

## Council of Governors Meeting

To be held in public on Thursday, 14 September 2023, 5:00pm – 7:00pm

Sandwiches and refreshments from 4:30pm

Venue: Toynbee Hall, Commercial Road, London E1

## 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	5:00
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 11 July 2023 Eileen Taylor, Chair	Attached	Approval	
5	<b>Action Log and Matters Arising from the Minutes</b> Eileen Taylor, Chair	Attached	Assurance	
<b>Strategic Items</b>				
6	<b>Right Care Right Person negotiations, Met Police</b> Edwin Ndlovu, Chief Operating Officer	Verbal	Assurance	5:05
7	<b>Creating a culture of safety around raising concerns</b> Lorraine Sunduza, Interim Chief Executive David Bridle, Chief Medical Officer Tanya Carter, Chief People Officer	Verbal	Assurance	5:15
8	<b>Operational Update: Interim Financial Update 2022/23 Accounts plus 2023/24 projection</b> Kevin Curnow, Chief Finance Officer	Verbal	Assurance	5:30
9	<b>Governors' Strategic Priorities for 2023/2024</b> Norbert Lieckfeldt, Corporate Governance Manager	Presentation	Assurance	5:45
<b>Business Items</b>				
	<b>Celebration for Paul Calaminus</b>			6:25
10	<b>Update, Membership Engagement Plan</b> Tina Bixby, Membership Officer	Verbal	Assurance	6:30
11	<b>Election Update 2023</b> Norbert Lieckfeldt, Corporate Governance Manager	Attached	Assurance	6:35

12	<b>Elections for Lead Governor &amp; Deputy Lead Governor</b> Norbert Lieckfeldt, Corporate Governance Manager	Attached	Assurance	6:40
13	<b>Any Other Urgent Business and Questions from the Public</b> (to be advised in advance <b>by Tuesday, 12 September</b> . Questions submitted on the day will be responded to following the meeting)	Attached		6:45
14	<b>Council Forward Plan</b>	Attached	Assurance	
15	<b>Date and Time of Next Meeting:</b> <ul style="list-style-type: none"> <li>• 9 November 2023</li> <li>• 19 January 2024 (inc. AMM, virtual)</li> <li>• 14 March 2023</li> <li>• 9 May 2023</li> <li>• 11 July 2023</li> <li>• 12 September 2023</li> </ul> <p>All meetings will be held from 5:00 – 7:00pm</p>			

## End of the Public Meeting

16	<b>Council of Governors meeting held in private Report from the Nominations &amp; Conduct Committee</b>  Ken Batty, Senior Independent Director Eileen Taylor, Chair	Attached	Assurance	6:45
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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 Council of Governors Meetings Held in Public at  
Leonardo Royal Hotel, 45 Prescott Street, London E1**

**Thursday 13 July 2023 from 5.00pm – 7.00pm**

**Present:**

<b>Chair:</b>	Deborah Wheeler	Vice Chair, Bedfordshire and Luton
<b>Governors:</b>	Patrick Adamolekun	Staff Governor
	Dr Roshan Ansari	Public Governor, Tower Hamlets
	Fatima Begum	Public Governor, Luton
	Yesmin Begum	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Gren Bingham	Public Governor, Tower Hamlets
	Liz Birch	Public Governor, Central Bedfordshire
	Shirley Biro	Public Governor, Newham
	Bob Cazley	Public Governor, Central Bedfordshire
	Caroline Diehl	Public Governor, Hackney
	Love-Jane Egbe	Staff Governor
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Adam Forman	Public Governor, Hackney
	Rofikul Islam	Public Governor, Tower Hamlets
	Peter Landman	Public Governor, Newham
	Khtija Malik	Appointed Governor, Luton
	Reno Marcello	Public Governor, City of London
	Beverley Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor; Lead Governor
	Stella Oloyede	Public Governor, Newham
	Jamu Patel	Public Governor, Luton, Deputy Lead Governor
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Hazel Thomas	Public Governor, Newham
	Martin Towler	Appointed Governor, Bedford Borough
	Patricia Wheeler	Public Governor, Hackney

<b>In attendance:</b>	Tina Bixby	Membership Officer
	Dr David Bridle	Chief Medical Officer
	Dan Burningham	ICB mental health Programme Director
	Paul Calaminus	Chief Executive
	Tanya Carter	Chief People Officer
	Peter Cornforth	Non-Executive Director
	Dr Deborah Dover	Director of Patient Safety
	Susan Downing	ELFT Cost of Living Coordinator
	Simon Fewer	ELFT Digital Programme Director
	Richard Fradgley	Executive Director of Integrated Care & Deputy CEO
	Norbert Lieckfeldt	Corporate Governance Manager
	Cathy Lilley	Director of Corporate Governance
	Peter Macrae	Chief Clinical Digital Information Officer
	Hilda Mango	ELFT Academy of Lived Experience
	Edwin Ndlovu	Chief Operating Officer
	Gill Skrzypczak	Minute Taker (from a recording)
	Lorraine Sunduza	Chief Nurse and Deputy CEO
	Dr Mohit Venkataram	Executive Director of Commercial Development
	Rachel Vincent	Member, People Participation Digital Community

<b>Apologies:</b>	Viv Ahmun	Appointed Governor, Voluntary Sector
	Victoria Aidoo-Annan	Staff Governor
	Mark Dunne	Staff Governor
	Cass Howes	Public Governor, Bedford Borough
	Betsy Scott	Staff Governor
	Kate Smith	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire <i>(train failure whilst en route)</i>

<b>Absent:</b>	Julie Aduwa	Public Governor, Rest of England
	Rehana Ameer	Appointed Governor, City of London
	Gulam Choudhury	Appointed Governor, Newham
	Darlene Dike	Public Governor, Hackney
	Tony Isles	Staff Governor
	Mumtaz Khan	Appointed Governor, Newham
	Rachel Williams	Public Governor, Luton

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

## 1. Welcome

1.1 Trust Vice-Chair for Bedfordshire and Luton Deborah Wheeler opened the meeting, giving apologies for Trust Chair Eileen Taylor who cannot be with Governors this evening due to a prior engagement. Deborah would therefore act as chair of the meeting.

1.2 She reminded Governors of our Trust values We care, We Respect, We are diverse.

1.3 In her introduction, Deborah:

- Welcomed Martin Towler and Gareth Mackey as newly Appointed Governors for Bedford Borough and Central Bedfordshire respectively and thanked their predecessors Jim Weir and Tracey Stock for their support and contributions.
- Advised that Staff Governor Graham Manyere has stepped down due to personal reasons and that this vacancy will be filled in the 2023 Governor elections
- Acknowledged Paul Calaminus as outgoing Chief Executive and expressed the hopes that his appointment as CEO of NELFT will be a boost for closer collaboration between both Trusts to benefit our service users
- Congratulated Lorraine Sunduza as the newly confirmed Interim Chief Executive of the Trust. Lorraine will formally take on the role from 21 August 2023.

## 2. Apologies for Absence

2.1 Apologies were noted as above.

## 3. Declarations of Interest

3.1 The Council noted that Deborah Wheeler has been appointed as a Non-Executive Director at NELFT. 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 11 May 2023

4.1 The minutes were **APPROVED** as a correct record.

## 5. Action Log and Matters Arising

### 5.1 Action Log

- #194: Learning shared across the Trust is included on the agenda today; closed
- #197: Yesmin's query from previous meeting has been addressed; closed

- #192: Council Forward Plan #192: Add examples of embedding quality in Trust's work included on the Forward Plan.

### **Matters Arising**

5.2 There were no matters arising.

### **6. Right Care Right Person Proposals**

6.1 In response to a notice by the Metropolitan Police that they will start implementing the Right Care, Right Person (RCRP) programme as of 31 August 2023, discussions have been held between NHS providers and the Metropolitan Police (as well as Bedfordshire Police) about the best way to implement this. Edwin Ndlovu provided a verbal update to Governors about the discussions between the NHS and the relevant police services.

6.2 In discussion, the Council:

- Noted the determination of both the NHS and the police services to come to an agreement which will benefit our service users
- Noted that police presence is neither appropriate nor welcomed by service users in certain circumstances such as welfare checks
- Suggested an update is included on the ELFT website as the process develops
- Noted the opportunity for police to ask mental health staff to take a lead in a crisis situation with the 'right person, right care' process to be based on an individual's needs at the time.

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

### **7 Operational Update: Cost of Living Support**

7.1 Susan Downing presented, highlighting:

- Hers is a new role, under the People Participation directorate of the Trust
- It was created in response to feedback from staff and service users struggling with the increased cost of living
- She is collating and disseminating what she calls 'saving hacks' based on her own experience but also on research carried out elsewhere, focusing on areas where service users and staff can particularly struggle, but also on topical issues such as summer holidays
- The underlying principle is that these measures should not be punitive and ideally not impact on the quality of the person's life; instead they should be seen as freeing up funds and resources from unnecessary spending to spending on things that enhance a person's quality of life
- She has only been in post for just over six months but is beginning to make inroads and has received positive feedback from areas and directorates of the Trust.

7.3 In discussion, the Council welcomed:

- The Trust's initiative and thanked Susan for her work
- The emphasis on freeing up funds for quality-enhancing activities and spending rather than being punitive cost-cutting measures.

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

### **8. Governor's Strategic Priority Item: Getting Digital right for Service Users**

8.1 ELFT Digital team presented, highlighting:

- The ongoing digital projects to help deliver digital solutions and minimise exclusions including improvements to Trust-wide wifi, the introduction of digital appointment systems, and personal and shared care records in particular mental health recovery and safety plans

- A presentation of the interactive 'Patient Knows Best' digital platform which enables service users and patients to plan not only their care with their therapists but also therapy and life goals such as increased physical activities, increased social connections or healthier lifestyles
- Increased data sharing across health providers should ease the journey of each service user across different providers and different systems without adding to further trauma by having to retell their story time and again
- The People Participation Digital Community (PPDC) within digital which brings the voice of the service users to our digital strategy.

Rachel Vincent who is a carer for her mother Rachel Vincent shared her experience. She explained that she has found a voice and an outlet for her skills supporting the Trust in the implementation of its digital strategy from a service user/carer perspective.

8.2 Following the presentation, the Council split into groups to discuss the following: "*What more can ELFT do to enable people to access digital services*". Feedback from breakout rooms included:

- Suggestion for a cross generational Digital Buddy Scheme.
- Simplifying language around digital; jargon-busting.
- Running internet cafes in libraries.
- Recognising people learn more easily if they enjoy the subject.
- As more digital technology used it is important to ensure cyber security training and protection is provided.
- Providing simple 'how to' videos online.

## 9. Self-Certification Training and Development

9.1 The Council:

- **NOTED** as detailed in the report the outcome of the self-assessment of Governor training and development and the wide range of opportunities provided
- **AGREED** that the Trust has provided the appropriate training, development and guidance to Governors to ensure they are equipped with the skills and knowledge to carry out their roles in support of the FT4 declaration.

## 10. Report from the Significant Business & Strategy Committee (SBSC)

10.1 As chair of SBSC John Bennett presented, highlighting:

- The Business Development Framework (also known as key lines of enquiry) had been developed by the Council as a means to inform the assessment of new bids and opportunities by the Trust's Business Development Unit as well as by SBSC; the framework helps guide thinking around new services and areas of work in the Trust
- The framework has been reviewed and has taken into account the changed landscape following the establishment of Integrated Care Systems (ICSs) and how business development focuses on collaboration rather than competition.

10.2 In discussion the Council noted the Trust's fund-raising function sits with the Charitable Funds Committee; recommended it would be beneficial to raise the profile of the charity.

10.3 The Council:

- **RECEIVED** and **NOTED** the report
- **APPROVED** the revised Business Development Framework.

## 11 Report from the Communications & Engagement Committee Report (CEC) and Membership Plan Update

11.1 **Communications & Engagement Committee (CEC)**

As chair of CEC Felicity Stocker presented, highlighting:

- The positive feedback from the recent NHS 75 community events in Bedfordshire and Luton which had been a resounding success and commended the organisers
- A recent presentation by Steve Gladwin, ELFT Director of Communications, Marketing & Engagement, on the Trust's communications strategy as it has an impact on membership and the wider public
- A review of the election literature for the 2023 Governor elections.

## 11.2 **Membership Engagement Plan (MEP)**

Tina Bixby presented, highlighting:

- The two successful NHS 75 community events in Bedfordshire and Luton and in East London. This was the first step in re-engaging our members and our public following the pandemic and the launch of our membership engagement plan
- Work will begin shortly as part of the MEP to review the members' magazine, Trusttalk – this will be undertaken in close collaboration with our members and service users as well as Governors and the Communications Team
- The new MEP has now been designed in a graphic form and was launched at the two community fayres. The plan on a page approach reflects the Trust's strategy and other underpinning delivery plans and the focus of the plan is a significant step forward from the previous membership strategy
- A new brand design including a logo has been developed to represent Governors and members and this should help to distinguish and clarify for members when they receive information from the Trust.

11.3 The Council **RECEIVED** and **NOTED** both reports.

## 12. **Elections Update 2023**

12.1 Governors were reminded of the approaching 2023 elections to the Council of Governors and are encouraged to engage with their communities to identify potential future candidates.

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

## 13. **Learning from Serious Incidents**

13.1 Deborah Wheeler introduced this item with a special acknowledgment of the City & Hackney Governors who have raised the issue of patient safety and learning from serious incidents (SIs) based on the death of a patient, which is why this item has been added to the Council agenda.

13.2 Governors heard a short video message from Donna Kinnair as chair of the Board's Quality Assurance Committee about the Committee's role in ensuring that learning from SIs is successfully disseminated throughout the Trust.

13.1 Deborah Dover presented, highlighting:

- An acknowledgement of the losses suffered under the care of the Trust and that a culture of continuous learning and improving will help in the prevention of future deaths
- The Trust's system for learning from a safety event is led by Datix, a system where staff report safety incidents; 2.7% of reports are deemed by senior leaders to necessitate further action with a smaller proportion escalated to an SI with an independent, in-depth investigation including discussions with appropriate friends or family members. This detailed analysis of the event leads to recommendations and an action plan for clinical directors with ownership assigned to individual local managers
- All Non-Executive Directors are routinely informed of SIs including reports, themes, actions and any inquests; these are further discussed at various committees with clear assurances sought that the key actions put in place will actually prevent any re-occurrences

- A prevention of future deaths (PFD) notice can be issued by a Coroner if they require further actions to be addressed; this is another valuable independent source of learning for the Trust
- A Trust-wide 'huddle' structure is in place at all levels for verbal dissemination of information, shared discussion and learning from important events; other channels for learning from service users include via the Freedom To Speak Up Guardian, Care Opinion, complaints system and PALS. Additionally, a monthly Patient Safety Forum meeting led by the Chief Medical Officer and Chief Nurse coordinates larger areas of improvement work
- CQC inspections provide further valuable independent review with recent visits highlighting ELFT good practice around learning, actions and investigations and the involvement of families in safety improvement work. There are some improvements required around the recording of supervision and training undertaken by staff and some suggestions for ways to further enhance our safety focused work
- A new NHS SI framework is being introduced nationally; the Patient Safety Incidence Response Framework (PSIRF) gives opportunities for more focus on learning from incidents and outcomes with a compassionate focus for all concerned.

13.2 In discussion, the Council:

- Noted the often lengthy delay in a case being brought to a Coroner's Court by which time some or all of the actions highlighted in a prevention of future deaths notice may have already been addressed by the Trust. Furthermore, there will be an inquiry internally into any actions highlighted by the Coroner which were not initially identified by our internal serious incident investigations.
- Noted it is important to understand the clinical complexities involved to determine appropriate responses and actions; there is not an exact science around learning from incidents and dealing with challenging outcomes
- Noted that when the CQC advise of any regulation breaches, there is an understanding that each action will have its own specific timeline in order to provide assurance that actions have had the optimum results
- Noted that PSIRF should bring a positive change with a focus around all relevant factors and dynamics which have led to a SI
- Noted the recent Governor development session on PSIRF
- Received assurance around the generally positive culture within the Trust around raising concerns and proactive response from staff to an SI in Hackney as affirmed by CQC
- Requested that in future Governors are proactively advised of feedback from CQC inspections and recommendations, suggested via a report as appropriate

**Action:** Governors & Members Office

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

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

14.1 None.

**15. Council Forward Plan**

15.1 Noted.

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

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

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

19 January 2024 (virtual)

All meetings will be held from 5:00 – 7:00pm.

The meeting closed at 7:20pm



**Council of Governors: Action Log following meeting held in July 2023**

Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
191	10/11/2022	Review of Council priorities	Develop Council Forward Plan - Strategic Priorities and Development Sessions	Norbert Lieckfeldt	<del>01/07/2023</del> 01/11/2023	Forward plan	Deferred to next NomCo prior to Council meeting in Nov
192	10/11/2022	AOB	Add examples of embedding equality in Trust's work to forward plan	Norbert Lieckfeldt	<del>01/07/2023</del> 01/11/2023	Forward plan	Deferred to next NomCo prior to Council meeting in Nov
193	13/07/2023	Learning from SIs	Governors to be advised of feedback from CQC inspections and recommendations	GMO	As required		

- In progress
- Closed
- Forward plan

**To:** Council of Governors  
**From:** Tina Bixby, Covid-19 Incident Manager and Membership Officer  
**Date:** 14 September 2023  
**Subject:** Council of Governor Elections 2023

## 1. Purpose of the Report

To provide the Council with an update on the Council of Governors elections for 2023.

## 2. Background

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

## 4. Prospective Governor Workshops

Three online sessions were held during July (including one Saturday).

## 5. Nominations

Members of the Trust in the above constituencies (including staff) were either emailed or sent a postcard advising them of the opportunity to nominate themselves to become a Governor. The nomination stage closed on 4 August 2023.

Of the ten governors whose terms end at 31 October 2023, five decided to stand for re-election:

- Jamu Patel - Luton
- Reno Marcello – City of London
- Patrick Olugbenga Adamolekun - Staff
- Mark Dunn - Staff
- Caroline Ogunsola - Staff

The following Governors will therefore leave their position on 31 October 2023:

- Darlene Dike - Hackney
- Adam Forman – Hackney
- Victoria Aidoo-Annan - Staff
- Tony Isles - Staff

## 5.1 Nominations received

The number of vacancies vs nominations in each constituency was follows:

1. City and Hackney: two vacancies, one candidate
2. City of London: one vacancy, one candidate
3. Luton: two vacancies, two candidates
4. \*Staff: five vacancies, six candidates

## 6 Election outcome

The same number of nominations as candidates was received in Luton and City of London. City and Hackney remained with one vacancy. During the nomination period a Staff governor resigned which created a further vacancy (\*increasing to six vacancies). A copy of the uncontested report is attached

Subsequently, the following candidates were elected unopposed

Name	Constituency
Dafni Boula	Luton
Jamu Patel (3 <sup>rd</sup> term)	Luton
**Elaine Kennedy	City and Hackney
Reno Marcello (2 <sup>nd</sup> term)	City of London
Patrick (2 <sup>nd</sup> term)	Staff
Mark Dunn (2 <sup>nd</sup> term)	Staff
Elizabeth Maushe	Staff
Caroline Ogunsola (3 <sup>rd</sup> term)	Staff
John Peers	Staff
Sheikh Sharmeen Sultana	Staff

Since the outcome of the nominations was announced the elected \*\*governor for City and Hackney has decided not to take up the role. This will leave City and Hackney with two vacancies which will be discussed further with the Corporate Governance Director and the remaining City and Hackney governors.

## 7. Action

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

## EAST LONDON NHS FOUNDATION TRUST

### ELECTION TO THE COUNCIL OF GOVERNORS

**CLOSE OF NOMINATIONS: 5PM ON 7 AUGUST 2023**

Further to the deadline for nominations for the above election, the following constituencies are uncontested:

**PUBLIC: CITY OF LONDON  
1 TO ELECT**

The following candidate is elected unopposed:

Reno Marcello

**PUBLIC: HACKNEY  
2 TO ELECT**

The following candidate is elected unopposed:

Elaine Kennedy

*1 vacancy remains*

**PUBLIC: LUTON  
2 TO ELECT**

The following candidates are elected unopposed:

Dafni Boula  
Jamu Patel

**STAFF  
6 TO ELECT**

The following candidates are elected unopposed:

Mark Dunne  
Elizabeth Maushe  
Caroline Ogunsola  
Patrick Olugbenga Adamolekun  
John Peers  
Sheikh Sharmeen Sultana

**Ciara Hutchinson**  
**Returning Officer**  
**On behalf of East London NHS Foundation Trust**



**To:** Council of Governors  
**From:** Cathy Lilley, Director of Corporate Governance  
**Date:** 14 September 2023  
**Subject:** Lead and Deputy Lead Governor Elections 2023

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## **1.0 Purpose of the Report**

1.1 To update the Council of Governors (the Council) on the elections for a Lead and Deputy Lead Governor.

## **2.0 Lead Governor and Deputy Lead Governor Role Requirements**

2.1 Whilst in the normal course of a well-governed Trust, contact between NHS England (NHSE) and the Lead Governor is unlikely to be required, it is a requirement that Trusts have in place a nominated Lead Governor who can be a point of contact for and liaise NHSE on behalf of Governors, in circumstances where it would be inappropriate for NHSE to contact the Chair and vice versa.

2.2 The Council's statutory duties and responsibilities remain with the Council as a whole and not with individual Governors.

2.3 The duties of the Lead and Deputy Lead Governor roles may evolve and the role descriptions will be kept under review; any changes to the role requirements will be with the approval of the Council. The main duties are in appendix 1.

## **3.0 Elections to the Roles of Lead and Deputy Lead Governor**

3.1 The appointment as a Lead or Deputy Lead Governor is aligned to the Governor's term of office.

3.2 The Council's current Lead and Deputy Lead Governor are Caroline Ogunsola and Jamu Patel respectively and for both Caroline and Jamu their term ends on 31 October 2023.

3.3 Although both Caroline and Jamu were successfully reappointed as Governors during the recent elections, an election process for the Lead and Deputy Lead Governor will need to be held in line with the process at appendix 2 which was approved by the Council at its meeting in August 2020.

3.4 The proposed election timetable is:

<b>Deadline date</b>	<b>Action</b>
14 September 2023	Council to approve process and timetable
18 September 2023	Invitation to self-nominate
6 October 2023	Deadline for nominations
11 October 2023	Deadline for withdrawing nominations
12 October 2023	Commence ballot

<b>Deadline date</b>	<b>Action</b>
w/c 16 October 2023	Online Q&A session with candidates
26 October 2023	Ballot deadline
27 October 2023	Count of ballot
w/c October 2023	Advise outcome to successful candidate(s)/Council
9 November 2023	Ratification at Council meeting

#### **4.0 Action Being Requested**

4.1 The Council is asked to:

- **RECEIVE** and **NOTE** the report
- **APPROVE** the Lead Governor and Deputy Lead Governor election process and timetable.

## Appendix 1: Lead and Deputy Lead Governor

### Lead Governor Role Description

The main duties of the Lead Governor will be to:

- Encourage a unitary Council of Governors that is engaged constructively with the Board of Directors and the constituencies from which the Governors are elected or the appointing organisations
- Establish Governor leadership that embodies and promotes the Trust's values and sets a positive example to all stakeholders
- Act as the point of contact between NHSE and the Council in line with NHSE requirements. Before contacting NHSE, the Lead Governor will first discuss the issues with the Trust's Senior Independent Director (SID) and will take steps to understand their role in relation to NHSE
- Act as a point of contact for the Senior Independent Director
- Meet with the Chair, Director of Corporate Governance, Corporate Governance Manager, and Deputy Lead Governor on a regular basis, e.g. to plan the agenda for Council meetings
- Work collaboratively with the Chair and Corporate Governance Manager liaising with Governors to seek their views and feedback, and to encourage engagement
- Bring to the Chair's notice an issues from Governors
- Act as a point of contact for any Governor wishing to raise matters with the Chair in the event that a Governor may not wish to do so directly
- 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
- Coordinate Council contributions to regulatory reports and/or formal consultations as required
- Coordinate the report on the activities and work of the Council at the Annual Members Meeting
- 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
- Serve as ex officio member of the Council's Nominations & Conduct Committee (Lead Governor) and the Significant Business Committee (Deputy Lead Governor)
- Attend meetings of the Trust Board in public Act as a conduit for communication with the Council of Governors from other Trusts and official Governor groups.

### Deputy Lead Governor Role Description

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

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

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

### The Person

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

- Have the confidence of fellow Governors and the Board of Directors
- 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

- Have a willingness to set aside their own view in favour of finding a settled Council decision
- Have a willingness to challenge constructively
- Understand the role of NHSE, the basis on which NHSE may take regulatory action and the Trust's relationship with NHSE
- Be committed to the success of the Trust
- Be able to commit the time necessary to fulfil role.

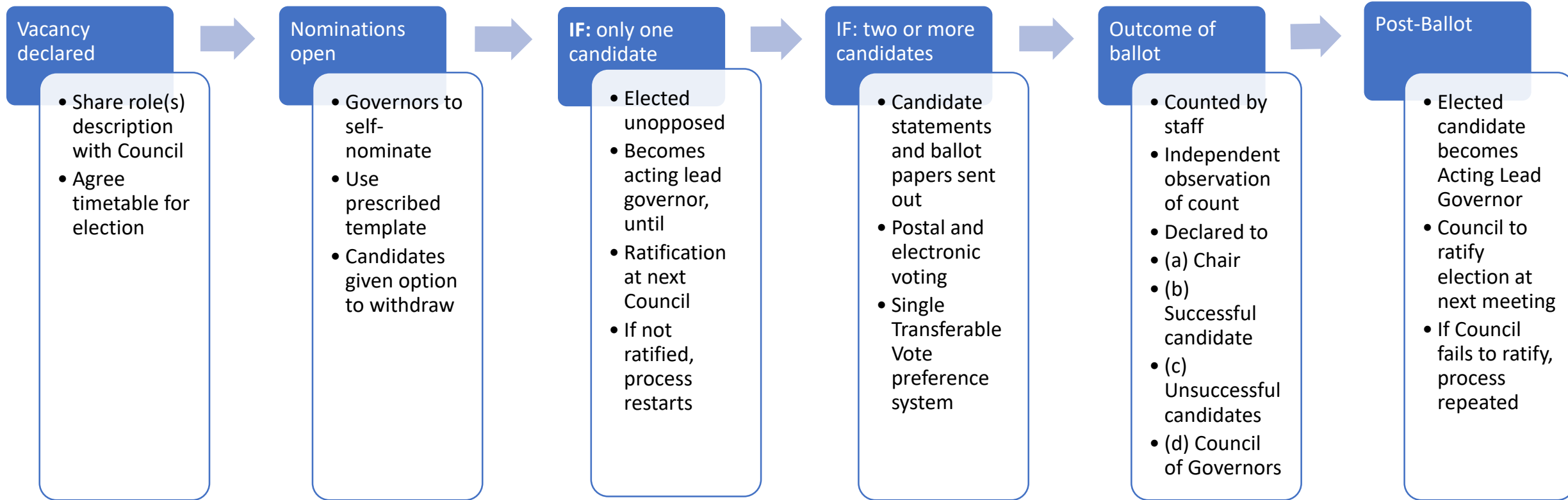
The Lead Governor and Deputy Lead Governor will be responsible for ensuring that the Trust values are adhered to when fulfilling their role.

### **Terms of Office**

- The Lead Governor and Deputy Lead Governor will be elected by the Council of Governors
- The appointment as Lead Governor and Deputy Lead Governor ends with the holder's current term of office
- 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
- The Lead and Deputy Lead Governor will undertake development and training that is deemed relevant to the posts.



# East London NHS Foundation Trust – Lead Governor\* Election Process Flowchart (August 2020)



\* = substitute *Lead Governor* for *Deputy Lead Governor* as required