

To: Council of Governors
From: John Bennett, Committee Chair
Author: Norbert Lieckfeldt, Corporate Governance Manager
Date: 11 November 2021
Subject: Significant Business and Strategy Committee Report

1.0 Purpose of the Report

1.1 To update the Council on the work of the Significant Business and Strategy Committee (SBSC).

2.0 Background

2.1 The Significant Business and Strategy Committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's business development and associated strategy.

2.2 The membership of the Committee as of 1 November is as follows:

- Rehana Ameer, Appointed Governor City of London
- John Bennett, Public Governor Tower Hamlets
- Caroline Diehl, Public Governor Hackney
- Adam Forman, Public Governor Hackney
- Arif Hoque, Public Governor Tower Hamlets
- Jamu Patel, Public Governor Luton (ex officio as Deputy Lead Governor)
- Suzana Stefanic, Public Governor Central Bedfordshire
- VACANCY: Staff Governor

Following the resignation of Robin Bonner there is now one vacancy for a Staff Governor.

2.3 The Committee met on 11 September 2021. In addition to the core members, also attending were:

Dr Mohit Venkataram, Executive Director of Business Development
Norbert Lieckfeldt, Corporate Governance Manager

3.0 Key Discussions and Decisions

3.1 The Committee received an update by Mohit on commercial activity since their previous meeting in both Luton and Bedfordshire and in East London.

3.2 In addition, Governors considered the new forms of collaboration, New Models of Care as well as Provider Collaborations in the Integrated Care Systems and their impact on the role of Governors.

3.3 The Committee noted that, for successful collaboration, the requirements are

- Shared purpose
- Shared vision
- Shared outcomes
- Joint victory

3.4 Current examples of New Models of Care as they relate to ELFT are

North Central and North East London CAMHS New Model of Care: joint operation across NE and N London. ELFT is the lead provider, holds the funding and is accountable for delivery; ELFT subcontracts to others Trusts to carry out some of the work.

The North East London Forensic Service Model of Care, where Barnet, Enfield and Haringey MH Trust are the lead provider and ELFT, together with West London MH Trust, NELFT and Central and North West London Trust are subcontractors

The East of England New Model of Care for Eating Disorder Services, CAMHS Tier 4 Services and Forensic Services. This covers all of Essex, Cambridge, Bedfordshire, Suffolk, Norfolk, Luton, and Hertfordshire. Lead providers are EPUT for Forensics, Cambridge Partnership Trust for Eating Disorders and Herts Partnership Trust for CAMHS Tier 4 services. Other partners are ELFT, Norfolk and Suffolk MH Trust and Central and North West London MH Trust.

New Models of Care go beyond or across ICS boundaries.

3.5 Provider Collaboration within the Integrated Care System

- Provider collaboratives are developing in line with the ICS architecture – they differ in NE London and BLMK as ICSs are developing differently
- In BLMK, ELFT is a leading partner in the Bedfordshire Provider Alliance
- ELFT is part of the East London Provider Alliance in North East London ICS
- ELFT is working with all partners in the two areas to agree in the new funding system how we jointly use the resources to get the best outcome for our residents

3.6 The Committee discussed the impact of these developments on the role of Council of Governors, in particular:

- i. How to form and shape relationship with other Councils of Governors
- ii. How to shape and form relationship with organisations where Councils do not exist – NHS providers who aren't Foundation Trusts, but also Third Sector organisations or Local Authorities.
- iii. How to developing a joint approach across each ICS to understanding the needs of **local** residents and supporting the collaboratives.
- iv. The impact on the width and depth of role as Governors

4. The Council of Governors is asked to **RECEIVE** and **NOTE** the report.