

## Council of Governors

**Minutes of the Council of Governors' Meeting held in public  
on Thursday 20 September 2018 from 5pm – 7pm  
at the Pullman Hotel, Euston Road, London NW1**

<b>Present:</b>	Marie Gabriel	Trust Chair
<b>Governors:</b>	Kenneth Agyekum-Kwatiah	Public Governor, Newham
	Rehana Ameer	Appointed Governor, City of London
	Roshan Ansari	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Robin Bonner	Staff Governor
	Steven Codling	Public Governor, Central Bedfordshire
	Katherine Corbett	Staff Governor
	Terry Cowley	Public Governor, Tower Hamlets
	Joseph Croft	Staff Governor
	Rosemary Eggleton	Public Governor, Central Bedfordshire
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Paul Feary	Public Governor, Bedford Borough
	Gohar Ghouse	Public Governor, Hackney
	Simon Marsh	Staff Governor
	Susan Masters	Appointed Governor, Newham
	Julian Mockridge	Staff Governor
	Sheila O'Connell	Staff Governor
	Caroline Ogunsola	Staff Governor
	Jummy Otaiku	Public Governor, Hackney
	Jamu Patel	Public Governor, Luton
	Kemi Rosiji	Public Governor, Rest of England
	Rubina Shaikh	Public Governor, Bedford Borough
	Adrian Thompson	Public Governor, Tower Hamlets
	Daniel Victorio	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Hazel Watson	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
<b>In attendance:</b>		
<b>Staff:</b>	Paul Calaminus*	Chief Operations Officer and Deputy CEO London
	Tanya Carter*	Director of HR
	Mary Elford*	Non-Executive Director and Vice-Chair of the Trust
	Mason Fitzgerald*	Director of Planning & Performance
	Richard Fradgley*	Director of Integrated Care
	Jenny Kay*	Non-Executive Director & Senior Independent Director
	Norbert Lieckfeldt	Corporate Governance Manager (minutes)
	Cathy Lilley	Associate Director of Corporate Governance
	Michael Mlilo-Mubusa	Service Manager City & Hackney
	Meena Patel	Membership Officer
	Lorraine Sunduza*	Chief Nurse
	Gary Tubb*	Associate Non-Executive Director, Beds & Luton
	Dr Mohit Venkataram*	Director of Commercial Development

\* Did not attend the meeting for agenda item 11.

**Apologies:**

<b>Governors:</b>	Edilia Emordi	Public Governor, Hackney
	Rachel Hopkins	Appointed Governor, Luton
	Mary Phillips	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
	Neil Wilson	Appointed Governor, Education
<b>Staff:</b>	Steven Course	Chief Finance Officer and Deputy CEO Beds & Luton
	Dr Navina Evans	Chief Executive
	Dr Paul Gilluley	Chief Medical Officer
	Paul Hendrick	Non-Executive Director
	Amar Shah	Chief Quality Officer
	Robert Taylor	Non-Executive Director
<b>Absent:</b>	Hannah Brown	Public Governor, Central Bedfordshire
	Nicholas Callaghan	Public Governor, Tower Hamlets
	Denise Jones	Appointed Governor, Tower Hamlets
	Damien Vaughn	Public Governor, City of London

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

**1 Welcome and Apologies for Absence**

- 1.1 Marie Gabriel opened the meeting at 5:04pm.
- 1.2 Marie conveyed the apologies of the CEO, Dr Navina Evans and highlighted the 'Tea with Navina' event on 3 October 2018. Paul Calaminus as Deputy CEO was standing in for Navina.
- Marie also offered apologies for Steven Course but explained Mason Fitzgerald will present on Item 5 (Annual Audit Letter 2017/18: External Assurance on Annual Report & Accounts, inc Quality Report)
- 1.3 Marie congratulated the Deputy Chair and Staff Governor, Zara Hosany, on the recent birth of a healthy baby daughter. She explained that as Zara is on maternity leave in line with the procedural guidance on the appointment of the Deputy and Assistant Deputy Chairs, Rubina Shaikh and Keith Williams are jointly acting up as the Deputy Chair.
- 1.4 Marie also introduced Michael Mlilo-Mubasa as a guest to the meeting; he is work-shadowing Cathy Lilley.
- 1.4 Apologies were noted as above.

**2 Minutes of the Previous Meeting held on 19 July 2018**

- 2.1 Marie Gabriel explained that standard procedure is for Governors to notify in advance any queries, comments or corrections for the minutes.
- 2.2 No comments had been received ahead of the meeting. No further queries were raised at the meeting.
- 2.3 The Minutes were therefore **AGREED** unanimously as an accurate record.

### **3 Action Log and Matters Arising from the Minutes**

#### **3.1 The Chair highlighted one action in progress:**

- Item 118 (Joined Walk-Around sessions or Site Visits between Executive Directors, NEDs and Governors): Consideration had been given to joint visits with Governors but as there were different reasons for and focus at the visits, the current approach would continue. The importance of ensuring visits were coordinated and managed so as not to overburden a particular service was noted. In addition, there may be opportunities for Governors to accompany a NED when individual visits are undertaken
- No further items were raised under the Action Log.

### **4 Associate Non-Executive Director Update**

#### **4.1 The Council of Governors noted:**

- Following an external recruitment process Gary Tubb (formerly Appointed Governor for Central Bedfordshire) has been appointed as an Associate Non-Executive Director for Bedfordshire & Luton for a three-year term
- Jasbir Parmar has been appointed for a one-year term
- Both appointments are with effect from 1 September 2018
- The role of an Associate NED is to work with the Bedfordshire & Luton Strategic Delivery Group to ensure the strategy as agreed by the Board is being delivered. They will also be making links with partners and service users to ensure their views are fed back into the work of the Trust.

#### **4.2 With respect to Governor training, the Council noted:**

- The externally provided training for Governors on chairing meetings which had been very successful
- The informative briefing from Steven Course on the Trust's annual accounts for 2017/18
- Additional briefing and training opportunities will be offered to Governors to support their development in order to be able to carry out their role and responsibilities

### **5 Annual Audit Letter 2017/18: External Assurance on Annual Report & Accounts, inc Quality Report**

#### **5.1. Mason Fitzgerald presented the report, highlighting:**

- The Trust receives nearly £400m of public funds (income) each year, and holds c£230m in assets all of which is likewise public property
- It is the Board's duty to safeguard these public funds and the Council's responsibility is to seek assurance that these assets are being kept safe and secure
- Last year, the Council appointed Grant Thornton as ELFT's new external auditors for a five year period; it is good practice to change auditors to ensure their independence from the Trust
- Grant Thornton have undertaken the external audit and have not carried out any additional work for the Trust
- The Auditors have given the Trust a 'clean audit' opinion (i.e. no material concerns) on the audit of the financial accounts for 2017/18 and the quality accounts for 2017/18.
- The audit has found the Trust has good financial systems and sound financial controls in place
- With regards to its financial performance, the Trust achieved a rating of '1' on a scale of 1 (best) to 4 in the NHSI Single Oversight Framework

- The Auditors have confirmed that the Quality Report for 2017/18 has been prepared in line with the requirements set out in the NHS FT Annual Reporting Manual 2017/18
- Following the testing of two of the mandated indicators relevant to the Trust (early intervention in psychosis – EIP; and improving access to psychological therapies – IAP) as well as a local indicator (delayed transfer of care – DTOC), the Auditors provided limited assurance with no concerns raised.

5.2 In discussion, the Council noted:

- Paul Calaminus is leading the work on ensuring the Trust is prepared for any impact Brexit may have on services  
**ACTION:** PC to present an update report at a future meeting
- Auditors use a disclaimer indemnifying themselves of any risk associated with material errors in the audit. This is standard procedure for all audit forms and not specific to either the NHS or ELFT. The Audit Committee is responsible for the Trust's risk management framework which is regularly reviewed and monitored
- Any serious quality or financial issues would be identified through the work of the Board's sub-committees, in particular the Audit Committee whose responsibilities complement that of the work of auditors
- The Trust has had a clear audit for the last 16 years, something to be very proud of. In terms of financial performance, the Trust met the centrally required Control Total in 2017/18; however, this will be a challenge for 2018/19

5.3 Governors congratulated the Trust Board and the finance team on an excellent financial result for the Trust.

5.4 The Council **RECEIVED** and **DISCUSSED** the report.

## 6.0 Report on the Communications and Engagement Committee

6.1 The report was taken as read. There were no further questions.

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

## 7 Report on the Significant Business Committee

7.1 The report was taken as read. There were no further questions.

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

## 8 Review of the Trust Constitution

8.1 Cathy Lilley highlighted plans for a detailed review of the Trust constitution and invited interested Governors to join a Task and Finish Group that is being established to support with the review. In line with the constitution and legislation, any amendments to the constitution requires the approval of both the Board and the Council.

8.2 Four Governors expressed an interest:

- 1 Sheila O'Connell
- 2 Ernell Watson
- 3 Roshan Ansari
- 4 Adrian Thompson.

8.3 The Council **RECEIVED** and **NOTED** the verbal update.

## **9 Council of Governors Elections 2018 Update**

- 9.1 The report was taken as read. There were no further questions.
- 9.2 The Council **RECEIVED** and **NOTED** the report.

## **10 Council of Governors Attendance List**

- 10.1 The report was taken as read.
- 10.2 The next meeting of the Nominations and Conduct Committee will review attendance in more detail.

## **11 Annual Review of the Council's Effectiveness**

- 11.1 Before starting the group discussion the Chair invited the Trust Directors to leave the meeting.
- 11.2 The results of the Group Exercise on *how can the Council be more effective* are summarised in Appendix 1.

## **12. Council of Governors Forward Plan**

- 12.1 The results of the Group exercise focusing on strategic discussion topics for 2019/20 are summarised in Appendix 2.

## **13 Any Other Business**

- 13.1 **Central Bedfordshire Focus Group:** provisional meeting date is 3 October 2018; however, confirmation will be circulated by the end of the week.
- 13.2 **Governors Open Forum Query:** What is the Trust performance on complaints and how do we learn from them?  
Governors are invited to the annual Learning from Complaints Conferences; the Trust will identify themes from complaints which are fed back in 'lessons learnt' events. The biggest theme is often around attitude and communication by individual staff members or in specific teams. The Trust identifies if there are clusters of complaints in specific services and this helps with addressing issues (e.g. the recent refurbishment of the reception area at the John Howard Centre). Feedback from complaints is also triangulated with other information such as the Friends and Family Test, as well as learning from compliments.
- 13.3 **GOF Query:** How does the Trust ensure there is safe staffing on wards?  
The Trust follows national guidelines on safe staffing on its wards, and regular reports on staffing levels are presented to the Board who monitor this. The Trust is also working on developing its own measures for safe staffing in community settings as this is not currently nationally defined.
- 13.4 **GOF Query:** Management of illegal drugs on wards  
This is a national challenge. ELFT has a search policy which is implemented in our inpatient units enable the search of returning patients and visitors as well as rooms if there are grounds for concern. The Trust also uses sniffer dogs as well as drug testing although not all drugs are detectable through screening. The Trust focuses on working with individuals, families and visitors to discourage them from drug use as well as alcohol and nicotine. There have been incidences of drug dealing which are routinely reported to the police. However, our environments are therapeutic, not

punitive which creates some risk, for example, allowing patients to go on unsupervised leave.

13.6 **GOF Query:** Crisis service in Central Bedfordshire

The Trust is rolling out the system already established in London (following the pattern of the national roll out). In future, patients or carers in crisis can call NHS 111 who, if required, will contact the local clinician on duty while they wait on the phone. The NHS 111 service has far greater capacity to be more responsive.

13.7 **Learning from complaints**

One Governor expressed her admiration for the staff of Newham Phlebotomy Service who made her feel welcome and well cared for despite working under great time pressure.

**ACTION:** Norbert Lieckfeldt to pass on the positive feedback.

The meeting closed at 7.04pm

## Council of Governors Meeting Thursday 20 September 2018

### How can the Council be more effective: Council Improvement Ideas

Themes	Suggestions
<b>Staff Governors</b>	<ul style="list-style-type: none"> <li>• Staff Engagement Forum for Staff Governors; also rules for part-time staff and Governor role</li> <li>• Observe clinical practice in support of staff</li> </ul>
<b>Training and Development</b>	<ul style="list-style-type: none"> <li>• As ELFT is always evolving, need ongoing training and development (tailored to Governors and their role)</li> <li>• Use of focus groups/mentoring/specialist training</li> <li>• Build on our success, CoG has moved forward and improved, keep momentum</li> <li>• Training currently too random; need person spec for Governors and base training on the demands of the role</li> </ul>
<b>Administration</b>	<ul style="list-style-type: none"> <li>• Need to remind Governor that regular attendance is necessary and important</li> <li>• Highlight who is responsible for Governor queries</li> <li>• Maintain log of Governor queries, analyse themes</li> </ul>
<b>Working with others</b>	<ul style="list-style-type: none"> <li>• Working with faith groups</li> <li>• More cooperation with CCG and 3<sup>rd</sup> Sector partners to showcase what ELFT is achieving</li> <li>• Improve Stakeholder Meetings, be flexible with times (evenings or weekends)</li> <li>• Start QI project looking at effectiveness of Stakeholder Meetings</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• More information on meaningful topics</li> <li>• Better communication with our public, make sure events are better publicised</li> <li>• Continue work on our communications strategy (the right information delivered reliably (emails!))</li> <li>• Talk to everyone</li> <li>• Governors talking to each other</li> <li>• Less paper/shorter reports</li> <li>• Fewer forms/no feedback forms</li> <li>• 'Constituency' meetings with local groups of fellow Governors (perhaps before or after CoG meeting?)</li> <li>• Send out papers in time</li> </ul>

## Appendix 2

### Item 2.2 Council of Governors Forward Plan

## Council of Governors Meeting 20 September 2018

### Council's Strategic Priorities 2019/20

Themes	Details
<b>Staff</b>	<ul style="list-style-type: none"> <li>Well-being, resilience, morale and support</li> <li>Support following deaths on the Ward</li> <li>Staff Governors</li> <li>Recruitment and retention</li> <li>"Joy at work"</li> <li>Learning and development for staff</li> <li>Staff experience "beyond the staff survey"</li> <li>Freedom to Speak Up</li> <li>Bullying and harassment</li> <li>Safety</li> </ul>
<b>Integrated Care</b>	<ul style="list-style-type: none"> <li>ELFT's integrated care agenda</li> <li>Integration agenda: health and social care working collaboratively</li> <li>Working with Commissioners (CCG and others)</li> <li>Bridge gap between physical and mental health</li> <li>Employment support</li> <li>Homelessness</li> <li>Safeguarding of patients</li> <li>Social inclusion</li> <li>Young people</li> <li>Alternative models of healthcare (beyond UK)</li> </ul>
<b>Suicide</b>	<ul style="list-style-type: none"> <li>Suicide Awareness</li> <li>Suicide Prevention Strategy Update</li> </ul>
<b>Drug and Alcohol Services</b>	
<b>CAMHS</b>	

Cross Cutting Themes	To be addressed in each CoG report
<b>Carers/Service User Experience</b>	How does this work impact on or affect the experience of carers and/or service users?
<b>Equality</b>	How does this work advance the Trust's work to improve equality?

Miscellaneous	Notes
<b>10 Year Forward Plan</b>	To be addressed in forthcoming Strategy Update report