

To: Council of Governors
From: John Bennett, Committee Chair
Author: Norbert Lieckfeldt, Corporate Governance Manager
Date: 8 July 2021
Subject: Significant Business and Strategy Committee Report

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 (Committee Chair)
- Robin Bonner, Staff Governor
- Adam Forman, Public Governor Hackney
- Arif Hoque, Public Governor Tower Hamlets
- Suzana Stefanic, Public Governor Central Beds
- Ernell Watson, Public Governor, Newham
- Keith Williams, Public Governor, Luton

2.2 The Committee met on 14 June 2021. In addition to the core members, also attending were:

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

2.3 The Significant Business Committee meetings are normally open to Committee members only; however, a wider discussion on "Implications of new funding arrangements in integrated care systems" at the recent Committee meeting was opened up to all Governors.

3.0 Key Discussions and Decisions

3.1 The Committee received an update by Mohit on commercial activity since their previous meeting in December 2020, in both Luton and Bedfordshire and in East London.

3.2 The Committee opened the discussion to all Governors on a discussion on implications of funding arrangements in new Integrated Care Systems, based on [this article](#)

- 3.3 Mohit opened by explaining the strategic purpose of this discussion and the reason why it is opened to all Governors, looking at ways Governors might operate within an ICS framework.
- 3.4 Mohit stressed the importance of upholding our values (and the Governors' role as guardians of our culture) while moving into a new way of working in Integrated Care Systems.
- 3.5 In the new ICS, resourcing has changed – funding previously for ELFT will now be received ICS-wide, e.g. for ELFT/NELFT in NE London and similarly in BLMK. There are sensitivities needing to be recognised around how to distributed funding, and how to allocate it to specific areas, and because what used to be competitors now need to become collaborators.
- 3.6 Allocation of resources will to be based on collaboration to ensure better outcomes for service users/populations in our different localities.
- 3.7 Mohit left the Governors with three thoughts:
- 1) It is very complex
 - 2) It is focused around building relationship with partners; if we work with others rather than bid against them, the likelihood of better outcomes is much higher
 - 3) How to stay true to value that our residents get the best outcome in this new world and how should we as Council operate that we adhere to this vision
- 3.8 John highlighted the fundamental shift from **activity** based payments to payments based on population **outcomes** and stressed ELFT needs to adapt to it and ensure best outcomes.
- 3.9 John also stressed that Governors need to ensure that our Trust is capable of representing the needs of our population and to ensure these are addressed within the organisational and funding framework of the ICS.
- 3.10 Concerns and comments raised were
- a. How can Governors bring in their local knowledge to not only hold ELFT NEDs to account, but also be mindful of the wider ICS geography; where does accountability lie?
 - b. There were misgivings about losing the local focus, and really worried about the lack of focus on Governors and NEDs in the documentation. There's a role for Governors in reasserting the importance of place, challenging what the Trust is delivering for the people they represent and ensuring that NEDs will take on this role at Board level.
 - c. There's lack of clarity about how the distribution of resources would work locally, in the real world: "are we getting the right share of the cake?" There needs to be transparency for Governors to be accountable to those who elect them.
 - d. There's a wider role for ELFT Governors – the added value of nudging, challenging, encouraging the Trust needs to flow into the new system; and representing the public, and holding NEDs to account does not change, merely set in a wider context.
 - e. Norbert stressed that Governors have always asked for ELFT to be a leader in our healthcare system, to lead by best practice which is what is being asked for here.

- f. There is very little difference culturally between ELFT Governors from Luton and Newham working together for the best of our populations, and ELFT working with other Trusts to deliver the best outcomes for Luton and for Milton Keynes.
- g. In that case, what should be our relationship with Governors from North East London NHS Foundation Trust (NELFT), or Central and North West London NHS Foundation Trust (CNWL, delivery services in Milton Keynes). What can we learn from them, what can they tell us about their local outcomes?
- h. There is anxiety about services locally, especially in Central Bedfordshire. Mohit stressed that while geography and associated travelling can be difficult, there's no reason for Governors not to demand the best possible services for their populations.
- i. There's an opportunity here for ELFT to instil our values, culture and what matters to us into the new evolving systems.
- j. There may be an opportunity for conversations with other Councils in our ICSs as an exploration to work out each of the services each of the Governors represent will get the best service.

3.11 In summary, John highlighted two main themes arising from the discussion:

- Importance of place and the importance for Governors to advocate for place-based services, and ensure that ELFT and other actors are listening to local needs, and provide the right range and accessibility of services
- Appetite for ELFT to “do it properly” if this is happening, ensure ELFT leads the change with our values and culture and ensure this carries through; this is what makes ELFT different.

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