

**Draft Minutes of the Council of Governors' Meeting held in public
on Thursday 10 September 2020 from 5pm – 7pm via video conferencing**

PRESENT:	Mark Lam	Trust Chair
Governors:	Viv Ahmun	Appointed Governor, Voluntary Sector
	Victoria Aidoo-Annan	Staff Governor
	Dawn Allen	Public Governor, Bedford Borough
	Roshan Ansari	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Robin Bonner	Staff Governor
	Steven Codling	Public Governor, Central Bedfordshire
	Laura Jane Connolly	Public Governor, Rest of England
	Terry Cowley	Public Governor, Tower Hamlets
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Tee Fabikun	Public Governor, Newham
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Obayedul (Arif) Hoque	Public Governor, Tower Hamlets
	Zara Hosany	Staff Governor (Lead Governor)
	Carol Ann Leatherby	Public Governor, Newham
	Khtija Malik	Appointed Governor, Luton
	Julian Mockridge	Staff Governor
	Beverley Morris	Public Governor, Hackney
	Sheila O'Connell	Staff Governor
	Caroline Ogunsola	Staff Governor
	Jamu Patel	Public Governor, Luton
	Larry Smith	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Sebastian Taylor	Public Governor, Hackney
	Mark Underwood	Public Governor, Central Bedfordshire
	Daniel Victorio	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Jim Weir	Appointed Governor, Bedford Borough
	Keith Williams	Public Governor, Luton (Deputy Lead Governor)
	Paula Williams	Public Governor, Luton
	Neil Wilson	Appointed Governor, Education
IN ATTENDANCE:		
Staff:	Aamir Ahmad	Non-Executive Director
	Paul Calaminus	Deputy Chief Executive
	Tanya Carter	Director of People and Culture
	Anit Chandarana	Non-Executive Director
	Steven Course	Chief Finance Officer
	Mary Elford	Vice-Chair – Bedfordshire & Luton
	Richard Fradgley	Director of Integrated Care
	Philippa Graves	Chief Digital Officer
	Jenny Kay	Senior Independent Director
	Tajmina Khanam	Governors and Membership Apprentice
	Norbert Lieckfeldt	Corporate Governance Manager
	Cathy Lavelle	Clinical Director for Children's Services
	Cathy Lilley	Director of Corporate Governance
	Nicola McCoy	Corporate Secretariat Manager
	Edwin Ndlovu	Director of Operations
	Meena Patel	Membership Officer (Minutes)

	Stephanie Quitaleg Amar Shah Eileen Taylor Mohit Venkataram	Senior Executive Officer Chief Quality Officer Vice Chair – London Director of Commercial Development
PUBLIC:	Lucinda Bray	Membership Officer, Norfolk and Suffolk NHS FT
APOLOGIES:	Zulfiqar Ali Rehana Ameer Katherine Corbett Eve McQuillan Mary Phillips Aidan White	Appointed Governor, Newham Appointed Governor, City of London Staff Governor Appointed Governor, Tower Hamlets Staff Governor Public Governor, Newham
ABSENT:	Jummy Otaiku Phillip Ross Brian Spurr	Public Governor, Hackney Public Governor, Tower Hamlets Appointed Governor, Central Bedfordshire

1. Welcome

- 1.1. Mark warmly welcomed everyone to the meeting and acknowledged the continued challenges of the Covid pandemic. He introduced the following new Governors, staff and members of the public:
- Viv Ahmum, Appointed Governor representing the voluntary sector
 - Eve McQuillan, Appointed Governor representing Tower Hamlets local authority
 - Lucinda Bra:, Membership Officer from Norfolk and Suffolk NHS Foundation Trust
 - Tajmina Khanam, Governors and Members Office Apprentice
- 1.2. Mark reminded everyone of the Trust's values: We Care, We Respect and We Are Inclusive.

2. Apologies for Absence

- 2.1. Apologies were noted from Governors as recorded in the meeting attendance list above.
- 2.2. Mark relayed apologies from Navina Evans, Chief Executive. He reminded the Council that Navina is leaving at the end of September and advised that they will be invited to join a leaving event to have the opportunity to express their appreciation to Navina.

3. Declarations of Interest

- 3.1. No declarations of interest were received.

4. Minutes of the Previous Meeting on 9 July 2020

- 4.1. Following the amendment of typos highlighted, the public Minutes were **AGREED** as an accurate record.

5. Action Log and Matters Arising from the Minutes

- 5.1. Governors noted the updated Action Log; and were reminded that the completion of some of the actions are subject to developments around Covid.

6. Covid Update

6.1. Paul Calaminus gave an update on ELFT's response to Covid reporting that:

- There are currently (10 September 2020) no Covid positive inpatients on ELFT wards
- ELFT is involved in the outbreak management of Covid in areas experiencing significantly raised infection levels, for example Bedford Borough.
- Recent focus has been on
 - restoring provision of services as far as possible,
 - offering face to face contact where clinically necessary while managing infection control,
 - balancing staff risk and wellbeing while providing services.
- Many of ELFT's services, both inpatient and in the community, have returned to normal or show increased activity levels expected for this time of the year.

6.2. Mark Lam on behalf of the Council praised staff for their continued dedication and hard work during the pandemic.

6.3. In discussion Governors noted:

- Services are returning to pre-pandemic levels in the Community with appointments being held face to face and online.
- As part of Phase 3 planning, work is carried out around meeting the demands on services due to Covid and anticipating future demands on mental health services in partnership with CCGs, Councils and others in NE London and Luton and Bedfordshire.
- The Trust will ensure robust measures are in place to protect people with learning disabilities due to the significant number who sadly died due to Covid in the first wave. **ACTION: Share information about learning disability service users who died from Covid**
- Regular risk assessments for all staff are carried out to ensure staff with underlying conditions or those that are at increased risk receive the required support.
- Details about service delivery such as achieving national and local targets and KPIs is included in updates and reports to Trust Board meetings held in public and Governors are encouraged to attend and familiarise themselves with the papers which they receive as a matter of course and are also available on the Trust's website.
- Regular Covid updates will continue to be sent to Governors from the Governors and Members Office.

6.4. **ACTION: To hold an in-depth discussion at the November Council meeting on how ELFT is preparing for winter including reflection on the learning from Covid, how it has transformed service delivery, include data on rates of service delivery, changes to mode of services, proportion of services delivered online and the Trust's flu vaccination programme – Paul Gilluley/Lorraine Sunduza (Gold Command)**

7. Shaping the Future

7.1. Richard Fradgley reported back on the *Shaping the Future* workshop held in May 2020 where Governors contributed to setting priorities and the response to Covid in the next phase. Richard highlighted that:

- The existing Trust strategy is very relevant to Covid
- Covid has impacted significantly on communities including people with learning disabilities and Black and Minority Ethnic (BAME) groups
- Many people continue to experience symptoms of Covid for many weeks after being diagnosed (“long Covid”)
- Lock down has impacted on the economy, mental health, unemployment and other social determinants of health
- A list of priorities identified from the Governor workshop is being taken forward by each of the five workstreams: Future of Work, Inequalities, Shaping the Future, Leadership, Coproduction
- Significant work around the identified priorities is under way for example working with partners in Tower Hamlets including the police, local authorities, ambulance services, fire brigades, universities etc. to develop the idea of becoming a ‘trauma informed borough’. Currently London does not have any trauma informed boroughs.
- Other work is around tackling inequalities, particularity around BAME through the Race and Privilege discussions at the Trust or working with the Newham Health and Wellbeing Board.

7.2. Amar Shah, Chief Quality Officer, emphasised that future plans are being co-produced with service users, communities, staff ect. to proactively tackle different scenarios that may emerge over the coming months.

7.3. In discussion Governors noted:

- There has been extensive work around the financial impact of Covid. There have been changes to the system of funding for the NHS particularly in the Integrated Care Systems (ICS) and new guidance is due to be published imminently.
- There is a range of crisis support available which includes the crisis lines, befriending services and the Lighthouse.
- As well as the work in Tower Hamlets with system partners, Directors of Nursing are working on other ideas to develop a trauma informed approach to services. Further discussions around training staff to develop a trauma informed approach in the delivery of services would be beneficial.

ACTION: A progress update on this is to be provided at a future meeting.

8. Strategic Item –Young People (inc CAMHS)

8.1. Mark Lam introduced Cathy Lavelle who provided an overview on Child and Adolescent Mental Health Services (CAMHS) including service responses to Covid. Cathy highlighted:

- Challenges including:
 - o The rapid pace of change, adapting services during the pandemic whilst maintaining a full range.
 - o A population health focus on the wider health and mental health of the community, and also on co-producing plans.
 - o Funding for long-term plans is linked to targets, for example improving access to mental health services for children and young people (C&YP).
- Additional investment available to ensure once C&YP have been assessed, there is service capacity to avoid waiting times and also for 24-hour crisis services, intensive support teams for C&YP with autism and learning disability as well as Home Treatment Team.
- There is a strong focus on early intervention, especially on reducing A&E admissions and on all services accepting self-referrals.

- Although the referral rate dropped with the onset of the pandemic, there is expected to be a surge in referrals.
 - With new care models (NCM), funding is moving from NHS England to provider collaboratives to manage inpatients services for adolescents. The aim of the NCM is to improve the quality of care, reduce variability across areas, and reduce unnecessary lengths of hospital stay.
 - Responses to Covid includes workstreams, virtual support and therapies and redeveloping service models to meet changes.
- 8.2. Mark acknowledged the range and complexity of services ELFT provides for C&YP and the significant level of activity taking place to continue to improve services while facing the challenges of Covid.
- 8.3. Group discussions followed in four breakout virtual rooms. Governors were invited to discuss the following two questions and then facilitators shared key points from their group.
- 8.4. **Question one:** There has been a rapid change process due to the pandemic. We are now beginning to focus on ensuring that all services are available again. Are there new ways of working that you think we should continue to offer, and are there old ways that we should discard even after the pandemic is over?
- Important to offer both virtual and in person appointments
 - Not all young people want to access befriending services over the phone and also this mode of communication may not necessarily provide a confidential space. Consider offering hubs for safe face to face meetings
 - Working from home indefinitely is a challenge. Consider alternative ways of working, e.g. one week in the office and one week remotely as recognised there is a need and benefit face to face contact to bounce ideas off.
 - Anxiety for service users can be assessed over the phone, but non-verbal behaviours will not be picked up on
 - Self-referral to continue
 - Concern ELFT is trying to deliver on too many things at once which may be unrealistic.
- 8.5. **Question two:** We are looking at how to widen our offer and increase access to child mental health services. We think this should not solely be the remit of specialist CAMHS teams, and that there should be a range of means for C&YP to access support when needed. What ideas and suggestions do you have for areas we can consider and develop further?
- Increase involvement of young people (YP) in Council and eople Participation.
 - Special Recovery College offer for YP.
 - Virtual education for inpatients.
 - Develop an app for YP to enable easier access to services.
 - Use of community groups like scouts and guides.
 - Third sector, e.g. NSPCC have a lot of resources.
 - Use community services to identify problems early.
 - Improve resources, for example at school, 6th form colleges, etc.
 - Identify other ways YP may access mental health services apart from schools.
 - Share best practice across all services and in all areas.
- 8.6. Mark thanked Cathy and the team on behalf of the Council for the hard work they continue to do to strive for better services for C&YP.

9. Appointment of External Auditors

- 9.1. The Council **RATIFIED** their approval taken on 31 July 2020 to appoint BDO LLP at the Trust's auditors for a period of one year with effect from 1 August and have the option of two extensions for up to one year each.

10. Report to the Council of the Audit of the Financial Statements 2019/20

- 10.1. Steven Course and Anit Chandarana, as Chair of the Audit Committee, had held a development session with Governors on 3 September 2020 for an in-depth look at the Trust's annual accounts for 2019/2020 which was well attended.
- 10.2. Governors once again expressed their appreciation for the work of the finance team particularly during the difficult period.
- 10.3. Following a governor query, assurance was provided that there is a 'Going Concern Test' and a statement regarding this is included in the Annual Report

11. Strategic Activity Report

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

12. Reports from Committees

- 12.1. The Council **RECEIVED** and **NOTED** the Communications and Engagement Committee report.
- 12.2. The Council **RECEIVED** and **NOTED** the Significant Business Committee report.
- 12.3. The Council **APPROVED** the revised guidelines for the election of the Lead and Deputy Governors.

13. COG Elections

- 13.1. The Council **RECEIVED** and **NOTED** the Council of Governor Election 2020 update.

14. COG Forward Plan

- 14.1. The Council **RECEIVED** and **NOTED** the Council's Forward Plan 2020/21.

15. Governor Attendance

- 15.1. The Council **RECEIVED** and **NOTED** Governor attendance at meetings which had been reviewed by the Nominations and Conduct Committee.

16. Any Other Business

- 16.1. Replies to two Governor questions on supporting staff during the coming winter and MAPA training have been shared in attached appendix.
- 16.2. There followed an appreciation of Mary Elford, Vice Chair, Luton and Bedfordshire who is leaving the Trust at the end of September to take up a new role as Chair of Cambridgeshire Community Trust. Mark praised Mary as a long standing member of the Board and thanked her for her incredible contribution as a Non-Executive Director and Vice Chair as well as being an ambassador for ELFT.

- 16.3. Governors thanked Mary for her work with Luton and Bedfordshire. Governors praised Mary for her approachable nature to stakeholders and colleagues.
- 16.4. Mary received a gift from Governors to show their appreciation for all her work at ELFT. Mary praised the work of Governors as amazing and reflected on how she has seen Governors and the Board work together to strengthen ELFT.
- 16.5. Mark Lam thanked everyone for attending and closed the the meeting being held in public.
- 16.6. The Board and members of the public were excluded from the meeting which is held in private in order to have regard to commercial sensitivity and/or confidentiality and/or personal information and/or legal professional privilege in relation to the business to be discussed.

The public meeting ended at 6:45pm

Appendix

Q1. Cold season is approaching, what plans are there to help staff differentiate between cold symptoms and Covid and avoid severe understaffing in frontline roles? The Trust offers rapid testing for patients but staff who have symptoms will not be able to come on site to access this.

Response:

We anticipate that being able to differentiate between Cold symptoms and Covid will be challenging. The Trust advice will be to get a Test (swab) as soon as possible to enable a swift return to work where the result is Covid negative. It is inevitable that until results are confirmed it will have an impact on staffing but we hope that Test result turnaround times will be minimal. There is currently scoping of Lab capacity across NEL and Bedfordshire that includes staff testing. At this stage staff don't have access to rapid testing and it is only one area (pilot site) at Mile End where there is a rapid testing device.

Staff do have access to information to help them identify the symptoms of Covid and differentiate between a Cold/ Flu where symptoms can be similar - the symptoms of COVID - 19 are clearly identified and explained in the COVID - 19 policy and staff have awareness of this when following the pathways. The annual influenza campaign will begin in this month which will focus on raising awareness about the symptoms of influenza / COVID -19.

Achieving a higher uptake of Flu vaccination will help reduce avoidable staff absence. Weekly staff testing for COVID infection in high risk areas is in planning as part of a programme for Staff Testing at ELFT.

Q2. Will the Trust soon be providing MAPA training for new inpatient nursing staff (including bank staff)? Relying on a smaller pool of existing staff to restrain more frequently will have a negative impact on safety, patient experience, staff retention and sickness.

Response:

At the beginning of the pandemic all face to face training was stopped and this included MAPA training. This resumed in late June and the safest methods for undertaking this were developed in this new context. The training body for the theory and techniques, CPI, have worked with us to develop an on-line component to all training with the purpose of reducing the amount of face to face required for each level of course. However, this pause did create a substantial back-log of training need. The MAPA team have been working to a schedule for each directorate providing 2 week blocks in each area to get as many staff trained as they can.

Numbers are less than usual due to the need for social distancing so each course can accommodate 10 people, depending on the size of venue. To increase our capacity to train staff in MAPA, we have recruited a Matron to oversee the courses and their impact, we are recruiting to another permanent training post in London and we are also recruiting some trainers to work on the bank with the team – these people will require the basic instructor training in order to train under supervision with the intention of some moving onto the advanced course in the coming months. The aim of this is to be able to provide more localised training to meet the demand of new starters, to provide the annual updates for both breakaway and refresher levels of training for those who have to use MAPA in practice. In effect, we aim to be providing courses each month for each directorate based on their training need – although how this is scheduled will need to be worked out as the new trainers are recruited and complete their initial training. We will have a firmer idea of numbers in the next month as the process of recruitment concludes.