

Council of Governors Meeting

To be held in public on Thursday, 14 July 2022, 5:00pm – 7:00pm

By Zoom:

<https://elft-nhs-uk.zoom.us/j/94757007970?pwd=SC9QWTVmR3ZLNWxFT2NlamlxoaDVLUT09>

Agenda

	Title		Action	Time (pm)
Informal Gathering				4:30
1	Welcome Eileen Taylor, Acting Chair	Verbal	Note	5:00
2	Apologies for Absence Eileen Taylor, Acting Chair	Verbal	Note	
3	Declarations of Interest Eileen Taylor, Acting Chair	Verbal	Note	
4	Minutes of the Council of Governors Meeting held in public, 12 May 2022 Eileen Taylor, Acting Chair	Attached	Approve	
5	Action Log and Matters Arising from the Minutes Eileen Taylor, Acting Chair	Attached	Note	
Strategic Items				
6	Operational Update: Staff Wellbeing - Tackling the Cost-of-Living Crisis Tanya Carter, Chief People Officer	Presentation and Discussion	Note and Discuss	5:05
7	Governors' Strategic Priorities: Giving every Child the best start (Part 1) Richard Fradgley, Director of Integrated Care (Introduction) Sarah Wilson, Director of Specialist Services	Presentation	Note and Discuss	5:20
Business Items				
8	Report from Communications and Engagement Committee Felicity Stocker, Chair CEC	Attached	Note	6:15
9	Council of Governor Elections Update Tina Bixby, Membership Officer	Attached	Note	6:20
10	Report from Nominations and Conduct Committee <ul style="list-style-type: none"> • General Update • Governors Training and Development 2021/22 Eileen Taylor, Acting Chair	Attached	Discuss and Approve	6:25

11	Any Other Urgent Business and Questions from the Public (to be advised in advance by Tuesday, 12 July 2022 . Questions submitted on the day will be responded to following the meeting)			6:35
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End of the Public Meeting

Members of the public are excluded from Part 2 Council of Governors meeting having regard to commercial sensitivity and/or confidentiality and/or personal information and/or legal professional privilege in relation to the business to be discussed

12	Minutes of the Council of Governors Meeting held in private, 12 May 2022 Eileen Taylor, Acting Chair	Attached	Approve	6:40
13	Report from Nominations and Conduct Committee Report from Joint Nominations Committee ELFT/NELFT Eileen Taylor, Acting Chair Ken Batty, Senior Independent Director	Attached	Discuss and Approve	6:40

	<p>Date and Time of Next Meeting:</p> <ul style="list-style-type: none"> • 8 September 2022 • 10 November 2022 • 19 January 2023 • 9 March 2023 <p>All meetings will be held from 5:00 – 7:00pm and will be held virtually (unless otherwise notified)</p>			
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For more information on the meeting, including how to access the meeting, please visit [the ELFT website](#). Please contact elft.membership@nhs.net for any specific enquiries.

Eileen Taylor
Acting Chair
East London NHS Foundation Trust

Draft Minutes of the Council of Governors Meeting **Part 1 - Held in Public**

Thursday 12 May from 5.00pm – 7:00pm
Virtual Meeting, held via Zoom

Present:	Eileen Taylor	Acting Trust Chair
Governors Present:		
	Patrick Adamolekun	Staff Governor
	Julie Aduwa	Public Governor, Rest of England
	Victoria Aidoo-Annan	Staff Governor
	Dawn Allen	Public Governor, Bedford Borough
	Rehana Ameer	Appointed Governor, City of London
	Roshan Ansari	Public Governor, Tower Hamlets
	Fatima Begum	Public Governor, Luton
	Gren Bingham	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Caroline Diehl	Public Governor, Hackney
	Darlene Dike	Public Governor, Hackney
	Mark Dunne	Staff Governor
	Susan Fajana Thomas	Appointed Governor, Hackney
	Arif Hoque	Public Governor, Tower Hamlets
	Rofikul Islam	Public Governor, Tower Hamlets
	Tony Isles	Staff Governor
	Khtija Malik	Appointed Governor, Luton
	Reno Marcello	Public Governor, City of London
	Beverly Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor, Lead Governor
	Betsy Scott	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Jim Weir	Appointed Governor, Bedford Borough
	Patricia Wheeler	Public Governor, Hackney
Apologies:	John Bennett	Public Governor, Tower Hamlets
	Joseph Croft	Staff Governor
	Adam Forman	Public Governor, Hackney
	Graham Manyere	Staff Governor
	Tracey Stock	Appointed Governor, Central Bedfordshire
	Hazel Thomas	Public Governor, Newham
	Aidan White	Public Governor, Newham
Absent:	Viv Ahmun	Appointed Governor, Voluntary Sector
	Zulfiqar Ali	Appointed Governor, Newham
	Amina Ali	Appointed Governor, Tower Hamlets
	Tee Fabikun	Public Governor, Newham

Nadia Islam
Sheila O'Connell

Public Governor, Newham
Staff Governor

In Attendance:

Aamir Ahmad	Non-Executive Director
Catherine Afolabi	Trust Sectary, Homerton NHS FT
Ken Batty	Senior Independent Director
Tina Bixby	Membership Officer
Paul Binfield	Director of People Participation
Paul Calaminus	Chief Executive
Tanya Carter	Chief People Officer
Anit Chandarana	Non-Executive Director
Steven Course	Chief Finance Officer and Deputy CEO
Michelle Evans-Riches	Programme Manager, BLMK ICS
Richard Fradgley	Director of Integrated Care
Marie Gabriel	Chair Designate, NEL ICS
Dr Paul Gilluley	Chief Medical Officer
Philippa Graves	Chief Digital Officer
Emma Johnson	Central & North West London NHS FT
Prof Dame Donna Kinnair	Non-Executive Director
Carol Ann Leatherby	Trust Member
Cathy Lilley	Director of Corporate Governance
Norbert Lieckfeldt	Corporate Governance Manager
Edwin Ndlovu	Chief Operating Officer
Dr Rima Makarem	Chair Designate, BLMK ICS
Linda McRoberts	Minute Taker
Dr Amar Shah	Chief Quality Officer
Lorraine Sunduza	Chief Nurse and Deputy CEO
Malcolm Weston	Governor, Homerton NHS FT
Deborah Wheeler	Non-Executive Director

The minutes are produced in the order of the agenda

1. Welcome

- 1.1 Eileen Taylor warmly welcomed everyone to the meeting and reminded all of the Trust's values – We Care, We Respect and We Are Inclusive.
- 1.2 Eileen offered congratulations to Appointed Governors Zulfiqar Ali (Newham), Amina Ali (Tower Hamlets) and Susan Fajana-Thomas (Hackney) on their recent re-election as Councillors.

She also highlighted that:

- Staff Governor, Joseph Croft has been elected as a local Councillor in Islington and offered congratulations and best wishes on behalf of the Council.
- Two Governors from Central Bedfordshire have had to resign due to pressure of work – Mark Underwood and Steven Coding. Eileen thanked them for their services and expressed the hope to see them at the Governor celebration in November.
- Marie Gabriel, Chair Designate of North East London ICS and Dr Rima Makarem, Chair Designate of BLMK ICS will be joining the meeting today.
- Today is International Nurses Day and Eileen thanked and acknowledge all ELFT's wonderful nurses for their contributions and dedication.

2. Apologies for Absence

- 2.1 Apologies were recorded as above.

3. Declarations of Interest

- 3.1 No declarations of interest have been received in regard to today's meeting in public. All other interests are recorded on the register of interests.

4. Minutes of the Council of Governors Meeting held in public on 10 March 2022

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

5. Action Log and Matters Arising from the Minutes

- 5.1 The Council noted that actions were either closed or on the Forward Plan.

6. Governors' Strategic Priorities: Staff Wellbeing – Learning from the Staff Survey

- 6.1 Tanya Carter presented and requested attendees to contribute to an online 'Menti' questionnaire asking people to identify issues that they or their family have experienced over the previous year, such as bereavement, financial difficulty, ill health and bullying. The same questionnaire had been used at a Board development day, at the CEO's discussion group as well as a Directorate Management Team (DMT) away days. The results highlighted consistent themes at each forum, with the majority identifying at least two of the issues.

In her presentation, Tanya highlighted:

- Prior to the pandemic, work had started on looking at the wider determinants of health. Work was now underway on how to apply the learning from this to ELFT staff
- A wellbeing wheel has also been developed – looking at the physical, environmental, social, financial and emotional aspects of life and good health
- This work will be part of the refreshed People Plan for 2022-26 and will be aligned with Trust priorities
- The top three priority areas identified from the staff survey for this year are:
 - Equality, diversity and inclusion
 - Retention and morale
 - Staff wellbeing.

- 6.2 In discussion the Governors noted:

- The survey results were generally positive, and overall slightly improved on last year. There were 11 categories which had deteriorated slightly; however, the survey included 20 new questions so a direct comparison was not possible. On most areas ELFT performed as good as, or better than, the NHS-wide average.
- Deloitte's well-led review challenged us to look at areas where scores had remained stagnant. Each directorate will choose its own areas to focus on, some of those may match Trust-wide ones while others will choose different priorities.
- The data is being triangulated with HR data such as absences to identify any areas of concern.
- Juliana Ansah has been appointed as the first Trust Director of Equality, Diversity and Inclusion and this role will cover staff, service users and patients.
- There is a QI project about improving equity.

- 6.3 Governors discussed their role in addressing the priority areas, which included:

- Helping to develop a culture where people feel they are able to talk about their issues and what the barriers are.
- Helping to encourage young people to become Governors would aid diversity and inclusion.
- Challenging the Board on clear outcome measures to be assured that the work on equality, diversity and inclusion is successful.

- Improving equality, diversity and inclusion is likely to improve retention and staff morale.

6.4 In discussion Governors also highlighted:

- That 'one size fits all' is not a helpful approach.
- The difficulty in managing bullying and harassment was often due to people's reluctance to talk about this and that this was also an issue for those who witnessed it.

6.5 Eileen assured Governors this was an ongoing discussion and thanked everyone for the constructive conversation.

6.6 The Council **DISCUSSED** and **NOTED** the presentation.

7. **Integrated Care Systems – the Voice of the Residents and Role of the Governor**

7.1 Marie Gabriel and Dr Rima Makarem jointly presented highlighting:

- ICSs are a partnership of healthcare, Local Authorities and voluntary organisations seeking to do four things – improve population health outcomes; tackle inequalities; enhance productivity and value for money; and help the NHS support social economic development. This should lead to better, high quality, accessible care.
- The aim is to move away from the commissioned model of competition for services to collaboration so as to achieve wider health outcomes, as the majority are determined by socio-economic factors, acting differently to improve quality and outcomes, secure greater equity, create value and deepen collaboration.
- ICSs are working to create meaningful improvements in health, wellbeing and equality. The four priority areas for North East London (NEL) ICS are:

- employment (including staff experience as well as increasing opportunities for residents)
- mental health,
- children and young people and
- tackling long term conditions

Bedfordshire, Luton and Milton Keynes (BLMK) ICS priorities are:

- Start Well – the first 1000 days
- Live well – empowered to remain in good health as well as managing conditions
- Age well – reduce life expectancy gap
- Growth – includes employment and the green agenda
- Reduce inequalities.

- Working together will be taken forward through the Integrated Care Partnership (ICP) whose membership comprises of local authorities, third sector and NHS providers and will be responsible for setting the strategy.
- Integrated Care Boards (ICB) will become the statutory bodies working to deliver the strategy at place – which usually matches the local authority footprint.
- ICSs will work through provider collaboratives, e.g. acute providers/hospitals working together with community and mental health in a locality or all acute providers working together under the ICS.
- While the proposed legislation does not fundamentally alter the duties and functions for Governors, Trusts will be expected to collaborate and CQC will 'judge' Trusts by how well they contribute to the ICS achieving their strategic objectives.
- There is a clear need to share existing expertise, including from the voluntary sector, Trusts and GP patient groups in terms of involving residents and service users.
- Consultation on support material that outlines the role of Councils of Governors in the ICSs is anticipated; while their statutory duties do not change, Governors will be required to take into account the interests of the wider public in the ICS footprint, not just in their own constituency; and also to hold NEDs to account for how well the Board considers and supports the achievement of the ICSs' strategic objectives.
- This is about shifting the lens from operational objectives to population need – looking at the whole person and their environment and identifying unmet social need

- 7.2 In discussion the Governors noted:
- Measures of success have not yet been identified as they are part of the ongoing discussions.
 - Today's discussion is focussed on how Governors can fulfil their role in the new systems and is the beginning of a conversation
- 7.3 The Council, Board members and those in attendance considered two questions in smaller group discussions:
- Where do you see the opportunities for Governors to contribute to the residents' voice in the ICS
 - What more would you recommend ICSs put in place to ensure that residents' voice is at the heart of everything they do?
- 7.4 The feedback from group discussions included:
- Would be useful to work together with Governors from other ICS FTs to broaden the discussion and draw people's views together.
 - Need to re-start some of the forums that existed pre-pandemic.
 - Will need to engage with stakeholders and enable Governors to do so.
 - Need to work across communities as well as with local elected officials.
 - Some concern expressed about how ICS are going to deliver in the localities - seeing plans as to how this will be done would be helpful.
 - Acknowledged the importance of treating the whole person but further clarity would be helpful as to how this would actually be implemented.
 - Some Governors did not feel they understand ICS and its various structures and partnerships well enough to be able to raise awareness, therefore important to ensure their awareness and understanding is developed as a priority.
 - Felt the establishment of ICSs overall has had a top down approach.
 - On communication, Governors need to have more opportunities to connect with their local voluntary sector organisations.
 - To ensure residents' voices are heard, Governors need to be more proactive in engaging with the local community rather than expecting to be approached.

Full feedback will be collated and shared with Governors as well as Marie and Rima.

ACTION: Norbert Lieckfeldt

- 7.5 The Council **DISCUSSED and NOTED** the presentation.

8. Report from Significant Business and Strategy Committee

- 8.1 Governors **RECEIVED** and **NOTED** the report.

9. Any Other Urgent Business and Questions from the Public

9.1 Board Directors Departures

Eileen Taylor paid tribute to two Executive Directors who are leaving the Trust for system roles and who will be greatly missed:

- Steven Course, the Chief Financial Officer, is taking up the role of Chief Finance Officer at Norfolk and Waveney ICS. Steven has been a calm and steady hand at the tiller, with a talent to bringing numbers to life and his values and focus on people (staff and our service users) shine through in everything he does.
- Paul Gilluley, the Chief Medical Officer, is moving to NEL ICS as their CMO. Paul has been a bedrock of ELFT for many years and made many contributions particularly around the quality and safety of our services, and significantly on leading the NEL vaccination centres.

On behalf of the Council, both Steven and Paul were presented with a small gift in acknowledgement of their support to Governors and contributions to Council meetings.

Both Steven and Paul thanked the Council for the kind remarks and acknowledged it was a wrench to leave but that they would take the Trust's values and organisational treasures to their new systems.

- 9.2 One question had been submitted: *How are NEDs assured that the system for discharging patients from community mental health team services works well for all patients and that the correct criteria are applied?* [Larry Smith/Suzana Stefanic]

Edwin Ndlovu, Chief Operating Officer, explained that the main aim is ensuring anyone coming up for discharge is supported to be discharged in a safe and clearly documented way, working closely with GP colleagues. To do this, we ensure there are clear lines of communication between us and Primary Care and/or Social Care, where they are often receiving support. The Trust is currently looking at how Dialog can take over from the care plan programme on this as will help to facilitate a conversation between our service users, the Trust and our partners, to ensure people are being discharged based on their need. This work is monitored by the Quality Assurance Committee (QAC).

Donna Kinnair, as Chair of the QAC added that the QAC ensures appropriate policies and practice are in place and that people receive training in discharge. Doctors ensure patients are well enough to be discharged. The QAC receives assurance from the CMO and Clinical Directors that these procedures are being followed, and if not why and what actions are being taken. Assurance was provided that following discharge from our services, service users revert to Primary Care and the GP can refer them back if they become unwell again.

- 9.3 Marie Gabriel and Dr Rima Makarem thanked the Council for the opportunity to present and for Governors valuable constructive challenge and feedback.

11. **Date and Time of Next Meetings:**

- 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 advised)

Meeting closed 7.00pm

Council of Governors - Action Log following Council Meeting May 2022

Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
183	12/05/2022	Joint Chair Recruitment Update	Update Governors around fact of re-advertisement of role becoming public	Norbert Lieckfeldt	01/05/2022	Closed	Governors advised by email
182	12/05/2022	Governors and Residents in ICS	Collate and Share feedback with NEL and BLMK	Norbert Lieckfeldt	14/07/2022	In progress	Will be circulated once minutes agreed
184	12/05/2022	Joint Chair Recruitment Update	Review the time commitment for the candidate, bringing a recommendation to the next Council meeting	NomCo	14/07/2022	In progress	NomCo met - some final decisions to be taken after second meeting on 19 July.
173	08/07/2021	Trust Performance Areas	Update to Council on Long Covid provision to be provided	A Hadayah/J Raphael	08/09/2022	Forward plan	Update to be provided, either at a Council meeting or at a Governor development session
163	10/09/2020	Trauma Informed Approach update	A progress update on work to develop a trauma informed approach to services and training staff around this to be added to Council's Strategic Priorities	Richard Fradgley	08/09/2022	Forward plan	To be considered at Sept 2022 meeting when reviewing the Council's five priorities for 2022-2023
171	11/03/2021	AOB	Question on NED Assurance on Complaints System	Norbert Lieckfeldt	10/11/2022	Forward plan	Request to keep this live for report back in Nov 2022 on QI project on Complaints System at Operational Update
176	08/09/2021	Discharge and Transition	Schedule D&T in Forward Plan	Norbert Lieckfeldt	10/11/2022	Forward plan	Scheduled for Nov 2022
178	03/02/2022	Early Intevention/Prevention	Schedule feedback/update on Early Intervention and Prevention	Richard Fradgley/ Angela Bartley	10/11/2022	Forward plan	Scheduled for Nov 2022
180	10/03/2022	Addressing Inequalities in ELFT and our Wider Communities	Provide response to Governor feedback from breakout room questions: Which populations or communities do you think are not thriving? Who do we need to work with to make a difference? What should be our key priorities for next year?	Richard Fradgley	10/11/2022	Forward plan	Update to be provided, either at a Council meeting or at a Governor development session
129	24/01/2019	Quality Accounts	Results of the review into Patient Safety - Serious Incidents to be shared with Council	Paul Gilluley	31/03/2023	Forward plan	Development session to be scheduled with Dr Deborah Dover, newly appointed Director of Patient Safety

In progress
 Closed
 Forward plan

To: Council of Governors
From: Felicity Stocker, Chair
Author: Norbert Lieckfeldt, Corporate Governance Manager
Date: 14 July 2022
Subject: Communications and Engagement Committee Report

1. Purpose of the Report

1.1 To update the Council on the work of the Communications and Engagement Committee.

2. Background

2.1 The Communications and Engagement Committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's Membership Strategy and communications with members and among Governors.

2.2 The core membership of the Committee is as follows:

- Dawn Allen, Bedford Borough Governor
- Roshan Ansari, Tower Hamlets Governor
- Joseph Croft, Staff Governor
- Caroline Diehl, Hackney Governor
- Mark Dunne, Staff Governor
- Beverley Morris, Hackney Governor
- Jamu Patel, Luton Governor
- Suzana Stefanic, Central Bedfordshire Governor
- **Felicity Stocker, Bedford Borough Governor (Chair)**
- Aidan White, Newham Governor

2.3 The Communication and Engagement Committee meetings are open to all Governors. Those Governors who are not core members but wish to attend should notify the Governors and Members Office in advance.

2.4 The Committee met on 20 June 2022. Also attending were:

Gren Bingham (Public Governor, Tower Hamlets)
Norbert Lieckfeldt (Corporate Governance Manager)

3.0 20 June 2022 Meeting: Key Decisions and Discussions

3.1 Media Activities Update

Due to an accident, Janet Flaherty had to send apologies at short notice – the Committee sent her best wishes for a speedy recovery. Norbert Lieckfeldt gave a brief summary, provided in writing by Janet:

- Newham Phlebotomy Service – additional resource and telephone numbers appear to have had positive impact
- Significant number of FOI requests from journalists so media stories are being planned
- A service user from the John Howard Centre (Forensic Service) had absconded but was found very quickly and returned to the service
- Supporting the vaccination team with identifying permanent job opportunities in the Trust.
- The Trust's Communication Plan is being reviewed and updated and Governors will be invited to comment once the Board have had an initial discussion

3.3 Membership and Engagement Plan

- Tina Bixby gave an update on the latest plan for the review of the Trust's membership and engagement plan.
- Supported by Richard Fradgley (Director of Integrated Care), and Aamir Ahmad (Non-Executive Director) this would have the widest possible consultation and co-production involving governor, People Participation, service users and especially the wider membership in Big Conversation-style events.

3.4 Communication Guide for Governors

- The Committee reviewed the Communication Guide for Governors (see attached). The Committee felt that it was generally still up to date, though added suggested source of information for Governors, eg signing up to their local HealthWatch newsletters, their ICS communications and others.

3.5 Terms of Reference

- The Committee discussed the Terms of Reference as they related to the role of the Vice-Chair. Following the discussion, the Committee agreed to leave the Terms of Reference unchanged.

4. Recommendation

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

From: Felicity Stocker, Committee Chair
Date: 14 July 2022
Subject: Governor Communication Guidelines Review

**Proposed Review, Communication Guidelines
(as ratified by the Council on 12 November 2020)**

1.0 Background and Principles

- 1.1 One of the roles of Trust governors is to bring the views of the public to the heart of the Trust's decision-making.
- 1.2 As a result, all ELFT Governors will at times engage with their wider communities and appointing organisations in their role as an ELFT governor, both formally and informally: at formal ELFT public meetings, other public meetings relating to their role which they wish to attend, or even in face to face conversation.
- 1.3 Being a Governor is a public office – all members of the Council of Governors are published on the ELFT website.
- 1.4 It is not always obvious which organisations Governors might find helpful to engage with, how they should do this, and how to feedback to ELFT.

1.5 Governors may find it helpful to sign up to email newsletters of three local organisations:

- (a) HealthWatch (Borough-based)**
- (b) Integrated Care System (North East London or BLMK)**
- (c) Council for Voluntary Services (Borough-based)**

Please contact the Governors and Members Office should you have problems finding contact information.

- 1.5 Governors are volunteers and they are the Trust's critical friends; the Trust therefore acknowledges that Governors may not always feel they have the answers and/or detailed knowledge.
- 1.6 If in any doubt, feel free to contact the Governors and Members Office for help and guidance.

2.0 Guidance

- 2.1 At times, ELFT will have arranged for Governors to attend a meeting, or a visit, formally in order to represent ELFT. The Governors and Members Office will have offered advice about the meeting/visit in advance and how to report back on the meeting and the organiser will know in which capacity governors attend.
- 2.2 However, often governors are engaging with their communities BOTH in a personal capacity, as well as an ELFT governor. That can be more difficult.
- 2.3 Our advice is to be clear about this – letting the people you are meeting with know that you are engaging both personally (representing ourselves, our own families and communities) and that you are also an ELFT governor.

2.4 It can be helpful to stay in touch with your fellow Borough or staff governors. The Governors and Members Office will facilitate the sharing of contact emails and identify alternatives (e.g. nhs.net email addresses) if Governors prefer their home email to remain private.

2.5 Below are some examples of situations that might arise and some guidance on how to respond. This will be iterative and will be added to as issues arise.

3.0 Examples

Guidance	Examples
If in any doubt, feel free to contact the Governors and Members Office for help and guidance.	
Governors are the Trust's Ambassadors. They must not be seen to be unduly critical in public of the Trust or its staff	<p>At a public meeting a member/member of the public tells Governors about their poor experience with a Trust service. Governors:</p> <ul style="list-style-type: none"> • listen attentively • acknowledge their story • apologise for their experience if appropriate ("I am sorry you have had such a difficult experience") • signpost to Trust service such as the Patient Advice and Liaison Service (PALS) if appropriate¹ • consider if Governors require assurance that systems are in place to prevent such occurrences (raise with Governors and Members Office)
Governors are not to respond to media enquiries	If a journalist contacts a Governor with a request for a view or information on an issue, the correct response is to always refer to the Trust's Communications Team or the Governors and Members Office
Governors have various opportunities to raise queries and issues	At public meetings, members must have priority to ask questions as Governors can address their questions to the Governors and Members Office, at COG meetings and at Borough/Service Director Meetings (BDMs)
Governors can share information that is in the public domain	It is permitted to share information from the Council meetings with the public (except information expressly marked Confidential or addressed in private parts of the Council meetings). Council of Governor Meetings are meetings which are held in public (except where otherwise advised on the Agenda)

¹ Will need to supply information for governors in easy accessible format

	<p>Council papers are published on the ELFT website. Equally, information from Board meetings held in public is not confidential.</p> <p>Borough/Service Director Meetings may contain privileged information, please check at the time or afterwards if in doubt</p>
<p>When attending external meetings, you may wish to declare that you are an ELFT Governor; be mindful that most people do not know what an NHS Governor is!</p>	<p>“Hi, I am X and I am an ELFT Public/Partner/Staff Governor, although I am speaking in a personal capacity. One of my roles is to take the view of the public back to the Trust so I may raise what I hear here with my fellow Governors and the wider Trust”</p>
<p>For meetings or issues of wider interest (such as attending a Conference with limited spaces on behalf of the Council, or meetings such as HealthWatch with information of interest to local Governors).</p>	<p>Governors are encouraged to write a brief summary of the main points and share with the Governors and Members Office for distribution.</p>



We care
We respect
We are inclusive

Acting Chair: Eileen Taylor
Chief Executive: Paul Calaminus

From: Tina Bixby Membership Manager

To: Council of Governors

Date: 14 July 2022

Subject: Council of Governor Elections 2022

1. Purpose of the Report

To provide the Council with information about the planned process for the Council of Governors elections 2022.

2. Background

2.1 As at 31 October 2022, there will be eight public governor vacancies and 2 staff vacancies across all constituencies – see below:

1. Bedford: 1 vacancy - Dawn Allen (1st term)
2. Central Bedfordshire: 3 vacancies – Suzana Stefanic (1st term) two places currently unfilled
3. Newham: two vacancies - Tee Fabikun (1st term) and Aidan White (1st term)
4. Staff: two vacancies Joseph Croft (2nd term) and Sheila O'Connell (2nd term)
5. Tower Hamlets: two vacancies - John Bennett (2nd term) and Arif Hoque (1st term)

3. Election Process

3.1 CIVICA (formerly ERS) continue to be our election provider. A new three year contract was agreed in June 2022 following an appropriate procurement process. Other providers (Mi Voice and UK Engage) submitted tenders including showcasing their systems and their proposed cost. The decision to reappoint CIVICA was based on:

- Value for money
- System functionality and compatibility
- Market expertise

3.2 The timetable agreed for the elections is as follows:

ELECTION STAGE	OPTION 1
Notice of Election / nomination open	Friday, 15 Jul 2022
Nominations deadline	Friday, 12 Aug 2022
Summary of valid nominated candidates published	Monday, 15 Aug 2022
Final date for candidate withdrawal	Wednesday, 17 Aug 2022

Notice of Poll published	Monday, 5 Sep 2022
Voting packs despatched	Tuesday, 6 Sep 2022
Close of election	Thursday, 29 Sep 2022
Declaration of results	Friday, 30 Sep 2022

3.3 Members will be contacted and offered the opportunity to nominate themselves, via email where the Trust has a valid email address. Those without an email address will receive a post card (see attached)

4 **Prospective Governor workshops**

4.1 Prospective Governor workshops are planned for the following dates:

- 19 July at 11:00
- 30 July at 11:00
- 3 August at 17:00

Norbert Lieckfeldt, Corporate Governance Manager, will meet virtually with prospective Governors along with Jamu Patel. Current Governors are also invited to attend to the meetings, to share their Governor journey. (Please advise Tina Bixby if you would like to attend) Governors have been asked to share details of both the planned meetings and the opportunity to become an ELFT Governor with their local communities.

Action

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

4.2 Governors to share the details of the elections with their local communities

COUNCIL OF GOVERNOR ELECTIONS



East London
NHS Foundation Trust

Would you like to take a seat at the ELFT table?



Our Governors are very important to our Trust and they play a fundamental role in improving services, advising the Trust about the needs of service users and the community, holding our non-executive directors to account, and informing our strategies and future plans.

We Care

We Respect

We are Inclusive

From: Cathy Lilley, Director of Corporate Governance
Author: Norbert Lieckfeldt, Corporate Governance Manager
To: Council of Governors
Date: 14 July 2022
Subject: Nominations and Conduct Committee Report

1.0 Purpose of the Report

1.1 The purpose of this report is to update the Council on the most recent meeting of the Nominations and Conduct Committee (the Committee/NomCo) held on 29 June 2022.

2.0 Role of the Council of Governors

2.1 The Council of Governors is responsible for holding the Non-Executive Directors (including the Chair) to account for the performance of the Board.

2.2 The Committee has been established to carry out specific duties on behalf of the Council, including recommending candidates for appointment or re-appointment to the posts of Chair and NED, discussing their annual performance evaluation and remuneration, as well as reviewing any Governor conduct issues (including attendance).

2.3 The discussions at the meeting on 29 June 2022 included Committee membership, the Board's self-certification of training and support provided for Governors to carry out their role under s(151) of the Health and Social Care Act, and plans for returning to face-to-face Council meetings.

3.0 Committee Membership

3.1 The Committee noted that with the recent resignation of Zulfiqar Ali as Appointed Governor for Newham, its membership has reduced from seven to six Governors.

3.2 Ordinarily the Council would follow the agreed process to fill this vacancy. However, the Committee was asked to consider carrying this vacancy to ensure there is equal Governor representation on the Joint Nominations Committee (JNC) with North East London NHS FT (NELFT) in line with the JNC terms of reference as the NELFT NomCo also has a vacancy.

3.3 The Committee received assurance that the requirements of the terms of reference in respect of Governor constituency representation (public, staff and appointed) remain met.

3.4 The Committee supported the proposal to carry the vacancy until the Council's annual Committee membership elections in September 2022.

4.0 Self-Certification of Governors Training and Development

4.1 Under s151 of the Health and Social Care Act 2012 NHS FTs are required to make annual self-certification declarations to NHS England (NHSE) that they can meet the obligations set out in the Trust's NHS provider licence. This license includes requirements to comply with the NHS Act and Constitution, and with governance requirements.

- 4.2 As part of the overall corporate governance statement the Board must review whether Governors have received the appropriate training and guidance to carry out their roles: *“The Board is satisfied that during the financial year most recently ended the Trust has provided the necessary training to its Governors as required in s151(5) of the Health and Social Care Act to ensure they are equipped with the skills and knowledge they need to undertake their role.”*
- 4.3 The declaration will be signed by the Chair and CEO on behalf of the Board of Directors **having regard to the views of Governors.**
- 4.4 A self-assessment has been carried out by the Director of Corporate Governance and the Corporate Governance Manager and the report (Appendix 1) was received by NomCo.
- 4.5 The Committee **AGREED** to recommend to the Council of Governors that the Trust has provided the appropriate training, development and guidance to Governors to ensure they are equipped with the skills and knowledge to carry out their roles in support of the declaration.

5.0 Return to Face-to-Face Meetings

- 5.1 Following the lockdown and social distancing requirements in March 2020, the Council has conducted all its business virtually, using platforms such as Zoom or MS Teams.
- 5.2 While this has not impacted on the Council’s effectiveness, creating and nurturing positive relationships between Governors, and between Governors and Executive and Non-Executive Board members does benefit from personal contact.
- 5.3 As the guidelines around infection control and social distancing have changed, discussions are being held about holding meetings face-to-face whilst at the same time:
- maintaining the gains made by arranging certain meetings virtually, benefits in terms of Governors’ time but also in terms of convenience, value for money, opportunity to arrange meetings quickly as the need arises as well as reduction in greenhouse emissions, and
 - supporting those Governors who for reasons of disability or clinical vulnerability may struggle to attend face-to-face meetings.
- 5.4 There is no precedent for this process of emerging from the pandemic – ELFT is starting this discussion and is seeking a path that is transparent, and has received the support of the Council of Governors.
- 5.5 In discussion, the Committee considered:
- The changes since the early days of the pandemic – the availability of vaccines and booster vaccines, peaks and troughs of incidence numbers, changes to the general severity of infection and to social distancing regulations.
 - The results of a prior (November 2021) survey of Governors where they expressed majority support for continuing to hold Committee meetings, Governors Open Forums and Governor development sessions virtually, and expressed a strong preference for the January Council meeting to be held virtually so as to avoid late and dark evening travel at this time of the year particularly for Governors travelling to/from Bedfordshire and Luton.
 - The proposal to hold the November meeting face-to-face will leave sufficient time to plan for such a meeting, in terms of venue, infection control and time commitments/travel arrangements.
 - With its emphasis on welcoming new Governors and wishing a farewell to departing Governors, the November meeting is a less business-heavy meeting compared to

others and lends itself to testing out different ways of working (inc possible electronic access for some).

- Experience has shown that hybrid meetings are less effective at including everyone (particularly with a large number of meeting participants) than either completely virtual or face-to-face meetings. The proposal is therefore not to hold the Council meetings in a hybrid format. For those Governors who, due to disability or clinical vulnerability, would struggle to attend, personal conversations will be held to identify solutions and reasonable adjustments so they can contribute to each meeting as far as practicable.
- The Trust will aim to offer an information session with the Chief Nurse or member of the Infection Control team to provide support and address any concerns in advance of the meeting. All required infection control measures will be adhered to.
- The blend of virtual and face-to-face meetings reflects the majority feedback in the survey and is an inclusive approach; they also support the Trust's wider approach towards sustainability and value for money.
- The recommendation to hold Council meetings near the Trust HQ in E1 as the overall proposal will considerably reduce the overall number of meetings requiring attendance in person at Alie Street compared to pre-pandemic custom; this again would significantly reduce the cost per meeting as meetings held near King's Cross are charged at a premium being in central London.
- The recommendations are subject to future NHS guidance around infection control and social distancing that may become necessary should the incidence of Covid increase at any point.

5.6 The Committee **AGREED** to the following proposals to be put to Council:

- Arrange a Governor information session with the Chief Nurse/Infection Control on how best to ensure safety at face-to-face meetings
- Return to face-to-face Council meetings from 1 November (except January meetings)
- Hold one Council meeting annually in Bedfordshire or Luton, preferably a summer meeting
- Continue to hold Committee meetings, Governor Open Forums and development sessions virtually
- Local decisions to be made as to whether to hold Borough/Service Director meetings virtually or face-to-face.

7 Recommendations

7.1 The Council of Governors is asked:

- to **NOTE** the proposal around the current vacancy on Committee
- to **AGREE** the Committee's recommendation that the Trust has provided the appropriate training, development and guidance to Governors to ensure they are equipped with the skills and knowledge to carry out their roles in support of the declaration
- to **DISCUSS** and **AGREE** the Committees proposals to:
 - Arrange a Governor information session with the Chief Nurse/Infection Control on how best to ensure safety at face-to-face meetings
 - Return to face-to-face Council meetings from 1 November (except January meetings)
 - Hold one Council meeting annually in Bedfordshire or Luton, preferably a summer meeting
 - Continue to hold Committee meetings, Governor Open Forums and development sessions virtually
 - Local decisions to be made as to whether to hold Borough/Service Director meetings virtually or face-to-face.

From: Cathy Lilley, Director of Corporate Governance
Author: Norbert Lieckfeldt, Corporate Governance Manager
To: Nominations and Conduct Committee
Date: 29 June 2022
Subject: Self-assessment of Governor Training and Development

1. Purpose of the Report

1.1 To share the results of the self-assessment of Governor training and development in support of the self-certification requirements in relation to the training and development of Governors.

2. Background

2.1 NHS FTs are required to make annual self-certification declarations to NHS Improvement (NHSI) that they can meet the obligations set out in the NHS provider licence. This license includes requirements to comply with the NHS Act and Constitution, and with governance requirements

2.2 Four self-certifications are required including one in relation to the corporate governance statement FT4 (which is all about systems and processes for good governance).

2.3 As part of the overall corporate governance statement the Board must review whether governors have received the appropriate training and guidance to carry out their roles: *The Board is satisfied that during the financial year most recently ended the Trust has provided the necessary training to its Governors as required in s151(5) of the Health and Social Care Act to ensure they are equipped with the skills and knowledge they need to undertake their role.*

2.4 The FT4 declaration will be signed by the Chair and CEO on behalf of the Board of Directors and **having regard to the views of Governors.**

3. Governors' Training and Development

3.1 A self-assessment has been undertaken by the Director of Corporate Governance and Corporate Governance Manager.

3.2 The Trust adopts a variety of methods for supporting Governors with their training and development including:

- Governor briefing sessions
- Joint Director/Governor meetings
- Internal meetings and visits
- External events and meetings
- Communications and regular provision of information.

4. Covid-19 Information and Engagement Plan

4.1 Following the lockdown and social distancing requirements in both 2020 and 2021, the Council and Board agreed a Governor Engagement Plan to ensure Governors are

supported and informed to be able to carry out their statutory and regulatory duties and can continue to contribute to the discussions about the Trust's strategy, provide feedback and ask questions, particularly taking account of the removal of face to face meetings and the continued approach to holding meetings online.

The plan focused on:

- Regular updates and information for Governors about issues relating to Covid-19 and winter planning through sharing the regular Covid-19 updates for staff as well as regular updates from Gold Command via the Chief Medical Officer and Chief Nurse
- Maintaining contact between the Trust and Governors, and between Governors, through regular online meetings; the Trust has been supporting Governors who are digitally excluded through issuing Trust iPads and other IT support.
- Enabling Governors to carry out their statutory and regulatory duties with appropriate support and guidance from the Trust.

5. Induction Programme

- Prospective Governor workshops were held across the Trust's constituencies prior to elections in August 2021 by the Corporate Governance Manager
- An induction session in October 2021 was open to both new and experienced Governors both new and experienced Governors attended the session.

6. Governor Briefing Sessions

- Briefing sessions for Governors have been developed covering a range of topics identified by Governors to support them in understanding their role and the changing environment and context within which the Trust is operating, particularly in respect of the development of Integrated Care Systems
- In addition to separate briefing sessions, the Council meetings themselves now include updates on topical/hot operational issues and Borough/Service Director Meetings include reference to local service performance data
- Examples of the sessions held include:
 - Annual Accounts (with the Chair of the Audit Committee and Chief Finance Officer)
 - ELFT's Digital Strategy (with the Chief Digital Officer)
 - The Governors' role in creating a speak up, listen up, follow up culture (Freedom To Speak Up)
 - A CQC Well-Led inspection briefing in preparation for a Well-Led review
 - *Discharge from Community Mental Health to Primary Care* development session
 - *The role of Social Work in the Trust* (with the Trust's Director of Social Work)

7. Internal and External Meetings and Visits

- Governor Open Forums: These meetings, held 5-6 times each year, provide the opportunity for Governors to meet informally and without Trust staff present to discuss issues of interest or concern. A summary of queries will be reported back to the Trust Chair who will address these in public at the following Council meeting
- In addition, Non-Executive Directors including the Chair are now routinely invited to part of this meeting which provides the opportunity for Governors to discuss topical issues and ask questions. Meetings were held during 2021-2022 with Deborah Wheeler, Donna Kinnair, Sam Everington, Ken Batty and Aamir Ahmad.
- Borough/Service Director Meetings were held across the Trust's different constituencies (City and Hackney, Luton and Bedfordshire, Newham and Tower Hamlets). These meetings offer Governors the opportunity to learn about local service developments and feed back to service directors any issues or concerns they may have heard from service users, members or the wider public. In addition to regular service updates and

performance data, Governors are setting a forward plan of items they wish to look at in depth at each meeting

- Our CEO and other Board members are regular attendees of our Council meetings where they present on a specific topic, lead on discussion groups, and respond to questions from Governors. All Governors are also routinely sent the CEO's and Chair's report as well as the Performance Report to the Board separately in addition to the Board papers; the Chair's report highlights the feedback to the Board of previous Council discussions
- Particular attention has been paid at Council meetings about the upcoming changes to the NHS, with a specific focus on the role of Governors and the Council in the Integrated Care Systems, where the Chairs of our two ICSs invited to facilitate sessions; and the Significant Business and Strategy Committee opening its meetings to all Governors when looking at these changes from a strategic angle
- Site visits had to be deferred due to Covid-19. These visits are designed to provide Governors with an insight into the breadth and depth of our services and this information is shared with other governors. Since the end of social distancing regulations, plans are in hand to restart a programme of site visits
- Staff Governors continued to meet bimonthly with broad ranging discussions but also with a particular focus on staff wellbeing and issues such as around VCOD highlighted and brought to the attention of the Board
- Governors are also routinely offered the opportunity to attend Trust and external meetings such as:
 - Bedford Centre for Mental Health Vision workshop
 - *Big Conversations* – refreshing the ELFT strategy
 - Staff Network events, such as events for the BAME Network on South Asian History Month or Antisemitism
 - Standing invitation to the regular *The Future of Primary Care* webinars
 - ELFT Speech and Language Therapy Conference
 - Webinar on Modernising Inpatient Care
 - NHS Disability Summit
 - ELFT Research Conference
 - NHS Providers Governor Focus 2021 Annual Conference
 - The Patient Safety Learning Event.

8. **Communications and Information**

- Governors are kept regularly informed through the weekly Friday Governor e-newsletter and direct emails
- The Communications and Engagement Committee receives regular updates from the Trust's Head of Communication and PR
- Aside from the regular Friday update e-newsletter, emails are usually sent to ensure Governors are kept up to date in a timely fashion on local or Trustwide news. Updates are gleaned from the internal staff e-newsletter (e.g. service updates and changes), topical events and/or local media coverage. Governors will also draw the Trust's attention to local media coverage which will be shared with the Trust's communications team, and with each other
- Literature available for prospective Governors – on Trust's website and in hard copy
- Governors knowledge is kept up to date through the sharing of best practice and centrally published information, as well as advising of external events that might be of interest:
 - NHS Providers Governors newsletter and briefings circulated
 - Reports and best practice shared include:
 - Trust's regular Quality Improvement Update
 - Selected updates from NHS Improvement and NHS Providers newsletters.

9. Recommendation

- 9.1 While the practical challenges that Covid-19 brought are recognised, the Trust in co-operation with the Council has responded and used all opportunities through, for example, better accessibility of meetings wherever possible so that Governors continued to be supported with appropriate and relevant training and development. Governors have already expressed their preference for some meetings such as the Governor Development Sessions to continue being delivered virtually.
- 9.2 It is recommended that the Committee considers the self-assessment and presents to the Council of Governors at its meeting in July 2022 as assurance of compliance with the self-certification requirement that Governors have received the appropriate training and guidance to carry out their roles.

10. Action

The Council of Governors Nominations & Conduct Committee is asked to:

- **RECEIVE** and **DISCUSS** the report
- **AGREE** to recommend to the Council of Governors at its meeting in July 2022 that the Trust has provided the appropriate training, development and guidance to Governors to ensure they are equipped with the skills and knowledge to carry out their roles in support of the FT4 declaration.