

## Appendix 2 : Summary of the assessment of issues included in LA response to consultation

Issue	Monitor Assurance	FT position	LA response
Achieving the Vision for Leeds and associated City Priorities	NHS foundation trusts have a duty to cooperate with local authorities	LCH: [We work] closely with the local authority to ensure services in the city are transformed.	<p>The local authority seeks assurance that.....</p> <p>Foundation Trusts confirm their 'duty to cooperate with local authorities', and that this commitment includes acting as a strategic partner for the benefit of the citizens of Leeds and supporting the achievement of the Vision for Leeds and its associated priorities.</p> <p>In particular that the FTs play a lead role in supporting the priorities for Health &amp; Wellbeing and Children</p>
		LTHT: [We will] make LTHT locally, nationally, internationally renowned as a centre of excellence	
		YAS: No reference	
Financial viability	Rigorous assessment will ensure that NHS foundation trusts are financially sustainable with strong management, minimising the need for intervention	LCH: We will use our resources wisely and efficiently. We need to drive up quality and make around 5% efficiency savings per annum.	<p>That through the commissioning process, FTs provide continued assurance of the financial viability of their organisations to the local authority.</p> <p>That, as part of their risk management process, FTs identify and plan for a failure (in line with Monitor's processes) that will safeguard the investment of the local authority and services for the citizens of Leeds.</p> <p>That surpluses will be reinvested in the communities in which they were realised and not used to support less viable contracts in other areas.</p>
		LTHT: NHS Foundation Trusts [are] more efficient. we will be able to manage our money without some of the restrictions that currently apply, including making surpluses to reinvest in new or improved services, or borrowing money to build new facilities	
		YAS: We will need to run our services more efficiently and focus more closely on how we manage our finances. Our income will have to be the same as what we spend or, better still, be a little higher than what we spend so we can use the extra to fund future projects to benefit our patients. More financial flexibility will allow us to look at wider funding options for our work.	
Appropriate governance	Monitor checks whether the appropriate governing roles exist and	LCH: Governors will be elected from public and staff	Foundation Trusts confirm their 'duty to cooperate with local authorities', and that this

arrangements	are filled within each FT. Monitor looks for evidence that a collaborative but challenging relationship exists between the board of governors and the board of directors. NHS foundation trusts have a duty to cooperate with local authorities	<p>constituencies plus we will also have governors who are nominated from partner organisations in Leeds.</p> <p>LTHT: The local authority has three area health and wellbeing partnership boards that report to a single body with an important role to influence local health services, the health and Wellbeing Board. We would like our Member constituencies to align with these areas to tie in our work to that of other local health partners. We will appoint 1 Governor from Leeds City Council</p> <p>YAS: We will make decisions locally based on the views of staff and local communities. Two appointed governors will be from local councils [across Yorkshire]</p>	<p>commitment includes providing assurance to the LA that the necessary governance mechanisms are established to enable the Trust to discharge statutory duties on behalf of the local authority if commissioned to do so.</p> <p>That the numbers of Leeds City Council governors in the structure of the FT will be commensurate with the level of investment from the local authority (and in the case of YAS and LTHT) the population that the local authority covers. Should there be a rise in level of investment that the local authority makes in future, it would expect a commensurate increase in governor representation.</p> <p>That FTs note the importance of future proofing, particularly in relationship to the potential for undertaking statutory responsibilities and associated governance arrangements</p>
Cooperation to establish appropriate models of joint provision	NHS foundation trusts have a duty as part of their terms of authorisation to cooperate with a range of NHS bodies and with local authorities	<p>LCH: We will be a good partner. We are already working with Leeds City Council colleagues to look at how adult health and social care can be better integrated, as well as services for children. We will explore opportunities to integrate services with strategic partners such as the local authority.</p> <p>LTHT: We believe it is very important to make sure that the way we will be organised as a Foundation Trust reflects... new national proposals [for councils to] have the job of co-ordinating local organisations to improve public health and wellbeing</p> <p>YAS: We work with others to give the best care we</p>	<p>As the council's Health and Wellbeing Board will have a duty to promote integration in future, FTs should note the importance of integration of Health and Council services and not build any barriers to future integration into its constitution.</p> <p>Foundation Trusts confirm their 'duty to cooperate with local authorities', and that this commitment includes assurance that FTs will work in collaboration to deliver services built around the needs of the care recipient rather than the organisation.</p> <p>That aspirant FTs confirm that their duty to cooperate will extend to their full cooperation in emergency planning strategy and delivery (eg response to pandemics)</p>

		can. We [will] listening to and [act] on feedback from patients, staff and partners.	
Provision of high quality care to the people of Leeds	The FT board must be satisfied, and certify to Monitor, that their NHS foundation trust has effective measures and arrangements in place to monitor and continually improve the quality of healthcare it provides. Boards also have to confirm that they expect to be able to continue to provide mandatory services	LCH: We will work with children, adults and families to deliver high quality care. We have plans to further develop our services with a focus on improving patient outcomes, raising quality and improving efficiency	That FTs continue to work in partnership to improve quality, not only in regard to specific interventions but with regard to improve the priority outcomes for the city in line with the City priority plan for Health and Wellbeing.  That in line with the Trusts licence agreement, the FT will not seek to discard services that are of value to the local community simply on the grounds of organisational alignment. And that variation of any services provision should involve extensive consultation and oversight by the relevant scrutiny committee.
		LTHT: Foundation Trusts have been able to improve the quality of care they provide. As a Foundation Trust we will have greater freedom to make decisions in the best interests of the local community.	
		YAS: We always give the highest level of clinical care. We want to grow and develop our services so that we can continue to provide high-quality patient care. Over the next five years, we will focus on three main areas which are linked to improving the clinical outcomes for patients who use our service. The Care Quality Commission inspects NHS foundation trusts against national standards and produces a yearly performance rating for each trust.	
Securing accountability to local communities	NHS foundation trusts are accountable to their local communities and must have plans in place to develop and grow a representative membership	LCH: We want our membership to represent the diversity of people in Leeds.	That the Leeds FTs should include representation from all the postcodes which cover the Leeds Metropolitan area in terms of the membership of the NHS Foundation Trust  That local Council Ward boundaries should be used when seeking members to join the Trust  FTs should adopt measures to ensure socially
		LTHT: We are ready to be held accountable for the delivery of our vision, and to be answerable to our local community for our performance. We are proposing to have four Governors elected from each [Local Authority] constituency.	
		YAS:	

		Members will work with us to represent their local communities or groups and tell us about their needs. They will be represented by a Council of Governors which will work with the Board of Directors to influence how we develop and provide services in the future. We want our members to reflect the varied background of the people we serve.	inclusive recruitment of members and governors to reflect the diversity of the population of Leeds in all of its areas. Attention should be given to encouraging membership to reflect the City priority to reduce health inequalities.
Implications for staff	FTs must demonstrate that they have the support and involvement of staff	LCH: We hope all our staff will want to become members of the community foundation trust. Staff who decide that they do not wish to be a member will need to 'opt-out'. Staff will elect their governor representatives. We will develop and value our staff	That FTs will continue to support Leeds business priorities including, encouraging innovation, creating job opportunities and promote sustainable travel options.  That FTs will not use their new freedoms to seek to change the contracts of existing staff to their detriment.
		LTHT: Hospital staff will also be represented on the Council of Governors. Everyone working at the hospital will become a Member of the Foundation Trust unless they choose to opt out. They will then elect staff Governors to reflect the views of front line clinicians and support staff and to ensure strategic decisions take account of their experience	That FTs seek to support the continual professional development of staff around the holistic needs of the care recipient and community in line with improving their overall health and wellbeing and not just their specific area of specialty.
		YAS: All of our permanent employees, and people on contracts of more than 12 months will be eligible to become members. We are proposing an 'opt-out' scheme which means that staff will automatically become members unless they tell us they do not want to join	That FTs provide adequate training and support to governors and members to enable them to undertake their duties.
Ability to discharge commissioning intentions	FTs must demonstrate a strong business-focused relationship with commissioners underpinned by clear commissioning strategies and intentions.	LCH: We will continue to work with our commissioners and partners to explore opportunities to increase the range of services we provide.	That FTs actively support the emerging commissioning structures in Leeds to ensure that the Health and Wellbeing Boards' commissioning intentions (As described by the Joint Health and Wellbeing Strategy) are informed and discharged appropriately.
		LTHT: [Councils] will have the job of co-coordinating	

		<p>local organisations to improve public health and wellbeing... We believe it is very important to make sure that the way we will be organised as a Foundation Trust reflects this</p>	<p>That absolute priority is given to supporting the commissioning intentions of the local community before consideration is given to exploring business opportunities elsewhere.</p>
		<p>YAS: Following the agreement of our commissioners, we will be able to invest money back into developing local services. In general, NHS foundation trusts have continued to work with other NHS partners in the best interests of patients. That is what we want to do.</p>	