

**Draft Minutes of the Council of Governors' Meeting held in public
on Thursday 09 May 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
	Roshan Ansari	Public Governor, Tower Hamlets
	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
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Rosemary Eggleton	Public Governor, Central Bedfordshire
	Edilia Emordi	Public Governor, Hackney
	Paul Feary	Public Governor, Bedford Borough
	Rachel Hopkins	Appointed Governor, Luton
	Carol Ann Leatherby	Public Governor, Newham
	Beverley Morris	Public Governor, Hackney
	Sheila O'Connell	Staff Governor
	Jummy Otaiku	Public Governor, Hackney
	Jamu Patel	Public Governor, Luton
	Mary Phillips	Staff Governor
	Phillip Ross	Public Governor, Tower Hamlets
	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
	Tanya Carter	Director of Human Resources
	Steven Course	Chief Finance Officer & Deputy CEO for London
	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
	Cathy Lilley	Associate Director of Corporate Governance
	Meena Patel	Membership Officer (minute taker)
	Lorraine Sunduza	Chief Nurse

Eileen Taylor

Non-Executive Director

APOLOGIES:

Victoria Aidoo-Annan	Staff Governor
Paul Calaminus	Chief Operating Officer, Deputy CEO
Katherine Corbett	Staff Governor
Mason Fitzgerald	Director of Planning and Performance
Zara Hosany	Staff Governor
Sufia Kamaly	Apprentice, Membership Office
Susan Masters	Appointed Governor, Newham
Julian Mockridge	Staff Governor
Caroline Ogunsola	Staff Governor
Larry Smith	Public Governor, Central Bedfordshire

ABSENT:

Damien Vaughn	Public Governor, City of London
Susan Fajana-Thomas	Appointed Governor, Hackney
Denise Jones	Appointed Governor, Tower Hamlets

1 Welcome and Apologies for Absence

- 1.1 Marie Gabriel opened the meeting at 5:00 pm.
- 1.2 Marie congratulated Central Bedfordshire Governor Rosie Eggleton and Staff Governor Sheila O’Connell on their involvement with the successful development and launch of the Lighthouse in Leighton Buzzard. Marie also congratulated Appointed Governor Rachel Hopkins on being re-elected as Councillor for Luton Borough Council.
- 1.3 Marie expressed her regret that Appointed Governor John Mingay was not re-elected in the recent elections and put on record the Council’s appreciation for his service.
- 1.4 Marie thanked Shirley Biro and Keith Williams for attending today’s all-day Governor Focus Conference in addition to the Council meeting.
ACTION: KW and SB to share information from the Conference.
- 1.5 Apologies were **NOTED** as above.
- 1.6 Marie Gabriel declared an interest with regard to Agenda Item 12 (NED Remuneration and Chair’s appraisal) at which point she will leave the meeting and Keith Williams, as Acting Deputy Chair, will chair the meeting.

2 Minutes of the Previous Meeting held on 21 March 2019

- 2.1 Marie Gabriel explained that standard procedure is for Governors to notify in advance any queries, comments or corrections for the minutes.
- 2.2 No comments had been received ahead of the meeting. However, there was one correction under Item 10.3: “xxx 2018” should read “November 2018”

2.3 With that correction the Minutes were **AGREED** as an accurate record.

3 Action Log and Matters Arising from the Minutes

Action Log

- 3.1 The Council noted that the following actions are covered by the agenda:
- Item 130 Present a report (with recommendation) on Chair/NED remuneration: NL pointed out it had been agreed to do this in two stages in March and May 2019.
 - Item 132 Trust Response to Annual Plan Consultation Meetings.
- 3.2 Item 99 Governors to receive feedback on Health & Poverty: Marie Gabriel reminded Governors this links with the Trust's Population Health agenda and therefore can be closed as it will permeate all reports received by the Council.
- 3.3 There were no further comments on the Action Log.

Matters Arising

3.4 There were no matters arising.

4 Strategic Item – Staff Experience and Staff Survey 2018

- 4.1 Tanya Carter, Director of HR, gave a presentation on improving the experience of staff at the Trust.
- 4.2 The Trust has taken an innovative approach to improving staff experience as staff who are more engaged will usually provide better patient care. The Trust is following the same principles for staff as that for population health, and is therefore looking at the wider determinants of health and wellbeing. For example, support and advice for financial wellbeing has already been addressed.
- 4.3 The current focus is on older women, and the younger workforce. For example, a recent DMT meeting identified menopause as a major issue and agreed a series of workshops would be arranged which would include looking at what support is needed and identifying interventions. There has been a positive response to this initiative with workshops being fully subscribed. Significantly, the workshops have been opened to managers.
- 4.5 The Trust has also produced a new magazine on Staff Wellbeing and Staff benefits.
ACTION: Membership Office to send copies to all Governors.
- 4.6 Freedom to Speak Up continues to be well-utilised; staff appear to feel comfortable raising concern. The original expectation was the majority of issues would be around patient safety but to date they have usually related to staff issues, such as organisational change or bullying.

- 4.7 The results of the Staff Survey are currently being analysed and actions to address the concerns are being taken forward by the relevant localities except when common themes have been identified (such as dignity at work) in which case there would be centrally-organised action..
- 4.8 Key headlines include:
- A high percentage of staff reporting they have recent experience of violence by service users as well as staff
 - Continued high percentage of staff reporting recent experience of bullying and harassment.
- 4.9 The Trust is addressing the issues with bullying and harassment through a *Respect and Dignity @ Work* campaign aimed to change culture. This is a four part programme:
- Phase 1: **Mile in my Shoes** events organised by the Empathy Museum in London and Bedford
 - Phase 2: **Through our Eyes** will ask staff to tell their story
 - Phase 3: **What Matters** where Trust managers will be invited to sessions with Navina Evans to explore the issues and challenges from the staff stories, and how the Trust can support them becoming more compassionate managers
 - Phase 4: **We heard you** – a conference-style event where the Trust will explore, possible through the use of drama, the issues that had been raised and replay the stories..

All Executive Directors have made personal pledges about they are doing to support the *Respect and Dignity @ Work* campaign.

ACTION:

- NL to circulate dates of the Mile in My Shoes events
 - TC to present an update on the themes identified from the campaign at a future Council meeting.
- 4.10 Responding to queries, Tanya highlighted:
- ELFT does not currently have any staff networks based on religion; there are four networks (Women, Disability, LGBTQ+, and BAME) which are inclusive and open to anyone. An intergenerational network is also being established. The Trust will explore if there is a demand
 - The Trust is routinely carrying out detailed exit interviews to ensure learning is captured from staff who have decided to leave the Trust
 - The Trust has structures in place to support managers who may find it difficult to adjust to the new culture, e.g. through modelling, leadership training, or reverse mentoring
 - The Joy at Work programme has been successful and the Trust is currently setting out on the next round to offer support to teams who would like to take part in this scheme
 - Qualitative feedback from staff through the staff survey is offering a very rich source of detailed, granular information about local conditions
 - There are a range of themes in relation to bullying and harassment including treatment by patients or carers, line managers and colleagues. A

new platform – Go Engage – is being used by the Trust which will triangulate much of HR data (i.e. exit interviews, staff survey results, etc) and enable the Trust to forecast and be proactive.

5 Strategic Activity and Annual Planning Update

5.1. Richard Fradgley presented the update report on strategic activity and annual planning. He highlighted:

- The system operating plan requirements for 2019/20 were different to previous years
- The CCGs' investment plans for mental health have been reviewed and the Trust is confident there is sufficient money in the system for mental health
- The thematic analysis of the feedback from members and service users from the Annual Plan Consultation Meetings. This will also be shared with everyone who attended the Annual Plan Consultation Meetings
- There is a significant degree of alignment between the views and concerns of service users/carers and the Trust's strategic direction.
- The Trust has bid successfully for additional funding for individual support services to help people with schizophrenia into longer term employment.

5.6 Responding to a question, Richard outlined that the Trust is bidding for additional funding to ensure that CAMHS services can meet increasing demand.

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

6.0 Governor Impact

6.1 Norbert Lieckfeldt presented the biannual Governor Impact report – this stems from the previous QI project by the Council.

6.2 The report was categorised into 'statutory decisions', 'nudging and encouraging' and "Governor feedback".

6.3 The significant amount of work and contribution by Governors was commended.

ACTION: Membership Office to arrange for the report to be available on the website (with the Council papers) and the intranet as well as using Social Media to share the report.

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

7 Site Visits

7.1 The Council engaged in group work to identify possible sites for future site visits.

7.2 Norbert Lieckfeldt outlined these will be considered by the Communications and Engagement Committee. They will be cross-referenced to ensure even

spread across the Trust in terms of geography and services, and to ensure there is an appropriate balance of NED and Governor visits to services.

- 7.3 Responding to a question, Marie Gabriel confirmed that Governors are not generally able to arrange individual visits to Trust sites.

8 Council of Governor Attendance List

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

9 Council of Governors Forward Plan

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

10 Any Other Urgent Business and Questions from the Public

- 10.1 Request for the provision of hard copy papers as well as timely circulation of papers: Governors are able to receive hard copy papers as it is acknowledged that receiving digital copies does not meet the needs of some Governors. It was also acknowledged that there has been a delay in receiving papers; the Bank Holiday would have potentially contributed to this.

ACTION: Membership Office to add Carol Ann Leatherby and Philip Ross to the list of Governors receiving hard copies by default.

- 10.2 Norbert Lieckfeldt read out an electronically submitted query by Katherine Corbett about additional MAPA (Restraint) training as in her opinion an insufficient number of staff appear to have been trained. Lorraine Sunduza stated the Trust is increasing the number of trained staff who have completed breakaway training; this is also now being rolled out to Community Health staff. The Trust is reviewing staff who are able to safely deliver restraint.

- 10.3 Tanya Carter pointed out to general acclaim that the Trust has been shortlisted as a finalist in the Healthcare Manager Awards for Excellence in People Management.

- 10.4 **ACTION:** Membership Office to circulate the note drafted by Beverly Morris following her meeting with the Trust's Benefits Officer.

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.