

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 30 April 2024 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

Oliver Beckett
Dr Ivan Nip

Service User Governors

Joseph Riach
Becky Oxley
Rachel Gibala

Carer Governors

Jon Salway
Peter Ongley

Executive Directors

Dr Chris Hosker
Dr Sara Munro
Nichola Sanderson

Staff Governors

Ian Andrews
Dr Gail Harrison
Amy Pratt
Nicola Binns

Appointed Governors

Ian Cuthbertson

Non-Executive Directors

Dr Frances Healey
Katy Wilburn
Martin Wright

IN ATTENDANCE:

Jennifer Bailey – Clinical Lead for the Learning Disability Services
Kieran Betts – Corporate Governance Officer
Rose Cooper – Deputy Head of Corporate Governance
Clare Edwards – Associate Director for Corporate Governance
Amy Harker – People Engagement Practitioner
Peter Johnstone – Head of Operations for the Learning Disability Services
Alison Kenyon - Deputy Director of Service Development
Kerry McMann – Head of Corporate Governance / Deputy Trust Board Secretary
Luke Shepherd – Head of Operations for Community and Wellbeing Services
Oliver Tipper – Head of Communications
Sarah Turner – People Engagement Lead
Carole Myers – Member of the public
Nicola Lister – Member of the public

24/018 Welcome and introductions (agenda item 1)

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

24/019 Sharing Stories: Learning Disability Service (agenda item 2)

Peter Johnstone and Jennifer Bailey delivered a presentation on the Trust's Learning Disability Service. They explained that the service had three components (Community Services, Planned Care Respite Services, and the Specialist Supported Living Service) and provided further details on each. They went on to outline the challenges and risks faced by the service and the opportunities and future developments for the service.

The Council first discussed the Specialist Supported Living Service (SSLS), noting that the houses used were owned by private landlords. Jon Salway asked how the Trust monitored the quality of the accommodation and how the rising cost of rent was managed. Peter Johnstone explained that this service was commissioned by Leeds City Council (LCC) and the landlords were therefore accountable to LCC, noting that a Service-level Agreement was in place. He added that the SSLS was separately registered as a Social Care Service with the Care Quality Commission (CQC) so was subject to rigorous inspections. Jennifer Bailey reassured the Council that the properties were of a high standard and outlined the governance structures in place for the escalation of any issues.

Peter Ongley asked about the assessment process for the service. Peter Johnstone explained that individuals were nominated by a nominations panel led by LCC (Adult Social Care), noting that the service would then assess the individual to decide whether the service would be suitable for them. Joseph Riach asked what the waiting times were following a referral from primary care to the service and what support was in place for individuals while they waited. Jennifer Bailey explained that the majority of referrals to the service came from supported living homes or family homes, where an existing package of care would be in place with an allocated care manager. She went on to outline the systems in place to triage referrals based on risk and health needs, noting that urgent referrals would be immediately allocated.

The Council next discussed an issue around Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) decisions being made and recorded on the care plans of people with learning disabilities in acute hospitals without consent. Jennifer Bailey confirmed that she was working with Leeds Teaching Hospitals NHS Trust to ensure improvements were made to the quality of care for people with learning disabilities when they were admitted. She outlined that a standard operating procedure was being co-produced and governance structures were being implemented, with monthly and quarterly meetings taking place. She added that the Trust was reviewing and implementing the recommendations published within the 'Caring for adults with a learning disability in acute hospitals' report that was published by the Health Services Safety Investigations Body in November 2023.

The Council **received** a presentation on the Trust's Learning Disability Services and **thanked** Jennifer Bailey and Peter Johnstone for their presentation.

24/020 Apologies for absence (agenda item 3)

Apologies were noted from the following governors: Tessa Denham (Appointed Governor), Les France (Public Governor), Oliver Hanson (Clinical Staff Governor), Matthew Knight (Appointed Governor), Gabriella Obeng Nyarko (Appointed Governor) and Cllr Fiona Venner (Appointed Governor).

Apologies were received from the following executive directors: Joanna Forster Adams, Chief Operating Officer; Dawn Hanwell, Chief Financial Officer; and Darren Skinner, Director of People and Organisational Development. Apologies were also received from the following non-executive directors: Zoe Burns-Shore, Kaneez Khan and Cleveland Henry.

The meeting was quorate.

24/021 Changes to any declaration of interests and declaration of any conflicts of interest in respect of agenda items (agenda item 4)

No governor declared any conflict of interest in respect of agenda items.

24/022 Annual Declarations for Governors (agenda item 4.1)

The Council **noted** all interests declared by governors as at the 1 April 2024. Merran **reminded** any governors with an outstanding or incomplete declaration to submit their declaration as soon as possible.

24/023 Non-executive Directors' Annual Declarations of Interests, Independence, and Fit and Proper Person (agenda item 4.2)

The Council **noted** the declarations of interests as per the 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.

24/024 Minutes of the public Council of Governors' meeting held on the 1 February 2024 (agenda item 5.1)

The minutes of the public Council of Governors' meeting held on the 1 February 2024 were **approved** as a true record.

24/025 Matters arising (agenda item 6)

The Council **agreed** that there were no matters arising that were not either on the agenda or on the action log.

24/026 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.

24/027 Chair's Report (agenda item 8)

Merran presented her Chair's Report. She informed the Council that Tessa Denham had been named as the new appointed governor representing Volition Leeds and would be attending her first meeting in July 2024. She provided an update on the governor election, announcing that nine individuals had been elected unopposed and confirmed that the final results would be available on 30 May 2024. She confirmed that there had been no changes to the Board of Directors since the last meeting.

Merran next informed the Council that as of 30 April 2024, Matthew Knight would no longer be the appointed governor representing York Centre for Voluntary Services (CVS), noting that York CVS had opted to no longer appoint a governor to the Council. The Council was pleased to hear, however, that Matthew Knight had been elected uncontested as a public governor representing York and North Yorkshire.

Merran went on to remind the Council that this would be the last meeting for Rachel Gibala and Oliver Hanson. She thanked them both for their contributions during their time on the Council and wished them the best for the future. She also thanked governors for their involvement in recent service visits.

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

24/028 Report from the Chief Executive (agenda item 9)

Sara Munro presented her report. She highlighted the work being undertaken to deliver the Trust's People Plan and refresh the priorities for 2024-27, the publication of the Care Services Strategic Plan, and the award nominations received by services, teams and individuals in the Trust. She provided an update on industrial action, noting that the junior doctors had voted to extend their strike mandate to 19 September 2024. She confirmed that as of 30 April 2024, the Trust had not been notified of any dates for future industrial action by junior doctors.

Sara next highlighted the update provided on the Cass Review into gender identity services for children and young people, confirming that the Trust had contributed as fully as it could have with the review. She informed the Council that a review into gender identity services for adults was also planned, which was due to be discussed with the Clinical and Operational Leads from the Gender Identity Service at the private Board of Directors' meeting on 30 May 2024.

The Council thanked Sara for her report and noted the updates provided.

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

24/029 Refreshing the Trust's Brand Identity (agenda item 10)

Oliver Tipper delivered a presentation which provided an update on the work undertaken to review and refresh the Trust's brand identity. He outlined the main changes that had been made and informed the Council that feedback had been sought from lived experience partners, staff and system partners throughout the process.

The Council discussed the refreshed brand identity. It acknowledged the emotional associations attached to the NHS logo and noted that the Trust's logo had not changed. It welcomed the clear proposition statement that had been co-produced. Gail Harrison queried the language used in the Trust's strapline and suggested that the word 'neurodiversity' could be misleading as it included a number of conditions, such as dyslexia, that the Trust did not provide services for. Oliver acknowledged this and agreed to consider this. He noted the discussions that had taken place in focus groups as part of this project. The Council explored how the brand's success could be measured.

The Council asked about the ambition for the Trust's brand. Oliver explained that the Trust's brand supported the growth of the Trust's reputation to be recognised as a great place to receive care, a great place to work, and a great partner to work with across the communities it serves. He added that the Trust's values and behaviours were integral to how the Trust carried out its business.

The Council agreed that the Trust had a strong brand identity, acknowledging that the values had been embedded into the appraisals process and the ambition to move towards values-based recruitment. It thanked Oliver for the presentation.

The Council **received** a presentation which provided an update on the work undertaken to review and refresh the Trust's brand identity. It **agreed** that the Trust had a strong brand, acknowledging that the values had been embedded into the appraisals process and the ambition to move towards values-based recruitment.

24/030 Report from the Lead Governor (agenda item 11)

Amy Pratt fed back on a discussion that took place at the governor pre-meet about the new format of performance reporting to the Council and the introduction of chair's reports from Board subcommittees. She reported that governors noted and appreciated the changes made and would wait until another set of data had been presented to the July meeting before providing further comment and feedback. Ian Andrews also suggested that the non-executive directors provide feedback on how they find the new way of reporting to the Council.

The Council **thanked** Amy Pratt for the update provided on behalf of the Lead Governor.

24/031 Report from the Chair of the Finance and Performance Committee: 25 March 2024 (agenda item 12.1)

Katy Wilburn introduced the chair's report from the Finance and Performance Committee held on 25 March 2024 which had been presented to the March Board of Directors' meeting. She summarised the key points in the report.

The Council noted that there were a number of acronyms in the performance reports and asked if simpler language could be used. Merran suggested that a glossary for acronyms was provided to accompany the data and it was agreed that this would be noted as an action for future reports. The Council then highlighted the importance of governors understanding the Trust's finances at this point in the financial cycle. It was agreed that Dawn would provide a detailed update on the Trust's financial position at the July meeting. The Council also noted that it was due to receive the Auditors' Report on the Annual Accounts at the next meeting.

DH

DH

A staff governor on the Council referred to the update received by the Committee on the Trust's Procurement and Logistics function and mentioned the challenges experienced by some staff regarding delayed payments and asked if this was discussed at the Committee meeting. Katy Wilburn responded that the Committee had noted the improved position with regard to the Trust's Procurement function but recognised that there were some residual issues with transactional procurement which the team were still working through. Merran asked that Dawn provide some assurance to governors on this issue as part of her finance update at the next meeting.

DH

The Council also discussed the Mental Health Investment Standard, which is protected money for mental health provision, and heard how this functioned at Trust and system level.

The Council **thanked** Katy for the report and **noted** the information provided.

24/032 Report from the Chair of the Workforce Committee: 15 February 2024 (agenda item 12.2)

Merran presented the report on behalf of the Chair of the Workforce Committee. She noted that there was a presentation on the Staff Survey and Bank Staff Survey results later on the agenda which would cover some of the issues mentioned in the report. The Council did not have any questions on the report at this point in time.

The Council **noted** the information provided.

24/033 Reports from the Chair of the Quality Committee: 8 February and 14 March 2024 (agenda item 12.3)

Frances Healey introduced the chair's reports from recent Quality Committee meetings which had been presented to the March Board of Directors' meeting. She summarised the key points in the reports. She noted that the reports provided a summary of the monthly activity of the Committee and reassured the Council that it undertook 'deep dives' into areas such as patient safety and falls prevention at specific points in the year.

The Council **thanked** Frances for the report and **noted** the information provided.

24/034 Report from the Chair of the Mental Health Legislation Committee: 6 February 2024 (agenda item 12.4)

Katy Wilburn introduced the chair's report from the Mental Health Legislation Committee held on 6 February 2024 which had been presented to the March Board of Directors' meeting. She summarised the key points in the report. The Council noted that work was being conducted at Integrated Care Board level to examine the data on diverging health outcomes for Black and Minority Ethnic Groups and discussed the research associated with this.

The Council **thanked** Katy for the report and **noted** the information provided.

Sara Munro left the meeting.

24/035 Update on Community Mental Health Transformation (agenda item 13)

Alison Kenyon and Luke Shepherd delivered a detailed presentation on the community mental health transformation. They outlined the vision for a transformed mental health system and provided an overview of the new model of community care that had been developed with all partners across Leeds. They also outlined the benefits of the new approach, highlighted some potential risks, and discussed the next steps. The Council noted that a 'test and learn' approach was being used to soft

launch the transformation across Leeds which would be undertaken in three phases. Luke explained that the first wave had recently launched in March 2024 with a small number of primary care networks and the rest of the networks would come on board in the second and third waves by the end of this financial year. The Council thanked Alison and Luke for the informative presentation which would be circulated to governors after the meeting.

RC

The Council **thanked** Alison and Luke for the informative presentation and looked forward to receiving future updates.

24/036 2023 NHS Staff Survey and Bank Staff Survey Results (agenda item 14)

Amy Harker and Sarah Turner introduced the paper which summarised the results and outcomes of the 2023 Staff Survey, Bank Staff Survey and Volunteers Survey. They outlined how the Trust's results compared to previous years and highlighted emerging themes.

The Council noted that a higher percentage of bank staff than substantive staff experienced bullying, harassment or abuse from service users, their carers or other members of the public and asked if this was more common in some services than others. The Council also noted that more bank staff experienced bullying, harassment, and abuse from colleagues than substantive staff and asked what was being done to improve this. Amy Harker responded that the data for these questions was being analysed for trends and hot spot areas. She also talked about the organisational development and civility and respect work aimed at providing targeted improvements and support for managers in areas with high levels of bullying and harassment. The Council also heard about some of the other initiatives the Trust had implemented to support staff such as the 360 Manager programme and values-based recruitment.

The Council then highlighted that there was a noticeable difference in the experience between bank and substantive staff across the various People Promise Elements, with bank staff generally scoring lower. Amy Harker explained that bank staff often covered shifts in services that had higher levels of acuity which could impact on their experience. She reassured the Council that the results had been presented to the Bank Forum for feedback and that this group was developing its intention plan for the coming year. She added that in future years national benchmarking data would be available which would allow the Trust to compare its bank staff results with those of other trusts rather than to its own substantive staff, which might provide more helpful comparisons. The Council then highlighted the increased response rate for bank staff this year which indicated that this group of staff was more engaged than previous years and felt safe enough to provide honest feedback. The Council commended the team for their work on this.

The Council **thanked** Amy and Sarah for their presentation and **noted** the significant amount of work undertaken by the team to engage with staff and analyse the data.

24/037 Update on the arrangements for the 2024 Annual Members' Meeting (agenda item 15)

The Council **noted** the arrangements for the 2024 Annual Members' Meeting.

The Chair of the meeting closed the public meeting of the Council of Governors of Leeds and York Partnership NHS Foundation Trust at 3:51pm. She thanked governors and members of the public for their attendance.