

**Minutes of the Public Meeting of the Council of Governors
held on Thursday 2 November 2023 at 3:30pm via Teams**

PRESENT:

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

Public Governors

Oliver Beckett
Les France
Ivan Nip

Service User Governors

Rachel Gibala
Becky Oxley

Carer Governors

Peter Ongley
Jon Salway

Executive Directors

Joanna Forster Adams
Dawn Hanwell
Nichola Sanderson
Darren Skinner

Staff Governors

Ian Andrews
Amy Pratt

Appointed Governors

Ian Cuthbertson
Matthew Knight
Gabriella Obeng Nyarko

Non-Executive Directors

Zoe Burns-Shore
Helen Grantham
Frances Healey
Cleveland Henry
Kaneez Khan
Martin Wright

IN ATTENDANCE:

Timothy Aderinkomi – Volunteer
Caroline Agnew – Placement and Development Officer
Kieran Betts – Corporate Governance Officer
Rose Cooper – Deputy Head of Corporate Governance
Clare Edwards – Associate Director for Corporate Governance
Christine Heath – Voluntary Services Manager
Alison Kenyon – Deputy Director of Service Development

23/053 Welcome and introductions (agenda item 1)

Merran McRae opened the meeting at 3:30pm and welcomed everyone.

23/054 Sharing Stories: The Trust's Voluntary Services (agenda item 2)

The Council received a presentation on the work of the Trust's Voluntary Services and the important role of the Trust's volunteers. The Council heard that volunteers come from a wide range of backgrounds, some of whom have lived experience of the Trust's services, and they participate in a wide range of non-clinical activities which complement the work of healthcare staff but do not replace any staff roles. The Council heard about the different volunteering opportunities available with the Trust and the volunteer to career pilot starting shortly which will include access to a range of resources to support volunteers and help them to develop the skills required to secure a role within the Trust.

Next, Caroline Agnew explained that volunteers could be placed within any service and their skill set and areas of interest were matched with the need of the service. She explained that every area is risk assessed and outlined the support in place for volunteers, which was adapted for each person according to their need and included supervision at least every three months. She highlighted the positive impact of volunteers, the positive feedback they receive. She added that their goal was to have at least one volunteer on every ward in the Trust.

Timothy Aderinkomi then described some of the activities he had led on with service users at the Becklin Centre and Newsam Centre which included money management, DIY skills, and cooking classes. He spoke very positively about his experience of volunteering with the Trust. Christine Heath highlighted the value of Tim's contribution to those he had worked with and that he came highly recommended by service users and was a great asset to the Trust. She added that he was due to be involved in the upcoming volunteer to career pilot.

Matthew Knight praised the team's efforts to get service users and their families involved as volunteers. He also praised the robust and professional processes in place around the recruitment and the ongoing support for volunteers. The Council heard that some volunteers were on a waiting list as currently there were more volunteers than placements and sometimes this was linked to wards being short staffed. It was agreed that executive directors would look into whether the number of placements for volunteers could be increased across inpatient settings and if there were any barriers preventing volunteers being placed on wards. Amy Pratt also testified to the positive impact that volunteers can have on service users and indicated that there might be untapped demand for volunteers in some services for activities such as meal support.

**NS /
JFA**

The Council **thanked** the Voluntary Services Team for their presentation.

Timothy Aderinkomi, Caroline Agnew, and Christine Heath left the meeting.

23/055 Apologies for absence (agenda item 3)

Apologies were noted from the following governors: Nicola Binns (Clinical Staff Governor), Oliver Hanson (Clinical Staff Governor), Gail Harrison (Clinical Staff Governor), Joseph Riach (Service User Governor), and Cllr Fiona Venner (Appointed Governor). The meeting was quorate.

Apologies were received from the following Board members: Dr Chris Hosker, Medical Director; Dr Sara Munro, Chief Executive Officer; and Katy Wilburn, Non-executive Director.

23/056 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.

23/057 Minutes of the public Council of Governors' meeting held on the 4 July 2023 (agenda item 5.1)

The minutes of the public Council of Governors' meeting held on the 4 July 2023 were **approved** as a true record.

23/058 Minutes of the Annual Members' Meeting held on the 25 July 2023 (agenda item 5.2)

Les France asked for his thanks to Cath Hill to be recorded in the minutes under agenda item 6, Presentation from the Lead Governor.

KB

The minutes of the Annual Members' Meeting held on the 25 July 2023 were **received** for information.

23/059 Matters arising (agenda item 6)

There were no matters arising.

23/060 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.

Helen Grantham joined the meeting.

23/061 Report from the Chair of the Workforce Committee (agenda item 12)

Helen Grantham provided a summary of the key activities and priorities of the Workforce Committee over the last year. She referred to the recent Board to Board meeting with governors which had considered workforce matters including recruitment and retention and informed the Council that outputs from this session would be taken forward via the Trust's People Plan. She noted that the Committee continued to have oversight of performance relating to mandatory training, personal development reviews, wellbeing assessments, and clinical supervision and highlighted that compliance in these areas continued to improve. However, she also discussed ongoing concerns around workforce challenges in the health and social care sector and the impact of this on the Trust which would require influence at both regional and national level. In conclusion, she was assured that the Workforce Committee had robust arrangements in place to oversee the development and implementation of the People Plan in line with the NHS Long Term Workforce Plan.

The Council also discussed the role and function of the Workforce Committee and recognised its importance as a standing committee of the Board with responsibility to seek assurance on the management of workforce risks, the development of the Trust's People Plan, staff wellbeing, recruitment and retention.

The Council then discussed the appointment of Zoe Burns-Shore who was due to take over from Helen as Chair of the Workforce Committee from December onwards and received assurance on the skills and expertise that she would bring to the role and the induction programme in place to support her ongoing development.

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

Helen Grantham left the meeting.

23/062 Chair's Report (agenda item 8)

Merran welcomed the two new governors to the Council: Jon Salway, carer governor for the Leeds constituency and Becky Oxley, service user governor for the Leeds constituency. Merran noted that Sayma Mirza had stepped down as an appointed governor on 18 July 2023; Alex Cowman had stepped down as a staff governor on 21 September 2023 having left the Trust; and Rebecca Mitchell had stepped down as a public governor on 28 September 2023. In addition to this, Caroline Bentham's term of office ended on 9 October 2023. Merran thanked those governors who had recently left the Council for their support and contribution and wished them the best for the future. Merran also welcomed Zoe Burns-Shore to the Board of Directors.

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

23/063 Chief Executive Report (agenda item 9)

Dawn Hanwell, Deputy Chief Executive, delivered the Chief Executive Report on behalf of Sara Munro which included updates from across Care Services, and highlights from the Trust's digital and estates schemes. Dawn also referenced the ongoing staff vaccination programme for Covid-19 Booster and Flu jabs and the opening of the new Trust HQ at St Mary's House which was available to all staff to use as a corporate hub.

The Council asked about preparations for the coming winter and heard that planning was ongoing at a Trust and system level. Alison Kenyon explained that the Trust was required to provide assurance to the Integrated Care Board and NHS England on its winter planning arrangements and she confirmed that the organisation was as prepared as it could be. It was agreed that Joanna would share the Trust's Winter Resilience and Operating Plan with governors after it had been reviewed by the Board and its subcommittees. The Council noted that potential industrial action by the medical workforce could exacerbate the winter pressures but that contingency plans were being developed to mitigate the risks associated with this.

JFA

The Council also noted that the Trust's new electronic document management system, MediViewer, was being rolled out to all services across the Trust which would give staff the ability to retrieve historical data with ease. Dawn outlined the benefits of the new system, which had been received positively by clinicians and discussed the systematic approach they had taken to achieve the roll-out.

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

23/064 Lead Governor Report (agenda item 10)

Les France introduced his report and welcomed the two new governors to the Council. Les also discussed his recent learning visit to the Gender Identity Service which he had found interesting and informative.

The Council **noted** the updates provided.

Joanna Forster Adams joined the meeting.

23/065 Finance update (agenda item 11)

Dawn Hanwell provided an overview of the finances from a Trust and system perspective. Firstly, she informed the Council that the Trust was in broad financial balance at month six. She discussed the Trust's financial pressures linked to out of

area placements, discharge and flow and informed the Council of the new requirement to seek external permission from NHS England on any non-clinical agency use, as per the new enhanced financial controls at system level.

Dawn then explained that the West Yorkshire Integrated Care Board was currently in significant financial deficit across its 10 providers and was forecasting a worsening position. She described the sector split between acute and mental health trusts and noted that most non-acute trusts were in a breakeven or small surplus position, with the majority of deficit sitting with acute trusts. She explained that the position was exacerbated by excess costs associated with industrial action, excess inflationary pressures, shortfalls in pay awards, and challenges around recovering elective activity for acute trusts. She informed the Council that negotiations were ongoing with the centre about how the scale of deficit could be recovered. She also referred to the financial challenges in the local authority.

Next, Dawn explained that the Trust had a statutory duty to work in partnership to achieve system balance. She discussed the impact of the system deficit on the Trust which had led to additional scrutiny, financial controls, and increased risk that the system might deem it a requirement to move surplus around to offset another organisation's deficit in order to achieve balance. She also noted that the new capital controls limit meant that the Trust was restricted in spending its surplus due to the limited freedom to invest. She explained that the Trust had returned to pre-pandemic levels of funding, and this was the first year without Covid-19 support money which meant there were some unknowns about how system finances would be managed in the future. However, Dawn reassured the Council that West Yorkshire was committed to the Mental Health Investment Standard which supports the growth of mental health services.

The Council **noted** the finance update and **considered** the key points raised. The Council also **noted** that these issues were discussed in more detail at the Finance and Performance Committee which governors were welcome to observe.

Kaneez Khan left the meeting.

23/066 Quarterly Quality and Performance Update Report including Non-clinical Dataset (agenda item 14)

The Council received the report which outlined the Trust's performance as of August 2023 and noted the accompanying non-clinical dataset. Firstly, Joanna Forster Adams outlined some key service delivery and performance updates for the Council to note, including recovery in community services; workforce challenges in children and young peoples' services; positive news regarding the number of new preceptee nurses with the Trust; and the ongoing work at a West Yorkshire level to address the waiting list issue for neurodiversity services.

Alison Kenyon then provided an update on the Trust's Crisis Services and highlighted some current challenges relating to staff vacancies and technical issues with the telephone system, both of which were impacting on response times. She

referred to the partnership working across Leeds and West Yorkshire as part of the Crisis Transformation Programme to implement the requirements of the NHS Long Term Plan, in particular the new simpler process which would ensure 24/7 access to mental health support in the community via NHS 111.

Becky Oxley then shared her recent personal experience of using the Trust's Crisis Services and accessing support via the crisis and single point of access phonelines. She also discussed the issues she had encountered with the service once her call had been connected. Jon Salway and Peter Ongley also shared similar experiences of technical issues when accessing Trust services via telephone. The Council was mindful of the risks to those people who could not access timely support when they needed it.

Merran thanked Becky, Peter, and Jon for bringing these issues to the attention of the Council and it was agreed that Alison would contact Becky outside of the meeting to discuss the issues she had raised in more detail. It was also agreed that Dawn and Joanna would investigate the issues relating to unanswered and cut-off calls with the IT support team and make sure that the correct checks and controls were in place so that any future issues with ringing the crisis line were flagged immediately.

AK
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The Council then discussed out of area placements and asked what could be done to improve the situation locally. Joanna explained that in some instances OAPs were appropriate for specialist care and referenced Red Kite View as an example of creating additional speciality provision in Leeds. She explained that sustained demand for acute inpatient admission was contributing to the increase in inappropriate OAPs which meant that some patients were being cared for out of area when they should be close to home. She informed the Council that a lot of work continued to be done to improve and predict capacity and demand. However, she explained that over time the pattern of need will often change and because of this it can be difficult to build an appropriate case for change that effectively finds a fix for the long term. She explained that this was a key area of focus both from a consistency and quality of care perspective as well as a financial perspective. The Council noted that these issues would be discussed in more detail as part of the multi-agency discharge event (MADE) update at the February 2024 meeting.

Lastly, Peter Ongley asked about the pressures on community services and Joanna updated the Council on the development of a primary care model which would see practitioners embedded in primary care hubs in order to support people more easily in the community. It was agreed that the Council would receive an update on community transformation at a future meeting.

AK

The Council **received** and **discussed** the Quarterly Quality and Performance Update Report and Non-clinical Dataset.

Alison Kenyon left the meeting.

23/067 Process for the Upcoming Elections to the Council of Governors (agenda item 15)

Clare Edwards outlined the process for the upcoming elections to the Council of Governors which included 11 seats from across public, non-clinical staff, service user, and carer constituencies. She explained that for those governors whose term of office was due to end on the 6 May 2024, if re-elected, their next term of office would not start until the 30 May 2024, and they would be asked to remain on the Council in a non-voting capacity for the interim period. She explained that although there would be no formal meetings during this period, governors would continue to receive information and therefore, would be asked to sign a confidentiality agreement for the information received during that period.

Clare outlined what communications were in place with various networks across the Trust to encourage members to stand for election and ensure there is a wide representation on the Council of Governors. She informed the Council that the Corporate Governance Team were looking at how the election could be advertised more widely. It was agreed that the team would contact existing governors to see if they had any suggestions for advertising vacant seats to members ahead of the next election, over and above what is already in place.

KM

The Council **agreed** the timetable for the forthcoming elections to the Council of Governors which would conclude on the 30 May 2024.

23/068 Changes to the Constitution (agenda item 15)

The Council received the proposed changes to the Constitution which had been presented to the Board of Directors on 28 September 2023.

The Council **considered** and **approved** the proposed changes to the Constitution and **noted** that these would be proposed to the 2024 Annual Members' meeting for final sign off.

23/069 Review of the Council of Governors' Terms of Reference (agenda item 16.1)

Clare Edwards explained that the Terms of Reference had been updated to reflect the change made to the quoracy rule for the Council of Governors' meetings as agreed at the July 2023 meeting.

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 quoracy rule for the Council of Governors' meetings and the update to the section on approving decisions made at non-quorate meetings.

23/070 Council of Governors' Annual Cycle of Business for 2024 (agenda item 16.2)

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 2024.

23/071 2024 and 2025 Meeting Dates (agenda item 16.3)

It was agreed that the Corporate Governance Team would contact the governors outside of the meeting to gather views on the timing of the annual virtual meeting in November.

RC

The Council **noted** the meeting dates for 2024 and 2025.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 5:40pm. She thanked governors and members of the public for their attendance.