

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 9 May 2023 at 1pm in the Cheer Room, The Studio, Riverside
West, Whitehall Road, Leeds, LS1 4AW**

PRESENT:

Merran McRae – Chair of the Trust (Chair of the meeting)

Public Governors

Ivan Nip

Service User Governors

Rachel Gibala

Carer Governors

Peter Ongley

Bryan Ronoh

Executive Directors

Joanna Forster Adams

Dr Sara Munro

Cathy Woffendin

Staff Governors

Ian Andrews

Nicola Binns

Alex Cowman

Gail Harrison

Amy Pratt

Appointed Governors

Matthew Knight

Gabriella Obeng Nyarko

Cllr Fiona Venner

Non-Executive Directors

Dr Frances Healey

Cleveland Henry

Kaneez Khan

Martin Wright

IN ATTENDANCE:

Kieran Betts – Corporate Governance Assistant

Rose Cooper – Corporate Governance Officer

Dr Frances Dodd – Associate Director for People Experience

Amy Harker – People Engagement Practitioner (agenda item 14)

Cath Hill – Associate Director for Corporate Governance

Kerry McMann – Head of Corporate Governance

Amanda Naylor – Operational Manager (agenda item 2)

David Rowley – Head of Operations, Regional and Specialist Services (agenda item 2)

John Verity – Freedom to Speak Up Guardian (agenda items 14 and 15)

23/018 Welcome and introductions (agenda item 1)

Merran McRae opened the meeting at 1pm and welcomed everyone.

23/019 Sharing Stories: Veterans Services (agenda item 2)

The Council received a detailed presentation on the Veterans Mental Health and Wellbeing Service, referred to as Op Courage. David Rowley and Amanda Naylor explained the provider collaborative arrangements for this service and the different trusts involved across the region. They described the different ways of accessing the service, the range of treatment and support offered, and the different pathways available to people. They also talked about their future plans to further support the armed forces community.

David and Amanda then talked about some of the benefits of working collaboratively with different partners across the region but highlighted the importance of also understanding the different needs of the armed forces population at a local level. The Council noted that an increasing awareness of the services available to veterans was helping those who need support to come forward more quickly. The Council also heard about the training available to staff to help them to be more Veteran Aware and be able to provide the appropriate support.

Gail Harrison asked if any formal evaluation had taken place following the change to the provider collaborative arrangements, particularly in terms of systems and resources, to create shared learning and help inform decision making processes in the future. Joanna Forster Adams agreed to raise this at the provider collaborative programme board.

JFA

The Council **thanked** David Rowley and Amanda Naylor for their presentation.

Kaneez Khan and Ian Andrews joined the meeting.

23/020 Apologies (agenda item 3)

Apologies were received from the following governors:

Oliver Beckett (Public Governor), Caroline Bentham (Carer Governor), Rita Dawson (Service User Governor), Cllr Claire Douglas (Appointed Governor), Les France (Public Governor), Oliver Hanson (Clinical Staff Governor), Sayma Mirza (Appointed Governor), Rebecca Mitchell (Public Governor), Joseph Riach (Service User Governor), and Tina Turnbull (Appointed Governor).

The meeting was not quorate. Therefore, any decisions made at this meeting would need to be emailed out to governors for endorsement.

RC

Apologies were received from the following Board members: Dawn Hanwell, Chief Financial Officer; Dr Chris Hosker, Medical Director; Darren Skinner, Director of People and Organisational Development; and Helen Grantham, Non-executive Director.

23/021 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.

23/022 Annual Declarations for Governors (agenda item 4.1)

The Council **noted** all interests declared by governors as at the 1 April 2023. Merran **reminded** any governors with outstanding or incomplete declarations to submit their declaration as soon as possible.

23/023 Non-executive Directors' (NEDs) Annual Declarations of Interests, Independence, and Fit and Proper Person (agenda item 4.2)

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 NEDs had declared they are independent.

23/024 Minutes of the public Council of Governors' meeting held on the 2 February 2023 (agenda item 5.1)

The minutes of the public Council of Governors' meeting held on the 1 November 2022 were **approved** as a true record.

23/025 Matters arising (agenda item 6)

There were no matters arising.

23/026 Cumulative action log – actions outstanding from previous public meetings (agenda item 7)

The Council **received** the cumulative action log, **noted** the updates provided, and **agreed** the actions reported as complete.

23/027 Chair's Report (agenda item 8)

Firstly, Merran welcomed the new governors on the Council: Nicola Binns, Amy Pratt, and Peter Ongley. The Council noted that due to a change in circumstances Bradley Taylor had been unable to take up his seat on the Council. Merran then noted that Kirsty Lee had stepped down as a governor with effect from 20 April 2023 and John Manson had stepped down as a service user governor with effect from 28 April 2023. She thanked them both for their contributions during their time on the Council and wished them the best for the future. The Council also noted that since the last meeting, Peter Holmes came to the end of his first term of office and did not stand for re-election. Mark Clayton also came to the end of his first term of office and stood for election but was not successful. Merran thanked Peter and Mark for their enthusiasm and input into the work of the Council during their terms of office.

Merran then reminded governors that it was Cathy Woffendin's last Council of Governors' meeting before she retired from her post as Director of Nursing, Quality and Professions at the end of May 2023. On behalf of the Council, she thanked Cathy for her hard work and dedication to the work of the Trust and wished her the very best in her future endeavours. She also looked forward to welcoming Cathy's successor and current Deputy Director of Nursing, Nichola Sanderson, on 1 June 2023. The Council also noted that Cath Hill was due to retire on 31 July 2023 and that a recruitment process was currently ongoing to appoint to this post and governors had been invited to join the stakeholder panel as part of this process.

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

23/028 Chief Executive Report (agenda item 9)

Sara Munro introduced her report which included updates on service pressures and the ongoing impact of industrial action and Sara thanked colleagues for their hard work to mitigate the risks associated with this. Sara noted that a settlement had been agreed for the Agenda for Change aspect of remuneration for NHS employed staff. She also referred to the Synergi Leeds update in her report and it was agreed that the Council would hear more about this at a future meeting.

CGT

Peter Ongley asked if the recent industrial action had led to a reduction in accessing mental health services via A&E. Sara Munro explained that there had been no reduction in access to services as a result of industrial action and crisis services continued to be prioritised in terms of maintaining access, given the risks associated with those requiring support at that time. She added that the demand for community mental health services continued on a steady increase in terms of the referrals coming through from primary care.

The Council **received** the report from the Chief Executive.

23/029 Lead Governor Report (agenda item 10)

Due to apologies from Les France, this item was deferred to the next meeting.

23/030 Quarterly Quality and Performance Update Report (agenda item 11)

The Council received the report which outlined the Trust's performance as of February 2023. Firstly, Joanna Forster Adams outlined some hot spot areas in terms of service delivery for the Council to note, including the significant workforce challenges in community mental health services, and she thanked those staff who had been redeployed to provide additional support. Joanna also provided an update on out of area placements (OAPs), noted that the contract with Middleton St George Hospital to provide extra capacity had now come to an end, and 24 people were currently out of area. She provided assurance on the quality of care provided to those out of area and referred to the work to strengthen discharge processes and reduce OAPs which the Council would be kept updated on.

Fiona Venner asked for more information on some areas where there was deteriorating performance including the percentage of crisis referrals assessed within four hours. Joanna responded that the position had improved since the publication of this report. She described some of the workforce challenges affecting this service but reassured the Council that they continued to focus on being responsive. Fiona also noted that the percentage of referrals seen within 15 days by a community mental health team (CMHT) had dropped. Joanna explained that they were currently implementing a new triage process to determine the urgency of each person's need rather than focusing on the target of seeing all new referrals within that timeframe. Joanna added that the Trust benchmarked well against other organisations in terms of performance with this target. Fiona also asked about timely referrals into memory services and Joanna explained that access into this service was recovering post-Covid, and improvement was expected. Joanna also provided an update on appraisals which were now being recorded on a new system, and this had led to an improved position in terms of performance, supplemented by proactive support from HR colleagues.

Ivan Nip referred to the Trust's agency spend and asked how this was monitored and what the plan was to reduce it. Joanna explained that due to the ongoing workforce challenges the use of agency was necessary at this point in time to deliver care, however the Trust would be subject to increased scrutiny on agency spend going forward. She noted that the highest cost in terms of agency was with medical staff and highlighted some positive news in terms of recruitment to substantive medical roles. Kaneez Khan also provided some assurance on the efforts to improve staff culture and retain Bank staff.

Bryan Ronoh talked about his personal experience of working for the Trust as a member of Bank staff and asked how staff could be supported and incentivised further. The Council received an update on the various support packages and incentives for staff to encourage them to feel more valued and to help with the increasing cost of living, noting the need to work within the confines of Agenda for Change terms and conditions. It was hoped that with a consistent and co-ordinated approach there would be a positive impact on retention.

Merran thanked governors for their questions so far and noted that workforce was an area of significant interest. She referred to a recent Board strategic session on workforce and suggested that a similar presentation was scheduled for a future governors' meeting.

**DS /
HG**

The governors then discussed accessing mental health support via A&E and shared some of their own knowledge and experience of this. Joanna agreed to provide more information on the role of the Trust's Acute Liaison Psychiatry Service (ALPS) and the care they provide to people who present at A&E requiring mental health support. She noted that the lack of onsite accommodation for this service presented a challenge but informed the Council that with new investment they planned to create a base for the ALPS team at both St James's Hospital and Leeds General Infirmary. She also noted that they were looking to develop a crisis pathway linked to the community transformation work to make it as easy as possible for people to access support. Joanna also talked about the support in place for people admitted to acute hospital beds and referred to the ongoing work to reduce occupancy and improve flow in order to be more responsive to those in crisis.

JFA

Gabi Obeng Nyarko also talked about some of the difficulties and stigma felt by marginalised communities trying to access mental health support from statutory health services and highlighted the need for more training to support these groups. Gabi also noted that the demand for mental health services and acuity was likely to increase in the future and asked to hear more about how services were preparing for the impact of this.

JFA

Nicola Binns then discussed her own experience of being redeployed during Covid to support acute inpatient services and Merran suggested scheduling a future 'sharing stories' session on staff redeployment during the pandemic.

CGT

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

23/031 Non-Clinical Dataset (agenda item 11.1)

Frances Dodd introduced the slides, noted that work was ongoing to integrate the non-clinical staff data into the performance report, and welcomed any comments and feedback from governors. The Council found the data to be very informative and the layout easy to engage with and discussed a few areas in detail.

Amy Pratt noted that stress and anxiety was the highest reason for sickness absence and asked if non-clinical staff were offered support with challenging areas of their work in the same way as clinical staff. Frances Dodd agreed to check if the

FD

Trust's critical incident support pathway included non-clinical staff, as well as clinical staff, who were involved in an incident. Mrs Forster Adams also explained that some ancillary staff in clinical settings were externally contracted, therefore it was important to understand what wellbeing support their employers provide and to help those staff to feel part of the wider team, which she acknowledged could be a challenge. Gail Harrison referred to the ongoing work at a national level to make 'care spaces' open to all staff (both clinical and non-clinical) within the setting.

Alex Cowman provided more detail on the Trust's wellbeing offer for both clinical and non-clinical staff and talked about how they target hotspot areas where work stress was repeatedly cited as a reason for absence. The Council was assured to note that the wellbeing interviews had a high take up across the Trust and that the Trust benchmarked well against other organisations in terms of engagement with Health Assured (who provide the Trust's employee assistance programme) and had a low percentage of work stress related calls. Frances Dodd added that there was more work to do to triangulate this data with other data such as Staff Survey results in order to be able to clearly measure trends and progress.

Fiona Venner asked why Red Kite View had the highest number of vacancies despite being a new unit. Joanna explained that, compared to other services, the Trust directly employed more ancillary staff at Red Kite View rather than through other providers and this contributed to the disproportionate level of vacancies.

Merran asked that going forward the non-clinical data was provided as an appendix to the performance report so that both items could be discussed together, and for Andrew McNichol to define which staff groups are included in the non-clinical staff category.

AM

The Council was **assured** by the information provided.

23/032 Finance update (agenda item 12)

On behalf of Dawn Hanwell, Sara Munro informed the Council that for 2022/23 the Trust had delivered on its financial plan which was around a £1.2m surplus; however, this was still subject to scrutiny from external audit. The Council noted that the external auditors were scheduled to come to the July meeting to provide their report on the Trust's annual accounts. Sara also noted that the West Yorkshire Integrated Care Board (ICB) final plan for 2023/24 was still to be submitted but advised there would be no change to what had been approved by the Trust's Board, which was a balanced plan for 2023/24.

Gail Harrison asked if other partners in the system had ended the year on a balanced plan. Sara responded that all organisations had met their plan, but the plans varied according to each trust. She explained why this was the case and described some of the wider system challenges post-Covid which were caused by financial constraints and the increasing demand for services.

Ivan Nip asked if the financial requirements of the Integrated Care System (ICS) were impacting on the Trust's budgets. Sara responded that the Trust was affected by NHS England policy and treasury decisions on capital allocations and explained how the money was distributed between organisations in the ICS and what the impact was for the Trust.

The Council also sought assurance on the Trust's estates strategy and approach in terms of bed numbers. Sara explained that their focus was not on increasing bed numbers but on delivering clinically effective care at the right time, reducing length of stay and improving patient flow, rather than increasing the number of beds which could be ineffective in isolation. Cleveland Henry also provided some assurance on the development of a robust estates strategy that sought to understand and reflect the Trust's future estates requirements.

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

23/033 Report from the Chair of the Finance and Performance Committee (agenda item 13)

Cleveland Henry provided a summary of the key activities and priorities of the Finance and Performance Committee over the last year.

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

23/034 2022 NHS Staff Survey and Bank Staff Survey Results (agenda item 14)

Amy Harker introduced the paper which summarised the results and outcomes of the 2022 Staff Survey and Bank Staff Survey and showed how the Trust's results compared to previous years and highlighted emerging themes. Amy talked through the top performing areas and areas for improvement and explained that services and teams had been asked to complete intention plans, choosing at least one area where they could focus their energies on driving local improvement activities. Amy also explained that the survey results were used to inform the Trust's People Plan and the 'you said we did' work to help keep staff engaged with the process.

Gail Harrison asked if we know the statistical significance of the percentage changes in order to be able to distinguish between notable improvements / deterioration and natural variation which could be causing small percentage changes. Sara responded that there was limited national guidance around what was considered statistically significant, but the important work was to focus on positive changes as a result of intention planning and meaningful local conversations.

The Council noted that only 15% of Bank staff had responded to the survey (95 in total) which was 7% lower than the previous year. Amy Harker explained that this lower response rate was likely due to the nationally mandated change of questionnaire delivery method, which moved from paper questionnaire to e-

questionnaire format for this staff group. The Council heard that the Trust had tried to mitigate this with a robust engagement campaign ahead of the survey but unfortunately the response rate was not sufficiently representative of the Bank workforce. Amy Harker explained that this had been fed back to NHS England and they would work with them to improve response rates going forward. Kaneez Khan highlighted the importance of not digitally excluding staff who may not have the same access to devices to be able to complete an e-questionnaire.

The Council then discussed some of the statistics in more detail and was concerned to note that 29% of substantive staff and 37% of bank staff had experienced bullying, harassment or abuse from service users, their relatives or other members of the public. Sara suggested some factors that may be influencing this and provided some assurance on the programme of work led by Frances Dodd to address this, relating to civility and respect, and violence prevention and reduction. Fiona Venner felt that more needed to be done at a system level to target the increasing instances of harassment from the public towards frontline staff.

Amy Pratt also noted that 6.2% of substantive staff had reported harassment, bullying or abuse at work from a manager and asked if this would be looked at in more detail. Amy Harker responded that because the survey was confidential, they were not able to access any qualitative data about the incidents, but they would still track the data and correlate it with information from other sources. Frances Dodd added that the People Experience Team could access team level data to identify hotspot areas and provide targeted support and she assured the Council that the statistics relating to harassment, bullying or abuse were looked at in detail by the Workforce Committee.

Bryan Ronoh asked for more information on the reward and recognition schemes for Bank staff and Amy talked about the positive impact these schemes were having on both substantive and Bank staff which was reflected in some of the statistics relating to feeling valued. Merran noted that this was an area of interest to governors and asked that the discussion on staff incentives was revisited as part of the future session on workforce.

**DS /
FD**

Peter Ongley noted that only 58% of substantive staff would be happy with the standard of care provided by the Trust if a friend or relative needed treatment and asked if the Trust's data was cross referenced with what service users think of their own treatment. Merran asked that this question was answered outside of the meeting.

**DS /
FD**

It was agreed that an update on intention planning at team and service level would be provided at a future meeting so that governors could be assured on what actions were being taken to address the issues reflected in the survey results.

**DS /
FD**

The Council **received** the report on the 2022 National Staff Survey results.

Cleveland Henry, Bryan Ronoh and Alex Cowman left the meeting.

23/035 Introduction from the Trust's Freedom to Speak Up Guardian (agenda item 15)

John Verity introduced himself to the Council and talked about his role as the Trust's Freedom to Speak Up (FTSU) Guardian where he provides confidential advice and support to staff in relation to any concerns they have about patient safety and/or the way their concern has been handled. The Council noted that there were five FTSU Ambassadors who work alongside John and contribute to creating a culture of speaking up where all staff feel safe and confident to raise concerns. John emphasised that if governors are made aware of any concerns, they should speak to the FTSU Team to make sure these are reported through the correct route and dealt with appropriately.

Fiona Venner asked about the support mechanisms available to John considering the demands of his role and John highlighted the importance of his support networks which included regional colleagues with whom he regularly shared learning. He also referenced the psychological support available to him as well as support from his line management and Board member colleagues, all of which enabled him to maintain a positive outlook and a solution focused approach.

Nicola Binns asked if some staff may feel there was a barrier to raising concerns due to a fear of the repercussions. John outlined some of the ways he tries to mitigate this by being responsive, impartial, and protecting confidentiality. He also talked about how he makes himself visible to staff by regularly visiting Trust sites and attending staff and service user network meetings. He also referenced the QR code on the FTSU posters which provides additional information for those where English is not their first language or who need to access the information in British Sign Language. John added that he also regularly gathers feedback on the FTSU process and shares this formally with the Board to demonstrate learning.

The Council **received** the verbal update and **thanked** John Verity for meeting with the governors today.

23/036 Agree the arrangements for the 2023 Annual Members' Meeting (agenda item 16)

Mrs Hill advised the Council that the next Annual Members' Meeting would take place in person on the morning of the 25 July 2023 at the Queen's Hotel in Leeds. She explained that the Chief Executive, Chief Financial Officer, and Lead Governor would deliver presentations on the Trust's key achievements and challenges from 2022/23. She asked governors to prioritise attendance at this meeting as it was part of their statutory role to receive the Trust's annual report and accounts. She also noted that a special event to celebrate 75 years of the NHS was scheduled to take place in the afternoon.

The Council **noted** the arrangements for the 2023 Annual Members' Meeting.

23/037 Ratification of the Terms of Reference for the Appointments and Remuneration Committee (agenda item 16)

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 at 4.35pm. She thanked governors and members of the public for their attendance.