

**Draft Minutes of the Council of Governors' Meeting held in public
on Thursday 11 July 2019 from 5pm – 7pm
at UNISON Centre, Ground Floor, 130 Euston Road, London NW1 2AY**

PRESENT:	Marie Gabriel	Trust Chair
Governors:	Rehana Ameer	Appointed Governor, City of London
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Robin Bonner	Staff Governor
	Nicholas Callaghan	Public Governor, Tower Hamlets
	Steven Codling	Public Governor, Central Bedfordshire
	Laura Jane Connolly	Public Governor, Rest of England
	Katherine Corbett	Staff Governor
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Rosemary Eggleton	Public Governor, Central Bedfordshire
	Paul Feary	Public Governor, Bedford Borough
	Rachel Hopkins	Appointed Governor, Luton
	Carol Ann Leatherby	Public Governor, Newham
	Julian Mockridge	Staff Governor
	Beverley Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor
	Jummy Otaiku	Public Governor, Hackney
	Jamu Patel	Public Governor, Luton
	Phillip Ross	Public Governor, Tower Hamlets
	Larry Smith	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Adrian Thompson	Public Governor, Tower Hamlets
	Daniel Victorio	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Hazel Watson	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
	Neil Wilson	Appointed Governor, Education
IN ATTENDANCE:		
Staff:	Aamir Ahmad	Non-Executive Director
	Mary Elford	Vice-Chair, Non-Executive Director
	Dr Navina Evans	Chief Executive
	Richard Fradgley	Director of Integrated Care
	Dr Paul Gilluley	Chief Medical Officer
	Jenny Kay	Senior Independent Director
	Norbert Lieckfeldt	Corporate Governance Manager (Minutes)
	Cathy Lilley	Associate Director of Corporate Governance
	Meena Patel	Membership Officer
	Lorraine Sunduza	Chief Nurse
	Eileen Taylor	Non-Executive Director

APOLOGIES:

Roshan Ansari	Public Governor, Tower Hamlets
Ken Batty	Non-Executive Director
Paul Calaminus	Chief Operating Officer, Deputy CEO
Tanya Carter	Director of Human Resources
Steven Course	Chief Finance Officer & Deputy CEO for London
Edilia Emordi	Public Governor, Hackney
Susan Fajana-Thomas	Appointed Governor, Hackney
Mason Fitzgerald	Director of Planning and Performance
Zara Hosany	Staff Governor
Denise Jones	Appointed Governor, Tower Hamlets
Susan Masters	Appointed Governor, Newham
Sheila O'Connell	Staff Governor
Mary Phillips	Staff Governor
Amar Shah	Trust Director
Damien Vaughn	Public Governor, City of London
Dr Mohit Venkataram	Executive Director of Commercial Development and Performance

ABSENT:

Victoria Aidoo-Annan	Staff Governor
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1 Welcome and Apologies for Absence

1.1 Marie Gabriel opened the meeting at 5:05 pm.

1.2 Marie highlighted:

- The late changes to the agenda:
 - the strategic item on Suicide Prevention deferred to the September meeting as the presentation will take account of Tuesday's successful Trust Suicide Prevention Conference
 - the External Audit Report will be taken at the September 2019 Council meeting as the Chief Finance Officer Steven Course was unable to attend this meeting
- 'Thank You' mugs for Governors shared at the recent Volunteer and Governor Celebrations were available for those today who were unable to attend that meeting
- The poll on the venue for future Council meetings and urged Luton and Bedfordshire Governors to vote
- And welcomed the appointment with effect from Monday 15 July 2019 of Cllr Brian Spurr as Appointed Governor for Central Bedfordshire Council.

1.3 Apologies were **noted** as above.

2 Minutes of the Previous Meeting held on 9th May 2019

2.1 Marie Gabriel explained that standard procedure is for Governors, wherever possible, to notify in advance any queries, comments or corrections for the minutes.

- 2.2 No comments had been received ahead of the meeting. No issues were raised at the meeting.
- 2.3 The Minutes (both public and confidential) were **AGREED** as accurate records.

3 Action Log and Matters Arising from the Minutes

Action Log

- 3.1 The Council **noted** that actions had either been completed and closed, were on the agenda for the July 2019 meeting or were planned for future meetings.
- 3.2 There were no further comments on the Action Log.

Matters Arising

- 3.3 Keith Williams moved a Vote of Thanks to Frank Röhrich and Dudley Manns as well as everyone else involved with the organisation of the Trust's Suicide Prevention Conference in Luton on 9 July 2019. Six Governors were able to attend the Conference. The Council unanimously supported this.

4 Council of Governors Priorities for 2019/20

- 4.1 Marie Gabriel set out the rationale behind the strategic priorities for the Council. She outlined the process at which the Council had arrived at those in the past and which will be used again this year.
- 4.2 Marie reminded Governors of the Council's five priorities from the current year as well as the cross-cutting themes (equality and service user/carer experience). She also highlighted the Trust's four strategic objectives under the Trust's strategy for Governors to consider in their deliberations.
- 4.3 Following a discussion, the Governors identified five strategic Items as outlined in Appendix 1.

5 Strategic Activity and Annual Planning Update

- 5.1. Richard Fradgley presented the update report on strategic activity and annual planning. He highlighted:
- Since the last update to the Council, three significant documents had been published:
 - The NHS Long Term Plan Implementation Guidance that requires ELFT to outline how we will deliver the outcomes of the Long Term Plan
 - The Interim NHS People Plan: Richard was pleased to note Governors had agreed a' focus on staff experience as one of their strategic priorities. NHS CEO Dr Navina Evans is heavily involved with NHS wide planning around this and is leading one of the workstreams
 - The NHS Safety Plan: The Trust will build on its QI record and continuous improvement to build a safety culture

- New money from NHSE is flowing into system as a result of the Long Term Plan: ELFT is bidding for some of these and are hopeful to be successful.
- In response to a question around early intervention in schools, Richard agreed this work needs to be sustained and be sustainable. He outlined that ELFT already runs trailblazer projects with mental health staff based in schools to ensure early identification of mental health needs. There are also bids out for further work in this area
- In response to a query around resources, Richard highlighted the Trust was still required to achieve efficiency savings each year. The Trust is reframing its approach to focus on creating value and reducing waste with the aim not to 'top-slice' but to work more intelligently and more productively. He agreed the language in para 3.6 may need revising
- In response to a statement around crisis service, Marie Gabriel highlighted the Trust has limited opportunity to influence national policy targets and objectives like the focus on delivering crisis services under the NHS 111 system.

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

6.0 External Audit:

i Report to the Council on the Quality Report 2018/19

ii Report to the Council on the Audit of the Financial Statements 2018/19

6.1 This item has been deferred to the September 2019 Council meeting.

7 Site Visits

7.1 Norbert Lieckfeldt outlined the process of arriving at the final list of six site visits from September 2019 as outlined in the report.

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

8 Council of Governor Elections Update

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

9 Council of Governors Training and Development Plan

9.1 **ACTION:** NL to share the results of the skills audit as reported to the Nominations and Conduct Committee.

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

10 Communications and Engagement Committee

10.1 The Council **AGREED** the proposed frameworks for Borough/Service Director meetings, stakeholder lunch meetings and site visits.

10.2 The Council **AGREED** the amended Terms of Reference for the Communications and Engagement Committee.

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

11 Significant Business Committee (SBC) Report

11.1 SBC Vice-Chair Keith Williams outlined the positive and informative recent meeting of the Committee.

11.2 Marie Gabriel outlined the changes to the Governors Assurance Framework for the SBC. While the content had not changed, the points were now set out to reflect the Trust's strategic objectives.

11.3 The Council **AGREED** the new Governors Assurance Framework.

11.4 Marie outlined the proposed and recommended changes to the Terms of Reference of the SBC. The Committee would in future be chaired by a Governor elected by the Committee. The Assistant Deputy Chair would remain ex-officio member and ex-officio Vice-Chair of the Committee.

11.5 The Council **AGREED** the proposed Terms of Reference of the Significant Business Committee.

11.6 In response to a query, Marie outlined that if the Committee were concerned about a business development, they can query this with Dr Mohit Venkataram and any Non-Executive Director the Committee would wish to involve. In the final instance, the Committee can voice any concern in its regular report to the Council of Governors.

11.7 In response to a query about the stakeholder lunch framework (see item 10.1) Marie Gabriel confirmed that the Governor co-chairs of stakeholder lunch meetings are appointed by the Communications and Engagement Committee.

12 Governors Attendance List

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

13 Council of Governors Forward Plan

13.1 Norbert Lieckfeldt advised that the current forward plan (tabled today) will be updated with the strategic priorities identified by the Council at this meeting.

13.2 The Council **RECEIVED** and **NOTED** the forward plan.

14 Any Other Urgent Business/Governor Issues/Questions from the Public

14.1 In response to a question about training on 'holding to account', Norbert Lieckfeldt outlined the plans for a one-day training event combining 'holding to account' and 'effective challenge'. Marie Gabriel highlighted that the Trust's

experience with external trainers had been mixed, and that it was therefore important that the training was tailored to the needs and culture of ELFT.

- 14.2 Governors supported a request by NEDs to be invited to attend Council Training and Developments sessions.
- 14.3 In a discussion about equitable pay for ELFT staff, the following points were raised
1. Disparity in Inner and Outer London Weighting impacts on recruitment in Newham
 2. Disparity in Outer London Weighting in Hertfordshire (who pay it) and Bedfordshire (who do not) affects recruitment in Bedfordshire and Luton
 3. Pay scales are set nationally, not by the Trust
 4. Newham Education now pay their staff Inner London Weighting so there may be a trend
 5. Trust may pay recruitment and retention allowance for hard-to-recruit staff but the process is complex. Rachel Hopkins outlined the process carried out by Luton Local Authority and offered to share the paper work. **ACTION:** NL to share the document with Tanya Carter
 6. The Trust has completed the review and implemented equal work is paid equally in terms of banding. Marie Gabriel reminded Governors of the financial challenges some staff are facing as demonstrated in last year's data about staff using food banks
 7. In terms of 'living wage', this is not an issue for the Trust's own employees. The Trust requires the Living wage from its sub-contractors such as SERCO. **ACTION:** TC to report back on action around living wage for sub-contractors.

15 Date and Time of Next Meeting

- 15.1 Thursday, 12 September 2019 from 5:00pm-7:00pm at Mander Hall, Hamilton House, Mabledon Place, London WC1H 9BD

A meeting of the Council of Governors held in private followed.

Members of the public are excluded from private meetings of the Council of Governors having regard to commercial sensitivity and/or confidential and/or personal information and/or legal professional privilege in relation to the business to be discussed.

The Meeting ended at 6.45pm.

APPENDIX 1

**Draft Minutes of the Council of Governors' Meeting held in public
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<i>Theme</i>	<i>Details of Discussion</i>	<i>Strategic Outcome</i>
Staff	Recruitment and Retention (inc internal movement) and impact on quality and continuity of care; also use of non-permanent staff (Bank or agency) Training and development of staff Policies for BAME staff (equality)	Improved Staff Experience Improved experience of care Improved value
Young People	CAMHS services Impact of increased investment in CAMHS mental health services – “what are we getting for the buck?” Prevention/early intervention Recovery College for Children and Young People?	Improved experience of care Improved value
Integrated Care	What is it? Strategic Stock-take – where are we now, where are we heading in the new system? Linking up with local services and others to enable smooth discharge	Improved population health Improved experience of care
Transition	Transition from secure to non-secure services, from CAMHS to adult services Accommodation for those with complex needs Ensuring needs are met on discharge (housing, benefits etc) Discharge and suicide prevention How to meet nat'l targets on waiting times	Improved population health Improved experience of care
Population Health	Equality and Poverty Understand poverty, understand the data Dealing with unmet in the face of local authority budget cuts; ELFT strategy for gaps in services	Improved population health Improved experience of care
	= Holistic Support	
Other issues	Suggestion	
Do we focus enough on Community Health Services?	Covering through two of the above themes (Transition and Population health)	
Community Health – how best to spend the additional funding?	See above	
Autism	Arrange additional site visit to Autism/Learning	

Services – raising awareness and support	Disability Services	
Digital transformation and innovation	Cross-cutting theme; Task and Finish Group to support developing IT Strategy for Trust	
Violence in organisation (staff on staff?)	Membership office to check if this is an issue from the staff survey report Minutes May 2019: “A high percentage of staff reporting they have recent experience of violence by service users as well as staff” From memory this relates to sexual harassment rather than violence. To check with Tanya Carter.	
Impact of No Smoking Policy on behaviour	Membership Office to treat as Governor query – is there evidence for impact of no smoking policy (eg behaviour, health benefits etc)	
Communication transformation of services	Communication and Engagement Committee	