

## Council of Governors Meeting

To be held in public on Thursday, 11 May 2023, 5:15pm – 7:15pm

Courtyard Room, Bishopsgate Institute, 230 Bishopsgate, London EC2M 4QH

## Agenda

	Title		Action	Time (all pm)
<b>Informal Gathering and refreshments</b>				<b>4:30</b>
1	<b>Welcome</b> Eileen Taylor, Chair	Verbal	Assurance	5:15
2	<b>Apologies for Absence</b> Eileen Taylor, Chair	Verbal	Assurance	
3	<b>Declarations of Interest</b> Eileen Taylor, Chair	Verbal	Assurance	
4	<b>Minutes</b> CoG Meeting held in public 9 March 2023 CoG Meeting held in private 9 March 2023 (restricted circulation) Eileen Taylor, Chair	Attached	Approval	
5	<b>Action Log and Matters Arising from the Minutes</b> <ul style="list-style-type: none"> <li>Joint NED/Governors Site Visits Proposal</li> </ul> Eileen Taylor, Chair	Attached	Assurance	
<b>Strategic Items</b>				
6	<b>NHS Assembly – 75<sup>th</sup> Anniversary of the NHS</b> Paul Calaminus, Chief Executive	Verbal	Assurance	5:20
7	<b>Operational Update:</b> <b>Annual Plan 2023/2024</b> <ul style="list-style-type: none"> <li><b>Council’s Priorities</b></li> <li><b>ELFT Annual Plan 2023/24</b></li> </ul> Richard Carr, Non-Executive Director Carys Esseen, Deputy Director of Integrated Care	Presentation	Approval Assurance	5:25
8	<b>Governors’ Strategic Priority Item:</b> <b>Supporting our people</b> Ken Batty, Senior Independent Director Tanya Carter, Chief People Officer	Presentation and Discussion	Assurance	5:45

<b>Business Items</b>				
<b>9</b>	<b>Report from the Significant Business &amp; Strategy Committee</b> John Bennett, Chair of SBSC Dr Mohit Venkataram, Executive Director of Business Development	Attached	Assurance	6:30
<b>10</b>	<b>Communications &amp; Engagement</b> <ul style="list-style-type: none"> <li>• <b>Report, Communications and Engagement Committee</b></li> <li>• <b>Membership Engagement Plan</b></li> <li>• <b>Community Events, London &amp; Beds and Luton</b></li> </ul> Felicity Stocker, Chair of CEC Tina Bixby, Membership Officer	Attached  Attached Presentation	Assurance	6:35
<b>11</b>	<b>Governor Impact 2022/23</b> Norbert Lieckfeldt, Corporate Governance Manager	Presentation	Assurance	6:55
<b>12</b>	<b>Election Update 2023</b> <ul style="list-style-type: none"> <li>• <b>Council Elections 2023</b></li> <li>• <b>Officer Elections 2023 (Lead and Deputy Lead Governor)</b></li> </ul> Norbert Lieckfeldt, Corporate Governance Manager Tina Bixby, Membership Officer	Attached	Assurance	7:05
<b>13</b>	<b>Any Other Urgent Business and Questions from the Public</b> (to be advised in advance <b>by Tuesday, 9 May 2023</b> . Questions submitted on the day will be responded to following the meeting)	Attached		7:10
<b>14</b>	<b>Council Forward Plan</b>	Attached	Assurance	
<b>15</b>	<b>Date and Time of Next Meeting:</b> <ul style="list-style-type: none"> <li>• 13 July 2023 (face-to-face – venue tbc)</li> <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> All meetings will be held from 5:00 – 7:00pm			

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 9 March 2023 from 5.00pm to 7pm  
at Great Hall, Bishopsgate Institute, 230 Bishopsgate, London EC2M 4QH  
(and online via Zoom as a reasonable adjustment)

**Present:**

Eileen Taylor Trust Chair

**Governors:**

Yesmin Begum Public Governor, Tower Hamlets  
John Bennett Public Governor, Tower Hamlets  
Shirley Biro Public Governor, Newham  
Bob Cazley Public Governor, Central Bedfordshire  
Caroline Diehl Public Governor, Hackney  
Love-Jane Egbe Staff Governor  
Adam Forman Public Governor, Hackney  
Peter Landman Public Governor, Newham  
Reno Marcello Public Governor, City of London  
Beverly Morris Public Governor, Hackney  
Caroline Ogunsola Staff Governor, Lead Governor  
Stella Oloyede Public Governor, Newham  
Jamu Patel Public Governor Luton; Deputy Lead Governor  
Kate Smith Staff Governor  
Larry Smith Public Governor, Central Bedfordshire  
Felicity Stocker Public Governor, Bedford Borough  
Hazel Thomas Public Governor, Newham  
Patricia Wheeler Public Governor, Hackney

**Online:**

Roshan Ansari Public Governor, Tower Hamlets  
Gren Bingham Public Governor, Tower Hamlets

**In attendance:**

**Staff:**

Aamir Ahmad Non-Executive Director  
Ken Batty Non-Executive Director  
David Bridle Interim Chief Medical Officer  
Tina Bixby Membership Officer  
Paul Calaminus Chief Executive  
Tanya Carter Chief People Officer  
Lucy Duggan Senior Executive Assistant  
Richard Fradgley Executive Director of Integrated Care and Deputy CEO  
Samanthi Gibbens Interim Chief Finance Officer  
Sarah Khan Interim Chief of Staff  
Mark Lam Chair of Royal Free and North Middlesex University Hospitals (former Chair of ELFT)  
Cathy Lilley Director of Corporate Governance  
Norbert Lieckfeldt Corporate Governance Manager  
Linda McRoberts Minute Taker  
Edwin Ndlovu Chief Operating Officer

Jamie Stafford

Programme Director, Community Mental Health Transformation

Lorraine Sunduza

Chief Nurse and Deputy CEO

Deborah Wheeler

Non-Executive Director

**Apologies:**

Victoria Aidoo-Annan

Staff Governor

Viv Ahmun

Appointed Governor, Voluntary Sector

Rehana Ameer

Appointed Governor, City of London

Fatima Begum

Public Governor, Luton

Liz Birch

Public Governor, Central Bedfordshire

Darlene Dike

Public Governor, Hackney

Susan Fajana Thomas

Appointed Governor, Hackney

Cass Howes

Public Governor, Bedford Borough

Rofikul Islam

Public Governor, Tower Hamlets

Khtija Malik

Appointed Governor, Luton

Betsy Scott

Staff Governor

Suzana Stefanic

Public Governor, Central Bedfordshire

Tracey Stock

Appointed Governor, Central Bedfordshire

Jim Weir

Appointed Governor, Bedford Borough

**Absent:**

Patrick Adamolekun

Staff Governor

Julie Aduwa

Public Governor, Rest of England

Bilal Ahmad

Public Governor, Newham

Gulam K Choudhury

Appointed Governor, Tower Hamlets

Mark Dunne

Staff Governor

Tony Isles

Staff Governor

Mumtaz Khan

Appointed Governor, Newham

Graham Manyere

Staff Governor

Rachel Williams

Public Governor, Luton

*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 expressed her pleasure to be meeting face to face again after three years. She reminded all of the Trust's values – We Care, We Respect and We Are Inclusive.

Eileen noted that a number of Board members are joining the meeting today and some Governors are joining online for personal reasons. Eileen was particularly delighted to welcome Mark Lam to the meeting to have the opportunity to say farewell in person.

- 1.2 Eileen acknowledged this is her first Council of Governors' meeting since being appointed substantive Chair and as such she would like to share with the Governors her personal vision, which aligns closely with the vision of the Trust, which is:
- to improve equity of access and population health outcomes across the communities we serve.

Underpinning that vision are four priorities:

1. Patient leadership: empowering the people who use our services and working with service users and carers to improve access, experience, outcomes and equity.
2. Staff support and empowerment: driving equity of opportunity for our staff and ensuring that staff at every level are supported and empowered.
3. Board effectiveness: creating a board environment that feels accessible to patients, communities and staff and ensuring evidence-based decision-making.
4. System leadership: contributing and leading effectively in the systems we work in, including being an anchor institution, recognising that both ELFT and NELFT are involved in two or more Integrated Care Systems (ICSs).

## 2. Apologies for Absence

- 2.1 Apologies were noted as above.

## 3. Declarations of Interest

- 3.1 Eileen Taylor declared an interest in the discussion on the Chair's Objectives that started the meeting, and confirmed that she was not in attendance during these discussions.
- 3.2 No further declarations of interest were received.

## 4. Minutes of the Council of Governors meetings held on 19 January 2023

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

## 5. Action Log and Matters Arising

- 5.1 Actions were noted as either closed or on the forward plan.
- 5.2 A point was raised about the number of Governors that can join NED visits to services, suggesting this should be more open as it is so important to see services. It was noted that large numbers can become too disruptive to the service, and visits do take staff away from their duties. However, a review of the opportunities for visits to services including appropriate numbers would be carried out.

**ACTION: Norbert Lieckfeldt**

## 6. Council's Appreciation, Mark Lam

- 6.1 Eileen Taylor led the tribute to Mark as an inspirational leader who changed the way ELFT viewed our environment and the way we carry out our work. Eileen personally thanked Mark for being an incredible mentor who supported her in her role as Acting Chair. She recognised that Mark led the Trust throughout the lockdown, so this would be the first time some people have seen him face to face.

Paul Calaminus thanked Mark on behalf of everyone in the Trust for all his time as Chair. He acknowledged how difficult it must have been to come in as Chair in the middle of Covid and meeting everyone online. He praised Mark for his role in reinforcing the values of the Trust and in leading the process of re-formulating the strategy and more broadly in thinking how ELFT improve population health – work which the Trust is now building on.

Caroline Ogunsola paid tribute on behalf of the Governors – saying that Mark’s personality had fitted in with the Trust’s beliefs. She thanked Mark warmly and wished him all the best for the future.

Mark thanked everyone for the kind comments and wished the Trust all the very best for the future – while he would miss ELFT he said he was confident the Trust was in safe hands, with Eileen and Paul and supported by both the Council and the Board of Directors.

## **7. Trust Performance: Mental Health Support in A&E**

**7.1** Edwin Ndlovu introduced Jamie Stafford explaining that he and Jamie have been working closely with the Executive team on this. He noted:

- This is something of great concern to everyone at the Trust
- More and more people access Trust services via the crisis pathways. These are often people new to our services and presenting in a much more severe state than was previously the case
- Work is under way to address this in a consistent way – in both North East London and Bedfordshire & Luton.
- A&E is not a suitable place for anyone in a mental health crisis. Since Covid there has been an increase coming through A&E and people may be waiting longer for a bed should one be required
- However, while waiting in A&E for a bed they will still receive care from MH professionals
- In addition partly due to commuters working in the City, the Trust is looking after a number of people who do not usually reside in the Trust’s catchment area
- There is a clear escalation process for patients waiting longer than 4 hours up to and including Borough Directors to ensure beds are found as soon as possible

Jamie Stafford continued the presentation and highlighted:

- Prevention is better than cure – the aim is to ensure our service is as good as possible and therefore focussing on prevention is an important part of the work. For this reason, there has been more work with community mental health services to prevent crisis admission
- When people do need access urgently, we are trying to improve support available, e.g. via 111, # 2, which will be mental health crisis support line available across the country
- More mental health practitioners are being paired with ambulances to respond and offer advice and support
- Working collaboratively with system partners and looking at psychiatric liaison services in hospital to explore opportunities for improvement
- There are also plans to improve Place of Safety – where police will bring people in crisis for a mental health review – working with Ambulance staff and Police to look at improving the places people are taken in a crisis
- Also considering the availability of MH beds in NE London – occupancy has been really high and within the system a review is underway on how to reconfigure so we have sufficient beds available when people need them.

Edwin noted:

- There is a challenge with patients that do not normally reside in ELFT’s area – at any given time there are about 300 out of area patients who need support
- There has been a significant reduction in the waits for young people

- Evergreen CAMHS Ward in Bedfordshire has opened and that will help clinicians keep young people close to family. We are in the process of repatriating children from across England to their new local Ward.
- This work is fed back to The Board's Quality Assurance Committee, chaired by Donna Kinnair has oversight of this work and provides and provides assurance to the Board.
- This remains a live topic through the mental health collaborative and the aim is to focus our energies on avoiding people getting into crisis in the first place.

As a member of the Quality Assurance Committee, Debora Wheeler advised:

- Edwin, Lorraine Sunduza as Chief Nurse and David Bridle as Interim Chief Medical Officer present reports regularly to the Committee, which cover both quantitative and quality issues, i.e. what does this mean for the patients concerned.
- She had visited the new Evergreen Unit last week with Eileen Taylor and Luton Governor Jamu Patel:
  - They are starting to repatriate people to where they are from, as it is not helpful for families or social networks if people remain out of area.
  - It is an inspirational team and they are 'tethering' patients to their local community, so that when they leave hospital they have not lost all those structures
- Throughout winter the Committee discussed the demand in A&E and the extra beds commissioned in the private sector for when there was need; the Committee is challenging Edwin about the opportunities and solutions as well as the whether the impact has been positive.
- The Committee focuses on whether people are safe and are receiving the best care they can
- The Integrated Care and Commissioning Committee met today and received feedback on the work of the mental health collaboratives in North East London and Bedfordshire & Luton. The focus is on the whole system working together to prevent people having to attend A&E in crisis. The Committee discussed this at length and is seeking assurance that plans are in place for patients.

## 7.2 In discussion the Council:

- Received assurance that while people are waiting in A&E they nevertheless are being supported and receive mental health nursing care
- Noted that the way waits are counted has changed and now starts when patients arrive, whereas it used to start from the when the decision was taken to admit, so this has made the numbers appear worse than previously
- Noted while this has been ongoing for about six months, it is the first time the Trust has been in this position on the back of the pandemic
- Noted it is the Board's responsibility to be receiving assurance on this topic and they are watching it closely
- Noted the Trust does have the numbers of those waiting and these will be shared at the local Governors meeting, but today Edwin is trying to give assurance at a wider level. He assured Governors that as far as possible anyone who is a local resident is prioritised for a local bed.
- Noted that when Police attend to someone in a public space who needs support, they can take them to a 'health based place of safety' (HBPoS), staffed by Nurses and Doctors, rather than A&E. This is being encouraged to reduce numbers being taken to A&E as the HBPoS is a much better environment for someone in MH crisis.
- The Trust is also working to reduce the numbers of times Police respond to these issues, working with Ambulance staff to reduce the need for Police as part of the response.

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

## 8. **Governor's Strategic Priority Item: Getting The Basics Right**

Edwin Ndlovu noted this is linked to the last topic as it is about patient experience and the initial point of contact. He highlighted:

- This is one of the Trust's key strategic objectives
- The pandemic has changed the way we carry out our day-to-day business so that makes this even more important
- Getting the basics right means different things to different people; it is about getting it right at every part of both mental health and community services.
- This work is based on a survey of service users. Common themes of what the basics are from the survey were:
  - Staff having a compassionate and kind attitude – this is anchored in the Trust values, and examples of ways to address this are customer care training and support sessions for staff and supervisors to ensure high standards
  - Feeling genuinely listened to
  - A focus on recruitment and retention
  - Effective communication
  - Having good access to services – important that when you approach a service you get the support you need. Examples of work on this are optimising flow and QI programmes to ensure people are getting to the right service earlier and keeping them out of hospital or, if in hospital, it is for the shortest time possible.

8.2 In smaller groups, the Governors discussed what 'getting the basics right' means to them and notes of each discussion will be collated later. Some examples of feedback were:

- Accessibility of services
- Choice and flexibility
- Not having to repeat your issues to different people
- Wider communication with the public – people might not understand how to access services
- Waiting times – putting pressure on ICS and Government and how Councils might lobby locally
- Phone calls answered
- Empathetic staff

Detailed feedback from the groups is attached as Appendix 1

Eileen thanked everyone for their input and commented that this will be a thread throughout everything being done in the year ahead.

## 9. **Report from the Communications & Engagement Committee (CEC) – Membership Engagement Plan**

9.1 Eileen Taylor introduced this item explaining that the intention is to create a membership that connects the Trust to those it serves and to all its stakeholders.

9.2 Tina Bixby presented the process and outcomes of the project to develop a membership engagement plan (strategy):

- This was started in summer 2022



- Fieldwork was carried out with other Trusts
- It was decided the membership engagement plan should flow from the Trust strategy and be a plan on one page in line with Trust-wide plans.
- Development and implementation of the plan is a standing agenda item on the Communications and Engagement Committee agenda
- A Task & Finish Group with wide-ranging membership was established to take forward the review and development of engagement with members. The consultation included a survey of members and three online member conversations.
- The draft plan showing the key actions and areas of focus for 2023-24 had been reviewed by the Committee and circulated to Council for approval
- Provided Governors are supportive of the plan, the next steps are to approve the proposed plan at the People Participation Committee and for presentation at the Board, and to produce an action plan for the next three years.

Aamir Ahmad noted that:

- The key word is engagement, this is about how members can connect with the Trust and shape our services.
- For the first time the plan will dovetail with People Participation and volunteering as members engagement is complementary to both.

Richard Fradgley outlined the importance of the public voice, noting:

- There were rich discussions with Governors and colleagues from both the NEL And BLMK Integrated Care Systems. Part of the richness of the approach was the multiplicity and diversity of voices heard.
- The Trust has more than 9,000 public members and working with them will support the Trust to engage further with all our communities which is essential for achieving our population health ambitions.

**9.3** In discussion the Committee noted:

- The Governors and Members Office will co-ordinate and support this work, working with Population Health, People Participation and Communications.
- The timescale will be over 2-3 years.
- While ELFT is a large Trust and covers a population of some 2m, it is deeply involved in each of the places it operates, and its teams work on a smaller scale in neighbourhoods.
- While formal membership of the Trust will give access to information and Council of Governor elections, the Trust aims to regard everyone with an interest in the services we provide as a member, whether or not they have joined the organisation through the formal membership route.

**9.4** The Council:

- **RECEIVED** and **NOTED** the presentation
- **APPROVED** the Membership Engagement Plan.

**10. Any Other Urgent Business and Questions from the Public**  
None

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

- 11 May 2023 (face to face – venue to be advised)
- 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)

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

The meeting closed at 7pm.

DRAFT

Appendix 1

Getting the Basics Right – Group Discussion Feedback

Improved population health	Clarity around What is our purpose? How do we improve? ELFT to assume leadership is systems to improve, aim for Gold Standards
Improved experience of care	Start from where the patient is and give choices Good communications is good care Continuity of care – same staff looking after patients wherever possible Phone calls – use technology better, call back systems, reduce wait times Improve access to primary care; improve MH care and awareness in primary care settings Body language – important to convey listening, empathetic attitude Kindness – are people leave with a smile? If everyone's busy, patients feel there is no time for them Clarity of language – perhaps summarise at the end of a call Publicity around services and ways to access them, eg crisis line Joined-up and seamless services Not just Mon-Fri -9-5 Digital inclusion Share car records so not having to repeat (20mins appt, 15mins recap for new staff, 5 mins discussion on situation) – and staff being prepared, having read the notes Different communities need different communication strategies Have a Plan B - what do you do when things change?
Improved staff experience	Staff governors supporting by adding in staff perspective Take ownership – no wrong door; if I can't help service user, who can?
Improved value	There is a place for printed materials Share care records Integration of care

Council of Governors - Action Log following Council Meeting 19 January 2023							
Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
196	09/03/2023	Matters Arising	Develop proposals for Joint NED/Governor Site Visits	Norbert Lieckfeldt	11/05/2023	Closed	Paper presentd to May CoG Meeting
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	Forward plan	Scheduled for NomCo June 2023
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 June 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 June 2023

In progress  
 Closed  
 Forward plan

**To:** Council of Governors

**From:** Norbert Lieckfeldt, Corporate Governance Manager

**Date:** 11 May 2023

**Subject:** Joint NED/Governor Site Visits Proposal

## **1. Purpose of the Report**

- 1.1 To report to the Council on proposals for joint site visits by Non-Executive Directors (NEDs) and Governors.
- 1.2 The Council raised the resumption of site visits at its meeting on 9 March 2023. It was agreed that Norbert Lieckfeldt would review opportunities for Joint NED/Governor visits.

## **2. Background**

- 2.1 Non-Executive Directors carry out 2-3 site visits to Trust services each month. Two NEDs usually attend each visit; to reduce the burden on staff particularly during the Covid pandemic, the majority are still held virtually but with a gradual shift to face-to-face meetings.
- 2.2 Discussions are structured around a series of questions and NEDs are asked to complete a brief feedback report and the Chair may select one or two of these for verbal feedback at the next Board meeting held in public.
- 2.3 It is proposed that one or two Governors would join the two NEDs for site visits. This offers the opportunity for a more in-depth experience than a larger group and reduces strain on services which are experiencing increased demand since the end of lockdown.

## **3. Purpose**

- 3.1 The purpose of site visits is to:
- gain information about the Trust and Trust services to enable Governors to carry out their statutory duties
  - support Governors to fulfil their ambassadorial role by speaking knowledgeably about Trust services
  - enable Governors to observe NEDs interacting with service users and staff, to fulfil their role in holding the non-Executive Directors to account for the performance of the Board
  - enable NEDs to benefit from Governors' perspective
  - report to Council the learning from each visit.
- 3.2 Site visits are not service inspections.

## **4.0 Process**

- 4.1 The Governors and Members Office (GMO) will seek expressions of interest in attending site visits from Governors. This will focus on:

- any particular interest (e.g. mental health, community health, crisis services, etc)
  - attending virtual meeting or face to face meetings and willingness and ability to travel outside local area.
- 4.2 The GMO will identify suitable joint site visits from the schedule of NED planned visits.
- 4.3 The expressions of interest register will be updated at least annually. Governors will be able to join the register or amend and update their expressions of interest at any time by advising the GMO.
- 4.3 The GMO will initially offer site visit opportunities to Governors who have expressed a specific interest; in cases where two expressions of interest per visit are not received, the opportunity will be opened up to all Governors.
- 4.4 The GMO will brief Governors before each visit and provide a simple reporting template for feedback to Council which will be shared with the Council and the NEDs who attended
- 4.5 It is anticipated to start the joint visits from 1 June once the register of interest has been completed.
- 4.6 The process will be reviewed after 6 months initially by the Communications and Engagement Committee. Reviews will take place annually thereafter.
- 5.0** The Council of Governors is asked to **NOTE** and **APPROVE** the Proposal.

**From:** Norbert Lieckfeldt  
Corporate Governance Manager

**To:** Council of Governors

**Date:** 11 May 2023

**Subject:** Annual Plan Meetings Summary

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## **1.0 Purpose of the Report**

- 1.1 To update the Council on the outcome of the consultation process with members for the Annual Plan 2023/24.

## **2.0 Background**

- 2.1 Annual plans are more specific than longer term plans and include clearly defined objectives for the year ahead.
- 2.2 The Board has a statutory duty to consult their Council of Governors on the content of the annual plan. This is a key opportunity for Governors to make an input into strategy and to reflect the views of members and the public to the Board.
- 2.3 Two trust-wide Annual Plan Meetings were held virtually (via Zoom) on 16 March 2023 (London) and 28 March 2023 (Bedfordshire and Luton). Attendees included Trust members, Governors, Trust staff as well as wider stakeholders.
- 2.4 Following introductory presentations by Deputy Director of Integrated Care Carys Esseen (London) and Director of Integrated Care and Deputy CEO Richard Fradgley (Bedfordshire& Luton) as well as presentations from service and Borough Directors as appropriate on the plans for the coming year, members were asked to consider the following questions:
- (a) What are we doing well?
  - (b) What should we do more of?
  - (c) What should we stop doing?
  - (d) Where do we need to improve?
- 2.5 This has resulted in valuable feedback which has been themed for the specificity required for the Annual Plan.
- 2.6 Governors are asked to note the summary as the Governor priorities for the Annual Plan 2023/24.

## **3.0 Action Being Requested**

- 3.1 The Council of Governors is asked to **RECEIVE** and **APPROVE** the summary.

## Summary, Annual Plan Consultation Meetings 2023

Trust Strategy Objectives	Priorities
<b>Improved population health</b>	<p>Address wider health inequalities</p> <p>Increased action on addressing social isolation</p> <p>Improve IT access – ELFT to consider providing IT hubs; fund broadband provision; deliver IT literacy training e.g. through recovery colleges</p> <p>More Recovery College courses with clear focus on quality-of-life issues</p> <p>Explore ICS role in providing equitable Special Educational Needs and Disability support</p>
<b>Improved experience of care</b>	<p>Social prescribing should be open to provide more holistic treatments and other non-medical interventions (e.g. gym membership)</p> <p>Support GP practices to improve their telephone systems</p> <p>Ensure necessary equipment and medication is ready at discharge</p> <p>Demonstrate progress in rolling out Bedfordshire’s drug &amp; alcohol (P2R) service across the county</p>
<b>Improved staff experience</b>	<p>Provide administration hub for care coordinators with ability to respond to basic queries</p>
<b>Improved value</b>	<p>Work to improve rates of DNA (did not attend) rates</p> <p>Increased role for pharmacists to advise and prescribe</p> <p>Keep better track of stocks of medicines likely to experience shortage</p> <p>Clarity around ELFT’s way of measuring of what is/is not working in terms of interventions or services</p>

May 2023



**To:** Council of Governors

**From:** Felicity Stocker, Chair

**Author:** Tina Bixby, Membership Officer  
Norbert Lieckfeldt, Corporate Governance Manager

**Date:** 11 May 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.
- 1.2 The committee last met on 20 April 2023 and: received a Communications and Media Update (provided by Janet Flaherty, ELFT's Head of Communication) discussed in breakout rooms the priority themes for the agreed Membership Engagement Plan.

## **2. Background**

- 2.1 The Communications and Engagement Committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's Membership Strategy and communications with members and among Governors.
- 2.2 The Communication and Engagement Committee meetings are open to all Governors. Those Governors who are not core members but wish to attend should notify the Governors and Members Office in advance.

## **3. Media Activities Update**

- 3.1 Janet Flaherty provided Governors with an update of the media activities in the Trust:

### **Positive Coverage**

- Dani Dyer documentary - C4  
Filming took place in the Mother and Baby Unit in Hackney. The aim of the programme is to highlight the existence of such units to young parents. Dani Dyer has one child and is expecting twins. She has been open about her experiences of anxiety and feels it worsened when she became a mother. (Improving Population Health and Service User Experience)
- Visit by the Minister for Disabled People, Work and Pensions - Tom Pursglove . MP  
The minister visited Tower Hamlets Talking Therapies. The focus was on employment specialists in the team. He spoke with two service users who have benefited from the service. Both have been derailed in their careers now looking at being a classroom assistant and looking at corporate communications roles respectively (Improving population health and service user experience)

- Dame Meg Hillier MP Visited Greenhouse GP Practice  
Dame Meg nominated Greenhouse Practice for the prestigious NHS Parliamentary Award and personally presented them with the Award. (Improving staff experience)
- **Greenhouse International Women's Day event (Hackney Gazette)**  
Using event to draw women to the practice for screenings and flu jabs. Also provided sanitary products, clothing, etc. (Improving Population Health and Experience of Services)

### Critical coverage

- **PLACE Cleanliness Report Results – Health Service Journal**  
Stated in response to press enquiry we were already taking action to address this, that cleanliness is of utmost importance and to encourage everyone to report any issues to a staff member. (Improving Service User Experience)
- **Enquiry from My London: Rodents Reported at Homerton Mental Health Unit**  
Responded to say that an extensive mouse eradication process was just completed, that we act immediately on reports of damage and cleanliness issues, and our cleaners ask all patients for access to their room for cleaning on a daily basis. (Improving Service User Experience)
- **Enquiry about an Upcoming Inquest**  
Responded to convey our sympathies to the family of the person who died. But stated that we could not comment prior to the inquest.

## 4. Membership Engagement Plan (MEP) Update

- 4.1 The Committee reviewed the priorities for the implementation of the Membership Engagement Plan 2023-26 (see Appendix 1) which had been agreed previously by Council, the People Participation Committee and the Board.
- 4.2 The Committee discussed in break out rooms (x3) which of those priorities should be the immediate focus. Full details of the suggestions given are listed in Appendix 2. The discussions highlighted unanimous view:

The main priority is Communication, specifically:

- Opportunities for Governors to meet with members face to face
- How we communicate with members and the public – in person, online, social media, webpages
- Two-way communication – allowing members. Public to feedback to us an influence how we work
- Collaborating with other Trusts, voluntary organisations, local councils, Recovery colleges to ensure the best outcome and reach

- 4.3 The Governor and Members office will prepare the MEP action plan and report back to the Committee

## 5. People Participation Committee

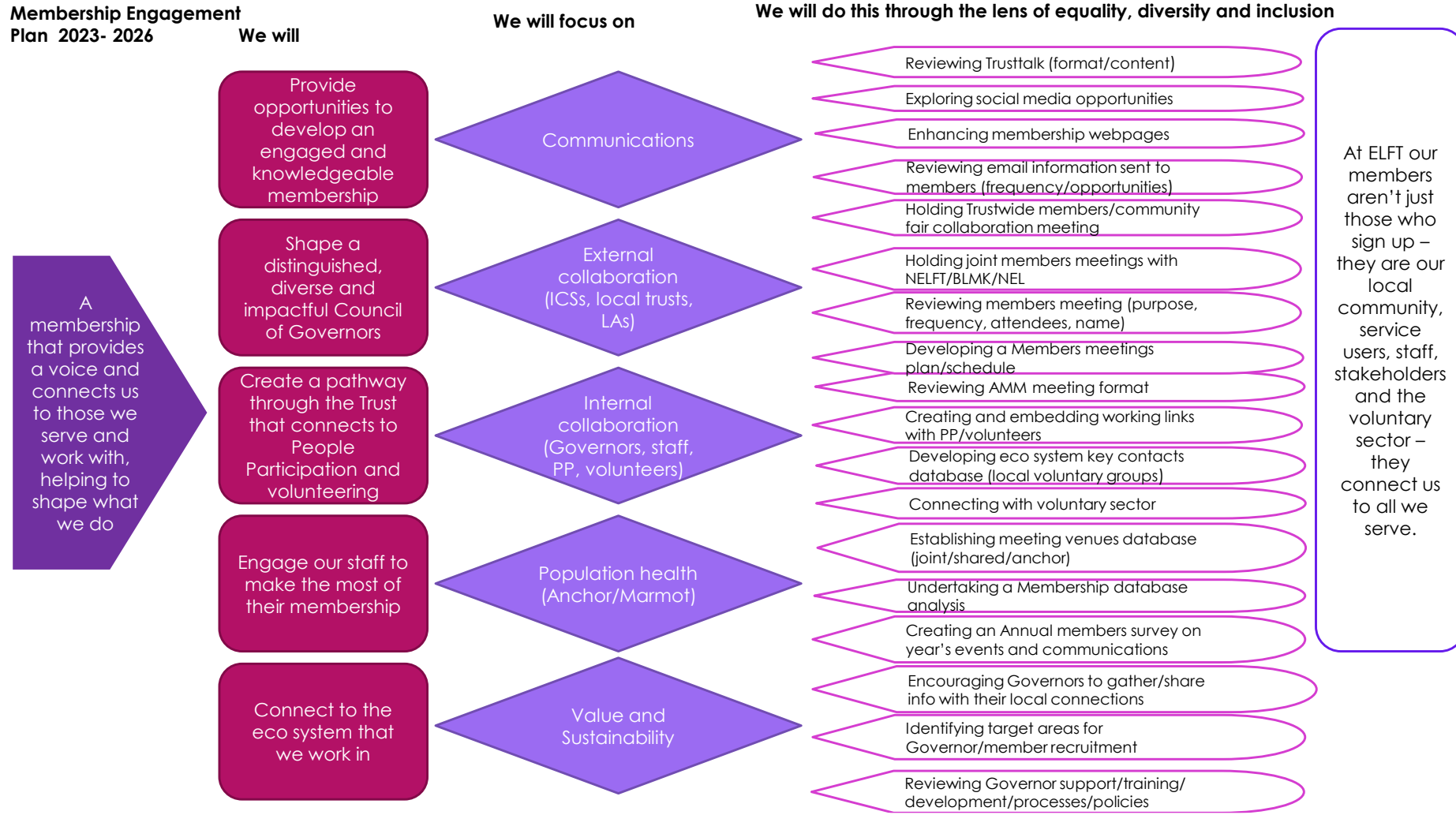
- 5.1 The Committee noted that each Agenda as required should contain an item on feedback from the People Participation Committee.

**6. Recommendation**

**6.1** The Council of Governors is asked to NOTE the report.

Appendix 1

**Membership Engagement Plan 2023- 2026**



**To:** Council of Governors  
**From:** John Bennett, Committee Chair  
**Author:** Norbert Lieckfeldt, Corporate Governance Manager  
**Date:** 11 May 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 5 April 2023. In addition to the core members, also attending were:

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

Other members of the Council were invited to attend the meeting.

## **3.0 Key Discussions and Decisions**

3.1 As agreed at the previous meeting, the Committee received an update by Dr Mohit Venkataram on the Trust's Primary Care Strategy and how its implementation supports the Trust in achieving our population health ambitions.

3.2 In addition, the Committee carried out a review of the draft of the updated Business Development Framework by the Council; this will be brought to Council for discussion and approval at its July meeting.

3.3 Mohit introduced the topic of the Trust's Primary Care Strategy. Governors noted:

- ELFT's involvement started with the realisation that increasingly ELFT had moved from a mental healthcare provider to an 'out of hospital' healthcare provider with mental health, community health and albeit limited primary care provision

- The pandemic highlighted that primary care services were under strain and there was a need to 'shore up' these services with practical support such as provision of PP (protective clothing) and to increase their resilience afterwards
- The offer to the primary care sector had to be flexible, focused on what would lead to improvement in patient care
- In London, ELFT runs GP practices offering inclusion for vulnerable groups such as people who are homeless or migrants (eg refugees from Afghanistan in 2022), both in the practice and through outreach in the community. In addition, ELFT directly manages two GP surgeries in Bedfordshire
- We also offer support for a wider group of practices for back-office functions such as procurement, general corporate and administration support, supporting GPs at the time with the delivery of the vaccination centre, and are aiming to increase resilience through shared job roles and improving the evidence base through close cooperation with education

#### 3.4 In discussion, Governors noted in particular

- There is a lack of GPs across Bedfordshire compared to other places in the country (eg Bedfordshire has 0.4 GPs/1,000 population, Somerset has 0.6/1,000). While we have been successful in recruiting up to county average in the two GP practices the Trust is developing care pathways using specialist skills of pharmacists, nurse practitioners and others to free up GP time and ensure patients do not have to wait unnecessarily
- Key performance indicators for the success of this new way of working is improved staff retention; timely response to telephone calls (60% now answered within 4 minutes); 73% of appointments now offered face to face; much improved service for local nursing homes with the practice paramedic visiting 3 times/week instead of the GP visiting once a week; and cervical screening rates having gone up from 40% to 83% over the past year.
- However, this is not only a new way of delivering service but also leading change system-wide so it will take a few years to be properly able to gauge its success
- Practice workload has increased significantly since the pandemic as patients experienced a disruption of their continuity of care which in turn has raised their levels of concern. Our Leighton Buzzard practice e.g. saw a doubling of monthly telephone calls between 2020 and 2023. Without the option of extra staffing or increased funding, the new delivery method of enabling patients, receptionist and other staff to introduce choice and (self-) refer to the most appropriate member of an increasingly complex practice team has helped to reduce frustration and ensure GPs are not unduly burdened with routine appointments better addressed by other clinicians (including admin staff)
- This new way of working is shared with other GP practices in the area and more widely through clinical learning and system leadership, e.g. through the monthly *The Future of Primary Care* webinars
- ELFT is funded by the ICS commissioners to carry out this work in support of primary care
- The criteria for considering taking over the running of a GP practice directly rather than offer support to increase resilience are generally those laid out in the Business Development Framework previously agreed by the Council

- ELFT would only bid to run a GP practice as a last resort: if it was failing, the criteria in the business development framework have been met and there is no option to deliver it by local GPs or there is a risk of a private provider taking over a failing service
- ELFT would also consider supporting local GPs in bidding for these services
- Governors are encouraged to join their own practice's Patient Participation Group to get a better insight into and support primary care
- In summary, Committee chair John Bennett thanked Dr Venkataram for the real insight into the Trust's work in primary care; it transcends traditional boundaries between community health, mental health and primary care into 'out of hospital' services working together to achieve best outcome and reduce inequality. It was heartening to see a strategic choice to support and increase the resilience of the primary care sector

3.6 The Committee also discussed the draft Council Framework for Business Development and agreed some final amendments, having noted the appropriateness of these in the previous discussion. The framework will be finally agreed at the next Committee meeting and then laid before Council for approval at the July meeting.

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

**From: Tina Bixby, Membership Manager**

**To: Council of Governors**

**Date: 11 May 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 to send nomination material and data to CES	Friday, 23 Jun 2023
Notice of Election / nomination open	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)

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

4.1 Prospective Governor workshops are planned for the following dates:

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

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.

**From:** Norbert Lieckfeldt, Corporate Governance Manager

**To:** Council of Governors

**Date:** 11 May 2023

**Subject:** Election for the Lead and Deputy Lead Governor of the Council of Governors

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## **1.0 Purpose of the Report**

To brief the Council regarding the election process for the election of the Lead and Deputy Lead Governors (Deputy/Assistant Deputy Chair) of the Council of Governors.

The term of office, as with all Council appointments, is to the end of the office holder's current term as Governor.

Lead Governor Caroline Ogunsola's and Deputy Lead Governor Jamu Patel's current terms will end on 31 October 2023. Both can stand for a further term as Governor.

## **2.0 General Principles**

- 2.1 Both the Lead and Deputy Lead Governor are elected by the Council of Governors.
- 2.2 The outgoing Council elects the Lead and Deputy Lead Governor for the following term.
- 2.3 Governors whose term ends but who are eligible for re-election are able to stand on the assumption their re-election bid will be successful.
- 2.4 If a successful candidate should not be re-elected as Governor for a further term, the person who will continue to serve as a Governor after 1 November and who has received the highest number of first preference votes will be deemed to have been elected.

## **3.0 Timetable**

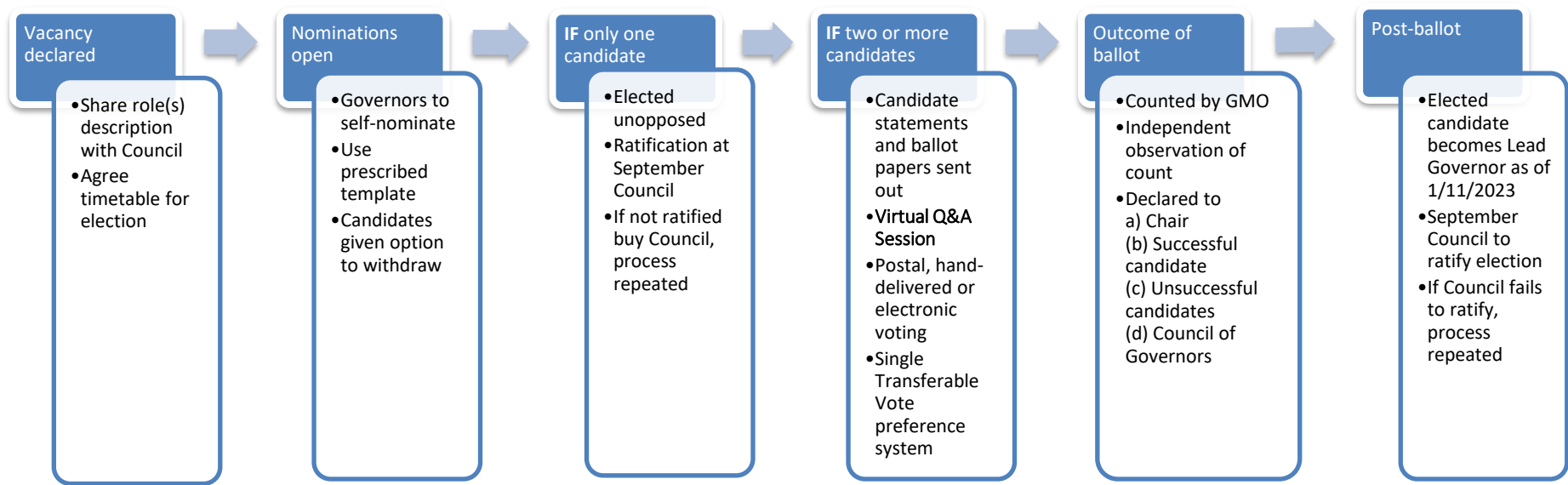
- 3.1 The role description for the Lead and Deputy Lead Governor together with the outline of the process is attached as Appendix 2.
- 3.2 A flowchart of the process is attached as Appendix 1.
- 3.3 The draft timetable is set out below:

Stage	Action	Lead	Deadline
1	<b>Elections notification:</b> Details of the Lead Governor and/or Deputy Lead Governor roles will be circulated to all Governors together with the elections timetable.	GMO	Fri 4 August 2023
2	<b>Nominations:</b> All Governors may self-nominate for the Lead Governor and/or Deputy Lead Governor role(s) by submitting the relevant Nomination Form in writing or by email to the Governors & Members Office by the stated date. Two separate nominations will be required if applying for both roles.	All Governors	Fri 18 August 2023
3	<b>Withdrawal:</b> Opportunity for Governor nominees to withdraw their nominations	Governor nominees	Mon 21 August 2023
	<b>Ballot papers:</b> List of Governor nominees together with their nomination statement and ballot paper will be circulated to all Governors	GMO	Wed 23 August 2023
	<b>Voting closes:</b> Governors can submit their vote by hand, by email or by post	All Governors	Wed 6 Sep 2023 , 5:00pm
4	<b>Results outcome:</b> Chair and all nominated Governors will be advised of the outcome of the ballot	GMO	Thu 7 Sep 2023
5	<b>Results declared:</b> Results will be advised to all Governors by email	GMO	Fri 8 September 2023
6	Confirmation of appointment: Appointments to the Lead Governor and Deputy Lead Governor roles will be formally confirmed at a general meeting of the Council	All Governors	14 September 2023
	Appointment effective		1 November 2023

#### 4.0 Action being requested

The Council is requested to:

- **RECEIVE** and **NOTE** the contents of the report



\* substitute *Deputy Lead Governor* for *Lead Governor* as appropriate

## Appendix 2

### Guideline for the Appointment of the Lead Governor<sup>1</sup> and Deputy Lead Governor of the Council of Governors

#### **1 Introduction**

- 1.1. Whilst in the normal course of a well governed Trust, contact between NHSE and the Lead Governor is unlikely to be required, Foundation Trusts (FTs) are required by NHS England (NHSE) to have in place a nominated Lead Governor who can be a point of contact for NHSE and can liaise with NHSE, on behalf of Governors, in circumstances where it would be inappropriate for NHSE to contact the Chair and vice versa. See Appendix 1 for further details.
- 1.2. NHSE requires only that the Lead Governor act as a point of contact between NHSE and the Council when needed. Directors and Governors should always remember that the Council of Governors as a whole has responsibilities and powers in statute and not individual Governors.
- 1.3. It is recognised that the duties of the Lead Governor (and Deputy Lead Governor) role may evolve and the role descriptions will be kept under review by the Council of Governors Nominations and Conduct Committee in line with its terms of reference and work plan as advised by the Director of Corporate Governance and liaising with the Chair of the Trust. Any changes to the role requirements will be with the approval of the Council.

#### **2 Lead Governor Role**

The main duties of the Lead Governor at ELFT will be to:

- 2.1. Act as the point of contact between NHSE and the Council in the event that NHSE wishes to contact the Council directly, or the Council decides to exercise its powers to contact NHSE, on an issue for which the normal channels of communication are not appropriate. Before contacting NHSE, the Lead Governor will first discuss the issues with the Trust's Senior Independent Director (SID) as set out in Monitor's Code of Governance for FTs (July 2014) Annex 1 or any amendments
- 2.2. Chair such parts of meetings of the Council which cannot be chaired by the Trust Chair or Vice-Chair or Non-Executive Directors due to a conflict of interest in relation to the business being discussed.
- 2.3. Act as a point of contact for the Senior Independent Director.
- 2.4. Meet with the Chair, Corporate Governance Manager, and Deputy Lead Governor on a regular basis, e.g. to plan the agenda for Council meetings. Additional meetings with the Senior Independent Director and the Director of Corporate Governance will be scheduled as required.
- 2.5. Work collaboratively with the Chair and Corporate Governance Manager liaising with Governors to seek their views and feedback, and to encourage engagement.
- 2.6. Act as a point of contact for any Governor wishing to raise matters with the Trust Chair in the event that a Governor may not wish to do so directly.

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<sup>1</sup> The current version of ELFT's Constitution refers to these posts as Deputy Chair and Assistant Deputy Chair respectively.

- 2.7. Organise and chair informal Governor only meetings (such as the Governors Open Forum) and provide feedback (where appropriate) to the Chair, the Director of Corporate Governance and the Corporate Governance Manager.
- 2.8. Act as a coordinator of Governors' responses to formal consultations.
- 2.9. Coordinate Council contributions to regulatory reports such as Quality Account, Annual Report, etc as required.
- 2.10. Report on the activities and work of the Council at the Annual Members Meeting.
- 2.11. Contribute to the Chair's annual appraisal by seeking the views of other Governors in relation to this and feeding back to the SID on behalf of the Council.
- 2.12. Serve as ex officio member of the Nominations and Conduct Committee (Lead Governor) and the Significant Business Committee (Deputy Lead Governor).
- 2.13. Undertake a coordination role within the Council and act as a conduit for communication with the Council of Governors from other Trusts and official Governor groups.

### **3 Deputy Lead Governor Role**

The main duties of the Deputy Lead Governor will be to:

- 3.1. Support to the Lead Governor in fulfilling their role (as detailed in 2 above).
- 3.2. Carry out the role of the Lead Governor in their absence.
- 3.3. Provide continuity.

The division of responsibilities will be decided by the Lead Governor and Deputy Lead Governor once elected and in post.

### **4 The Person**

To be able to fulfil either role effectively, the person will:

- 4.1. Have the confidence of fellow Governors and the Board of Directors.
- 4.2. Have the ability to influence and negotiate and present well-reasoned argument but ensuring that individual issues are not taken forward as the Council view.
- 4.3. Have a willingness to set aside their own view in favour of finding a settled Council decision.
- 4.4. Have a willingness to challenge constructively.
- 4.5. Be able to demonstrate experience of chairing large and small meetings effectively.
- 4.6. Understand the role of NHSE, the basis on which NHSE may take regulatory action and the Trust's relationship with NHSE.
- 4.7. Be committed to the success of the Trust.

**4.8.** Be able to commit the time necessary to fulfil role.

The Lead Governor and Deputy Lead Governor will be responsible for ensuring that the Trust values are adhered to when fulfilling their role:

- **We Care:**
  - ✓ To be honest, accessible *and* responsive
  - ✓ To be friendly and courteous and show a caring and empathetic approach in transactions with others
  - ✓ To work collaboratively with colleagues and all stakeholders and be open to new perspectives and ways of working
  - ✓ To be mindful of their own behaviour on fellow governors and the work of the Council
- **We respect:**
  - ✓ To go the extra mile and help others achieve their goals
  - ✓ To challenge professionally and take ownership to improve safety and change things for the better.
  - ✓ To actively listen and have confidence to speak up to improve services
  - ✓ To celebrate successes and have the courage to learn from mistakes.
- **We are inclusive:**
  - ✓ To understand different perspectives and take responsibility to respond to patients, carers and colleagues
  - ✓ To encourage and embrace change and be proud to share their ideas
  - ✓ To embrace continuous learning and self-development

<b>5 Terms of Office</b>
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- 5.1.** The Lead Governor and Deputy Lead Governor will be elected by the Council of Governors.
- 5.2.** The appointment as Lead Governor and Deputy Lead Governor ends with the holder's current term of office.
- 5.3.** If the Lead or Deputy Lead Governor terminates their tenure or is removed from office, a new nominations process will take place to appoint to the vacant position.
- 5.4.** The Lead and Deputy Lead Governor will undertake development and training that is deemed relevant to the posts

<b>6 Process for the Appointment of the Lead Governor and Deputy Lead Governor</b>
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The Council will elect the Lead Governor and Deputy Lead Governor in line with the following process which will be managed by the Governors and Members Office who will ensure timely and successful management of the process:

**Stage 1**

- Details of the Lead Governor and/or Deputy Lead Governor roles will be circulated to all Governors together with the elections timetable.

**Stage 2**

- All Governors may self-nominate for the Lead Governor and/or Deputy Lead Governor role(s) by submitting the relevant Nomination Form to the Governors and Members Office by the stated date. Two separate forms will be required if applying for both roles.
- Governors will be asked to forward their nominations in writing or by email to the Governors and Members Office by a stated date.

### Stage 3

- A list of Lead/Deputy Lead Governor nominations will be circulated to all Governor nominees to provide the opportunity of withdrawing their nomination with 24 hours of receipt.
- A list of final Governor nominations together with their nomination statement and ballot paper will be circulated by the Governors and Members Office to all Governors for consideration and voting. Where there is a single nomination received within the correct timescale, that nominee will be elected unopposed. The nomination statement of the unopposed candidate will be shared in the usual way.
- If there is more than one candidate for the role, the following election process will be used:
- The Governors and Members Office will organise a virtual Q&A sessions with candidates.
- The ballot papers will be marked individually but will not be personally identifiable
- The Single Transferable Vote system will be used.
- Any Governor can cast a vote by marking the ballot paper in accordance with the instructions included on the ballot paper
  - Governors must return the ballot paper by hand, by email or by post; any ballot paper received after the date and time stipulated will be rejected
  - A ballot paper does not need to be signed by the Governor if it is returned by email (provided that it is returned from an email address that the Governor has previously notified to the Trust Secretary and/or used)
  - A ballot paper returned by hand or by post must be signed by the Governor
  - Any votes received after the deadline will be invalid and will not be counted.
- All Governors (including the candidates) will be entitled to vote for both the Lead Governor and Deputy Lead Governor. The valid votes received will be counted on the next working day following the deadline by the Governors and Members Office. The count will be observed by an independent member of staff.

### Stage 4

- The results will be advised to the Trust Chair, the successful candidates and the unsuccessful candidates and then the wider Council in line with the election timetable. The Council of Governors will formally confirm the appointment of the Lead Governor and/or Deputy Lead Governor at the next general meeting of the Council.
- If the Council does not ratify the appointments, the election will be re-run.
- Until the formal ratification, the successful candidate shall be known as Lead Governor-Elect (Deputy Lead Governor-Elect) but will be able to carry out the requirements of their role.
- In the event of a leave of absence of the Lead Governor and/or the Deputy Lead Governor, the Chair in discussion with the Council can consider options to manage the leave of absence.

### Draft Election Timetable

Stage	Action	Lead	Deadline
1	<b>Roles and timetable:</b> Details of the Lead Governor and Deputy Lead Governor roles and timetable circulated	GMO	
2	<b>Nominations:</b> Governors to self-nominate for the Lead Governor and/or Deputy Lead Governor role(s) by submitting the relevant Nomination Form in writing or by email to the Trust Secretary; two separate forms will be required if applying for both roles	All Governors	
3	<b>Withdrawal:</b> Opportunity for Governor nominees to withdraw their nominations	Governor nominees	



Stage	Action	Lead	Deadline
	<b>Ballot papers:</b> List of Governor nominees together with their nomination statement and ballot paper will be circulated to all Governors	GMO	
	<b>Voting closes:</b> Governors can vote by hand, by email or by post	All Governors	
4	<b>Results outcome:</b> Chair and all nominated Governors will be advised of the outcome of the ballot	GMO	
5	<b>Results declared:</b> Results will be advised to all Governors by email	GMO	
	<b>Appointment effective</b>	Lead Governor Deputy Lead Governor	
6	<b>Confirmation of appointment:</b> Appointments to the Lead Governor and Deputy Lead Governor roles will be formally confirmed at a general meeting of the Council	All Governors	

### NHSE and the Lead Governor

- 1.1. NHSE is clear in its expectation that direct contact between itself and a Council will be rare. The main circumstances in which NHSE will contact a Lead Governor are when NHSE has concerns about the Board of Directors' leadership which could potentially lead to NHSE using its formal powers to remove the Chair and/or Non-Executive Directors (NEDs). Given that the Council is responsible for appointing the Chair and NEDs, then NHSE is likely to want to discuss such action with the Governors.
- 1.2. NHSE does not expect direct communication with Governors until such time as there is a real risk that the FT may be in significant breach of its provider licence. Should individual Governors wish to contact NHSE with such concerns, then NHSE expects this to be through the Lead Governor.
- 1.3. The other circumstances where NHSE may wish to contact a Lead Governor is where NHSE is aware that the process for the appointment of the Chair or other members of the Board, elections for Governors or other material decisions may have not complied with the FT's constitution or, alternatively, while complying with the constitution, may be inappropriate. In such circumstances, the Lead Governor may be a point of contact for NHSE if the Chair, other Board members or the Director of Corporate Governance have been involved in the process by which these appointments or other decisions were made.

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

<b>Date of Meeting</b>	<b>Key Strategic Agenda Items</b>
13 July 2023	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: Getting digital right for service users</b></li> <li>• NED Performance Review and Remuneration</li> <li>• SBSC: Governors Business Development Framework</li> <li>• ELFT Work on Cost of Living (TBC)</li> </ul>
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)	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: Collaborating with partners</b></li> <li>• Annual Report and Accounts</li> <li>• Auditors Letter</li> <li>• Governors' Report to members</li> <li>• Council Improvement Plan</li> <li>• Receive Council election results</li> </ul>
18 January 2023	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: TBD</b></li> <li>• Governor Impact Review</li> </ul>
14 March 2023	<ul style="list-style-type: none"> <li>• <b>CoG Strategic Priority: TBD</b></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