

Draft Minutes of Council of Governors Meetings Held online on Zoom
Thursday 18 January 2024 from 5.00pm – 7.00pm

Present:

Chair: Eileen Taylor Chair of the Trust

Governors:

Patrick Adamolekun	Staff Governor
Julie Aduwa	Public Governor, Rest of England
Roshan Ansari	Public Governor, Tower Hamlets
Gren Bingham	Public Governor, Tower Hamlets
Fatima Begum	Public Governor, Luton
Yesmin Begum	Public Governor, Tower Hamlets
John Bennett	Public Governor, Tower Hamlets
Liz Birch	Public Governor, Central Bedfordshire
Shirley Biro	Public Governor, Newham
Dafni Boula	Public Governor, Luton
Bob Cazley	Public Governor, Central Bedfordshire
Caroline Diehl	Public Governor, Hackney
Mark Dunne	Staff Governor
Love-Jane Egbe	Staff Governor
Cass Howes	Public Governor, Bedford Borough
Mumtaz Khan	Appointed Governor, Newham
Peter Landman	Public Governor, Newham
Reno Marcello	Public Governor, City of London
Khtija Malik	Appointed Governor, Luton
Stella Oloyede	Public Governor, Newham
Sarifa Patel	Public Governor, Newham
Jamu Patel	Public Governor, Luton, Deputy Lead Governor
John Peers	Staff Governor
Sheikh Sharmeen	Staff Governor
Sultana	
Larry Smith	Public Governor, Central Bedfordshire
Felicity Stocker	Public Governor, Bedford Borough
Hazel Thomas	Public Governor, Newham

In attendance:

Aamir Ahmad	Non-Executive Director
Tina Bixby	Membership Officer
Dr David Bridle	Chief Medical Officer
Richard Carr	Non-Executive Director
Tanya Carter	Chief People Officer
Anit Chandarana	Non-Executive Director
Lawrence Chung	Project Manager, Evergreen Ward
Peter Cornforth	Non-Executive Director
Kevin Curnow	Chief Finance Officer
Richard Fradgley	Executive Director of Integrated Care & Deputy CEO
Dawn Hutcheon	People Participation
Philippa Graves	Chief Digital Officer
Prof Dame Donna Kinnair	Non-Executive Director
Sue Lees	Non-Executive Director
Norbert Lieckfeldt	Corporate Governance Manager
Cathy Lilley	Director of Corporate Governance
Nicola Manners	People Participation
Claire McKenna	Interim Chief Nurse

Edwin Ndlovu	Chief Operating Officer
Alan Strachan	People Participation Lead, CAMHS
Lorraine Sunduza	Interim Chief Executive
Aurora Todisco	People Participation
Dr Mohit Venkataram	Executive Director of Commercial Development
Sarah Wilson	Director of Specialist Services

Apologies:	Beverley Morris	Public Governor, Hackney
	Elizabeth Maushe	Staff Governor
	Caroline Ogunsola	Staff Governor, Lead Governor
	Kathryn Smith	Staff Governor

Absent:	Viv Ahmun	Appointed Governor, Voluntary Sector
	Gulam Choudhury	Appointed Governor, Tower Hamlets
	Rofikul Islam	Public Governor, Tower Hamlets
	Gareth Mackey	Appointed Governor, Central Bedfordshire
	Betsy Scott	Staff Governor
	Martin Towler	Appointed Governor, Bedford Borough
	Patricia Wheeler	Public Governor, Hackney

The minutes are produced in the order of the agenda

1. Welcome

1.1 Eileen Taylor welcomed everyone to the meeting.

1.2 Eileen reminded governors of the Trust values: we care, we respect and we are inclusive with respect both to how we are in the meeting and with one another.

1.3 In her introduction, Eileen:

- Shared the huge pride that is being taken in:
 - The announcement that Lorraine Sunduza has been awarded an OBE
 - Edwin Ndlovu's appointment as ELFT's new Interim Deputy CEO alongside Richard Fradgley
 - Dr Amar Shah who has been appointed the first ever NHS England (NHSE) National Clinical Director for Improvement; he is not leaving ELFT as this will be an additional role.
 - Julie Roye, who has been awarded Nurse of the Year by the Royal College of Nursing for the work to improve cervical screening; this has been an extraordinarily successful project.
- Sadly reported it is time to say farewell to Susan Fajana-Thomas who has been the appointed governor for Hackney Council for three full terms; her fearless wisdom will be missed, especially on the Council's Nominations & Conduct Committee (NomCo) as well as her strong commitment to the people of Hackney. The Trust looks forward to working with her successor whose appointment is expected by early February.
- Advised there are a number of Board members joining the meeting today.
- Welcomed colleagues from the People Participation's digital community: Aurora Todisco, Dawn Hutcheon and Nicola Manners who are supporting this online meeting today.
- Reminded everyone that for online meetings, where possible, to keep cameras on but remain on mute until asked to speak and for any questions to use the 'raising hands' button at the bottom or put queries in the 'chat' function.
- Recognised that January sees the Holocaust Memorial Day where we remember what happens when ordinary people lose sight of their humanity. It is a reminder to us to put human dignity at the centre of everything we do.

- Advised that on a much lighter note, today is Winnie the Pooh Day and shared an insightful quote of his: “It is more fun to talk with someone who doesn’t use long, difficult words but rather short, easy words like: ‘What about lunch?’”

2. Apologies for Absence

2.1 Apologies were noted as above.

3. Declarations of Interest

3.1 No further declarations of interest have been received in regard to today’s meeting or which are not already included in the published registers.

4. Minutes of the Council of Governors meeting held on 9 November 2023

4.1 The minutes were **APPROVED** as a correct record, subject to the description of John Peer’s professional background given at 6.3 which will be amended to read:

“John has been a registered nurse for more than 30 years with previous experience of being a staff governor at ELFT during its formative years as a Foundation Trust. As a long-standing trade union representative, he has experience of all senior roles within individual unions and the joint staff-side committee.”

5. Action Log and Matters Arising

5.1 Action Log

- 198 – Strategic Priority themes included on today’s agenda
- 200 – NED performance reviews being taken forward by Cathy Lilley
- 193 – Learning from serious incidents: – work is underway with a move to the Patient Safety Incident Response Framework (PSIRF) which governors will be updated on in due course.

5.2 Matters Arising

There were no matters arising.

6. Winter Pressures

6.1 Eileen introduced by thanking all staff for their hard work in challenging circumstances, noting that winter is always difficult for the NHS but this year more so with Covid infections and industrial action.

6.2 Edwin Ndlovu reported:

- It has been very busy all year and this has led into a concerning winter, with the longest periods of strike action taken in the NHS to date in December 2023/January 2024. This all compounds the winter situation.
- Going into winter ELFT has focussed on three key priorities: diverting people away from Emergency Departments (EDs); enhancing the community offer to support people in their own homes, and focussing on supporting people to be admitted into a bed near home.
- Work in the Urgent and Emergency Care Improvement Network is continuing to help and support people in communities.
- What has worked well has been the partnership working across the system in both Bedfordshire and North East London (NEL). The Right Care, Right Person (RCRP) work is going really well in London and will be starting next month in Bedfordshire.
- The provider collaboratives have become spaces where there are structured conversations helping to manage the capacity and demand and the flow through the beds. The collaboratives are in CAMHS, secure services and in mental health, learning disability and autism.

- The crisis cafes, where established have worked really well.
- In community health services the urgent care response has also worked really well with some very successful work with the ambulance services, where teams have taken cases off the acute ambulance stack where a community health response would be more appropriate.
- In response to industrial action, all staff have marshalled resources to ensure services remain accessible and safe. This has involved challenges and occupancy levels remain very high with in-patient services over 95% full, resulting in challenges in flow through and in admitting people close to home. The Trust has a significant number of people in private sector beds – 35 currently – and are working with our partners such as North East London NHS FT (NELFT) to reduce this.
- Flow has also been a challenge for local authorities resulting in slower discharge, and the number of people in beds who are medically ready to be discharged is higher than it has been before. ELFT is working with system partners to try to improve this.
- There are the usual seasonal illnesses as well as Covid infections, which affect staff as well as service users.
- Priorities are: to continue to focus on the emergency and urgent care network, work with the police on RCRP, focus on capacity to ensure enough beds and focus on the clinically ready to discharge clients and how to support them home; and ensuring people are seen in emergency departments within four hours.

6.3 The Council **RECEIVED and NOTED** the presentation.

7 Strategic Priority: Collaborating with Others

7.1 Richard Fradgley introduced and highlighted:

- ELFT has always collaborated on the delivery of services. Today's focus is on collaboration with how services are planned and funded.
- Since the early 2000s the approach was for commissioners of services and providers competing to win contracts as it was believed that would drive up quality and value. However, this idea has been superseded in recent years, particularly since Covid when partnership working increased hugely, and collaboration is now at the heart of the NHS' and ELFT's strategies.
- The Health & Social Care Act put some of the ideas about collaboration into law; particularly collaboration to improve outcomes and value which now take place in the formal setting of a number of collaboratives such as CAMHS services in Central and North East London.
- A condition of our provider licence now requires us to co-operate with partners to develop system plans and to deliver on the triple aim, i.e. improving population health outcomes, quality of care and value.
- Integrated care is all about person-centred co-ordinated care.

7,2 CAMHS Tier 4, North Central & East London

Mohit Venkataram presented, highlighting:

- It was about two years ago that ELFT agreed to lead the providers collaborative for children across the whole of North, Central and North East London.
- The Trust began by asking what positive difference could be made and the key difference identified was to strengthen the voice of the service users. People participation is therefore at the heart of the work. All collaborative boards are chaired by a service user or a carer which set the tone for what was important.
- ELFT service user led accreditation has changed the way inspections happen – service users now rate them on their priorities. This has resulted in changes to the environment and the methods of communication as well as staff training which included sessions from service users about their perspectives, which changed the therapeutic experience.
- The way new services are procured has also changed, again to involve service users from the outset.

- Resulting improvements are: the average length of stay has been reduced from 175 to 86 days, which has reduced out of area placements hugely; eating disorder and secure provision admissions have also been reduced.
- The resources saved have been used to provide more community care. The most important investment was the small grants programme of £3m each year for the last three years to fund the voluntary and community sector to support young people in their communities.

7.3 **East London Discovery College**

Alan Strachan presented, highlighting:

- The Discovery College has been co-produced, starting with a consultation early last year and the idea received huge support from young people and their parents.
- A group of young people was involved in overseeing the whole project, including interviewing possible providers and drafting the contract for the chosen provider.
- Now at a stage where the young people are involved in setting up an auditing process.
- The Discovery College will offer alternative courses to help and support young people and enable early intervention and prevention work to keep people in the community.

7.4 **Evergreen Ward**

Lawrence Chung presented on the Evergreen Ward, for which he was project manager, highlighting:

- Local in-patient beds were needed as young people from Bedfordshire and Luton had been being placed in beds miles away from home.
- The co-production started with workshops in 2021 with people with experience of admission.
- Young people were involved with the education team in planning both the environment and what they need when admitted to a ward. Every team member was interviewed by young people and they helped to deliver staff training.
- Evergreen has really benefitted from the co-production.

Eileen Taylor commented that she had visited Evergreen and applauded the ethos of keeping young people 'tethered' to their communities even if they need to be in hospital

7.3 The meeting divided into break-out groups to discuss and consider opportunities for closer collaboration to help with the Trust's strategy.

Two groups fed back on their discussions:

Richard Carr reported that opportunities identified included:

- Scope to make more use of the working together groups, e.g. around befriending.
- More focus on engagement with older people, perhaps looking at the voluntary organisations ELFT could connect with.
- The need to tap into the experience and insights of service users, not just focus on their needs.
- Work with Local Authorities, partly in the context of older people, but also more broadly through their connections with the voluntary and community sector.

Peter Cornforth reported the discussions:

- Focussed on young people and the challenge they bring in creating ideas and looking at new ways of doing things.
- Considered voluntary sector offers opportunities, perhaps empowering them to do things at a small scale that ELFT may find more difficult in an agile way, e.g. using the apprenticeship levy.
- Included humility, i.e. that in collaboration ELFT could appear over-powering so need to remember to approach others in a way that does not do that.

The feedback from each group will be summarised and shared with the Director of Integrated Care and governors.

ACTION: Norbert Lieckfeldt

7.4 The Council **RECEIVED and DISCUSSED** the presentations.

8. Trust's Annual Plan 2024/25 Priorities

8.1 Eileen Taylor advised that each year the Trust is required to develop an annual plan and the Board is required to take the views of the Council into account when developing the plan. The plan also reflects the Board's views and the people participation priorities which have been developed by the working together groups.

Two meetings were held in December, led by Richard Fradgley and Amar Shah, where governors and members had the opportunity of sharing their views. The feedback has been themed into a set of priorities which was circulated with the papers and has already been used to improve the way information is presented on the website.

The paper outlines the Council's views in respect of improved population health, experience of care, staff experience and value.

8.2 The Council **APPROVED** the annual plan priorities and the summarised feedback presented.

9. Governors' Strategic Priority Themes 2024/25

9.1 Eileen Taylor reminded the Council it is unique to ELFT that governors set their own priorities for the coming year. At the November meeting these were discussed, and the feedback has been summarised into five themes:

1. Access to services
2. Communication
3. Staff wellbeing
4. Diversity
5. Prevention.

Eileen noted that the Governor's proposal for a communication manifesto will be picked up at a future Communications & Engagement Committee meeting.

9.2 Governors discussed the need to break down what prevention work involves and noted that it fits with the Trust's Marmot aspirations to look more at the social determinants of health.

9.3 The Council **APPROVED** the five strategic priority themes for the Governors for 2024/25.

10. Council of Governors Nominations and Conduct Committee Update Report

10.1 Eileen Taylor presented the report, highlighting:

- The NomCo is the committee charged by the Council to carry out the recruitment and propose candidates for NED appointments.
- NomCo is currently in the midst of the recruitment process for a NED; the Council previously agreed in principle in November subject to the Board determination of the skills and experience needed for the Board. Governors have been kept informed and have received an update on the NED recruitment, including the detailed guide of how ELFT recruit new NEDs, which has worked well in the past, as well as the recruitment timetable

- Advertising is beginning to bear fruit and a good number of individuals have shown an interest. Taking account of the positive experience with the last NED recruitment, there is a plan to hold a *Getting to Know ELFT* event next week and it is expected that will generate further interest and applications. Also, experience has been that there is often a late flurry of applications; the application deadline date is 29 January 2024.

10.2 The Council:

- **RECEIVED** and **DISCUSSED** the report
- **RATIFIED**:
 - The skills, knowledge and experience required of the new NED
 - The recruitment approach
 - The retention of GatenbySanderson as the recruitment agency for the NED post
 - The recruitment timeframe

11 Significant Business & Strategy Committee Update Report

- 11.1 Eileen Taylor reminded Governors that this meeting focused on the impact of ELFT's population health ambitions, i.e. what does wanting to improve the quality of life of all we serve actually mean in practice, and noted that the report had to be tabled today as the committee only met on Monday evening.
- 11.2 As chair of the committee, John Bennett reported:
- Interesting discussions were held with presentations from Richard Fradgley and Laura Austin Croft (Director of Population Health).
 - Topics included prevention, funding and what this means in practice, equity and equality particularly around disability practice and how to know if the population health work is having an impact.
 - The committee welcomes suggestions by governors for future meeting themes.
- 11.3 In discussion the Council noted that there is a significant role for the Trust's membership function in helping ELFT to achieve its population health ambitions.
- 11.4 The Council **RECEIVED** and **NOTED** the report.

12. Communications & Engagement Committee Update Report

- 12.1 The report was taken as read.

Felicity Stocker highlighted that the Committee will be taking forward the feedback on Trusttalk and encouraged everyone to send feedback or join the planned review meetings.

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

13 Membership Engagement Plan Update

- 13.1 Tina Bixby provided an update, highlighting:
- The survey on Trusttalk was distributed to all members of the Trust. The response rate has only been 62, which is less than 1% of the readership - those who responded were generally positive about it.
 - The first feedback session involved some good conversations in how to change the magazine's focus on to service users.
 - Staff feedback included that they see Trusttalk as a way of seeing what is going on within ELFT, such as the Trust taking on new services whereas members mostly see it as a 'nice to have'.

- Trusttalk could be useful for signposting, and some offered suggestions for content. There is a need for people to be able to easily access information, for example as a carer, and at the moment our website does not readily provide that.
- The feedback will be reported to the People Participation Committee in March and to the Communications & Engagement Committee in February as part of the annual report on membership.

13.2 In discussion the Council suggested useful additions to Trusttalk would be:

- A 'Volunteers' Corner
- An extra page on local news, from place-based services

It was agreed to collate this with the other feedback received.

ACTION: Tina Bixby

13.3 The Council **RECEIVED and NOTED** the update.

14. **Any Other Urgent Business and Questions from the Public**

14.1 There was no further urgent business or questions from the public. Questions submitted online will be responded to outside of the meeting and will be recorded in the minutes.

15. **Council Forward Plan**

15.1 The Council NOTED the Forward Plan.

15.2 Eileen Taylor reminded the Council:

- The **Board of Directors** meeting is being held at the St Joseph's Hospice on Thursday 25 January 2024; and can also be attended online. Of special interest for governors might be the QI session at the end of the meeting where the team will present a QI project about the learning from the tragic incident in Newham a year ago. Details of the meeting to be circulated.

ACTION: Norbert Lieckfeldt

- The **Annual Members Meeting** is being held online on **8 February 2024** from 5-6pm. This is a really important meeting for governors in fulfilling their statutory duties and it is hoped as many as possible are able to attend. As usual a meeting will be arranged with Anit Chandarana, the chair of the Audit Committee and Kevin Curnow, the Chief Finance Officer, for governors who would like a deeper insight into the accounts. **ACTION: Norbert Lieckfeldt**

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

AMM: 8 February, 5-6pm online

Council of Governors Meeting: 14 March 2024, 5:00 – 7:00pm in person.

The meeting held in public closed at 6.45pm

Appendix A

Feedback – Council of Governors, 18 January 2024

WHAT OPPORTUNITIES FOR CLOSER COLLABORATION CAN YOU SEE THAT WOULD HELP US TO ACHIEVE THE TRUST STRATEGY

- **Ensure question is shared with governors ahead of the Council meeting to give time for reflection?**

Who are our stakeholders?

- Service users are stakeholders!!
- Service users, family and friends are all important
- Social care, police and education are important
- Consider linking in with School governors as they are school based
- Connect with job centres
- Advise on preventive measures
- Bereavement services

Where are the barriers?

- Social services are underfunded at the moment
- Short-termism – accept population health is for the long haul
- Population health needs to be a system-wide ambition – no point in just ELFT pursuing it
- NHS bureaucracy – other stakeholders such as charities may be more nimble and quicker off the mark
- Spend the apprenticeship levy!
- Funding for charities – recognise ELFT has done a lot in recent years to improve, needs to continue (including core funding!)

How do we need to operate?

- Demonstrate humility – there is always an opportunity to learn from others
- Information on services in GP practices, libraries, community centres
- Accept population health is for the long haul – improvements in childhood/young adulthood will take time to work its way through the age pyramid
- Needs creativity to engage young people – they also have a fresh view without preconceptions: “Why can’t it work THIS way?”
- Create informal places to hear people’s voices – crisis cafes, drop in centres like the Lighthouse
- Provide training and opportunities for service users and others to gain experience and employment
- Working Together Groups in all Directorates – review of what worked well, what did not work well
- Sophisticated offer for older adults – “grow old well”; tackle loneliness/social isolation, pensioner poverty; connect with specialist charities
- Offer opportunities for older adults to contribute