

## Council of Governors Meeting

To be held in public on Thursday, 19 January 2023, 5:00pm – 7:00pm

By Zoom – please contact [elft.membership@nhs.net](mailto:elft.membership@nhs.net) if you would like to join.

## Agenda

	Title		Action	Time (all pm)
<b>Informal Gathering</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> <b>Annual Members Meeting, 10 November 2022</b> <b>Meeting of the Council of Governors on 10 November 2022</b> <b>Extraordinary Council of Governors Meeting, 25 November 2022</b> 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>Trust Performance: Are Services Effective?</b> Amar Shah, Chief Quality Officer	Presentation	Assurance	5:05
7	<b>Non-Executive Directors' Assurance on current concerns</b> Aamir Ahmad, NED and Vice-Chair for London Donna Kinnair, NED, Chair of Quality Assurance Committee (TBC)	Presentation and Discussion	Assurance	5:25
8	<b>Governors' Strategic Priority Item: Supporting Families and Carers – Impact of ELFT's Carers Strategy</b> Richard Fradgley, Director of Integrated Care/Deputy CEO Mary Brazier, Director of Social Work	Presentation and Discussion	Assurance	5:55

<b>Business Items</b>				
<b>9</b>	<b>Report from the Nominations and Conduct Committee</b> Eileen Taylor, Chair	Attached	Approve	6:40
<b>10</b>	<b>Report from Communications and Engagement Committee (CEC)</b> Felicity Stocker, Chair of CEC	Attached	Note	6:50
<b>11</b>	<b>Any Other Urgent Business and Questions from the Public</b> (to be advised in advance <b>by Tuesday, 17 January 2023</b> . Questions submitted on the day will be responded to following the meeting)			6:58
<b>12</b>	<b>Date and Time of Next Meeting:</b> <ul style="list-style-type: none"> <li>• 9 March 2023 (face-to-face – venue tbc)</li> <li>• 11 May 2023 (face-to-face – venue tbc)</li> <li>• 13 July 2023 (face-to-face – venue tbc)</li> <li>• 14 September 2023 (face-to-face – venue tbc)</li> <li>• 9 November 2023 (face-to-face – venue tbc)</li> </ul> <p>All meetings will be held from 5:00 – 7:00pm</p>			

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 Annual Members and Council of Governors Meetings Held in Public**

Thursday 10 November 2022 from 5.00pm – 7.00pm

Virtual Meeting, held via Zoom

<b>Present:</b>	Eileen Taylor	Acting Trust Chair
<b>Governors:</b>	Patrick Adamolekun	Staff Governor
	Julie Aduwa	Public Governor, Rest of England
	Viv Ahmun	Appointed Governor, Voluntary Sector
	Victoria Aidoo-Annan	Staff Governor
	Dr Roshan Ansari	Public Governor, Tower Hamlets
	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
	Mark Dunne	Staff Governor
	Love-Jane Egbe	Staff Governor
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Adam Forman	Public Governor, Hackney
	Cass Howes	Public Governor, Bedford Borough
	Rofikul Islam	Public Governor, Tower Hamlets
	Peter Landman	Public Governor, Newham
	Graham Manyere	Staff Governor
	Beverley Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor; Lead Governor
	Jamu Patel	Public Governor, Luton; Deputy Lead Governor
	Betsy Scott	Staff Governor
	Kate Smith	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Jim Weir	Appointed Governor, Bedford Borough
	Rachel Williams	Public Governor, Luton
<b>In attendance:</b>		
<b>Staff</b>	Aamir Ahmad	Non-Executive Director, Acting Vice-Chair London
	Tina Bixby	Membership Officer
	Dr David Bridle	Interim Chief Medical Officer
	Paul Calaminus	Chief Executive
	Richard Carr	Non-Executive Director
	Tanya Carter	Chief People Officer
	Anit Chandarana	Non-Executive Director
	Richard Fradgley	Director of Integrated Care and Deputy CEO
	Samanthi Gibbens	Interim Chief Finance Officer
	Philippa Graves	Chief Digital Officer
	Prof Dame Donna Kinnair	Non-Executive Director
	Norbert Lieckfeldt	Corporate Governance Manager
	Cathy Lilley	Director of Corporate Governance

	Edwin Ndlovu	Chief Operating Officer
	Dr Amar Shah	Chief Quality Officer
	Gill Skrzypczak	Minute Taker
	Lorraine Sunduza	Chief Nurse and Deputy CEO
	Dr Mohit Venkataram	Executive Director of Commercial Development
	Deborah Wheeler	Non-Executive Director, Acting Vice-Chair Bedfordshire & Luton
<b>Others</b>	Helen Adejumo	Member
	Oluremi Akande	Member
	Majzoub Ali	Member
	Dawn Allen	Member (retired Governor)
	Badrul Choudhury	Member
	Joseph Croft	Staff Member (retired Governor)
	Tina Lawal	Member
	Michael Loughlin	Staff member
	JoAnne McConnel	Member
	Maureen Matthews	Member
	Natalie Moyanah	Member
	Oyiadika Onwuemene	Member
	Sarifa Patel	Member
	Ivor Parrish	Member
	Farzana Rahman	Member
	Razaq Salau	Member
	Saleem Siddiqui	Member
	Martin Stocker	Member
	Madhu Sukumaran	Member
	Rachel Vincent	Member
	Aidan White	Member (retired Governor)
<b>Apologies:</b>	Fatima Begum	Public Governor, Luton
	Caroline Diehl	Public Governor, Hackney
	Khtija Malik	Appointed Governor, Luton
	Tracey Stock	Appointed Governor, Central Bedfordshire
<b>Absent:</b>	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
	Reno Marcello	Public Governor, City of London
	Patricia Wheeler	Public Governor, Hackney

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

## **1. ANNUAL MEMBERS MEETING**

- 1.1 Eileen Taylor warmly welcomed everyone to the Annual Members Meeting (AMM) which will be followed by the Council of Governors meeting and reminded all of the Trust's values – We Care, We Respect and We Are Inclusive.
- 1.2 Eileen noted that there were plans to hold this meeting face to face but Covid and flu infection numbers and the transport strikes made this inadvisable.
- 1.3 Eileen reminded Governors of the informal Council and Board get together on 5 December at 1:30pm at Robert Dolan House, 9 Alie Street, London E1.
- 1.4 She extended a special welcome to the recently elected new Governors:

- Bilal Ahmad (Newham)
- Yesmin Begum (Tower Hamlets)
- Liz Birch (Central Bedfordshire)
- Bob Cazley (Central Bedfordshire)
- Love-Jane Egbe (Staff)
- Cass Howes (Bedford)
- Peter Landman (Newham)
- Stella Oloyede (Newham)
- Kate Smith (Staff)

and congratulated John Bennett (Tower Hamlets) and Suzana Stefanic (Central Bedfordshire) on their re-election.

- 1.5 On behalf of the Council, Eileen sent very best wishes to Luton Governor Fatima Begum for a swift recovery.
- 1.6 She advised that actions have been taken to avoid a repeat of the security issues experienced at the last meeting and requested any problems with accessing the meeting be reported to the Membership Office.
- 1.7 Eileen also welcomed a number of ELFT Members, including:
- JoAnne McConnel who is a public Governor at NELFT
  - Mr Siddiqui who is a Governor at Homerton.

## 2. Apologies for Absence

- 2.1 Apologies were noted as above.

## 3. Declarations of Interest

- 3.1 Deborah Wheeler will leave the meeting for agenda Item 12.

- 3.2 No further declarations of interest have been received in regard to today's meeting held in public or which are not already included in the published registers.

## 4. Minutes of the Annual Members Meeting held on 11 November 2021

- 4.1 The minutes were **APPROVED** as a correct record; these had previously also been approved by the Council of Governors at their meeting on 3 February 2022

## 5. Annual Report and Accounts 2021/2022 including the Auditor's Report

- 5.1 Following the Trustwide Members meeting in October, the Council and members will formally receive the Annual Report and Accounts 2021/2022.

Paul Calaminus presented the annual report highlighting:

- The continuing impact of Covid 19 and the development of services in response to this, the refresh of the Trust strategy and work as a Marmot Trust focusing on improving health, and the increased focus on co-production with service users, e.g. the Befriending Service and the People Participation Academy of Lived Experience.
- Our wider work with the voluntary sector and other partners, providing c£2m of grants to 37 voluntary organisations.
- The development of the Integrated Care Systems (ICS) and their priorities around population health, children and young people and mental health.
- Work around inequity and inequalities with our staff and service users.

- Acknowledgment of our formal ratings: a rating of '1' on the NHS Oversight Framework reflecting our continuing development and efficient running of the Trust, a CQC rating of *Outstanding* for the third time in succession and our full compliance with a set of national targets. These are a tribute to the work of all the staff and teams across the Trust who through a challenging year continued to deliver and improve services and to whom we offer sincere thanks.

5.2 Samantha Gibbens presented the annual accounts highlighting:

- The continuing impact of Covid on the Trust's spend, closing the year with a deficit of £2.8m, which is adjusted to a control figure of £155k deficit reflecting allowable expenditure within the statutory accounts, including prior period adjustments.
- ELFT's operating income included increases for Mental Health Investment Standard (MHIS) and Service Development Fund (SDF) monies and the expenditure included increased costs for staffing and others areas as detailed in the report.
- The Trust retains a risk rating of '1' under the NHS Oversight Framework, reflecting good financial planning and management of resources.
- Capital spend of £13.7m with the largest around digital services, which will continue to help improve services and staff experience, along with work on building upgrades.
- The annual audit concluded well with an unqualified opinion, free from material errors and rated as a good going concern. Weaknesses identified around value for money and internal controls on exit packages and payments for which there are already plans in place to resolve.

5.3 Anit Chandarana highlighted:

- The finalisation of the accounts is important in reflecting the confidence in our systems of financial performance and due diligence, allowing ELFT to continue to deliver services for our population. Full credit is given to the teams involved in this process.
- The specific issue on exit payments identified an area for improvement around our process. The Finance and People & Culture teams already have an action plan in place to resolve this which the Audit Committee will remain fully sighted on and have full confidence the issues will be addressed.

5.4 In discussion:

- It was noted that additional funding has been received to reflect some of the impacts of inflation including utility costs and contract and supplier uplifts; however it remains a risk.
- It was noted although the aim is to hit a break-even figure, a deficit of £155k is not considered a material issue. The Trust continues to forecast a break even figure for 2022/2023 although there is a continuing challenge around financial viability (FV) and efficiencies.
- As part of the ICS, conversations with partners in North East London (NEL) and Bedfordshire, Luton and Milton Keynes (BLMK) ICSs continue and the Board remains focused on the importance of the Trust's financial responsibilities within the wider system whilst focusing on providing care and caring for our populations.
- It was noted that a Governor Development Session on the Annual Accounts is held with the Chair of the Audit Committee and Chief Finance Officer which take place outside of formal meetings and all Governors are encouraged to attend.

5.5 The Council **RECEIVED, DISCUSSED and NOTED** the Annual Report and Accounts for 2021/2022 including the Auditor's Report on them.

## The Annual Members Meeting closed at 5.30pm

### COUNCIL OF GOVERNORS MEETING

#### 6. Celebrating our Outgoing Governors

6.1 Eileen Taylor reflected on our Governors who are critical friends and guardians of our values and how we do things at ELFT. She offered a huge thank you and good bye to a number who have left the Council in the past 12 months, including:

1. Dawn Allen from Bedford with her local authority and housing background who left us with some really helpful guidance on securing housing for our service users
2. Steve Codling from Central Bedfordshire – one of the kindest and wisest people with a really strong focus on our service users with learning disabilities
3. Joseph Croft – a long-standing Staff Governor with a really constructive focus on social justice and staff wellbeing; we wish him well in his new role as Councillor in Islington
4. Arif Hoque (Tower Hamlets) – one of our youngest Governors; we are so proud to see him thrive in his career at HMRC
5. Tee Fabikun from Newham – a real champion on housing in her community and on domestic abuse and violence; we are pleased to hear her work will continue
6. Sheila O'Connell (Staff) - Sheila's moved to Hampshire but before that she took on with passion and dedication the leadership of our Lighthouse in Leighton Buzzard
7. Aidan White – a journalist whose strong links to the community in Newham helped us to improve, amongst others, the blood testing service in the Borough; and to check our own assumptions more than once
8. Paula Williams from Luton – Paula was one of the first Luton Governors to join the Trust and helped to form the bond between London and Luton and Bedfordshire Governors that made the Council into one cohesive group.

6.2 It is customary for outgoing Governors to share their experiences of their time at ELFT with tips for newly elected Governors:

Dawn Allen reflected upon the challenges of the pandemic, noting a key to engagement and understanding of how things affect people in different ways was gained through the local Working Together Group. She also highlighted that the acceptance we cannot do everything leads to the understanding of the things that can be done very well.

Joseph Croft added his thoughts on his six-year tenure on the Council as a staff governor. The Council gave a huge opportunity for him to learn about the range and breadth of services and a place to deep-dive into particular areas of interest, pooling ideas and coming up with solutions to issues, particularly in the recent uncertain times. There were many opportunities to develop skills in analysing performance and scrutinising decisions to ensure ELFT fairly represents people and works to improve services. He expressed his gratitude to fellow Governors and staff.

Eileen added her appreciation of the support of the Staff Governors in particular during the pandemic, who had provided a clear and detailed view of the work and challenges on the frontline.

#### 7 Minutes of the Previous Meeting held on 8 September 2022

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

#### 8. Action Log and Matters Arising from the Minutes

8.1 The action log was reviewed; all actions were either closed or on the agenda today.

## 9. Review of Council Priorities 2023

- 9.1 Norbert Lieckfeldt presented, highlighting this is a way of working that is unique to ELFT: each year the Council identifies five strategic priority topics one of which will be considered at each Council meeting.

The feedback from the discussions and breakout room sessions at the Council meeting on 8 September 2022 has been analysed and themes identified, along with possible topics for additional development sessions outside the Council. These are:

- Supporting the families and carers of service users
- How we work in collaboration with partner organisations
- Getting the basics right
- Being a beacon for digital and improving accessibility
- Staff wellbeing.

Norbert highlighted the correlation to the Trust strategy and principles of being a Marmot Trust and noted the next steps will be to develop a forward plan for Council meetings and arrange development sessions.

**ACTION: Norbert Lieckfeldt**

- 9.2 The Governors **RECEIVED, NOTED and AGREED** the proposed priorities for 2023.

## 10. Trust Performance: After Edenfield, how do we know our patients are safe?

- 10.1 Lorraine Sunduza presented, highlighting:

- The recent TV programme showed the unacceptable treatment of vulnerable people within a UK mental health service raising the question for this Trust around how would we know if this is happening within potentially 'closed cultures' in the organisation.
- It was agreed the best way forward would be to closely review ELFT's existing patient safety structures and ensure they are adhered to.
- Following some recent incidents, the Trust has already hosted a therapeutic engagement event for staff and service users, to work on collective improvements tailored to each service.
- The highest risk to patient safety is on wards; however, this programme of work is designed to cover all areas in which our staff work across community and mental health services.
- Areas for review include leadership, governance, transparency and openness, engagement with service users, patient safety initiatives, quality improvement and data. These are just the headings under which there are many actions, some of which overlap and none of which are more important than the other. All will be monitored via the Trust Board's Quality Assurance Committee.

Donna Kinnair, Chair of Quality Assurance Committee (QAC), added:

- It was heartening to note that the Trust leadership had already begun to examine the issues raised in the programme. The QAC scrutinises a variety of patient safety issues, in particular but not limited to service users with learning disabilities.
- The issue around lengthy seclusion was probed and the Committee received assurance from the data, which is recorded and peer reviewed, and demonstrated that this is not happening in our services.
- For added assurance Non-Executive Directors conduct numerous visits to teams throughout the Trust at which service users are usually present, and also receive



direct contact from service users with issues we raise on their behalf. Patient safety is also high on the agenda of the CQC to whom we provide assurance.

10.2 In discussion the Council noted:

- The Trust does not solely rely on CQC inspections and ratings, and that patient safety complaints come directly to the Quality Committee for scrutiny. Equally the leadership of the Trust's senior management team carry out in-depth examinations of services looking at themes and clusters of complaints, without this having to be requested by committees.
- The new Use of Force Act around restraint requires transparency and recording of every incident.
- The Chief Nurse is the executive safeguarding lead for the Trust and today's presentation will be shared with all leaders at our regular Safeguarding Boards.
- With regard to non-verbal and particularly vulnerable patients, the Trust has specialist staff to support them and the capacity for additional support if required. It is clear these are some of the areas where there is greater risk for issues to occur.
- The changes from analogue to digital systems will not affect the Trust's current internal systems as they are already digital, with back-ups in place. All projects involving patient alarms and monitoring going forward will be fully scoped and the analogue versus digital agenda will be explored in the unified communications project that is underway to ensure we have full knowledge of all systems in place.
- All home visits are carried out on a risk basis so will involve more than one member of staff where it is thought necessary.

10.3 The Council **RECEIVED, NOTED and DISCUSSED** the updates.

## 11. **Appointment of the External Auditors**

11.1 Mohit Venkataram presented highlighting:

- The Trust's gratitude to the three Governors (John Bennett, Rofikul Islam, Rachel Williams) who represented the Council on the selection panel.
- Following a robust procurement process, Mazars LLP scored an average of 81% and most importantly demonstrated their resonance with ELFT's values, in particular our aims and aspirations around a Green Plan, apprenticeships and becoming an Anchor organisation.
- The recommendation to appoint Mazars LLP as the Trust's external auditors has been supported by the Finance, Business and Investment Committee (FBIC) and Audit Committee and is presented today for approval by the Council of Governors.
- If agreed today, the decision has to remain confidential until 11 November 2022 when it will be formally declared.

Anit Chandarana added:

- Two Non-Executive Directors on the Audit Committee were also a full part of the selection process and, along with the other members of that committee, are recommending the appointment of Mazars LLP as the Trust's new external auditors.

John Bennett added it was a good experience to be fully involved in this procurement process and panel discussions. He would highly recommend other Governors take part should a similar process arise. John highlighted the unanimous agreement of the three Governors on the panel to approve the appointment.

11.2 The Council **RECEIVED** the report and **APPROVED** the appointment of Mazars LLP as ELFT's external auditors for three years (with the option of two one-year extensions), with effect from 1 January 2023.

## **12. Report from Nominations and Conduct Committee (NomCo)**

12.1 Eileen Taylor reminded Governors of their responsibility in agreeing the Chair and Non-Executive Directors terms and conditions which are discussed at NomCo, and three actions are being recommended for approval by the Council:

- Approve the re-appointment of Professor Sir Sam Everington as a Non-Executive Director for a second three term from 1 January 2023.
- Approve the request from Deborah Wheeler for a two-months sabbatical from her Non-Executive duties, commencing 20 March 2023. Assurance was provided that appropriate measures can be put in place to provide the necessary cover during her absence.
- Approve the increase to the number of Non-Executive Directors on the ELFT Board by one to ten, due to the increased commitments being asked of the NEDs from the ICS and increased partnership working. Recruitment would commence following the appointment of the new Joint Chair for ELFT and NELFT.

12.2 The Council **RECEIVED** and **APPROVED** the above recommendations

## **13. Report from the Communications and Engagement Committee (CEC)**

13.1 Felicity Stocker advised the setting up of a Task & Finish Group to review the Trust's communications and engagement with its members and requested Governors willing to take part contact Norbert Lieckfeldt.

13.2 The Council **RECEIVED** and **NOTED** the update.

## **14. Report from the Significant Business and Strategy Committee (SBS)**

14.1 John Bennett advised an update on the Committee's SBSC Business Development framework will be brought to the January Council meeting, and that attendance at the SBS will generally be opened up to all Governors.

14.2 The Council **RECEIVED** and **NOTED** the update.

## **15. Council of Governor Elections**

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

## **16. Any Other Urgent Business and Questions from the Public**

16.1 **Q: How is the Trust preparing for potential strike action?**

- ELFT is not affected by the results of the RCN ballot but may be once the other unions declare their positions. Business continuity plans will focus on the important services, ensuring wards, crisis, community and district nurse teams are safely staffed and continue to function. Work with system partners continues. All plans have clinical oversight, taking decisions to stand up services as and when required, especially where there is the potential for other suppliers to be affected by strikes.
- The potential conflicts on teams where some members are striking was highlighted; we are working together with the unions to ensure we support them as a whole.
- Partnership working and moving staff around organisations will provide the ability to draw on additional resources.

**Q: How are you going to address the inequalities some groups face, especially carers of LD and autistic people as we often don't get an early diagnosis?**

Assurance was provided that equality runs through everything we do in the Trust and will be showcased in the meetings and discussions around the Governor's priorities. Helpful for

Governor's to see how previous work has been embedded, so a further discussion will be added to a future agenda.

**ACTION: Norbert Lieckfeldt**

**Date and Time of Next Meetings:**

5 December 2022, 1.30-3.00pm Informal Council/Board meeting, Alie Street

19 January 2023 (virtual)

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

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 6.50pm

draft

**Council of Governors - Action Log following Council Meeting 10 and 25 November 2022**

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	01/02/2023	In progress	Scheduled for NomCo February 2023
192	10/11/2022/AOB		Add examples of embedding equality in Trust's work to forward plan	Norbert Lieckfeldt	01/02/2022	In progress	Scheduled for NomCo February 2023

In progress  
Closed  
Forward plan

**To:** Council of Governors

**From:** Eileen Taylor, Chair Nominations and Conduct Committee

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

**Date:** 19 January 2023

**Subject:** Nominations and Conduct Committee Report

## 1. Purpose of Report

- 1.1 The purpose of this report is to update the Council of Governors on
- discussions by the Nominations and Conduct Committee (NomCo/the Committee) at its meetings on 10 December and 4 January 2023
  - the recruitment process for two new Non-Executive Directors and the decisions taken by the Committee
  - decisions taken by the Council electronically on delegating authority to NomCo to undertake the recruitment process for the Non-Executive Directors, and the appointment of Aamir Ahmad and Deborah Wheeler as Trust Vice-Chairs.

## 2. Introduction

- 2.1 Under the NHS Act (2006) and the Trust constitution the appointment, reappointment and removal of the NEDs shall be carried out by the Council of Governors (the Council).
- 2.2 Under its Terms of Reference, the Nominations and Conduct Committee (the Committee/NomCo) is to make “recommendations to the Council regarding the re-appointment of the NEDs and Trust Chair”.
- 2.3 The Terms of Reference also state that the Committee will “provide recommendations to the Council on the remuneration and allowances, and the other terms and conditions of office, of the Chair and Non-Executive Directors”.

## 3. Nominations and Conduct Committee Meeting, 10 December 2022

### 3.1 NED Recruitment

- 3.2 The Committee considered the recruitment process, timetable and skills, experience and requirements as recommended by the Board for the two NED positions to be recruited, as agreed by the Council at its meeting on 10 November 2022.
- 3.3 In line with its terms of reference, the Committee approved the appointment of GatenbySanderson to support it in the recruitment process.
- 3.4 The Committee agreed to recommend to Council to **APPROVE** by electronic ballot:
- To delegate to the Nominations and Conduct Committee the authority to identify and nominate suitable candidates that fit the criteria agreed by the Chair and Board of Directors as Non-Executive Directors of the Trust
  - To approve the skills, knowledge and experience required of the two new NEDs (experience of being a carer, finance, estates) as identified by the Board, and
  - To approve the recruitment approach as outlined in the supporting paper.

### 3.5 Vice-Chair Appointments

- 3.6 Following the appointment of Eileen Taylor as Joint Chair of ELFT and NELFT, the Committee discussed the appointment of Acting Vice-Chairs Aamir Ahmad and Deborah Wheeler as substantive Vice-Chairs of London, and Bedfordshire and Luton respectively, from 1 January 2023 until the end of their current term.
- 3.7 The Committee noted that the current system of having two Vice-Chairs has worked well, supporting Eileen and increasing local visibility in our services and the two Integrated Care Systems we are working in. However, the position will be regularly reviewed to ensure it continues to meet the Trust's and Joint Chair's needs.
- 3.8 The Committee agreed to recommend to Council to **APPROVE** by electronic ballot:
- To appoint Aamir Ahmad as Vice-Chair for London with effect from 1 January 2023 to the end of his current term of office (31 October 2024)
  - To appoint Deborah Wheeler as Vice-Chair for Bedfordshire and Luton with effect from 1 January 2023 to the end of her current term (31 December 2023)
  - To increase their respective NED time commitment by an extra day per month each (to four days per month) which would be remunerated at the NED daily rate.
- 3.9 The electronic ballot for both recommendations (to start the NED recruitment process and appoint two Vice-Chairs) was held from 16 – 29 December 2022. 32 valid votes were received; the vote was unanimously in favour of both recommendations.

## 4. Nominations and Conduct Committee Meeting, 4 January 2023

### 4.1 NED Recruitment

- 4.2 The Committee discussed the proposed person specification and role description for the two positions.
- 4.3 The Committee noted that the previous role description had been amended with an added focus on
- System working:
    - Shared responsibility for leading the local improvement of healthcare
    - Constructively challenge, influence and help the Executive Directors develop proposals on such strategies to enable the Trust to fulfil its leadership responsibilities to our service users and the healthcare of the local communities taking account of the Trust's contribution to system working and collaboration as well as its [triple aim](#) duty
    - Contribute to building and maintaining an effective working relationship between members of the local health and social care community
    - Stress on sustainability and financial viability
  - Other changes include
    - Stronger focus on Trust values
    - Dignity and respect for service users
    - Contribute to building and maintaining positive and good working relationships with the Council

- As recommended by the Board, we are looking for NEDs with financial/strategic estates management/lived carer experience

4.4 In discussion, the Committee agreed to extend the person specification to require NEDs to work with local Governors to improve links to communities; and to stress our culture of valuing everyone equally.

## 5. The Committee **APPROVED**

- the person specification and role description subject to the two amendments outlined under 4.4 above
- the proposed advertising routes, stressing the need to reach a diverse audience, and plans to strengthen the role of social media
- the interview panel, consisting of the Trust Chair, an external advisor, three Governors (including the Lead and Deputy Lead Governors) and a service user. The panel will be supported by Melanie Shearer from GatenbySanderson and Cathy Lilley (Director of Corporate Governance). Following a request for an expressions of interest from Committee members for the third vacancy on the interview panel John Bennett put his name forward and will be the third Governor interview panellist.
- the format of the stakeholder session, consisting of four Board members, four Governors and two service users
- changes to the recruitment process – an amended, competencies-based application to enable candidates to focus on the skills and especially lived experience we are looking for; and a virtual open session for candidates to meet members of the Board and Council to learn about ELFT, our culture and values before they decide to apply.

5.2 The Committee **AGREED** to receive summary regular search update summaries.

## 6. Recommendation

6.1 The Council is asked to **NOTE** the report and **RATIFY** its unanimous vote by electronic ballot

- To delegate to the Nominations and Conduct Committee the authority to identify and nominate suitable candidates that fit the criteria agreed by the Chair and Board of Directors as Non-Executive Directors of the Trust
- To approve the skills, knowledge and experience required of the two new NEDs (experience of being a carer, finance, estates)
- To appoint Aamir Ahmad as Vice-Chair for London with effect from 1 January 2023 to the end of his current term of office (31 October 2024)
- To appoint Deborah Wheeler as Vice-Chair for Bedfordshire and Luton with effect from 1 January 2023 to the end of her current term (31 December 2023)
- To increase their respective NED time commitment by an extra day per month each (to four days per month) which would be remunerated at the NED daily rate.

**To:** Council of Governors  
**From:** Felicity Stocker, Chair  
**Author:** Norbert Lieckfeldt, Corporate Governance Manager  
**Date:** 19 January 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 12 December 2022 and
- Discussed a Communications and Media Update (provided in writing by Janet Flaherty, ELFT's Head of Communications)
  - Reviewed the development of the new Membership Engagement Plan
  - Reviewed communications around the Council of Governors Elections 2022

## 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.

## 3.0 Meeting: 12 December 2022 Key Decisions and Discussions

### 3.1 Media Activities Update

Janet Flaherty provided Governors with a written update of the media activities in the Trust:

- **Transphobic Comments on Twitter:** The Comms team stepped in when a tweet originating from Beds CAMHS drew hostile responses from members of the public. The Trust made a strong statement to say that Trans Rights are Human Rights which received 42k views. The staff in the spotlight were supported locally. The reverberations were felt across the Trust and discussed in meetings and conferences. The feeling is that ELFT stood up and took a stand which has been received positively.
- **Cold Weather:** On Friday, before the snow, we issued information on our website and social media about ways to cope with the cold weather. This included highlighting where the warm havens are in our areas in East London, Luton and Beds: <https://www.elft.nhs.uk/news/coping-cold-weather>
- **Internal Communications on Rail Industrial Action:** Have issued internal communication advising staff to check their routes this week, work from home if they have a job that can be done in this way, and to speak to line managers about ELFT covering parking charges and accommodation costs if no other options
- **Communications on NHS Industrial Action:** These were not Planned for ELFT. Currently working on info for staff and the public to state that ELFT services will



continue as Unions have not met the threshold to call a strike; however ambulance provision will be severely affected.

- **Unveiled first COVID Plaque** in Newham by Acting Chair to pay tribute to staff that we lost and also to the incredible response from our staff to keep services running throughout. Further plaques will be unveiled in Charter House in Luton and Oakley Court in Bedfordshire.

The Committee also noted the Media dashboard from October and November 2022 and found these very helpful.

### **3.2 Membership Engagement Plan (MEP) Update**

Tina Bixby updated the Committee on the communication and consultation planned around the development of the Engagement plan:

- Dates have been set for the meetings of the Task and Finish Group in January/February 2023. The T&F will be chaired by Aamir Ahmad, Acting Vice Chair for London and Richard Fradgley (Director of Integrated Care and Deputy CEO) will be in attendance, in addition to Governors, members and service users.
- There will be three public engagement events in January which will be advertised to our members via email and through TrustTalk
- A survey is being developed with the support of the Committee which will again be shared with members via email and through TrustTalk.
- Feedback from the Engagement Events and the Survey will be themes and will flow into the development of the Membership Vision and Strategic Objectives.

### **3.3 UPDATE on MEP Activities since 12 December 2022:**

- The Task and Finish Group met for its first meeting on 6 January 2023, approved its Terms of Reference and, following discussion at the Group, agreed to invite additional members from the Trust's Communications Department and the Volunteer Support team to attend the next two meetings.
- The T&F group discussed what membership means to them personally to help in the development of the Trust's membership Vision.
- Two virtual engagement meetings have been held with Trust members on 10 and 12 January 2023 respectively; a further meeting is scheduled for 23 January 2023. These had limited attendance (c 8-10 per meeting) which did, however, allow for in-depth conversation and some very rich feedback.
- The survey to public members so far had over 100 responses; due to technical problems the most recent issue of TrustTalk was posted late so we will extend the deadline for return of surveys from TrustTalk to ensure everyone has a chance to contribute.
- The current process timetable is as follows
  - 1 February: Task and Finish Group – first draft of Membership Engagement Plan based on thematic analysis of feedback from engagement meetings and survey to seek feedback and comment
  - 13 February: amended draft of MEP to be discussed at weekly Board meeting for feedback
  - 20 February: draft to presented to Communications and Engagement Committee Meeting
  - 27 February: final Task and Finish group: sign off final version of MEP
  - 9 March: Council Approval (subject to agreement by the People Participation Committee)

- 16 March 2023: People Participation Committee to approve on behalf of the Trust Board
- 30 March 2023: Board to formally ratify Membership Engagement Plan

### **3.4 Council Elections 2022 Review**

Norbert Lieckfeldt reported on changes to the election process this year; in the past the nominations and ballot papers had always been sent to all public members as hard copies. In 2022; the papers were posted in hard copy only to those members ELFT does not hold a valid email address for. This led to a saving of £2,300 (with the overall cost of the election process being £6,480 +VAT).

As expected, the resulting participation in the ballot had dropped compared to last year, leaving ELFT in the bottom third of comparable Trusts.

The Committee discussed ways in which membership can be encouraged to regard participation in Governor elections as an important way to contribute to the Trust's success.

### **3.5 Committee Vice Chair**

The Committee elected Hazel Thomas (Public Governor, Newham) as its Vice-Chair.

## **4.0 Recommendation**

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