

**Minutes of the Annual Members' Meeting held on Tuesday 25 July 2023  
at 11.00am until 12:10pm in the Palm Court Room at The Queens Hotel, New Station  
Street, City Square, Leeds, LS1 1PJ**

**Board Members**

Ms Merran McRae	Chair of the Trust (Chair)
Mrs Joanna Forster Adams	Chief Operating Officer
Miss Helen Grantham	Non-executive Director
Mrs Dawn Hanwell	Chief Financial Officer and Deputy Chief Executive
Dr Frances Healey	Non-executive Director
Dr Chris Hosker	Medical Director
Mrs Kaneez Khan	Non-executive Director
Dr Sara Munro	Chief Executive
Ms Nichola Sanderson	Director of Nursing and Professions
Mr Darren Skinner	Director of People and Organisational Development
Mr Martin Wright	Non-executive Director and Deputy Chair

**Governors**

Mr Ian Andrews	Staff: Non-Clinical
Cllr Ian Cuthbertson	Appointed: City of York Council
Mr Les France	Public: Leeds (Lead Governor)
Ms Rachel Gibala	Service User: Leeds
Dr Gail Harrison	Staff: Clinical
Mr Matthew Knight	Appointed: York Council for Voluntary Services
Dr Ivan Nip	Public: Leeds
Ms Gabriella Obeng Nyarko	Appointed: Volition – Leeds (Mental Health representative)
Mr Peter Ongley	Carer: Leeds
Cllr Fiona Venner	Appointed: Leeds City Council

**In attendance**

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

		<b>Action</b>
<b>23/001</b>	<b>Welcome</b> (agenda item 1)  Ms McRae opened the meeting at 11.00am and welcomed members of: the Board of Directors; the Council of Governors; the Trust; and the wider public.	
<b>23/002</b>	<b>Apologies for Absence</b> (agenda item 2)  Apologies were received from: Mr Cleveland Henry, Non-executive Director, and Senior Independent Director; and from Ms Katy Wilburn, Non-executive Director; who are members of the Board of Directors.	

Apologies were also received from the following governors: Mr Oliver Beckett, Public: Leeds; Ms Caroline Bentham, Carer: Leeds; Ms Nicola Binns, Staff: Clinical; Ms Alex Cowman, Staff: Non-Clinical; Mr Oliver Hanson, Staff: Clinical; Ms Rebecca Mitchell, Public: Leeds; Ms Amy Pratt, Staff: Clinical; and Mr Joseph Riach, Service User: Leeds.

The meeting was quorate.

**23/003 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 to be discussed.

**23/004 Minutes of the Annual Members' Meeting held 26 July 2022 (agenda item 4)**

Ms McRae presented the minutes of the Annual Members' Meeting held on 26 July 2022. They were accepted as a true record.

**23/005 Matters arising (agenda item 5)**

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

**23/006 Presentation from Les France, Lead Governor (agenda item 6)**

Ms McRae welcomed Mr France, Lead Governor, to present the report from the Council of Governors.

Mr France presented the Membership Report. He outlined to attendees that there were 13,926 members of the Trust at the end of March 2023, explaining that this consisted of: 9,877 public members; 970 service user and carer members; and 3,079 staff members.

Mr France outlined the role of a governor to the attendees. He explained that a governor should represent the views of service users, carers and wider public to the Trust. He informed the attendees that one of the main ways this was done was through Council of Governors meetings, which were publicly held four times per year to discuss the work and performance of the Trust. Mr France went on to add that the Council of Governors was responsible for the appointment of the Trust's Non-executive Directors (NEDs) and external auditors and also received reports including the Annual Accounts, Annual Report, and the Quality Report.

Mr France next summarised some of the work conducted by the Council of Governors in 2022/23. He stated to the attendees that this included the appointment of a new Chair of the Trust after the departure of Dr Sue Proctor from the role, with Ms Merran McRae formally appointed on the 1 January 2023 following a competitive interview process. He added that this also included the appointment of a new Non-executive Director in Ms Katy Wilburn, who joined the Trust on the 26 June 2023. Mr France additionally noted that work on the appointment process to replace Miss Helen Grantham, Non-executive Director, whose appointment as a NED would conclude in November 2023 had started. He thanked Ms Grantham for her hard work in the role, and also thanked members of the recruitment team for their help in this process. He went on to inform members

that the Council of Governors and the Board of Directors had met in October 2022 to discuss the Trust's strategic direction, in particular discussing the Care Services Strategic Plan.

Mr France proceeded to present an update on the outcome of the two governor elections that had taken place over the past financial year. He informed attendees that the Summer 2022 election concluded on 22 July 2022 which had successfully elected five of the eight vacant seats. This was followed by the Spring 2023 elections which had concluded on 27 March 2023 where four of the nine vacant seats were filled. He added that the next round of governor elections had commenced on the 24 July 2023 and were scheduled to conclude on the 9 October 2023 and encouraged attendees to stand for election if interested. Mr France also highlighted additional resources about standing for governor elections which were available on the Trust's website.

Finally, Mr France thanked everyone who had worked for and supported the Trust, including the governors for volunteering their time over the course of the year. He additionally thanked Mrs Hill for her support and service as the Trust's Associate Director for Corporate Governance and wished her well in the future.

**23/007 Presentation from Dawn Hanwell, Chief Financial Officer, and Deputy Chief Executive (agenda item 7)**

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

Mrs Hanwell informed the attendees that the Trust was in a solid financial position according to its audited financial report. She provided attendees with an overview of the system changes which had come into effect over the year, stating that the Trust's finances were now even more linked to the overall financial position of the Integrated Care System (ICS). She explained that this meant that there were two additional limits on the expenditure of the Trust in the form of system wide revenue limits and capital resource limits. She added that from an operational planning perspective, the system was now running as "business-as-usual" following the COVID-19 pandemic, which meant the reintroduction of efficiency targets.

Mrs Hanwell presented the key elements of the financial report. She outlined to attendees that the Trust had achieved an income and expenditure surplus of £1.55 million (m). She explained that this was a reduction in the surplus achieved in the 2021/22 financial year, which was £5.37m, however, this was still ahead of the £1.1m surplus target set by the West Yorkshire Integrated Care Board. Mrs Hanwell added that this was due in part to £5.9m saved through efficiency savings but noted that much of this would be non-recurrent, such as the operational costs saved by moving the Trust Headquarters to an existing Trust site. She also reported that the Trust's cash position had improved to £122.37m, an increase from the £120.75m reported in 2021/22.

Mrs Hanwell next provided an overview of the Trust's income to attendees. She reported that the majority of the Trust's funds were generated through block contracts. She added that while COVID-19 specific income had fallen from £9m in 2021/22 to £3.7m in 2022/23, overall, the Trust's income had increased by 7% to £241.5m compared to the previous year. She explained that this was generated by additional Provider Collaborative income received by the Trust for being the lead

provider for Children and Young People's Mental Health Services in the region. She also reported that the Trust saw an unusually large increase in money received in interest from the Trust's cash savings to the sum of £2.9m, compared to £0.1m received last year, due to wider economic challenges.

Mrs Hanwell next addressed the Trust's expenditures over the 2022/23 financial year. She informed attendees that the Trust's overall expenditure had increased by 10% compared with the previous financial year to £238.5m. This included £171.9m spent on staff salaries, which amounted to a 13% increase compared with 2021/22, which was reflective of an increase seen in all substantive staffing groups employed across the Trust, with the exception of qualified nursing. Mrs Hanwell also pointed out that agency spending had increased by 27% this year, and this would be targeted as a potential efficiency saving next year. Mrs Hanwell highlighted two areas of non-pay expenditure in purchase of healthcare to the sum of £18.1m and building and estate costs to the sum of £20m.

Mrs Hanwell next reported to the attendees that the Trust had spent £8m in its Capital programme. These investments included £1.55m spent on the capitalisation of leases, as well as £0.9m invested in improving inpatient areas. She additionally explained that this figure did not include the money invested by Private Finance Initiative partners in buildings leased by the Trust. Other key investments included sustainability, improvements in health and safety, the refurbishment of corporate hubs, and improvements in the new electronic document management of health records.

Mrs Hanwell next reported on the future financial plans of the Trust. She stated to attendees that the Trust would continue to do joint planning with partners as it became more integrated within the ICS framework. She added that the Trust would continue to develop collaborative arrangements where value could be added, noting that the Trust was on course to become the lead provider of Perinatal Mental Health Services within the region. Finally, she reported that the Trust had an efficiency savings target of £8.5m for next year, which would be achieved by targeting specific areas such as reducing agency spending, reducing vacancies, reducing out of area placements which incurred significant costs, and through general productivity improvements.

Mrs Hanwell thanked everyone for attending her presentation and welcomed questions which would be answered at the end of the presentations.

#### **23/008 Presentation by Dr Sara Munro, Chief Executive (agenda item 8)**

Ms McRae welcomed Dr Munro, Chief Executive, to present the Chief Executive's Report which highlighted the main work, service developments and achievements of the Trust in the 2022/23 financial year.

Dr Munro thanked everyone for attending the event and reflected on the Trust's achievements in the year since the last Annual Members Meeting, adding that more detail on these could be found in the Trust's Annual Review. Firstly, she highlighted the Trust's resilience in responding to challenges following the COVID-19 pandemic, such as increased demand for services, the change to a more agile form of working, and managing the impact of industrial action taken by staff to ensure the continuity of service provision. She added that supporting staff at this time remained a priority with the roll out of staff support schemes.

Dr Munro went on to highlight to attendees a number of service developments which had occurred during the year. She explained that work on the Community Mental Health transformation had started which was a large undertaking that would have a significant impact on how members of the community would be able to access care and support from the Trust, as well as other organisations in the area. She explained that more information on the progress of this work would be available at next year's meeting. She also shared an update on the redesign of Mental Health Crisis Services in Leeds which aimed to improve accessibility, consistency, and the environment of these services, as well as plans to expand community rehabilitation offers provided for service users with complex care requirements.

Dr Munro next reported on key achievements and accreditations achieved by the Trust. She drew particular attention to the Trust being awarded the Armed Forces Covenant Veterans Gold Award in 2023, which she explained was representative of the efforts to encourage veterans to work for the Trust so they could bring their lived experiences and skills in the care that they provided. Other accreditations highlighted included the Perinatal Community Mental Health Service being accredited by the Royal College of Psychiatrists, the Leeds Autism Diagnostic Service receiving re-accreditation from the National Autistic Society, and the Yorkshire Centre for Eating Disorders retaining its accreditation to the Quality Network for Eating Disorders. She also outlined a number of individual awards achieved by staff at the Trust.

Attendees were next briefed on the work the Trust was doing in collaboration with partners in health and social care, local authorities, charities and other third sector organisations. She explained that the Trust worked as part of the West Yorkshire Health and Care Partnership which had the aim that service users would receive the same high-quality service that offered the best possible health outcomes within resource limits, irrespective of individual circumstances and characteristics. She also explained that the Trust worked with a number of Provider Collaboratives such as the Leeds Health and Social Care Hub, the Northern Gambling Service, opCOURAGE, the Admiral Nursing Service, and the Synergi-Leeds Partnership.

Dr Munro next provided a report on the work conducted by the Patient Advice and Liaison Service. She reported that the service had received 340 compliments and 184 complaints over the year, with the majority of complaints relating to clinical care concerns. Dr Munro informed the attendees that the complaints received by the service were incorporated into individualised improvement plans for the service which generated the complaint.

Dr Munro next briefed the attendees on the work the Trust had undertaken to involve service users and carers. This was primarily conducted through the Service User Network (SUN) which supported various services to run projects involving service users. Dr Munro encouraged service users in attendance to contact SUN representatives to get involved in this work going forward.

Dr Munro continued by detailing the work undertaken throughout 2022/23 to make the Trust a supportive and inclusive place to work. Central to this was the approval and launch of the Trust's People Plan in March 2022, which detailed how the Trust planned to engage, retain, and recruit colleagues. She reported that other initiatives had been conducted as well, including the trust-wide rollout of the Critical

Incident Staff Support Pathway, which would provide rapid support for staff where required, as well as the Trust providing a coffee van and hampers to staff on site, which she noted was particularly successful in reaching out-of-hours staff. She also acknowledged the work performed by the Staff Networks to make the Trust a more inclusive place to work.

Dr Munro next presented a summary of the results from the 2022/23 Staff Survey. She reported that the results showed that the Trust was performing higher than the national average for Mental Health, Learning Disability and Community Trusts in three of the seven areas. She shared that work would be conducted with individual teams to improve in these areas to ensure that staff felt that they were supported so that they could perform to the best of their abilities.

Finally, Dr Munro thanked Mrs Cath Hill for her work as the Associate Director of Corporate Governance, noting that it would be Mrs Hill's last Annual Member's Meeting in this role. She thanked Mrs Hill for her hard work and dedication displayed in 43 years of service within the NHS and wished her well in her new role.

**23/009 Opportunity to Receive Questions from Members and the Public** (agenda item 9)

Ms McRae invited people in attendance to ask questions which the panel and members of the Board of Directors in attendance would answer.

A service user enquired how industrial action would impact the staff at the Trust over the next year. Dr Munro informed attendees that mitigation planning had taken place to minimise the disruption to service users as a result of industrial action taken by junior doctors and consultants earlier in the year, and that similar preparations were already taking place ahead of the industrial action planned by consultants in August 2023. She added that it was unclear what future industrial action would be taken going forward, as organisations with a legal mandate for industrial action were required only to give two weeks' notice for such action.

Next, a public member asked whether the new digitised health records that the Trust was using would be accessible by wider NHS services, such as Accident and Emergency departments and General Practitioners. Mrs Hanwell answered that the Trust utilised its own electronic health system that was used by clinicians as part of their everyday work, but that also it was implementing integration tools so that the information available in Trust electronic patient records would also be accessible by partner systems. She added that this was not a simple solution, but it was something that was continually worked on, for example, by ensuring that integration tools were available so that the Trust's system integrated with the Leeds Care Record used by multiple partners in the region.

Ms McRae next informed the attendees of a question that had been submitted in advance of the meeting. This question asked whether the Board saw a greater role for the NHS to work collaboratively with or investing in social enterprises. Ms Forster Adams answered affirmatively, noting that the Trust had a long history of working with multiple organisations. She reported that as part of the Trust's Care Services strategic plan the Trust was committed to growing these partnerships to meet the diverse needs of the service users in the region. She stated that a good example of this was the Trust's Community Mental Health transformation work.

Next an attendee questioned why 625 bank staff currently utilised by the Trust was over three times greater than the 201 medical staff employed by the Trust. Dr Munro clarified that the Trust utilised bank staff to fulfil multiple different roles across the Trust such as other clinical staff, registered nurses, administrative staff, corporate services and estates and facilities and therefore it was a much broader category of staff which would explain why this group was larger.

A service user enquired what the different components of the name of the Trust meant. Dr Munro answered that many aspects of the name derived from its history, as originally the Trust provided only services in Leeds, then in Leeds and York, before finally expanding to be a regional provider for both clinical and non-clinical services. She continued by explaining 'Partnership' was included as the Trust provided services in partnership with providers across the region and that 'Foundation Trust' was a legal term. She added that being a Foundation Trust previously allowed the Trust to operate more flexibly, especially in terms of finance, but that this had been diminished somewhat following the establishment of Integrated Care Systems by the Health and Social Care Act (2022). She reported that being a Foundation Trust also allowed the Trust to operate with a Council of Governors. The attendees also heard that a recent rebranding exercise involving Trust stakeholders had determined that reiterating what services the Trust provides was more important than changing the name of the Trust.

Next, the same service user asked the panel what work was being conducted to improve Trust engagement with Romani and Gypsy populations in the region, including improving the underrepresentation of Romani in staff groups. Dr Munro informed attendees that work had been led in the community in this area, such as a dedicated post for the Romani/Gypsy community in suicide prevention, and Leeds Gypsy and Traveller Exchange (GATE) working with the gypsy community so that they were able to engage in physical and mental health services on their terms.

An attendee enquired with the panel whether there were any plans to build additional mental health units in order to meet the increased demand on services. Dr Munro informed that with the exception of Perinatal services where the Trust was in conversations with NHS England on increasing the number of specialist Perinatal beds in the region, that there were no plans to increase the number of beds offered by the Trust in its core services. She explained that this was because the Trust was committed to improving services within the community, including rehabilitation, through investments in services and supported housing for patients, as this route typically offered better health outcomes overall.

Next an attendee noted that social enterprises utilised by the Trust currently did not provide any outcome feedback to the Trust, and queried whether there was a mechanism for feedback to be provided. Ms Forster Adams answered by stating that the Trust was interested in this feedback and informed that the Mental Health Care Delivery Board would provide a good opportunity for this feedback to be received. She added that herself and Dr Hosker would consider this question in more detail.

Ms McRae informed attendees of the last question which had been submitted in advance of the meeting which asked the panel how people could support the NHS. Ms McRae informed attendees that this could be done by getting involved with service user and carer opportunities to help design services to improve outcomes.

Dr Munro encouraged people to try to be mindful of their health and to engage with services when they required additional support. Mrs Hanwell encouraged people to work for the service if they were able too. Mr France encouraged interested people to stand for election to become a governor.

Finally, Ms McRae offered her personal thanks to Mrs Hill for the help and support she had received, and echoed the sentiments expressed earlier in the meeting.

At the conclusion of formal business, Ms McRae closed the Annual Members' Meeting of the Leeds and York Partnership NHS Foundation Trust at 12:10pm and thanked everyone for attending.