

To: Council of Governors
From: John Bennett, Committee Chair
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Date: 18 January 2024
Subject: Significant Business and Strategy Committee Report

1.0 Purpose of the Report

1.1 To update the Council on the work of the Significant Business and Strategy Committee (SBSC).

2.0 Background

2.1 The Significant Business and Strategy Committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's business development and associated strategy.

2.2 The membership of the Committee is as follows:

- Rehana Ameer, Appointed Governor City of London
- John Bennett, Public Governor Tower Hamlets (Chair)
- Gren Bingham, Public Governor Tower Hamlets
- Dafni Boula, Public Governor Luton
- Caroline Diehl, Public Governor Hackney
- Love-Jane Egbe, Staff Governor
- Reno Marcello, Public Governor City of London
- Caroline Ogunsola, Staff Governor (Lead Governor)
- Jamu Patel, Public Governor Luton (ex officio as Deputy Lead Governor)
- Sarifa Patel, Public Governor Newham

2.3 The Committee met on 15 January 2024 and the meeting was open to all governors. In addition to the core members and interested governors, also attending were:

Richard Fradgley, Director of Integrated Care and Deputy CEO
Laura Austin Croft, Director of Population Health
Norbert Lieckfeldt, Corporate Governance Manager

3.0 Key Discussions and Decisions

3.1 The committee received an update by Richard Fradgley and Laura Austin Croft on "Improving population health as part of ELFT's core business". Three aspects in particular were highlighted

- Testing out ways to address the wider determinants of health in our services
- Improving health equity in our services including a strong focus on prevention
- Building understanding of population knowledge and skills across the workforce

3.2 The Committee heard about work to

- **Wider determinants of health:** Improve financial resources by providing targeted benefit advice in collaboration with the London Borough of Newham; this has been run as a pilot in a neuro-disability clinic, supported

by the ELFT charity and evaluated by University College London; from May to November 2023, 25 participating families on average increased their annual income by £8,510

- **Equity of access and prevention:** very successful and culturally appropriate work undertaken in Bedfordshire GP practice to increase the uptake of cervical screening in the 24-49 aged cohort; through monitoring data, providing clinical leadership and especially collaborating with local organisations and charities, the gap between routine screening in those aged 50-64 and those 24-49 decreased from 8% to 3%
- **Building understanding across the workforce:** Population health features in all staff inductions and forms a module of the ELFT lead programme; specific Quality Improvement (QI) programmes are focusing on population health; and exploring other ways such as a recently launched population health innovation fund staff can draw on for local activities.

3.3 In discussion the committee noted

- The focus for the coming year in terms of population health will be on employment, income maximisation and improving the physical health of people with long-term health conditions
- Whilst the strategy of population health may seem somewhat abstract, governors received a real insight into how this strategic shift does affect and influence the type of services we deliver
- There is a need to tackle equity and equality, especially through the lens of disability and ethnic diversity
- There is a lot of work currently under way to empower staff to take this work forward locally
- Prevention is a very important aspect of this work
- Consistent funding is crucial; governors encouraged the team to explore additional sources of funding such as the voluntary sector
- Measuring of outcomes is crucial in this work – as was mentioned in the meeting, we should not deliver services but outcomes
- The population health team will start a series webinars starting with the Rowntree Foundation on their latest report on destitution in the UK; governors will be invited to those [**ACTION:** Governors & Members Office]

4. Committee Membership

4.1 At its most recent meeting in November 2023 the Council agreed the committee's membership, filling two vacant spaces at the most recent meeting.

4.2 The committee's terms of reference state that the membership of the Committee will be

- The deputy lead governor of the Council (ex-officio)
- 8 Governors with a minimum of one Governor each per constituency (i.e. Public, Staff and Appointed)

4.3 In requesting the Council to determine the committee's membership, a mistake was made by the Governors & Members Office; as a result two governors were appointed when only one should have been.

4.4 It is therefore proposed the Council **AGREES** that the committee will temporarily operate with a membership of

- The deputy lead governor of the Council (ex officio)

- 9 Governors with a minimum of one Governor each per constituency (ie Public, Staff and Appointed)
- 4.5 The Committee membership elections in 2024 will take into account the required return to the prescribed number of members.
5. The Council of Governors is asked to
1. **RECEIVE** and **NOTE** the report
 2. **APPROVE** the temporarily extended membership of the committee from a total of 9 to 10 governors