

## Council of Governors Meeting

To be held in public on Thursday, 13 July 2023, 5:00pm – 7:00pm

Venue: Leonardo Royal Hotel London Tower Bridge, 45 Prescott Street, London E1

### Agenda

	Title		Action	Time (all pm)
<b>Informal Gathering and refreshments</b>				<b>4:30</b>
1	<b>Welcome</b> Deborah Wheeler, Vice-Chair	Verbal	Assurance	5:00
2	<b>Apologies for Absence</b> Deborah Wheeler, Vice-Chair	Verbal	Assurance	
3	<b>Declarations of Interest</b> Deborah Wheeler, Vice-Chair	Verbal	Assurance	
4	<b>Minutes</b> CoG Meeting held in public 11 May 2023 Deborah Wheeler, Vice-Chair	Attached	Approval	
5	<b>Action Log and Matters Arising from the Minutes</b> Deborah Wheeler, Vice-Chair	Attached	Assurance	
<b>Strategic Items</b>				
6	<b>Right Care Right Person proposals, Met Police</b> Edwin Ndlovu, Chief Operating Officer	Verbal	Assurance	5:05
7	<b>Operational Update: Cost of Living Support</b> Susan Downing, ELFT Cost of Living Coordinator	Presentation	Assurance	5:15
8	<b>Governors' Strategic Priority Item: Getting Digital Right for the Service Users</b> Philippa Graves, Chief Digital Officer	Presentation	Assurance	5:35
<b>Business Items</b>				
9	<b>Self-Certification, Training &amp; Development</b> Cathy Lilley, Director of Corporate Governance	Attached	Approve	6:20
10	<b>Report from the Significant Business &amp; Strategy Committee</b> John Bennett, Chair of SBSC Dr Mohit Venkataram, Executive Director of Business Development	Attached	Approval Assurance	6:22
11	<b>Report from the Communications &amp; Engagement Committee</b> <ul style="list-style-type: none"> <li><b>inc Update, Membership Engagement Plan</b></li> </ul> Felicity Stocker, Chair of CEC Tina Bixby, Membership Officer	Attached  Attached	Assurance	6:27

12	<b>Election Update 2023</b> Norbert Lieckfeldt, Corporate Governance Manager Tina Bixby, Membership Officer	Attached	Assurance	6:30
13	<b>Learning from Serious Incidents</b> Donna Kinnair, Chair Quality Assurance Committee David Bridle, Chief Medical Officer Deborah Dover, Director of Patient Safety Lorraine Sunduza, Chief Nurse and Deputy CEO	Presentation	Assurance	6:30
14	<b>Any Other Urgent Business and Questions from the Public</b> (to be advised in advance <b>by Tuesday, 11 July 2023</b> . Questions submitted on the day will be responded to following the meeting)	Attached		6:56
15	<b>Council Forward Plan</b>	Attached	Assurance	
16	<b>Date and Time of Next Meeting:</b> <ul style="list-style-type: none"> <li>• 14 September 2023 (face-to-face, venue tbc)</li> <li>• 9 November 2023 (virtual, inc. AMM)</li> <li>• 19 January 2024 (virtual)</li> </ul> <p>All meetings will be held from 5:00 – 7:00pm</p>			

For more information on the meeting, including how to access the meeting, please visit [the ELFT website](#).  
Please contact [elft.membership@nhs.net](mailto:elft.membership@nhs.net) for any specific enquiries.

Eileen Taylor  
Chair, East London NHS Foundation Trust

## Draft Minutes of the Council of Governors Meetings Held in Public

On Thursday 11 May 2023 from 5.00pm to 7pm  
at Courtyard Room, Bishopsgate Institute, 230 Bishopsgate, London EC2M 4QH  
(and online via Zoom as a reasonable adjustment)

**Present:**

Eileen Taylor

Trust Chair

**Governors:**

Patrick Adamolekun

Staff Governor

Yesmin Begum

Public Governor, Tower Hamlets

Liz Birch

Public Governor, Central Bedfordshire

Shirley Biro

Public Governor, Newham

Bob Cazley

Public Governor, Central Bedfordshire

Caroline Diehl

Public Governor, Hackney

Love-Jane Egbe

Staff Governor

Susan Fajana Thomas

Appointed Governor, Hackney

Adam Forman

Public Governor, Hackney

Rofikul Islam

Public Governor, Tower Hamlets

Khtija Malik

Appointed Governor, Luton

Reno Marcello

Public Governor, City of London

Caroline Ogunsola

Staff Governor, Lead Governor

Jamu Patel

Public Governor Luton; Deputy Lead Governor

Betsy Scott

Staff Governor

Suzana Stefanic

Public Governor, Central Bedfordshire

Felicity Stocker

Public Governor, Bedford Borough

Hazel Thomas

Public Governor, Newham

Patricia Wheeler

Public Governor, Hackney

Rachel Williams

Public Governor, Luton

**Online:**

Gren Bingham

Public Governor, Tower Hamlets

**In attendance:**

Aamir Ahmad

Vice-Chair (London)

Ken Batty

Senior Independent Director

Dr David Bridle

Chief Medical Officer

Tina Bixby

Membership Officer

Paul Calaminus

Chief Executive

Tanya Carter

Chief People Officer

Anit Chandarana

Non-Executive Director

Peter Cornforth

Non-Executive Director

Carys Esseen

Deputy Director of Integrated Care

Philippa Graves

Chief Digital Officer

Sarah Khan

Interim Chief of Staff

Dame Donna Kinnair

Non-Executive Director

Sue Lees

Non-Executive Director

Cathy Lilley

Director of Corporate Governance

Norbert Lieckfeldt

Corporate Governance Manager

Edwin Ndlovu  
Stephanie Quitaleg

Chief Operating Officer  
Senior Executive Assistant

**Apologies:**

Julie Aduwa	Public Governor, Rest of England
Victoria Aidoo-Annan	Staff Governor
Viv Ahmun	Appointed Governor, Voluntary Sector
Rehana Ameer	Appointed Governor, City of London
Roshan Ansari	Public Governor, Tower Hamlets (due to technical issues)
Fatima Begum	Public Governor, Luton
John Bennett	Public Governor, Tower Hamlets
Mark Dunne	Staff Governor
Tony Isles	Staff Governor
Cass Howes	Public Governor, Bedford Borough
Peter Landman	Public Governor, Newham
Graham Manyere	Staff Governor
Beverly Morris	Public Governor, Hackney
Stella Oloyede	Public Governor, Newham
Kate Smith	Staff Governor
Larry Smith	Public Governor, Central Bedfordshire
Jim Weir	Appointed Governor, Bedford Borough

**Absent:**

Bilal Ahmad	Public Governor, Newham
Gulam K Choudhury	Appointed Governor, Tower Hamlets
Darlene Dike	Public Governor, Hackney
Mumtaz Khan	Appointed Governor, Newham
Tracey Stock	Appointed Governor, Central Bedfordshire

**Notes (taken from recording)**

Gill Skrzypczak

*The minutes are produced in the order of the agenda*

**1. Welcome**

- 1.1 Eileen Taylor welcomed everyone to the Council of Governors meeting and reminded all of the Trust values: *We Care, We Respect and We Are Inclusive*. She also acknowledged Governors who have joined the meeting remotely due to personal circumstances and requested everyone speak clearly so they can be heard online.
- 1.2 She extended a warm welcome to the two new Non-Executive Directors, Sue Lees who is also a Non-Executive Director on the NELFT and BHRUT boards, and Peter Cornforth.
- 1.3 Congratulations were given to Jim Weir, Khtija Malik and Fatima Begum who were re-elected as local councillors in Bedford (JW) and Luton (KM and FB) respectively.
- 1.4 Eileen reported that she and other Board members attended a service of Thanksgiving at St Paul's to celebrate the 900th year anniversary of St Bartholomew's Hospital and sent congratulations to colleagues there. St Bartholomew has been providing healthcare free at the point of delivery and serving the people of London for all this time.

She also acknowledged today's International Nurses Day, highlighting that nurses are at the heart of our service.

May is also Mental Health Awareness Month, and she encouraged Governors to promote access to mental health services in their ambassadorial roles.

## **2. Apologies for Absence**

2.1 Apologies were noted as above.

## **3. Declarations of Interest**

3.1 No additional declarations of interest in relation to items on the agenda were received.

## **4. Minutes of the Council of Governors meetings held on 9 March 2023**

4.1 The minutes of the meeting were **APPROVED** as a correct record, subject to the following addition to the first paragraph under 7.1 which will be amended to read:(addition in red)  
Edwin Ndlovu introduced Jamie Stafford explaining that he and Jamie have been working closely with the Executive team on this. **He acknowledged this session is coming to the Council because of specific concerns raised by the City & Hackney Governors about at times long waits for patients in mental health crisis at the Homerton Hospital A&E and the availability of beds at the Hackney Centre for Mental Health but it was a wider issue across the Trust and indeed the NHS as a whole.**

## **5. Action Log and Matters Arising from the minutes**

5.1 Actions were noted as either closed or on the forward plan.

5.2 There were no matters arising.

## **6. NHS Assembly – 75<sup>th</sup> Anniversary of the NHS**

6.1 Paul Calaminus presented, highlighting:

- The NHS Assembly is made up of staff across the NHS and various charity organisations and will be producing a statement for the anniversary celebrations at the beginning of July to shape services going forwards.
- Every Trust in England has been asked to contribute to a joint statement, focusing on how far the NHS has come, how things are now and views for the future.
- The Trust is inviting Governors to be part of the conversation giving their reflections on what works well at ELFT, current challenges and developments/changes for the future. A session will be held on Wednesday 17 May 2023.

6.2 In discussion:

- It was noted that email contributions from Governors not able to attend the session in person are welcome and should be sent to Norbert Lieckfeldt.

## **7. Operational Update: Annual Plan 2023/2024**

- **Council's Priorities**
- **ELFT Annual Plan 2023/24**

7.1 Richard Carr introduced the update, highlighting:

- The Trust's annual plan is required to be submitted to NHS England and under the NHS Act the Trust must ensure the interests of members and the public are considered when proposing any strategic developments.
- ELFT holds annual plan meetings to seek the views of members and Governors, and the feedback from these had been themed and summarised in the May Council papers.

7.2 Carys Esseen, Deputy Director of Integrated Care, presented the process for developing the plan in detail via slides, highlighting:

- In order to build the Trust plan, each team and directorate reflect on their successes and challenges during the past year, and the information that their performance data is showing. This year there has been a focus on financial and environmental sustainability, and as always taking account of what service users, carers and the membership tell us about what matters to them.
- The plan links back to the core principles of the Trust strategy and Governor priorities, in particular improving population health and integration of services. The county-wide availability of drug and alcohol treatments in Central Bedfordshire and work to improve Did Not Attend (DNA) at appointments and improved waiting times are just two examples that link directly back to Governor priorities around improving access to services and experience of care.
- The two Integrated Care Systems (ICSs) that ELFT is part of also have to publish integrated care plans for the next five years and the Trust is a key part of both of these with our partners in healthcare.

7.3 In discussion the Council:

- Noted the ongoing work within the Primary Care directorate to support retention of GPs in local surgeries, providing GP training across ELFT with webinars as well as in practices, having quality improvement measures in place and working with the GP Federation to provide the support required locally.
- Noted the ongoing work the Trust is supporting to review the CQC key lines of enquiry (KLOE) and that the Trust action plan links to those to ensure safe practice and staff welfare.

7.3 The Council **RECEIVED, NOTED and DISCUSSED** the presentation.

## 8. **Governor's Strategic Priority Item: Supporting our People**

8.1 Ken Batty introduced the item, highlighting:

- The importance of staff to the organisation; a new People & Culture Committee has been established to provide assurance to the Board
- A key part of the Non-Executive Director (NED) walkarounds is to ask teams about their staff resource to understand how this affects their day to day running and the following presentation should provide assurance to the Governors around the Council's strategic priority item.

8.2 Tanya Carter presented, highlighting:

- Improving staff experience is one of the four primary drivers of the Trust's strategy. The People Plan has four priority areas:
  - new ways of working
  - looking after our people
  - belonging in the NHS
  - growing and developing for the future.

- A focus on the wider determinants of health for our staff resulted in initiatives for women around menopause and period poverty, along with wellbeing activities for all including physical health, financial advice and free supply of Vitamin D during the winter months
- There was also focus on the various worldwide humanitarian events that staff support with staff networks providing ready-made focus groups to engage with, a recognition of the positive feedback from the ELFT Staff Awards and an acknowledgement of the losses suffered by staff during the pandemic with memorials unveiled across the Trust
- A key response to staff concerns over the cost of living crisis resulted in ELFT increasing and facilitating more timely mileage payments, despite challenges from other NHS organisations at the time. Following this initiative, all London NHS trusts increased their rates. The feedback from this has been extremely positive, particularly from the community teams.
- Next steps include a men's health awareness week, an ongoing review of Bank pay and the implementation of Wagestream, a system allowing staff quicker access to pay. There will also be work around why response rates to the staff survey have been decreasing, salary advances for those starting work and coming off benefits, increased organisation development work and a further exploration into the reasons why people prefer to remain working as agency staff rather than joining the ELFT Bank.

8.3 In discussion the Council noted:

- The initiative around international recruitment of nurses and the support work associated with this
- The support, alongside staff side, for people with long Covid and the resulting adjustments to sick pay arrangements.

8.4 The Governors formed individual discussion groups and fed back the following recommendations on the question "In the context of the wider determinants of health, what else can the Trust focus on in terms of wellbeing of our staff?":

- How do we support staff with their wider issues outside of work, to bring awareness and understanding to their managers of their needs
- Are the lived experience service users in People Participation able to access staff wellbeing initiatives
- Should there a separate mental health network
- Acknowledgment of PTSD amongst staff and ensuring access to care post covid and going forward
- Should ELFT be offering basic knowledge and access to further information around affordable, economic and healthy cost of living initiatives to enable staff the opportunity to think through their income versus the economic challenges they face over the next year.

Governors noted the engagement of a cost of living coordinator who will update the Council about her role at the July Council of Governors meeting.

The Chair requested all recommendations be passed through to Tanya to take forward.

## 9. Report from the Significant Business & Strategy Committee

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

## 10. Communications & Engagement

- **Report, Communications and Engagement Committee (CEC)**
- **Membership Engagement Plan**
- **Community Events, London and Luton & Beds**

10.1 Felicity Stocker noted the ongoing engagement and discussions at CEC around the Membership Engagement Plan (MEP) and Tina Bixby further updated, highlighting:

- The plan has been approved by the Board and work on membership branding and presentation on one page is under way. The MEP will be a standing agenda item at CEC and the Council of Governors meetings
- The continuing discussions on priorities and themes at CEC in particular around Trusttalk; a working group will be set up with members, Governors and people participation colleagues to gather information around the benefits of and improvements for pros and cons of the current publication, and also improved ways to receive information and feedback from the membership.
- As part of ongoing wider collaboration, links with NELFT and Bedfordshire Hospital Trust have already resulted in the passing on of information around public meetings to share with Governors
- Membership meetings, both virtual and face to face in the community are planned for July and later in the year
- The work ongoing for the 75<sup>th</sup> NHS anniversary celebrations are based around four key objectives: celebrating the hard work of NHS staff past and present, successes and innovations, recognising the extent of care provided every day and connecting people nationally to increase blood and organ donor registers and support for NHS charities
- ELFT's aim is to share information around services whilst having fun, joining in with the Great Bedfordshire NHS Show on 5 July and holding a North East London event on 12 July, ideally along with both ICBs including NELFT and other local Trust providers , and involving Governors, members, people participation, carers, the recovery college, recruitment and representants of Trust services. More information will be sent out in due course.

10.2 In discussion the Council:

- Thanked the team for their work in producing the plan and its contribution to a greater understanding of the structure of both the Trust and NHS as a whole
- Noted the need to balance membership meetings between virtual and face to face, taking account of cost and accessibility
- Acknowledged that Trusttalk provides a useful source of information about the Trust and its services and the importance of ensuring there are other avenues to access this should it be altered.

10.3 The Council **RECEIVED, NOTED** and **DISCUSSED** the update.

## 11. **Governor Impact 2022/2023**

11.1 Norbert Lieckfeldt presented, highlighting:

- The Governor's role in taking decisions, bringing issues raised by members and the public and supporting the Trust's work
- Particular areas of focus over the past year include the Joint Chair recruitment, with the Governor's engagement and support of the process, alongside NELFT Governors, now providing a blueprint for other providers to follow. The challenge to the Board to evidence the wider benefits of a Joint Chair and the taking part in objectives setting for the Joint Chair role demonstrated the key constructive role Governors play
- Continued thinking about the new ICSs and its meaning day to day, hearing presentations from the Chairs of both ICSs and joint meetings now arranged between Governors and NEL ICS Chair going forwards
- Raising the importance of more vertical, locality-based integration and collaboration at place, challenging the ICS on their role in ensuring equitable access to services and the work on the MEP



- Seeking assurance from the Board around the final discharge pathways from community mental health, meeting with the Service Directors to feed back instances of where this process has deviated from good practice
- Raising the issue of changes to the booking systems for the phlebotomy service in Newham, with sessions with the CEO and COO to understand the process and putting forward issues around escalation which led to changes being made to improve the system
- Also expressing concern over the waiting times in A&E for people in mental health crisis and how learning from serious incident (SI) reviews is disseminated throughout the Trust following which a Governor development session was held with the new Director of Patient Safety
- Council seeking assurance from the Non-Executive Directors around their role and accountability
- Fulfilling its statutory duty to approve the decision to increase the number of Non-Executive Directors and appointing two new NEDs plus the new external auditors for the Trust.
- The setting of the Governor's list of strategic priorities for the year

11.2 In discussion the Council:

- Received expressions of gratitude from the members of the Board in appreciation of the work accomplished over the past year and in their commitment to continually put our communities first.

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

## 12. Election Update 2023

- **Council Elections 2023**
- **Officer Elections 2023 (Lead and Deputy Lead Governor)**

12.1 Governor elections: report taken as read and requested encouragement from existing Governors to identify/connect with potential candidates.

12.2 Noted the upcoming elections for Lead and Deputy Lead Governors in October. Interested parties can contact Norbert Lieckfeldt for more information..

## 13. Any Other Urgent Business and Questions from the Public

13.1 Item concerning a highly-gifted nine year old boy to be referred to Lorraine Sunduza/Sarah Wilson.

**Action:** Norbert Lieckfeldt

## 14. Council Forward Plan

14.1 Noted.

## 15. Date and Time of Next Meetings:

13 July 2023 (face to face – venue to be advised)

14 September 2023 (face to face – venue to be advised)

9 November 2023 (face to face – venue to be advised)

19 January 2024 (virtual)

All meetings will be held from 5:00 –7.00pm

The meeting closed at 7pm.

DRAFT

## Appendix 1

### Staff Wellbeing

Table Feedback:

In the context of the wider determinants of health, what else can the Trust focus on in terms of wellbeing of our staff?

- Open discussion around debt to remove stigma and offer support and discussion before the situation becomes critical
- Run money management workshops
- Cost of living issues go beyond money management – support with childcare, healthy eating etc
- Invite external organisations to support with staff counselling
- Are there safe spaces for staff reflective practice?
- Is there time for team/group reflection about what's gone well/what can be improved?
- Can these reflection sessions be used to empower staff, eg by offering opportunities to facilitate or chair these?
- Is there an offer for drop in sessions for staff to talk about any subject they are concerned about?
- Staff may not be comfortable talking to their employer around certain issues (eg drugs and alcohol, mental health, personal issues) – are there options?
- How do we signpost staff to the many options listed in the presentation?
- Are we using the staff networks in the best way to facilitate feedback from staff to the Trust, how can we improve this?
- Address the issue of PTSD, especially post-COVID
- Equip staff with knowledge and skills of living in current times – high cost of living, social pressures (eg social media), supporting our children, breakdown of close family connections; access to life-coaching?
- Is there space for specific networks for mental health support, and for those with lived experience?
- Can PP experts by experience access staff support?
- How are we addressing the pressure of returning to work after pandemic/after illness and risk of overwork/burn-out?
- Living conditions and housing are significant sources of stress
- Support needs to be made available outside management structures
- Do staff have access to de-compression spaces?

**Council of Governors - Action Log following Council Meeting 11 May 2023**

Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
194	19/01/2023	Non-Executive Director's Assurance	Consider including how learning is shared across the organisation to Forward Plan	Norbert Lieckfeldt	01/04/2023	In progress	On CoG Agenda for July 2023
197	11/05/2023	AOB	Raised concern about highly gifted child - address outside the meeting	Sarah Wilson/Yesmin Begum	01/05/2023	Closed	Information provided to YB to pass on to family
191	10/11/2022	Review of Council priorities	Develop Council Forward Plan - Strategic Priorities and Development Sessions	Norbert Lieckfeldt	01/04/2023	Forward plan	Scheduled for NomCo July 2023
192	10/11/2022	AOB	Add examples of embedding equality in Trust's work to forward plan	Norbert Lieckfeldt	01/04/2023	Forward plan	Scheduled for NomCo July 2023

In progress  
 Closed  
 Forward plan

**From:** Cathy Lilley, Director of Corporate Governance  
**Author:** Norbert Lieckfeldt, Corporate Governance Manager  
**To:** Council of Governors  
**Date:** 13 July 2023  
**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 England (NHSE) 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 and external events and meetings
  - Communications and regular provision of information.

#### 4. **Induction Programme**

- Prospective Governor workshops were held across the Trust's constituencies prior to elections in July and August 2022 by the Corporate Governance Manager
- An induction session in October 2022 was open to both new and experienced Governors.

#### 5. **Governor Briefing Sessions**

- Briefing sessions for Governors were held covering a range of topics identified by Governors as well as in response to Governor queries 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
- Specific briefing sessions were introduced to ensure Governors remained informed and engaged during the lengthy Joint Chair recruitment process; these included sessions with the CEO, the outgoing Chair, an ICS Chair and the recruitment agency. This process was submitted and accepted as one of the good practice showcases at the 2023 NHS Providers Governor Focus conference
- In addition to separate briefing sessions, the Council meetings themselves now include updates on topical operational issues and Borough/Service Director Meetings include reference to local service performance data
- Examples of the sessions held (often in response to Governor queries) include:
  - Annual Accounts (with the Chair of the Audit Committee and Chief Finance Officer)
  - Board assurance around the effectiveness of services and clinical interventions
  - "What do we mean by quality" and
  - Public accountability of Integrated Care Boards

#### 6. **Internal and External Meetings and Visits**

- Governor Open Forums: These meetings, held 4-5 times each year and chaired by the Lead/Deputy lead Governor, 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 as necessary who may address these in public at the following Council meeting
- In addition, two 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.
- 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 Quality 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 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. A programme of Joint Site Visits with Non-Executive Directors has now resumed, with wide-ranging visits planned to the Cauldwell Medical Centre, the Trust's Quality Assurance team and the Bedfordshire CAMHS service planned in the first tranche of visits by October 2023.
- Staff Governors continued to meet regularly with broad ranging discussions but also with a particular focus on staff wellbeing and issues such as supporting staff through and following on from CQC inspections or through service restructuring.
- Governors are also routinely offered the opportunity to attend Trust and external meetings such as:
  - Standing invitation to the regular *The Future of Primary Care* webinars
  - ELFT Research Conference
  - NHS Providers Governor Focus 2022 Annual Conference (where ELFT had secured a showcase slot)
  - The PSIRF Patient Safety Visioning workshop.
- The Corporate Governance Manager proactively seeks out and identifies opportunities for Governors to attend Trust and external events

## 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 Communications 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 good 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 NEL and BLMK ICSs, NHS Improvement and NHS Providers newsletters.
- Governors also make use of their WhatsApp group for peer support; the group is monitored by the Corporate Governance Manager to offer information and support as required.

## 9. **Recommendation**

- 9.1 The Trust in co-operation with the Council has used 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 Council considers the self-assessment 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 Governor is asked to:

- **RECEIVE** and **DISCUSS** the report
- **AGREE** 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.



**To:** Council of Governors  
**From:** John Bennett, Committee Chair  
**Author:** Norbert Lieckfeldt, Corporate Governance Manager  
**Date:** 13 July 2023  
**Subject:** Significant Business and Strategy Committee Report

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## **1.0 Purpose of the Report**

1.1 To update the Council on the work of the Significant Business and Strategy Committee (SBSC).

## **2.0 Background**

2.1 The Significant Business and Strategy Committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's business development and associated strategy.

2.2 The membership of the Committee is as follows:

- Rehana Ameer, Appointed Governor City of London
- John Bennett, Public Governor Tower Hamlets
- Gren Bingham, Public Governor Tower Hamlets
- Caroline Diehl, Public Governor Hackney
- Love-Jane Egbe, Staff Governor
- Adam Forman, Public Governor Hackney
- Caroline Ogunsola, Staff Governor (Lead Governor)
- Jamu Patel, Public Governor Luton (ex officio as Deputy Lead Governor)
- Rachel Williams, Public Governor Luton

2.3 The Committee met on 3 July 2023. In addition to the core members, also attending were:

Dr Mohit Venkataram, Executive Director of Business Development  
Norbert Lieckfeldt, Corporate Governance Manager

## **3.0 Key Discussions and Decisions**

3.1 The Committee received an update by Dr Mohit Venkataram on the Trust's successful bids in 2023, broken down into North East London and Bedfordshire, Luton and Milton Keynes, as wide-ranging as

- Gaining funding from other Trusts for additional female psychiatric intensive care beds, supporting our financial viability targets
- Funding to improve the physical health of our forensic patients
- Successful bid from a local authority for sessional work for the Recovery College

3.2 In addition, the Committee gave final approval for recommendation to the Council of the Council's Business Development Framework (also known as key lines of enquiry).

- 3.3 The Framework is used to inform the assessment of new bids and opportunities by the Trust's Business Development Unit (BDU) and by the Committee.
- 3.4 The review was undertaken as the way commissioning works has been changed substantially since the introduction of the Integrated Care Systems.
- 3.5 In their review, the Committee took these developments into account, recognising that the accountability for business development rests with the Trust Board; but it also focused on:
- Added emphasis on the Trust strategy around population health, becoming a Marmot Trust and our Anchor function in the communities we serve
  - Organisational learning from bids now also includes benefits accruing to the wider system, not just ELFT
  - A recognition that in order to reap benefits for service users and/or the wider systems, compromises may be required
  - How, and with whom, will we collaborate to deliver the new service?
  - Recognising staff wellbeing in any transfer of services
  - A much broader definition of 'value' than merely financial value
  - The support offered by non-clinical staff.
- 3.5 The Committee was commended for their hard work on reviewing this document which reflects our values and our ambition to be a system leader. It was highlighted that no other Council that has produced anything like it.
- 3.6 The Committee **AGREED** to recommend to the Council of Governors to **APPROVE** the attached version as the updated Business Development Framework.
- 3.7 In further discussion, the Committee agreed to focus its forward plan on supporting the Council in discussion around its future strategic priorities where possible.
4. The Council of Governors is asked to
1. **RECEIVE** and **NOTE** the report
  2. **APPROVE** the updated Business Development Framework

The Governor framework agreed by the Council meeting is used to inform the assessment of new bids and opportunities by the Trust’s Business Development Unit (BDU).

The framework should be tested regularly to ensure it is enabling better decision making in the assessment of new bids and opportunities as well as in the light of any changes in the NHS external environment.

The framework’s focus is to be enabling in scope and intent, rather than restrictive. Accountability for business development and implementation rests with the Trust Board.

Strategic Outcomes	
<b>Improved population health outcomes</b>	<ul style="list-style-type: none"> <li>• Have we/are taking into account the needs of the local population?</li> <li>• How does this reflect our Trust values and our Marmot Trust/Anchor Function ambitions?</li> <li>• What can we do better than other providers?</li> <li>• Is there organisational learning or benefit that flows through the Trust to its original services or to the wider system (ELFT’s system leadership)</li> <li>• How will we collaborate with others to provide better services?</li> <li>• Where are the compromises?</li> <li>• How will we work to change culture i.e. will we have the capacity to invest in doing this and the ability of the senior management to get the culture embedded (recognise staff’s experience and ideas in the process of transition)</li> <li>• Clear rationale for wider geographies and activities</li> </ul>
<b>Improved experience of care</b>	<ul style="list-style-type: none"> <li>• Do we collaborate to provide this service better?</li> <li>• Will this reduce complexity for service users and improve equity of access?</li> <li>• Do services foster a sense of place and local ownership, e.g. “Our CAMHS service”</li> <li>• Will this enhance and create existing centres of excellence</li> <li>• Has there been consideration of how to change culture of new staff teams so they are enabled to deliver the quality of service we aspire to provide?</li> <li>• Do we have the systems in place to make the new service responsive to views of service users?</li> </ul>
<b>Improved staff experience</b>	<ul style="list-style-type: none"> <li>• Do we recognise existing staff’s experience, ideas and well-being in the process of transition?</li> <li>• Will there be new opportunities for career aspiration of staff who would want to develop?</li> <li>• Consider the impact of expansion on governance structures for the Trust (e.g. demands of system working vs number of NEDs or Governors representing new localities)</li> </ul>
<b>Improved value</b>	<ul style="list-style-type: none"> <li>• Consideration of ‘value’ includes demonstrable added benefit to service users or to the wider system</li> <li>• Consideration of ‘value’ to focus on benefits of collaboration, integration of care and systems working</li> <li>• New tenders should be assessed transparently against learning from previous bids where appropriate</li> <li>• Harness power of non-clinical support services (Admin, Corporate, IT etc) in the new model to help improve value</li> </ul>

**To:** Council of Governors  
**From:** Felicity Stocker, Chair  
**Author:** Norbert Lieckfeldt, Corporate Governance Manager  
**Date:** 13 July 2023  
**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 (the Committee).
- 1.2 The Committee last met on 19 June 2023 and
- Discussed the Trust's recent [Communications Plan](#) as it applies to communications with members and Governors
  - Received feedback from the People Participation Committee held on 15 June 2023
  - Reviewed progress on the new Membership Engagement Plan (in particular around the planning for the two NHS 75 Fayres in Bedfordshire and East London)
  - Reviewed communications for the Council of Governors Elections 2023.

## **2. Background**

- 2.1 The 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 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.

## **3.0 Meeting: 19 June 2023 Key Decisions and Discussions**

### **3.1 Communications Plan Update**

Steve Gladwin (ELFT's Director of Communications, Marketing & Engagement) introduced the Trust's new Communications Plan 2023-2026 which outlines how the Trust's external and internal communications are geared towards ELFT achieving its strategic objectives.

Governors noted the updated and highlighted, in particular:

1. The need for any communication to be both ways; they stressed the importance of seeing added emphasis on the way the Trust listens and hears the voices of our members, public, staff and service users
2. The need for accessible information on how the Trust learns from when things did not go as they should – for example, some of the information from Serious Incident reviews are available in Board papers but these often are not accessible and there are positive stories to tell about the Trust learning from them
3. The need to review the format of Trusttalk – this will be taken forward by GMO with the Communications Team and a T&F Group outside the meeting. The

group will include Governors, service users and members, members of the Communications Team and support from QI, amongst others.

### 3.2 Membership Engagement Plan (MEP) Update

The Committee noted:

- We aim of having the plan designed as a *Plan on a Page* (including separate branding for the Governors and Members Office) so it becomes immediately accessible
- Much work has gone into reconnecting with our members through planned Community Fayres in Bedfordshire and East London on 5 and 12 July respectively and taking a more system-wide approach. These will be linked to the NHS's 75<sup>th</sup> Birthday celebrations.

### 3.3 People Participation Committee (PPC)

- The Committee received an update from the discussion at the recent People Participation Committee (15 June 2023)
- In particular, Governors noted updates on
  - Progress around the work on peer support workers
  - Plans for digital peer support workers to alleviate digital exclusion
  - Discussion around focusing on prevention of crisis, rather than crisis management -and how to measure the Trust's success in preventing service users from having to access crisis services
  - An update on the implementation of the Trust's Carer Strategy.
- Two Governors attend the Committee, in addition to the Director of Corporate Governance and the Corporate Governance Manager
- The purpose of this Board Committee is to ensure Board oversight and assurance around the People Participation work which is core to the Trust's culture
- The Committee AGREED that in future the Board assurance report on the PPC would be shared with all Governors, in line with other papers such as the Chair's and CEOs reports.

### 3.4 Council Elections 2023

- The Committee reviewed the literature for the 2023 Council of Governor Elections which will commence with a call for self-nomination in July
- The Committee paid special attention to accessibility of language and using language and imagery that would enable ELFT to once again attract the most diverse group of candidates
- Governors were encouraged to seek out potential candidates in their own circles; and to consider opportunities for ELFT to advertise the elections
- The recent Governor impact report was highlighted as a helpful reference for Governors to increase interest in the role.

### 3.5 Governor Handbook

- The Committee briefly discussed a proposed Governor Handbook which had been presented as a showcase at the recent NHS Providers Governor Focus Conference. The Committee **AGREED** a document

such as the one submitted could be helpful and will discuss this at its next meeting.

#### **4.0 Recommendation**

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

**From:** Tina Bixby, Membership Manager  
**To:** Council of Governors  
**Date:** 13 July 2023  
**Subject:** Council of Governor Elections 2023

**1. Purpose of the Report**

To provide the Council with information about the planned process for the Council of Governors elections 2023.

**2. Background**

2.1 As at 31 October 2023, there will be five public governor vacancies and five staff vacancies across all constituencies – see below:

1. City of London: 1 vacancy
2. Luton: 2 vacancies
3. Hackney: 2 vacancies
4. Staff: 5 vacancies

**3. Election Process**

3.1 CIVICA (formerly ERS) continue to be our election provider.

3.2 The timetable agreed for the elections is as follows:

<b>ELECTION STAGE</b>	
Trust sent nomination material and data to CES	Friday, 23 Jun 2023
Notice of Election / nomination opened	Friday, 7 Jul 2023
Nominations deadline	Friday, 4 Aug 2023
Summary of valid nominated candidates published	Monday, 7 Aug 2023
Final date for candidate withdrawal	Wednesday, 9 Aug 2023
Electoral data to be provided by Trust	Monday, 14 Aug 2023
Notice of Poll published	Friday, 25 Aug 2023
Voting packs despatched	Tuesday, 29 Aug 2023
Close of election	Thursday, 21 Sep 2023
Declaration of results	<b>Friday, 22 Sep 2023</b>

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)

3.4 Governors due (and eligible to stand) for re-election will receive an email from the Governors and Members Office, reminding them to nominate with a copy of their previous election statement.

#### 4 **Prospective Governor workshops**

4.1 Prospective Governor workshops are planned for the following dates:

- 11 July at 10:30
- 22 July at 11:00
- 24 July at 14:30

Norbert Lieckfeldt, Corporate Governance Manager, will meet virtually with prospective Governors and current governor representatives to share their Governor journey. (Please advise Tina Bixby if you would like to attend). Governors will be 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 in due course.





# COUNCIL OF GOVERNOR ELECTIONS

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**

# 2023 Council of Governors Elections

## Can you help us 'to improve the quality of life for all we serve'?

It's our Trust Strategy and we need you to help us achieve it.

We are currently holding elections to our Council of Governors. As a member of one of the constituencies in which elections are being held, you are invited by the Trust to consider standing as a candidate. This election is to be held for a number of vacancies across three of the Trust's constituencies.

- **City of London:** one vacancy
- **Hackney:** two vacancies
- **Luton:** two vacancies

## Why should you consider becoming a Governor?

Governors represent the interests of the Trust's membership (which includes staff, patients and local residents) and the wider public.

## How to stand as a candidate

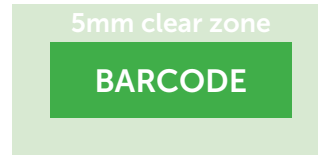
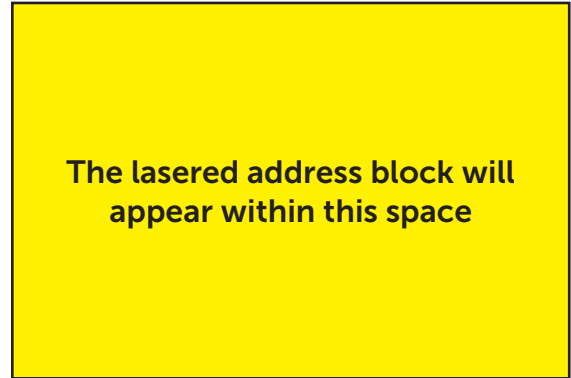
For more information about nominating yourself and standing as a Governor, and to complete your nomination form online visit:

[www.cesvotes.com/elft2023](http://www.cesvotes.com/elft2023)

Want to know a little more? We are holding virtual Prospective Governor Workshops (a very informal setting) using Microsoft Teams on:

Tuesday 11 July at 10:30  
Saturday 22 July at 11:00  
Monday 24 July at 14:30

Return Address  
Civica Election Services  
33 Clarendon Road  
London  
N8 0NW



To register for a session or find out more about the role you can contact the membership office on: [elft.membership@nhs.net](mailto:elft.membership@nhs.net) or you can call us on **0800 032 7297**.

**THE DEADLINE FOR COMPLETED  
NOMINATION FORMS IS 5PM ON FRIDAY 4 AUGUST 2023**

**COUNCIL OF GOVERNORS FORWARD PLAN 2023/24**

<b>Date of Meeting</b>	<b>Key Strategic Agenda Items</b>
14 September 2023	<ul style="list-style-type: none"> <li>• <b>Determine CoG Strategic Priorities for 2024/25</b></li> <li>• Review of Council’s Effectiveness</li> <li>• Elections, Lead and Deputy lead Governors</li> </ul>
9 November 2023 (inc AMM TBC)	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: Collaborating with partners</b></li> <li>• <b>Annual Report and Accounts</b></li> <li>• <b>Auditors Letter</b></li> <li>• <b>Governors’ Report to members</b></li> <li>• Council Improvement Plan</li> <li>• Receive Council election results</li> <li>• Farewell to departing Governors</li> </ul>
18 January 2024	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: TBD</b></li> <li>• Governor Impact Review</li> </ul>
14 March 2024	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: TBD</b></li> <li>• Annual Plan 2024/25</li> </ul>
9 May 2024	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: TBD</b></li> <li>• Training and Development Self-Certification</li> </ul>
11 July 2023	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: TBD</b></li> <li>•</li> </ul>

**Standing / regular reports at every meeting:**

- Minutes
- Action log and matters arising
- Trust performance update
- Reports of the Council Committees after each meeting:
  - Communications and Engagement Committee  
inc Membership Engagement Plan
  - Nominations and Conduct Committee
  - Significant Business and Strategy Committee