

Draft

Council of Governors

Minutes of the Meeting held on Thursday 11 November 2021 from 5.15pm – 6:45pm held via Zoom

PRESENT	Mark Lam	Trust Chair
	Patrick Adamolekun	Staff Governor
	Julie Aduwa	Public Governor, Rest of England
	Amina Ali	Appointed Governor, Tower Hamlets
	Dawn Allen	Public Governor, Bedford Borough
	Rehana Ameer	Appointed Governor, City of London
	Roshan Ansari	Public Governor, Tower Hamlets
	Fatima Begum	Public Governor, Luton
	John Bennett	Public Governor, Tower Hamlets
	Gren Bingham	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Steven Codling	Public Governor, Central Bedfordshire
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Darlene Dike	Public Governor, Hackney
	Mark Dunne	Staff Governor
	Tee Fabikun	Public Governor, Newham
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Adam Forman	Public Governor, Hackney
	Obayedul (Arif) Hoque	Public Governor, Tower Hamlets (item 9 only)
	Khtija Malik	Appointed Governor, Luton
	Sheila O'Connell	Staff Governor
	Caroline Oguniola	Staff Governor, (Lead Governor)
	Jamu Patel	Public Governor, Luton (Deputy Lead Governor)
	Betsy Scott	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Hazel Thomas	Public Governor, Newham
	Jim Weir	Appointed Governor, Bedford Borough
	Lilu Wheeler	Staff Governor
IN ATTENDANCE:	Aamir Ahmad	Non-Executive Director
	Paul Calaminus	Chief Executive
	Anit Chandarana	Non-Executive Director
	Steven Course	Chief Finance Officer & Deputy CEO
	Richard Fradgley	Executive Director of Integrated Care
	Philippa Graves	Chief Digital Officer
	Dame Donna Kinnair	Non-Executive Director
	Tajmina Khanam	Governors and Membership Apprentice
	Norbert Lieckfeldt	Corporate Governance Manager
	Cathy Lavelle	Clinical Director, Children's Services
	Cathy Lilley	Director of Corporate Governance
	Nicola McCoy	Corporate Secretariat Manager
	Edwin Ndlovu	Chief Operating Officer

Meena Patel	Membership Officer
Stephanie Quitaleg	Senior Executive Assistant
Gill Skrzypczak	Minute Taker
Lorraine Sunduza	Chief Nurse & Deputy CEO
Eileen Taylor	Vice Chair
Dr Mohit Venkataram	Executive Director of Commercial Development
Deborah Wheeler	Non-Executive Director

APOLOGIES:	Viv Ahmun	Appointed Governor, Voluntary Sector
	Zulfiqar Ali	Appointed Governor, Newham
	Rofikul Islam	Public Governor, Tower Hamlets
	Reno Marcello	Public Governor, City of London
	Beverley Morris	Public Governor, Hackney
	Tracey Stock	Appointed Governor, Central Bedfordshire
	Aidan White	Public Governor, Newham
	Paula Williams	Public Governor, Luton

ABSENT:	Nadia Islam	Public Governor, Newham
	Tony Isles	Staff Governor
	Mark Underwood	Public Governor, Central Bedfordshire
	Patricia Wheeler	Public Governor, Hackney

13 Members of the Public joined the Meeting

The minutes are produced in the order of the agenda

1. Welcome

- 1.1 Trust Chair Mark Lam, warmly welcomed everyone to the Council of Governors meeting which includes Annual Members Meeting. He highlighted that as previously advised, like many other Trusts we were not able to lay the Annual Report and Accounts for 2020-2021 before Parliament in time for the Trustwide Members Meeting in October due to accounting and timetabling technicalities, so now taking the opportunity for both the Council and members to formally receive the Annual Report and Accounts for 2020-2021 as well as the auditor's report on them.
- 1.2 Mark reminded all of the Trust's values – We Care, We Respect and We Are Inclusive.
- 1.3 New Public Governors were introduced: Patricia Wheeler (Hackney), Hazel Thomas and Nadia Islam (Newham) and Gren Bingham (Tower Hamlets) along with new Staff Governors: Graham Manyere and Betsy Scott.
- 1.4 Mark congratulated Governors who have been re-elected to the Council: Roshan Ansari, Shirley Biro, Caroline Diehl, Beverley Morris, Larry Smith, and Felicity Stocker.
- 1.5 Mark acknowledged the contributions of Public Governors who are standing down: Laura Jane Connolly, Carol Ann Leatherby, Ernell Watson and Keith Williams, along with Staff Governor Robin Bonner who has left the Trust, and welcoming Sheila O'Connell who will serve for the rest of Robin's term in line with the Trust's Constitution.

2. Apologies for Absence

2.1 Apologies were noted as above.

3. Declarations of Interest

3.1 No declarations of interest have been received in regard to today's meeting in public.

ANNUAL MEMBERS MEETING/ANNUAL GENERAL MEETING 2021

4. Minutes of the AMM/AGM held on 28 September 2020

4.1 The minutes were **APPROVED** as a correct record.

5. Annual Report and Accounts for 2020-2021 including the Auditor's Report

5.1 Paul Calaminus introduced, highlighting:

- The annual report reflects a year dominated by the impact of Covid but also significant developments in the Trust and a commitment to continued work in all areas.
- Also reflects Mark Lam's appointment as Chair and Caroline Ogunsola as Lead Governor plus a number of service changes.
- The challenges for the Chief Finance Officer (CFO) and his team in working through a difficult accounting period this year, for which the Trust expresses its thanks.

5.2 Steven Course presented the Annual Report and Accounts highlighting:

- The Annual Report and Accounts for 2020/21 have now been laid before Parliament and we have received our external Auditor's Annual Report.
- Our final position shows a £3.6m surplus.
- A mostly unqualified opinion was issued which shows the accounts are free from material error with systems of adequate control, a good going concern basis and a value for money opinion.
- A qualification was received on the remuneration report this year, relating to our previous CEO who exited the NHS Pension Scheme during the accounting year. We were unable to report on the value of their remuneration due to the relevant pensions authority not providing the required information despite many requests; this issue has impacted a number of NHS organisations this year.
- The external auditor's report included a value for money report which found no significant risks or areas of potential weakness, and made no recommendations. In light of this the Trust's Audit Committee have asked the external Auditors to identify some additional areas of best practice in the interests of improvement.

5.3 The Governors received assurance that:

- The reports have been received and scrutinised by all relevant Trust Committees.

- A briefing session led by the CFO and the Chair of the Audit Committee, Anit Chandarana was held with Governors to have a more in-depth look at the annual accounts.
- The pension issue only impacted one individual with all other remuneration details being complete, and there are ongoing discussions between the pensions authority and the National Audit Office to resolve this issue going forward.
- The external auditors review the Trust's work on efficiency savings by monitoring processes such as how the Trust's procurement process is managed, how budgets are managed and how financial information is presented throughout the year.

5.4 The Council thanked the CFO and the Finance Team for the detailed and clear presentation of the accounts.

5.4 The Annual Accounts and Report for 2020-2021 and the external auditors report were **RECEIVED** by the Council.

The Chair closed the Annual Members Meeting 2021 at 5:15pm

5.5

COUNCIL OF GOVERNORS MEETING IN PUBLIC

6. Minutes of the Council of Governors Meeting held in public on 9 September 2021

6.1 The minutes were **APPROVED**, subject to the correction to the spelling of a Governor's name.

7. Action Log and Matters Arising from the Minutes

7.1 Noted that actions were either on the agenda for today's meeting, in progress or on the forward plan

7.2 Action 175: A forward plan will be brought to the next meeting.

Action 171: Request to keep this live for report back in Nov 2022 on QI project on Complaints System.

7.3 Lorraine Sunduza provided an update on the recent CQC inspections, highlighting:

- The final report and rating are still awaited; however the report on a separate inspection at Leighton Road Surgery has been received. The CQC noted the real improvements which have been achieved in the surgery which had now received an overall rating of 'good', from a previous rating of 'requires improvement', following focused work led by Dr Mohit Venkataram, the Director of Commercial Development and Director of Primary Care Services, his team including Marina Muirhead (Primary Care Director), Liz Dawson (Medical Director of Primary Care) and staff and service users at the practice.
- Some initial verbal feedback from the main inspection noted the level of engagement within the Trust, with the organisation not having stood still since the last inspection.

The Chair thanked the Council for engaging both as part of preparation for the visit and in the process.

Mark Lam confirmed he had also received some direct positive feedback from the inspectors in terms of their enriching engagement with Governors. Governors will be advised of the rating as soon as it is received, prior to discussion at the next meeting.

- 7.4 In response to a question from a member of the public:
“I believe you began providing GP services at Leighton Road Surgery (in Leighton Buzzard) in February 2020. You have stated that “our vision is to make a positive difference to people’s lives”. Could you please identify for me what you consider have been two of the most important positive differences that will have directly affected the lives of the patients at the Leighton Road Surgery since 2020”

Mohit Venkataram shared a range of examples that have had a positive difference to people’s lives including we are in the top quartile for numbers of immunisations carried out, for the number of women who have received cervical screening and for patient feedback surveys. Also one of the few surgeries who initiated welfare checks on vulnerable patients during the pandemic; receiving calls from the surgery to check on their wellbeing and any support required, and more than 62% of patients had face to face contact. Most proud of the fact that these changes have happened with the patients driving the changes they wanted to see and leading the outcomes. The CQC have noted that as good practice to share with other Primary Care Services during inspections.

The biggest challenge is the demand on the surgery, with calls increasing from 7000 per month to 14000 per month, requiring increased work to alleviate concerns within the community.

8. Trust Performance: Addressing Increased Demand

- 8.1 Mark Lam highlighted that there is still an extraordinary demand on the Trust’s services as a consequence of events over the past 18 months.
- 8.2 Edwin Ndlovu presented, highlighting:
- The increased level of demand and complexity of cases across all services, with the drive to discharge patients from acute hospitals into the community earlier than previously, impacting particularly on our Community Health Services.
 - The increase in people choosing to present to our Community Mental Health Services in crisis, rather than attend A&E.
 - A set of slides breaking down the data into more detail will be circulated to Governors. **ACTION: Edwin Ndlovu to circulate full set of slides**
 - The context of the ever-increasing pressures being experienced in CAMHS, acknowledging the amplified concern for young people.
 - The additional pressures and challenges for teams in the absence of some of the usual collaborative services, which were reduced or closed during the pandemic.
 - The continuing concern for staff with the relentless pressure of work not allowing people enough time to recuperate. The Trust has deployed many staff wellbeing initiatives and there is a continued focus on encouraging the take up of these by staff.
 - The ongoing challenge around recruitment across the NHS, especially following the creation of new services during the pandemic which the Trust would like to retain.

In response to this increased demand, Edwin highlighted a number of initiatives aimed at addressing these, including:

- The refresh of the recruitment and retention process, with many initiatives around both attracting new people as well as retaining our staff.
- The recovery plans in place for backlogs and waiting lists in each service, which are being stress-tested by the Chief Medical Officer to ensure people are kept safe during waiting times.
- A partnership with the Homerton Hospital to enhance the crisis pathway for young people, working alongside third sector partners to prevent hospital admissions where possible.
- An autism service in Bedfordshire, in partnership with the voluntary sector and service users to manage backlogs.
- A triage model in place to assess people's needs and risks, and ensure that we keep in touch with them whilst they are awaiting treatment and provide support where needed.
- A number of system-wide initiatives to ensure collaborative working continues, including ensuring people are discharged into their homes where this is possible, and the 24 hour, seven day a week crisis model deployed across all our sectors.
- The Befriending Service which has been of huge benefit to our service users and the Trust.

8.3 In discussion that focused on staff wellbeing, the Governors noted:

- The recruitment refresh is working on increasing shared roles as well as exploring opportunities to work closer with our local communities, drawing on lessons learned from the setting up of the Covid vaccination centre.
- In terms of developing our workforce, we are creating a career path with funding and support for non-clinical team members to retrain and qualify as clinicians.
- There are a number of initiatives being taken forward with teams and individuals focusing on how we work in the post-Covid environment, with an emphasis on supporting teams to reconnect with each other and their service users. Also about to engage with staff over suggestions for practical things the Trust can do to help them.
- The supervision process has been refreshed recently and work around the appraisal process has also ensured it is centred on the relevance to an individual's needs and learning, their role and experience. A reverse mentoring programme is also being introduced in the Trust.

9. Covid Workstreams Feedback

9.1 Steven Course introduced this update section, highlighting:

- The six workstreams introduced during the pandemic were in response to the need to keep operational services running whilst continuing to ensure the safety of staff and service users. They were eventually disbanded as formal workstreams as these areas became embedded and 'business as usual' within Directorates, with the exception of the leadership workstream which continues.
- Covid funding moved from being funded on a cost basis initially to system funding for NEL and BLMK. It has reduced to £700k per month and,

although we are currently still showing an overspend, it is anticipated there will be no overspend by year end.

- 9.2 Mohit Venkataram presented on the leadership workstream, highlighting:
- Feedback taken from both managers and staff around the support they needed from their leaders and the skills that are required in crisis.
 - The Exec Team commissioned work with a specialist leading to the creation of leadership circles, providing safe spaces for managers to have conversations, to strategise and identify the support they could draw from each other and externally.
 - Six leadership circles delivered so far with over 90% of participants saying they have developed new skills and are receiving good staff feedback.
 - Next steps are looking at how to incorporate this new thinking into the current Trust leadership offer.
- 9.3 Edwin Ndlovu presented on the future of work workstream, highlighting:
- This is now part of our daily way of delivering services, looking at the new ways of working that were adopted during the pandemic and how these impacted on our staff and service users.
 - The focus on supporting our workforce and service users through the life changes Covid has brought.
 - Reviewing ways to best utilise digital capabilities and embed into our ways of working in an equitable and sustainable way.
 - Ensuring the spirit of partnership working that occurred during the pandemic continues.
- 9.4 Richard Fradgley presented on the equalities workstream, highlighting:
- The significant impact Covid had on our communities, exacerbating some existing inequalities. This workstream had a tremendous engagement and commitment from staff and service users in thinking about what could be done.
 - The mobilisation of programmes of work around particular populations:
 - completing a survey of carers out of which an ELFT Carers Promise is being finalised to demonstrate our commitment to working with carers in the future;
 - needs assessment work around the impact of Covid on children and young people with special educational needs in Newham;
 - work on understanding Covid vaccine hesitancy in different populations;
 - supporting staff to impact on inequalities including organising our data through an inequalities lens;
 - developing a team based learning module Trust wide; number of seminars raising awareness around funds, poverty, gangs;
 - recruitment of a specialist officer to lead work around inequalities in Bedfordshire and Luton;
 - work in place based partnerships particularly supporting the Health and Wellbeing Board in Newham.
- 9.5 Philippa Graves presented on the shaping the future workstream, highlighting:
- The number of activities that went from face to face to virtual, necessitating teams to think creatively and apply digital methodology to redesign workflows.

- The empowerment and responsiveness across the Trust, with the challenge now of how to utilise that flexibility and embed the learning going forward whilst acknowledging that some things work better face to face.
- The setting up of a Solutions Board, with both digital and clinical representation, to take forward innovative ideas in a structured way and ensure accurate measurement of benefits.
- The establishment of a Digital Operations Board to look at transformational changes through the lens of the impact on all, utilising input from service users, peer support workers and people participation leads.
- Introduction of dedicated training people to assist staff with using new platforms.
- The embedding into the organisation of learning from the setting up of the vaccination centre and the new systems and reports this necessitated.
- Working collaboratively with key teams to make the changes required for a new hybrid way of working

- 9.6 Lorraine Sunduza presented on co-production and system working, highlighting:
- The importance of ensuring genuine co-production in all of the changes that were taking place, which led to the Trust benchmarking itself benchmarking against international practice and the development of training and guidance for our staff to ensure it is embedded.
 - Work around ensuring we are influential in the partnership working to support our communities.
 - The ongoing collective work around the lasting impact of the pandemic around job losses, bereavement, trauma and recognising the importance of kindness and support for each other.

- 9.7 In discussion, the Governors:
- Received further assurance that the Trust values and its organisational treasures provided a sound basis that heled us to cope with the pressures. Although there was defined leadership, giving staff autonomy and support to make decisions and try different things enabled the organisation to work through the challenges.
 - Were assured of the Trust's forward thinking around learning to live with Covid.

10 Council of Governor Elections

- 10.1 The Council **RECEIVED** and **NOTED** the report.

11 Deputy Lead Governor Elections

- 11.1 The Council formally **RATIFIED** the outcome of the online ballot, electing Jamu Patel as Deputy Lead Governor to 31 October 2023.

12 Committee Membership Elections

- 12.1 The Council **RATIFIED** the appointments to the Council Committees as outlined in the paper.

12.2 A vacancy currently exists for a Staff Governor on the SBSC. This will be filled by requesting Staff Governors to submit nominations; if more than one candidate, the whole Council will be asked to vote.

13 Report from Communications and Engagement Committee (CEC)

13.1 The Council **RECEIVED** and **NOTED** the report.

14 Report from Significant Business and Strategy Committee (SBSC)

14.1 The Council **RECEIVED** and **NOTED** the report.

15 Any Other Urgent Business and Questions from the Public

15.1 There was no urgent business to discuss.

15.2 Question from Rosie Eggleton (Member, Central Bedfordshire)
“How is the work at Leighton Road surgery linked to the other services in the town, such as Crombie House and Lighthouse which are on the same road as the surgery: also would be useful to know how many people rang in to the surgery, not just the number of calls”

Paul Calaminus advised the surgery is a general GP surgery, open for all patients within the catchment area, and works together with Crombie House around integrating Primary Care. Currently keeping the Lighthouse as a walk-in centre.

15.3 Question from Dawn Allen (Public Governor, Bedford Borough)
“Are Non-Executive Directors assured that processes are working satisfactorily in Bedford to ensure that service users under Community Mental Health teams, are directed to, or referred to, people participation opportunities. Is there sufficient monitoring to encourage take up and identification of barriers”

The Chair of the People Participation Committee, Aamir Ahmad, replied that this is an ongoing challenge and has been a priority for the Trust over recent years. Although it is recognised that the ideal time is at the start of care, this may not always be appropriate and is dependent on the focus of clinicians at that time. We are working with clinical teams to improve this and to find opportunities to highlight the process earlier. A QI project within Community Health Bedfordshire has shown good outcomes with the number of service users involved increasing from 8 to 30; the learning will be shared with other teams.

15.1 Question from Hazel Thomas (Public Governor, Hackney)?
“The people participating in the ELFT song played at the last meeting didn’t feel reflective of the community that ELFT serves”

Lorraine Sunduza thanked Hazel for sharing this and confirmed that we are working with the One Voice Team to ensure the choir is truly representative of all protected characteristics. We are encouraging work with the staff networks to increase involvement Trust wide and this will be monitored.

16. Date and Time of Next Meetings

- 3 February 2022

- 10 March 2022
- 12 May 2022
- 14 July 2022
- 8 August 2022
- 10 November 2022

All meetings will be held from 5:00 – 7:00pm and will be held virtually (unless otherwise)

Meeting closed 6.40pm

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