors: Les France (Public Governor), Rachel Gibala (Service User Governor), Oliver Hanson (Clinical Staff Governor), Gail Harrison (Clinical Staff Governor), Peter Holmes (Service User Governor), Kirsty Lee (Public Governor), John Manson (Service User Governor), Sayma Mirza (Appointed Governor), David O'Brien (Public Governor), Bryan Ronoh (Carer Governor) and Tina Turnbull (Appointed Governor).

The meeting was quorate.

Apologies were received from the following Board members: Kaneez Khan, Associate Non-executive Director and Cathy Woffendin, Director of Nursing, Quality and Professions.

22/060 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.

22/061 Minutes of the public Council of Governors' meeting held on the 5 July 2022
(agenda item 5.1)

The minutes of the public Council of Governors' meeting that was held on the 5 July 2022 were **approved** as a true record.

22/062 Endorsement of the decisions made at the Council of Governors' meetings on the 5 May and 5 July 2022 (agenda item 5.2)

Sue Proctor advised the Council that the meetings held on the 5 May and 5 July 2022 were not quorate and therefore, the Council was asked to endorse the decisions agreed at those meetings.

The Council **endorsed** the decisions made at the meetings on the 5 May and 5 July 2022.

22/063 Minutes of the Annual Members' Meeting held on the 26 July 2022 – for information (agenda item 5.3)

The Council **noted** the minutes of the Annual Members' Meeting held on the 26 July 2022.

22/064 Matters arising (agenda item 6)

There were no matters arising.

22/065 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 **received** the cumulative action log and **noted** the updates provided.

22/066 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 warmly welcomed the newly elected governors and noted that Oliver Beckett had recently been elected by fellow governors to sit on the Appointments and Remuneration Committee. Sue formally acknowledged that Helen

Kemp had recently stepped down as an appointed governor having retired from her role at Leeds Mind at the end of October 2022. Sue said a huge thank you to Helen for her contributions at Council meetings and partnership events across the city. She also noted that discussions were taking place about a replacement for Helen and governors would be kept updated on this. Sue also highlighted the changes to the membership of the Board of Directors since the last meeting in July 2022.

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

22/067 New recommended approach to service visits (agenda item 8.1)

Cath Hill outlined the new recommended approach to service visits which had been updated based on the feedback received at the Board-to-Board session on 13 October 2022. The new approach would now consist of three different types of service visits: learning visits for non-executive directors (NEDs) and governors; leadership visits for executive directors and NEDs; and Patient-Led Assessments of the Care Environment (PLACE) visits which would involve governors.

The Council **supported** the proposed approach to service visits and **noted** that the new process would be reviewed on an annual basis to ensure it continued to be fit for purpose.

22/067 Chief Executive Report (agenda item 9)

Sara Munro introduced the Chief Executive Report which included information on winter planning and infection control measures; key updates on the Trust's strategic objectives such as the People Plan, Care Services, and Estates; and updates on partnership working arrangements relating to the Integrated Care System and the Leeds Place Based Partnership. Sara also noted the ongoing work to support staff and vulnerable service users with the rising cost of living.

Sara then talked about the ongoing consultation on changes to the NHS Provider Licence which was due to be discussed by the Board at its next meeting. She assured the Council that it would be kept informed of any updates to the role of foundation trust governors as a result of new system working and collaboration arrangements.

Andy Johnson asked if there were any Care Quality Commission (CQC) visits likely to take place in the near future. Sara responded that the CQC relationship managers had been undertaking regular engagement visits to the Trust, but a full formal inspection was overdue, and the date was still to be confirmed. She explained that the CQC was currently undergoing a consultation regarding their inspection framework and looking to move towards a system-based inspection arrangement which may be affecting timescales. Sue Proctor assured the Council that governors would be briefed well in advance of an inspection.

CGT

Claire Douglas referred to the undercover documentaries on inpatient mental health wards in Manchester and Essex and asked about the systems and whistleblowing arrangements in place in the Trust for staff to be able to report their concerns. Sara referred to the work of John Verity, Freedom to Speak Up Guardian, and the Freedom to Speak Up Ambassadors. She noted that contact had increased since the release of the documentaries and that concerns raised by staff had been shared with the executive directors as appropriate. She also noted that John Verity's annual report was due to be presented at the public Board of Directors' meeting in November which would contain information on how concerns had been dealt with and any ongoing actions as well as benchmarking data.

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

22/068 Lead Governor Report (agenda item 10)

The Council **noted** that there was no Lead Governor Report as Les France had been unable to attend this meeting.

22/069 Quarterly Quality and Performance Update Report (agenda item 11)

The Council received the report which outlined the Trust's performance as of August 2022. Firstly, Joanna explained that this report was a high-level summary of what was talked about in a lot of detail at Board subcommittees and Board meetings. She then discussed the development of the quality dashboard and quality framework which would be used to present performance and service delivery information in the coming months and would include non-clinical workforce data.

Joanna then outlined some hot spot areas in terms of service delivery for the Council to note. These included staffing availability in the Forensic Services and Older Adult Inpatient Services. She explained that the Board had supported the idea of reducing ward sizes to improve the quality and therapeutic intervention on each ward and this was currently being tested. Joanna also talked about a sustained issue in the Adult Community Mental Health Service where they were having to manage and mitigate risks in terms of staff availability. She explained that the Board was fully sighted on these issues. Joanna also highlighted that face-to-face responsiveness in the Crisis Service had improved since the publication of the report.

Joseph Riach noted that the percentage of Acute Liaison Psychiatry Service (ALPS) referrals responded to within one hour was around 66% and asked if this meant that the person had been seen and assessed within this timeframe. Joanna clarified that it meant that an assessment had been started within one hour. She went on to explain that this service should be based within the emergency department but due to a number of reasons this was not currently possible, and this presented a challenge in terms of maintaining responsiveness.

Fiona Venner asked about the long waiting times for the Gender Identity Service. Joanna provided some context and explained that the Trust was commissioned to provide a relatively low level of access compared to actual need. She added that over the course of the last five years, they had been negotiating with colleagues at NHS England about expanding the service. However, a national model with services located in primary care was currently being developed, but this would take time. In the meantime, the service was adapting to be as effective and efficient as possible. Joanna also assured the Council that this issue was looked at in detail by the Finance and Performance Committee and a paper setting out the impact of the recent additional investment into the Gender Identity Service had been presented in September. This paper showed that the investment had slowed down the rate of increase in the waiting list but not reduced it.

Fiona Venner also asked about the increase in the total number of bed days for older people out of area and Joanna explained that this related to the same very small number of service users who had become delayed transfers of care. She explained that it was unusual for older adults to go out of area as system arrangements with partners mitigate this wherever possible. She added that there was robust clinical involvement in the cases to ensure they could be discharged for onward support as quickly as possible.

Fiona Venner and Matthew Knight asked about the increase in the number of self-harm incidents since June 2022. Dr Chris Hosker responded that the recent change to the Trust's service user demographics since the opening of the children and young peoples' mental health inpatient unit at Red Kite View may be contributing to the spike in cases. Dr Frances Healey then discussed the recent changes to the National Institute for Health and Care Excellence (NICE) guidelines regarding self-harm. Dr Hosker added that services would be reviewing the NICE guidance and identifying what changes needed to be made to the Trust's systems and processes.

Matthew Knight felt it would be useful if some longer-term trend analysis was included in the report to provide context in relation to some of the performance data, in particular where there was no target available for a metric. Joanna explained that this was looked at by the Quality Committee on an annual basis as part of individual services' quality reports. She added that this would be considered as part of the ongoing work to review the performance reporting to the Council of Governors.

Finally, Ivan Nip highlighted the position in terms of nursing vacancies and the impact this could have on the safety of services. He asked if recruitment processes could be simplified to address this, and it was agreed that Helen Grantham would respond to this question as part of her Workforce Committee Chair's Report.

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

22/070 Finance update including financial risks and opportunities in the new system way of working (agenda item 12)

Dawn Hanwell delivered a detailed presentation on the changes to the financial arrangements since the Health and Social Care Act in 2022 and the risks and opportunities for the Trust. She explained that in recent years there had been a move away from autonomy and competition towards joint responsibility and collaboration. She explained that the Trust had a statutory duty to work as part of the Integrated Care Board and to not exceed the revenue resource limit and capital resource limit each year. She emphasised that the organisation would not be operating as a standalone foundation trust and would instead be working collectively to live within the allocated resources across all the NHS organisations in West Yorkshire. In terms of the benefits and opportunities, she explained that population health data would be used to better allocate resources to the right place and there would be a focus on value and outcomes and reducing health inequalities all of which supported the Trust's organisational objectives.

Ivan Nip referred to the Integrated Care System arrangements and asked if there was the potential for internal competition for the funding. Dawn responded that all partners were working towards the same outcome of best value for money for the populations served. She explained that key principles had been agreed and the primary focus was on the Leeds 'Place'. She added that partners were working hard to have transparent conversations about the fair distribution of resources in a non-competitive way whilst paying attention to the needs of neighbouring trusts in the wider West Yorkshire patch.

Alex Cowman referred to the surplus which could be shared with other organisations and asked if this could cover events that had not been factored into budgets such as the increase in energy costs. Dawn explained that additional funds had been provided at a national level to address inflationary pressures on a fair share basis to individual organisations, but this would be non-recurrent. The Council noted that the rising rate of inflation and pressures would pose a greater challenge next year if things continued at the current rate.

Mark Clayton added that it might take time for organisations to learn to trust each other having previously worked in a competitive way. Dawn acknowledged this but added that there were strict financial principles that all West Yorkshire directors of finance adhered to, and they were all working hard to develop trust.

The Council **noted** the finance update and **considered** the key points raised.

22/071 Report from the Chair of the Workforce Committee (agenda item 13)

Helen Grantham provided a summary of the key activities and priorities of the Workforce Committee over the last year which included the finalisation of the Trust's People Plan, the development of the appropriate capacity and governance arrangements, and the revision of Strategic Risk 3 of the Board Assurance Framework to better reflect the key workforce risks and priorities. She noted that these fundamental pieces of work had all been completed and provided a sound basis for the delivery of workforce priorities going forward.

Helen then responded to a question from Ivan Nip earlier in the meeting and informed the Council that the October Workforce Committee had looked at nursing vacancies in some detail with Alison Quarry, Professional Lead for Nursing, presenting the Nursing Strategy Action Plan. The Committee had been assured by the ongoing work with local universities to attract newly qualified staff which was reflected in the number of nurse preceptees wanting to join the Trust.

Helen highlighted the new date of the December Workforce Committee meeting which was now scheduled to take place on the 12 December 2022. In addition to regular reports and assurances, this meeting would focus on recruitment, retention, and career pathways. She added that the February meeting would focus on learning and development as well as management and leadership.

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

Helen Grantham left the meeting.

22/072 Process for the upcoming elections to the Council of Governors (agenda item 14)

Cath Hill outlined the process for the upcoming elections to the Council of Governors. She explained that for those governors whose term of office was due to end on the 19 March 2023, if re-elected, their next term of office would not start until the 27 March 2023. The paper proposed that those governors stay on the Council in a non-voting capacity between the 19 March 2023 and the 27 March 2023. She explained that although there would be no formal meetings during this 8-day period, governors would continue to receive information and therefore, would be asked to sign a confidentiality agreement for the information received during that period.

The Council **agreed** the timetable for the forthcoming elections to the Council of Governors which would conclude on the 27 March 2023.

22/073 Review of the Council of Governors' Terms of Reference (agenda item 15.1)

Cath Hill highlighted a new clause in the Terms of Reference which allowed for any decisions made at non-quorate meetings to be circulated to governors for endorsement via email ahead of the next available meeting. This was due to the length of time between meetings. Cath emphasised that a quorate number of governors (at least one third of the whole number of governors elected or appointed) must respond and confirm their support for the decision(s) to be agreed.

The Council was **assured** that the Terms of Reference had been reviewed to ensure they continued to be fit for purpose and **approved** the update to the section on non-quorate meetings.

22/074 Approval of the Council of Governors' Annual Cycle of Business for 2023
(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 2023.

22/075 2023 and 2024 Meeting Dates (agenda item 15.3)

The Council noted the meeting dates for 2023 and 2024.

22/076 Any other business

As this was Sue Proctor's last Council of Governor meeting, on behalf of Les France and the rest of the governors, Cath Hill said thank you to Sue for her dedication in leading the Council, providing opportunities for an open and honest dialogue with governors and opportunities for them to pursue areas they were passionate about, and for developing the governance framework which supported them to carry out their duties.

The Council thanked Sue Proctor and wished her the very best for the future.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 5.38pm. She thanked governors and members of the public for their attendance.