

## Council of Governors Meeting

To be held in public on Thursday, 9 May 2024, 5:00pm – 7:00pm

Venue: [Bishopsgate Institute](#), 230 Bishopsgate, London EC2M 4QH

## Agenda

	Title		Action	Time (all pm)
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> Annual Members Meeting, 14 January 2024 Council Meeting (public & private), 14 March 2024 Eileen Taylor, Chair	Attached	Approval	
5	<b>Action Log and Matters Arising from the Minutes</b> Eileen Taylor, Chair	Attached	Assurance	
<b>Operational Update</b>				
6	<b>Annual Plan 2024/25</b> Richard Fradgley, Director of Integrated Care	Presentation	Assurance	5:05
<b>Strategic Items</b>				
7	<b>Strategic Priority: Staff Wellbeing</b> Tanya Carter, Chief People Officer	Presentation	Assurance	5:25
<b>Business Items</b>				
8	<b>Governor Impact Report 2023/24</b> Norbert Lieckfeldt. Corporate Governance Manager	Presentation	Assurance	6:15
9	<b>Nominations &amp; Conduct Committee Report</b> Eileen Taylor, Chair	Attached	Approval	6:30
10	<b>Significant Business &amp; Strategy Committee Update</b> John Bennett, Chair	Attached	Assurance	6:40
11	<b>Communications &amp; Engagement Committee Update Report</b> Felicity Stocker, Chair	Attached	Assurance	6:45
12	<b>Membership Engagement Plan Update</b> Tina Bixby	Presentation	Assurance	6:50

13	<b>Council of Governors Elections 2024</b> Norbert Lieckfeldt, Corporate Governance Manager	Attached	Assurance	6:55
14	<b>Council Forward Plan</b>	Attached	Assurance	6:55
15	<b>Any Other Urgent Business and Questions from the Public</b> (to be advised in advance <b>by Tuesday, 7 May</b> . Questions submitted on the day will be responded to following the meeting)			
16	<p><b>Date and Time of Future Meetings</b></p> <ul style="list-style-type: none"> <li>• 11 July 2024</li> <li>• 12 September 2024</li> <li>• 14 November 2024</li> <li>• 16 January 2025 (online)</li> <li>• 15 March 2025</li> <li>• 8 May 2025</li> </ul> <p>All meetings will be held in person in London (venue to be advised) from 5:00 – 7:00pm unless stated otherwise; January meetings are generally held online.</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**

### **Annual Members Meeting 2023**

**8 February 2024 from 5.00pm – 6:30pm?**

**Virtual Meeting, held via Zoom**

<b>Present:</b>	Eileen Taylor	Chair
<b>Governors:</b>	Patrick Adamolekun	Staff Governor
	Julie Aduwa	Public Governor, Rest of England
	Viv Ahmun	Appointed Governor, Voluntary Sector
	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
	Dafni Boula	Public Governor, Luton
	Bob Cazley	Public Governor, Central Bedfordshire
	Caroline Diehl	Public Governor, Hackney
	Mark Dunne	Staff Governor
	Love-Jane Egbe	Staff Governor
	Sade Etti	Appointed Governor, Hackney
	Cass Howes	Public Governor, Bedford
	Rofikul Islam	Public Governor, Tower Hamlets
	Peter Landman	Public Governor, Newham
	Khtija Malik	Appointed Governor, Luton
	Lizzie Maushe	Staff Governor
	Beverley Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor
	Jamu Patel	Public Governor, Luton
	Sarifa Patel	Public Governor, Newham
	John Peers	Staff Governor
	Betsy Scott	Staff Governor
	Kate Smith	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
	Sharmeen Sultana	Staff Governor
	Hazel Thomas	Public Governor, Newham
	Patricia Wheeler	Public Governor, Hackney
<b>In attendance:</b>	Ogechi Anokwuru	Smoking Cessation Advisor
	David Bridle	Chief Medical Officer
	Richard Carr	Senior Independent Director
	Tanya Carter	Chief People Officer
	Peter Cornforth	Non-Executive Director
	Laura Austin Croft	Director of Population Health
	Tina Bixby	Membership Office Manager

Anit Chandarana	Non-Executive Director
Kevin Curnow	Chief Finance Officer
Richard Fradgley	Director of Integrated Care, Deputy CEO
Christine Guevara	Lead Advanced Clinical Practitioner
Dame Donna Kinnair	Non-Executive Director
Susan Lees	Non-Executive Director
Norbert Lieckfeldt	Corporate Governance Manager
Cathy Lilley	Director of Corporate Governance
Claire McKenna	Interim Chief Nurse
Edwin Ndlovu	Chief Operating Officer & Deputy CEO
Amar Shah	Chief Quality Officer
Lorraine Sunduza	Interim Chief Executive
Dr Mohit Venkataram	Exec Director of Business Development
Deborah Wheeler	Trust Vice-Chair

**Members:**

(public and staff)

Joseph Adeoye  
 Simon Aduah  
 Oluwatoyin Akinwolemiwa  
 Olukemi Allen  
 Carla Ashworth  
 Adeola Balogun  
 Sarah Barnett  
 Michelle Bradley  
 David Burbidge  
 Matthew Burridge  
 Justine Cawley  
 David Clarke  
 Shannon Curtis  
 Adrian Curwen  
 Susan Downing  
 Botah Ebosele  
 Rosemary Eggleton  
 Chinny Ejiogu  
 Sharon Gugerly  
 Alex Hadayah  
 Nana Hamilton  
 Irina Higginson  
 Richard Humm  
 Sabrina Iqbal  
 Marufa Jesmin  
 Ngalula Kassanda  
 John Louis Kauzeni  
 Sarah Khan  
 Judith Lakin  
 Carol Ann Leatherby  
 Sudev Singh Marway  
 Sylvester Mensah-King  
 Antonio Moccia  
 Dinah Morley  
 Mariana Musumeci  
 Gillian Pestell  
 Amira Petker

Chloe Preston  
Farzana Rahman  
Diane Robinson  
Razaq Salau  
Carlos Santos  
Lisa Shanahan  
Carole Shaw  
Hannah Style  
Gulsie Suleman  
Aurora Todisco  
Elizabeth Tudor  
Wendy Waters  
Ernell Watson  
Paul Bokelo Weyalo  
Rachel West  
Cynthia White  
Keith Williams  
Stacian Williams

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

**1. Welcome**

- 1.1 Eileen Taylor welcomed everyone to the 2023 Annual Members meeting, explaining the meeting will be held in two parts; a formal presentation of the Annual Accounts followed by presentations on governor's activity in 2023, population health and the Trust's membership plans.
- 1.2 She extended a warm welcome to Councillor Sade Etti, the newly-appointed governor for Hackney. The outstanding contribution of Susan Fajana-Thomas who held this role for the previous nine years was acknowledged, with appreciation particularly of her role in the Nominations & Conduct Committee; her contributions and wisdom will be sorely missed and the best wishes of the Trust go with her for the future.
- 1.3 New non-Executive directors Peter Cornforth and Sue Lees, new Chief Finance Officer Kevin Curnow and Claire McKenna as the interim Chief Nurse were welcomed to their first annual members meeting.
- 1.4 Eileen also acknowledged Lorraine Sunduza as the interim Chief Executive Officer for the Trust and congratulated her on the award of an OBE in the King's New Years Honours list. She paid tribute to Paul Calaminus following his appointment as Chief Executive Officer of NELFT, noting how the already strong collaboration between the two Trusts is being improved further.
- 1.5 Congratulations were extended to Edwin Ndlovu on his appointment as a deputy CEO for ELFT and Amar Shah, the Chief Quality Officer, who has been appointed as the first ever NHSE National Clinical Director for Improvement although he will also remain in his role at ELFT.
- 1.6 Eileen acknowledged this as LGBTQIA+ history month and the annual conference of ELFT's LGBTQIA+ Staff network will be held tomorrow; February also sees

sexual abuse and violence awareness week, race equality week, children's mental health week, Time to Talk day, Autism Sunday and mental health nurses day on 21 February, acknowledging the vital role our nurses have in the delivery of the work of the Trust.

- 1.7 The fallout of the events in Israel, Gaza and Ukraine continue to challenge us as a diverse Trust and community, with our values of trust, inclusivity and respect being even more important to uphold in these difficult times.

## **2. Previous Minutes and Matters Arising**

- 2.1 The minutes of the meeting held on 22 November 2022, previously agreed by the Council of Governors, were approved as a correct record; there were no matters arising.

## **3. Declarations of Interest**

- 3.1 No declarations of interest have been received in regard to today's meeting in public.

## **4. Annual Accounts 2022-2023**

- 4.1 Anit Chandarana, Chair of the Audit Committee, introduced the report highlighting:
- The positive and collaborative engagement the new external auditors Mazars have demonstrated in their first year with ELFT and the importance of their independent report and detailed findings in confirming our accounts have been well prepared and give a true and reasonable view of the Trust and its finances.
  - As is to be expected, Mazars also provide advice on where there are areas for improvement and, whilst these are not material in relation to the accounts as prepared, they have been carefully noted and the Audit Committee will review progress in achieving these over the coming months.
  - The reason for the delay in finalising the accounts relates to a number of staff who remain members of local authority pension schemes; these accounts are audited on a different timescale to the NHS accounts and, in common with several other NHS trusts, it is a requirement that this is completed before a final view of trust accounts can be given.
  - All other work was completed within the NHS agreed timescales and were it not for this ongoing issue, finalisation and the timely laying of accounts before Parliament would have been achieved; the accounts have now been laid before Parliament with a general understanding that this will continue to cause delays going forwards, despite ongoing work to find a resolution.

Kevin Curnow presented details of the Trust's finance performance, highlighting:

- The three statements in the external auditor's opinion giving assurance around the preparation of the accounts by the finance team in accordance with requirements.
- An acknowledgement of teams and departments throughout the Trust who contribute to the provision of an unqualified opinion, free from material error, demonstrating adequate internal controls, providing value for money and operating as a going concern.

- Details of income (£639.3m) and expenditure (£637.6m) and the technical adjustments and impairments which moved the final financial position from a deficit to a surplus.
- The £17.8m capital spend details for 2022-2023.

## **5. Activity of Governors**

- 5.1
- Caroline Ogunsola presented the report, highlighting:
  - The Governor's strategic priorities for 2023; staff wellbeing, giving every child the best start in life, supporting families and carers, and getting the basics right.
  - During the year the Governors challenged the Trust Board to provide assurance around the systems in place to prevent the abuse of patients, following harrowing media reports in other areas of the country; governors were satisfied and encouraged by the systems in place for Trust staff to speak up and report any areas of concern.
  - Before agreeing to the recruitment of a joint Chair for ELFT and NELFT, governors focused on the potential benefits to service users, the continued commitment to a service for Bedfordshire & Luton, an appointment process which reflected ELFT's values, service user involvement in the process, the continuing diversity of our Board and the desired outcome of a stronger voice for mental and community health services in collaboration with our partners in NELFT.
  - Governors examined the new Integrated Care Systems, inviting both ICS Chairs to present at the Council of Governors on where public accountability lies within the new structure; dialogue and challenge around this is ongoing.
  - An interesting session around how quality is gauged and measured was held with the Chief Quality Officer.
  - Discussions with operational leads around variable experiences of service users being discharged from community services to GPs were held, with governors able to highlight examples of where a good outcome was not achieved; a follow up session to gauge improvements will be arranged in due course.
  - Governors raised concerns and supported the Trust around the government's mandatory requirement for NHS staff on Covid vaccinations and the subsequent withdrawal of this measure; changes in the blood testing service in Newham were also brought about as a result of governor intervention resulting in an easier booking system being put in place for local service users.
- 5.2 Eileen Taylor expressed her gratitude to the governors for their invaluable role as the Trust's critical friends and for representing their communities so well.

## **6. Population Health**

- 6.1 Richard Fradgley introduced this item, highlighting:
- The Trust's strategy lays out how we intend to deliver on improving population health to impact on quality of life; ELFT has recently published its first annual population health report which includes many examples of the work being undertaken to achieve this.

Laura Austin Croft, Ogechi Anokwuru and Christine Guevera presented the report, highlighting:

- The Trust's commitment to improving quality of life for all, supported by the strength of people participation, quality improvement, our diversity and approach to inclusion, kind and caring staff and clinical leadership.
- The number of different socio-economic factors that impact on physical and mental health and the different needs within the population.
- An outline of the *Healthier Wealthier Families* initiative which saw benefit advisors co-located in clinical settings in Newham and Tower Hamlets, and the data showing a positive impact in terms of financial and mental wellbeing this has provided for 66 families to date.
- The ELFT Stop Smoking service which helps service users to give up smoking with behavioural support, nicotine replacement therapy and advice with safe, evidence-based personalised care plans. Successful QI project undertaken, co-produced with service users, champions and peer support workers resulting in 2500 service users screened since 2022.
- The work to increase cervical screening rates at the Cauldwell GP practice in Bedfordshire, involving a QI approach to understand the reasons and barriers for women booking appointments. Change ideas implemented included alternative booking processes and translating resources into core population languages resulting in a positive decrease in the difference in the percentage of women being screened in groups along with an increase in screening overall; further work around improving health literacy is planned.
- Three priorities for 2024 are around employment, income maximisation and improving the physical health of people with long term health conditions.

## **7. Membership Engagement Plan 2023-2026**

7.1 Tina Bixby presented, highlighting:

- The plan encompasses the opportunity for the Trust to share information with its members, to hear and listen to their voice enabling changes to be made together and the opportunity to become a Trust Governor.
- The one-page plan and infographic has been co-produced with service users, people participation and a Task & Finish group which included two Board members, emphasising the importance placed on this by ELFT.
- An action to come out of this process was to review the Trust's quarterly magazine *Trusttalk* and, following the receipt of feedback from service users, staff and governors, improvements in signposting outside information including with voluntary sector partners is ongoing along with plans for local face to face membership meetings.
- Future plans involve working collaboratively with the health and care partnership boards in London and BLMK to share resources, budgets and ideas.

## **8. CEO Report**

8.1 Lorraine Sunduza presented, highlighting:

- The important role of the Council of Governors in connecting with our communities and holding the Trust to account over the effectiveness of its services.



- Our stated ambition to improve the quality of life for all and the population health initiatives which evidence ELFTs impact on communities, along with tailoring care to individual needs, providing neighbourhood and place teams working with communities within specific boroughs and collaborative working with voluntary partners and wider system partners whilst maintaining a culture of tackling inequalities and variation in the provision of services.
- Supporting our staff to grow and flourish, as evidenced by the success of the Trust's apprenticeship scheme and supporting our clinical leadership; the continuing use of quality improvement which directly involves the people who do the work or are affected by it.
- Challenges ahead include the rise in demand for our support and the need to balance using public money wisely whilst maintaining our values, in particular around co-production and collaboration which has yielded real results.

## **9. Questions from the Public/Any Other Business**

- 9.1 Noted that additional questions received via the chat function will be answered offline due to time pressures.
- 9.2 In response to a question around increasing partnership working with the voluntary sector, Richard Fradgley confirmed the Trust has increased its investment in the voluntary sector as part of the mental health community transformation work with a significant portion of those funds invested in voluntary groups, and a grant programme also allowing for large amounts of funds to be invested, in all totalling £14m. Additionally, over 40 community connectors employed by the voluntary sector are currently working within ELFT teams with a commitment to strengthen this work over the next few years.
- 9.3 In response to a question on how the Trust is monitoring the co-operation and joint working with Bart's and the GP care group, and how patients can be assured of a good service following concerns over the quality of service and a lack of communication and sharing of information leading to a breakdown of services, Edwin Ndlovu confirmed there are clear channels of communication within that partnership. There is also significant people participation engagement in community services to develop physical health care systems that can be accessed for information sharing; work to develop a shared place is progressing; however East London does have a health information exchange which enables clinicians to access patient's health records. Additionally, mental health nurses now work with community services on the Rapid Response team. An improvement plan is in place for community services across North East London over the next few years, with clinical leads working in partnership on models for rapid response, virtual wards and other initiatives.
- 9.4 In response to a question around how ELFT is using the procurement process to promote patient and public engagement, with the contractors carrying this out in addition to the Trust's oversight function, Mohit Venkataram confirmed the latest round of voluntary grant applications were entirely decided upon by a procurement panel made up of service users. Some processes for contract management have also been worked jointly with service users, and there are plans to mainstream this for all procurement and contract management going forwards.
- 9.5 In response to a question around reintroducing hospital-based nurse training to help local communities find their way into nursing without having to go via a university

route, Claire McKenna confirmed work is ongoing with partner universities to ensure recruitment opportunities are being promoted for local people to enter ELFT. There are also associate programmes with a stepped approach into nursing and the apprenticeship routes.

- 9.6 Eileen thanked all for their attendance and welcomed feedback on the meeting process. She reiterated that income maximisation will be a focus for the Trust for 2024, understanding how poverty contributes to poor health.

Meeting closed at 6:30pm

draft

## **Draft Minutes of Council of Governors Meetings**

### **Part 1 – Held in Public**

**At the Bishopsgate Institute, 230 Bishopsgate, London EC2M 4QH**

**Thursday 14 March 2024 from 5.00pm – 6.30pm**

#### **Present:**

<b>Chair:</b>	Eileen Taylor	Chair of the Trust
<b>Governors:</b>	Liz Birch	Public Governor, Central Bedfordshire
	Shirley Biro	Public Governor, Newham
	Dafni Boula	Public Governor, Luton
	Bob Cazley	Public Governor, Central Bedfordshire
	Caroline Diehl	Public Governor, Hackney
	Sade Etti	Appointed Governor, Hackney
	Peter Landman	Public Governor, Newham
	Reno Marcello	Public Governor, City of London
	Khtija Malik	Appointed Governor, Luton
	Bev Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor, Lead Governor
	Jamu Patel	Public Governor, Luton, Deputy Lead Governor
	John Peers	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
<b>In attendance:</b>	Gren Bingham	Public Governor, Tower Hamlets (via Zoom)
	Aamir Ahmad	Non-Executive Director
	Tina Bixby	Membership Officer
	Dr David Bridle	Chief Medical Officer
	Richard Carr	Non-Executive Director
	Tanya Carter	Chief People Officer
	Sam Everington	Non-Executive Director
	Richard Fradgley	Executive Director of Integrated Care & Deputy CEO
	Norbert Lieckfeldt	Corporate Governance Manager
	Cathy Lilley	Director of Corporate Governance
	Jamie Stafford	Programme Director
	Dr Mohit Venkataram	Executive Director of Commercial Development
	Deborah Wheeler	Non-Executive Director
<b>Apologies:</b>	Patrick Adamolekun	Staff Governor
	Julie Aduwa	Public Governor, Rest of England
	Roshan Ansari	Public Governor, Tower Hamlets
	Yesmin Begum	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Mark Dunne	Staff Governor
	Love-Jane Egbe	Staff Governor
	Cass Howes	Public Governor, Bedford Borough
	Rofikul Islam	Public Governor, Tower Hamlets
	Stella Oloyede	Public Governor, Newham
	Sarifa Patel	Public Governor, Newham
	Betsy Scott	Staff Governor
	Sharmeen Sheikh	Staff Governor

<b>Absent:</b>	Kate Smith	Staff Governor
	Suzanna Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Hazel Thomas	Public Governor, Newham
	Viv Ahmun	Appointed Governor, Voluntary Sector
	Rehana Ameer	Appointed Governor, City of London
	Fatima Begum	Public Governor, Luton
	Gulam Kibria Choudhury	Appointed Governor, Tower Hamlets
	Mumtaz Khan	Appointed Governor, Newham
	Gareth Mackey	Appointed Governor, Central Bedfordshire
Lizzie Maushe	Staff Governor	
Martin Towler	Appointed Governor, Bedford Borough	
Patricia Wheeler	Public Governor, Hackney	

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

## **1. Welcome**

1.1 Eileen Taylor welcomed everyone to the meeting and confirmed the meeting was quorate.

1.2 Eileen reminded governors of the Trust values: we care, we respect and we are inclusive with respect both to how we are in the meeting and with one another.

1.3 In her introduction, Eileen:

- Sent good wishes to all governors who are marking Ramadhan and Lent, wishing a very happy Eid or Easter to come
- Highlighted the pride the Trust took in the visit of Ukraine's First Lady Mrs Olena Zelenska to the Newham Centre for Mental Health and thanked staff and service users for their forbearance with very stringent security measures required for the visit
- Thanked our overseas colleagues on the occasion of the Overseas NHS Workers Day and celebrated the contribution of our social workers on the occasion of Social Work Week
- Remembered her attendance at the staff network conference for the ELFT LGBTQIA+ and ELFT Ability
- Reminded Governors of the recent Annual Members Meeting which saw an excellent turnout, once again demonstrating the interest our communities take in the Trust
- Recognised March features eating disorder awareness week as well as world sleep day and, coming up next week, International Day of Happiness

## **2. Apologies for Absence**

2.1 Apologies were noted as above.

## **3. Declarations of Interest**

3.1 Eileen Taylor declared an interest in the agenda item on her performance review to be discussed in the private part of the meeting and she will leave the meeting at that point. 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 18 January 2024**

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

## 5. **Action Log and Matters Arising**

### 5.1 **Action Log**

All actions are completed, on today's agenda or on the forward plan.

### 5.2 **Matters Arising**

There were no matters arising.

## 6. **Patients Clinically Ready for Discharge (CRfD)**

6.1 Eileen outlined this item is about service users on in-patient wards who whilst ready cannot be discharged for a variety of reasons. This not only has a major detrimental impact on the experience of our patients, reducing the CRfD numbers is an important area of work across the NHS as bed occupancy is very high.

Richard Fradgley and Jamie Stafford (Programme Director) reported:

- The numbers clinically ready for discharge have increased significantly over the last year, both in ELFT and nationally
- The reasons are complex and varied; however, one clear reason is that more people who are being admitted are homeless – there is a relationship between this issue and the cost-of-living crisis
- Keeping patients in hospital longer than they need to be not only has a negative impact on them but also means there is a shortage of beds, so service users in crisis may not be able to be admitted and may therefore have extended stays in A&E, have to be placed in costly private sector beds or even out of area. There are plans to reduce the numbers.
- Occupancy on wards is recommended to be about 85% and ELFT have been approaching 100% over the last couple of years
- While the number of admissions overall has reduced, the high occupancy reflects an increased length of stay – the average length of stay has continually risen
- There are currently 81 people across ELFT beds who are CRfD – which is about 14% or one in seven of occupied beds
- The most significant cause is around the particular types of supported housing available and long delays in accessing that housing
- Work underway to address this includes:
  - Being much more proactive about discharge planning – this means as soon as people are admitted staff start thinking about any potential barriers to discharge and how these can be addressed
  - Some discharge co-ordination roles have been introduced to work proactively to support people with the processes they need to go through to access housing options
  - Much more awareness that this goes wider than ELFT's local bed planning and is about how the whole system recognises the needs of people. There has been less awareness of this nationally for mental health beds than for acute beds and there is work to be done around processes and working with Local Authorities and with acute hospital partners on some of the processes they have introduced that may put barriers to discharge in place
  - Looking at step-down support when people do not need to be in hospital but are not yet ready to go home. Across ELFT 39 step-down beds have been commissioned, delivered by housing association partners to support people. This is about building a 'discharge to assess' model, about providing short-term care and re-ablement in people's homes or using 'step-down' beds, which is one of the core principles from acute hospitals but has not yet really been developed in mental health settings. There is a need to define what this will look like and what skills will be needed to deliver it

- ELFT have commissioned reviews around housing to understand the challenges and how best to develop a strategy for housing. The Trust is also looking at how to address the specific challenges of the homeless who have no recourse to public housing
- There is an important role for the emerging provider collaboratives in this area – in north east London the in-patient improvement network brings together partners, service users and clinical voices to look at ways to address this.

6.2 In discussion the Governors:

- Welcomed the emphasis of planning for discharge as soon as people are admitted and acknowledged the importance of recognising this is a system-wide issue and that ELFT must work with partners and Local Authorities on this
- Noted there is a new national definition of Clinically Ready for Discharge
- Noted that in effect ELFT has more than 100% occupancy rate, as people are in private beds
- Noted that private providers often refuse to accept more complex referrals
- Recognised that referring patients into private beds is both a cost and quality & safety issue.

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

## 7 Strategic Priority: Prevention

7.1 Eileen commented that this is an area being actively discussed across the system as one which needs investment to reduce pressure on services. As it is such a broad topic, the emphasis at this meeting will be to look at prevention in Primary Care, which for most service users is the first contact with the NHS and where ELFT's Marmot ambitions are closely linked to the real-life experience of our service users. Our NED Sam Everington is one of the nation's foremost experts on prevention in primary care and will lead the discussion.

Richard Fradgley introduced the topic, highlighting:

- There are definitions of prevention from the Department for Health & Social Care and from the World Health Organisation. The first states that prevention is about helping people stay, healthy, happy and independent for as long as possible. It means reducing the chances of problems arising in the first place across their life span. The second is about reducing the likelihood of disease or disorder affecting people
- Prevention is usually classified as primary, secondary or tertiary. Primary is about preventing illness, for example vaccination programmes; secondary is when people have early onset conditions and work is about stopping health deteriorating, such as regular physical health checks, particularly for those with mental illness; tertiary prevention is when somebody's condition has progressed and work is about reducing the impact, for example reducing or optimising medication for those with a known long-term condition
- There is a direct connection with primary prevention and ELFT's strategic aims for population health and our Marmot ambitions

Mohit Venkataram presented ELFT's current prevention work, highlighting:

- ELFT is one of the few Trusts who provide primary and community care services as well as community mental health services, putting the Trust in a strong position to plan and undertake work on prevention
- Primary care delivers approx. 30 million appointments across the country every month – so the scale of contact is huge. One of the reasons ELFT started providing primary care was to ascertain if different models of care could be developed. ELFT's primary care list size is now about 85,000 people, which puts ELFT in the top 5% of large primary care providers, and ELFT is the largest provider of homeless healthcare services across the country. Therefore, ELFT has more opportunity to work on different models of prevention than other providers

- Current prevention initiatives include:
  - Specialist GP provision for the homeless population who are providing appointment slots of 30 minutes, so there is time to discuss wider support such as helping with food and clothing, accessing haircuts or providing immunisation
  - These units also have embedded mental health staff which allows the provision of holistic care. Evidence shows 70% of people with long-term health conditions also have psychological health needs
  - ELFT have a ‘change bus’ as a mobile unit providing services such as employment support, banking and dental services as well as a place for washing clothes
  - Regular GP practices work at understanding the needs of their populations, for example sending video messages to people to ask them to book appointments, as they are aware that although people can speak English, they cannot always read it
  - Surgeries are widening the use of Patient Participation groups to guide the prevention work by explaining their needs. In addition, they are going out to the communities, such as the Roma communities, who might not join these groups

7.2 Sam Everington led a discussion, highlighting:

- the large scale of primary care provision and the huge range of issues being dealt with
- that, despite the large number of contacts, traditionally GPs only deal with about 20% of the issues that impact people’s health – as 80% are about social connections, fresh air, employment, education, housing, being active and creative, helping others and spirituality
- that about 47% of all deaths occur in a hospital setting, but that good primary care could reduce this significantly as most people say they would prefer to die at home; this can also ease the bereavement process for relatives,
- a surgeon reduced re-attendance due to knife crime from 30% to 1% by using social prescribing and having a team following up with people for six months to establish their needs. Glasgow also reduced knife crime mainly by stopping school exclusion.

Sam reminded the Governors that they have an invitation to his practice in Bromley by Bow to see the initiatives running there. [Action: NL to arrange site visit to Bromley by Bow Medical Centre]

7.3 The Council **RECEIVED and DISCUSSED** the presentations.

## 8. Communications & Engagement Committee Update Report

8.1 Felicity Stocker had sent apologies for today’s meeting, therefore the report was taken as read and anyone with questions was asked to send them through to Norbert Lieckfeldt.

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

## 9 Membership Engagement Plan Annual Report 2023-24

9.1 Tina Bixby gave an update highlighting:

- The connections between the aims of the Health & Care partnerships we are working with in North East London and BLMK, our own ELFT strategy to improve the quality of the life of all we serve, our population health aims as well as being a Marmot Trust. To be able to achieve these things, ELFT and the wider system need to hear the voice of our communities
- This voice can be heard through many channels within ELFT – such as the carers’ strategy, the Governor priorities, the membership engagement plan and people participation
- As the Trust has moved to a model of collaboration with other Trusts, there is a need to work together both within the Trust and externally to get this right
- Feedback within ELFT tells us people want, among other things: better sign-posting, more relevant information, an improved website, more face to face meetings and they say ‘do less better’.

- NEL have collected feedback and found people wanted a recognition of the wider determinants of health, more than wanting service level information; they also found people want to be listened to and want to know more about how they might find employment in the NHS, their feedback was that NHS information and communication was not always easy to access or relevant to their needs
- Some examples of ELFT's actions to improve channels of engagement are: the membership team now link with both people participation and the working together group and have taken feedback from them about how to improve issues such as the online membership form; annual planning meetings are held on line; TrustTalk has been reviewed, and emails being sent out have been changed as a direct response to some of the feedback
- Now planning more place-based meetings with voluntary organisations, bringing together services and raising issues such as employment at ELFT or topics such as healthy eating. Also the People Participation team are going to send out the membership links quarterly to encourage people to become members. The aim is to share some of the costs with other Trusts to improve value and share best practice.

9.2 In discussion the Governors:

- Requested Tina share with the Governors the feedback that has been collected, which could be useful for them in their roles.  
**ACTION: Tina Bixby**
- Suggested areas to consider are: encouraging volunteering as a route to employment, as particularly for people who lack confidence, one can lead to the other; organising social events can be valuable, and ELFT should increase their presence at partnership events such as Health Fairs
- Noted that people who do not have email are sent information through the post but ELFT are looking for other ways to communicate, as there is no way of knowing if it is engaging them. Agreed that working through community organisations is a good method to reach people.

9.3 Eileen announced that Meena Patel, will be returning to the role of Membership Officer from 1 April this year and therefore that Tina, who has been doing the role on a secondment basis, will be moving to a different role.

Jamu Patel thanked Tina on behalf of the Governors for all her tremendous work and in particular her thoughtful and kind personal touches that she has brought to the Council meetings; and presented her with a gift and wished her well in her next role.

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

## 10. Council Forward Plan

10.1 Noted.

## 11. Any Other Urgent Business and Questions from the Public

11.1 There was a question raised by Reno Marcello from Shirley Islam, a member of the public, around a gap in the City for accessible mental health support. Eileen confirmed that Norbert will organise a meeting for Reno and Shirley to take this forward.

**ACTION: Norbert Lieckfeldt**

11.2 Eileen announced that Mohit Venkataram has been appointed Deputy Chief Executive at NELFT. Eileen praised Mohit, who has been the longest serving Executive Board member at ELFT as "the person who always finds a way through every complex issue". Eileen highlighted several key areas Mohit has led for ELFT such as commercial development, contracts but also primary care and the Trust staff's humanitarian response network and praised his creativity and his commercial acumen, combined with his patient focus, skills which have been so valuable to the Trust.



On behalf of the Governors, Caroline Ogunsola presented Mohit with a farewell gift – she paid tribute to him and thanked him for all he had done, stressing how much he would be missed.

- 11.3 Eileen reminded everyone the next Board meeting is on Thursday 28 March in Hackney and can be joined online – Norbert will send out the details. [**Action:** Norbert Lieckfeldt]

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

9 May 2024

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

The meeting held in public closed at 6.30pm

draft

Council of Governors - Action Log following Council Meeting 14 March 2024							
Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
206	14/03/2024	Strategic Priority: Prevention	Arrange Governor visit to Bromley by Bow Centre	NL	Summer 2024	In progress	Awaiting telephone call with SE
208	14/03/2024	AOB	Arrange meeting with Reno Marcello and Shirley Islam w Jed Francique	NL	Mar-24	In progress	Meeting delayed due to critical incident management
207	14/03/2024	Membership Engagement Plan Annual Report	Share with the Governors the feedback on membership priorities received	TB	Mar-24	Closed	Shared following Council meeting
209	14/03/2024	AOB	Send details of upcoming Board meeting	NL	Mar-24	Closed	
193	13/07/2023	Learning from serious incidents	Share CQC recommendations, serious incident reports, Coroners reports and prevention of future deaths reports	Norbert Lieckfeldt	09/11/2023	Forward plan	Governors invited to relevant Trust forum (May 2024)

In progress  
 Closed  
 Forward plan

**To: Council of Governors**

**From: Eileen Taylor, Trust Chair**

**Date: 14 March 2024**

**Subject: Council of Governors Nominations & Conduct (NomCo)  
Committee Report: Non-Executive Director Terms of Office**

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## **1.0 Purpose of the Report**

- 1.1 To present an update on the recommendation by NomCo to reappoint Aamir Ahmad and Anit Chandarana and Non-executive Directors (NEDs) for a further term of one year from 1 November 2024.

## **2.0 Role of the Council of Governors**

- 2.1 The Council of Governors (Council) is responsible for holding the NEDs to account, both individually and collectively, for the performance of the Board in managing the Trust. As part of this responsibility, the Council appoints and removes the Chair and NEDs and decides their remuneration, allowances and their other terms and conditions of office.

## **3.0 Background**

- 3.1 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).
- 3.2 Under its Terms of Reference, the Nominations and Conduct Committee (the Committee) is to make "recommendations to the Council regarding the re-appointment of the NEDs and Trust Chair."
- 3.3 Aamir Ahmad and Anit Chandarana were originally appointed for a three-year term starting 1 November 2018 and were reappointed for a further three-year term starting on 1 November 2021.
- 3.4 While the Constitution states that Non-Executive Directors can be appointed for up to three three-year terms, NHS England's Code of Governance 2023 states that "any decision to extend a term [of office for a Non-Executive Director] beyond six years should be subject to rigorous review; ... and all extensions should have been agreed with NHS England".
- 3.5 This is to safeguard the continued independence of the NED from the Trust, and to ensure there is adequate succession planning.

3.6 I can confirm the recommended extension has been approved.

#### **4.0 Rationale for reappointment**

4.1 The rationale for the extension is based on ensuring there is stability on the Board of Directors as well as ensuring there is continuity of experience and skills particularly taking account of the significant challenges the NHS is experiencing and also as during the last year there have been a number of changes on the Board.

4.2 As reported as part of the annual performance review in October 2023, both Aamir and Anit meet the Fit and Proper Persons Requirements and remain independent.

4.3 Both have also confirmed that they continue to have sufficient time to commit to the role.

4.4 The Committee agreed unanimously in an electronic ballot to recommend to the Council the re-appointment of Aamir Ahmad and Anit Chandarana as Non-Executive Director for a further period of office for up to one year from 1 November 2024 to 31 October 2025 in line with their current terms and conditions of office.

#### **5.0 Action being requested**

5.1 The Council is asked to **RECEIVE** the report and **APPROVE** the committee's recommendation.

**To:** Council of Governors  
**From:** John Bennett, Committee Chair  
**Author:** Norbert Lieckfeldt, Corporate Governance Manager  
**Date:** 9 May 2024  
**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:

- **John Bennett, Tower Hamlets (Chair)**
- Rehana Ameer, City of London
- Dafni Boula, Luton
- Caroline Diehl, Hackney
- Love-Jane Egbe, Staff
- Reno Marcelo, City of London
- Caroline Ogunsola, Staff
- Jamu Patel, Luton (ex officio as deputy lead governor)
- Sarifa Patel, Newham
- Gren Bingham, Tower Hamlets

2.3 A meeting was held on between 25 April 2024 between

- John Bennett, Committee Chair
- Kevin Curnow, Chief Finance Officer
- Dr Mohit Venkataram, Executive Director of Business Development
- Norbert Lieckfeldt, Corporate Governance Manager

## **3.0 Key Discussions and Decisions**

3.1 The Committee's Term of Reference states that "The Executive Director responsible for Commercial Development will normally attend each meeting."

3.2 As Dr Venkataram, the Trust's previous Director for Commercial Development has left the Trust on 30 April 2024, the Board responsibility for commercial development has devolved to Kevin Curnow as Chief Finance Officer.

3.3 The group discussed the forward plan for the next Committee meetings. They agreed the following

- A committee session on addressing the current financial savings targets, with a review of the Council Framework for Business Development [see document

attached below] geared towards situations where the Trust is required to find savings rather than taking on new services

- A committee session on the Trust's anchor function and its ties to our strategic objectives
- A committee session on the work of the ELFT Charity and how it connects to the Trust's strategy

3.4 Additional suggestions are always gratefully received by the Committee

3.5 In a previous discussion, the Committee agreed to focus its forward plan on supporting the Council in discussion around its future strategic priorities where possible. The remaining priorities for the current period are

- Access to services
- Communication
- Diversity & Inclusion

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

The Governor framework agreed by the Council meeting is used to inform the assessment of new bids and opportunities by the Trust’s Business Development Unit (BDU).

The framework should be tested regularly to ensure it is enabling better decision making in the assessment of new bids and opportunities as well as in the light of any changes in the NHS external environment.

The framework’s focus is to be enabling in scope and intent, rather than restrictive. Accountability for business development and implementation rests with the Trust Board.

Strategic Outcomes	
<b>Improved population health outcomes</b>	<ul style="list-style-type: none"> <li>• Have we/are taking into account the needs of the local population?</li> <li>• How does this reflect our Trust values and our Marmot Trust/Anchor Function ambitions?</li> <li>• What can we do better than other providers?</li> <li>• Is there organisational learning or benefit that flows through the Trust to its original services or to the wider system (ELFT’s system leadership)</li> <li>• How will we collaborate with others to provide better services?</li> <li>• Where are the compromises?</li> <li>• How will we work to change culture i.e. will we have the capacity to invest in doing this and the ability of the senior management to get the culture embedded (recognise staff’s experience and ideas in the process of transition)</li> <li>• Clear rationale for wider geographies and activities</li> </ul>
<b>Improved experience of care</b>	<ul style="list-style-type: none"> <li>• Do we collaborate to provide this service better?</li> <li>• Will this reduce complexity for service users and improve equity of access?</li> <li>• Do services foster a sense of place and local ownership, e.g. “Our CAMHS service”</li> <li>• Will this enhance and create existing centres of excellence</li> <li>• Has there been consideration of how to change culture of new staff teams so they are enabled to deliver the quality of service we aspire to provide?</li> <li>• Do we have the systems in place to make the new service responsive to views of service users?</li> </ul>
<b>Improved staff experience</b>	<ul style="list-style-type: none"> <li>• Do we recognise existing staff’s experience, ideas and well-being in the process of transition?</li> <li>• Will there be new opportunities for career aspiration of staff who would want to develop?</li> <li>• Consider the impact of expansion on governance structures for the Trust (e.g. demands of system working vs number of NEDs or Governors representing new localities)</li> </ul>
<b>Improved value</b>	<ul style="list-style-type: none"> <li>• Consideration of ‘value’ includes demonstrable added benefit to service users or to the wider system</li> <li>• Consideration of ‘value’ to focus on benefits of collaboration, integration of care and systems working</li> <li>• New tenders should be assessed transparently against learning from previous bids where appropriate</li> <li>• Harness power of non-clinical support services (Admin, Corporate, IT etc) in the new model to help improve value</li> </ul>

**To: Council of Governors**

**From: Felicity Stocker, Chair**

**Author: Tina Bixby, Governors and Members office**

**Date: 9 May 2024**

**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 (the committee).

1.2 The committee last met on 30 April 2024 and

- Received an update on recent communications and media developments
- Discussed Draft Communication guideline
- Received an update on the membership engagement plan
- Received feedback from the People's Participation Committee
- Received an update on the Committee workplan
- Received and update on Governor elections communication

## **2. Background**

2.1 The committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's membership engagement plan and communications with members and among governors.

2.2 The committee meetings are open to all governors. Those governors who are not core members but wish to attend should notify the Governors & Members Office in advance.

## **3. Meeting: Key Discussions**

### **3.1 Communications Plan Update**

- Janet Flaherty, ELFT's head of communications, provided a written update about recent media activities;, highlighting:

Positive stories



- Non executive Director, Prof Sir Sam Everington appeared on Channel 4 news talking about social impacts on health
- Non executive Director Dame Donna Kinnair appeared in the background in a drama about the COVID pandemic. It was interlaced with real news casts from the time and one of those featured was her talking about the number of BAME staff who had died or were ill.
- Dr Olivier Andlauer has started a monthly column in the Hackney Gazette
- Ukraine's First Lady Olena Zelenska visited the Coborn adolescent centre for mental health. Met with young people and with staff to talk about trauma and recovery.
- Four New GP Practices joined ELFT on 1 April. Lorraine Sunduza and the senior team went on a whistlestop tour to give a personal welcome. Primary care teams seemed excited to be part of ELFT
- ELFT's two year partnership with a Northern Ireland (SHCHT) trust to develop a talking therapies service concluded with Steps to Wellness winning team of the year in their Trust's staff award. Most publicity in Ireland but placed on ELFT website.
- Bedfordshire Podiatry Apprentice Phoebe won National Apprentice of the Year
- ELFT hosted 'experience day' for international delegates attending IHI three-day conference. Visited charities, voluntary sector and ELFT services. Excellent feedback received.

#### Negative

- The Trust was the subject of negative media reports following the absconion of a service user from the John Howard Centre. This drew national and local media interest, and a tv camera team attended the unit. The service user was found quite quickly after the broadcasts and the interest quickly stopped.
- The Committee **NOTED** the update

### 3.2 Draft Communication Guidelines

The Committee noted

- The suggested generic guidelines for Communications across the Trust (by Peter Landman)

- The Communications team are not solely responsible for all Communications across the trust and local processes are in place (i.e. Community health teams)
- That a further meeting with Communications, the Governor and Members office and Peter Landman is to consider the planning of an internal campaign to encourage staff to use plain English when writing, and to agree a uniform way that staff should answer the phone
- Considering how a project group might look at the different facets of how the Trust communicates, provide some guidelines and some training.

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

The Committee noted:

- The work underway with the Corporate Working Together group – reviewing the Membership application form
- Working in conjunction with People Participation (PP) and looking at the wider approach for engagement.
- Representation at PP job fairs for membership
- Reviewing the membership data at each Committee

### **3.4 People Participation Committee (PPC)**

The Committee noted:

- The Committee received an update on the discussion at the most recent meeting of the Board's People Participation Committee – as a reminder, two governors attend the meeting as members and feedback to the Council is managed through the CEC.
- That Gren Bingham is the permanent member to guarantee continuity and the rota for governors for the remainder of 2024 is now agreed
- The themes for the meeting was Primary care and supporting Learning disability and autism
- The introduction Oliver Maguire training for all NHS staff following his traumatic experience for Oliver and his family and his ultimate death in 2016
- Governors will receive the PPC Board committee paper following each meeting

- The Committee **NOTED** the update

### 3.5 Committee Workplan

The Committee noted:

- An updated plan and Terms of reference will be circulated to governors with suggested amendments for final discussion at the next committee. Governors are encouraged to input to the plan.
- The Committee **NOTED** the update

### 3.6 Governor Election Communications

The Committee noted:

- Elections approaching – the process begins in July 2024
- 14 public governor vacancies and 1 staff governor
- Assistance from Governors for vacancies for finding a new audience for members and governors for all areas
- The leaflet for advertising the vacancies will be circulated, any feedback on making it appealing and easy to understand welcomed.
- The Committee **NOTED** the update

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

**To:** Council of Governors

**Date:** 9 May 2024

**Subject:** Council of Governor Elections 2024

**1. Purpose of the Report**

To provide the Council with information about the planned process for the Council of Governors elections 2024.

**2. Background**

2.1 As at 31 October 2024, there will be fourteen public governor vacancies and one staff governor vacancy across all constituencies – see below:

- |                                    |                               |
|------------------------------------|-------------------------------|
| 1. Bedford: 1 vacancy              | 5. Newham: 2 vacancies        |
| 2. Central Bedfordshire: 1 vacancy | 6. Rest of England: 1 vacancy |
| 3. Hackney: 5 vacancies            | 7. Tower Hamlets: 3 vacancies |
| 4. Luton: 1 vacancy                | 8. Staff: 1 vacancy           |

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 sent nomination material and data to CES	Thursday, 27 Jun 2024
Notice of Election / nomination opened	Thursday, 11 Jul 2024
Nominations deadline	Thursday, 8 Aug 2024
Summary of valid nominated candidates published	Friday, 9 Aug 2024
Final date for candidate withdrawal	Tuesday, 13 Aug 2024
Electoral data to be provided by Trust	Friday, 16 Aug 2024
Notice of Poll published	Friday, 30 Aug 2024
Voting packs despatched	Monday, 2 Sep 2024
Close of election	Wednesday, 2 Oct 2024
Declaration of results	<b>Thursday 3 Oct 2024</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)

3.4 Governors due (and eligible to stand) for re-election will receive an email from the Governors and Members Office, reminding them to nominate with a copy of their previous election statement.

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

4.1 Prospective Governor workshops are planned for three dates including one weekend slot in July 2024. Norbert Lieckfeldt will meet virtually with prospective Governors and current governor representatives to share their Governor journey. (Please advise Meena Patel if you would like to support these sessions and attend).

4.2 Governors will be asked to share details of both the planned meetings and the opportunity to become an ELFT Governor with their local communities.

#### 5. **Action**

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

5.2 Governors to share the details of the elections with their local communities in due course.

**COUNCIL OF GOVERNORS FORWARD PLAN 2024/25**

<b>Date of Meeting</b>	<b>Key Strategic Agenda Items</b>
11 July 2024	<ul style="list-style-type: none"> <li>• <b>CoG strategic priority: Diversity and Inclusion</b></li> <li>• Training and Development Self-Certification</li> </ul>
12 September 2024	<ul style="list-style-type: none"> <li>• <b>CoG strategic priority: Access to Services</b></li> </ul>
14 November 2024	<ul style="list-style-type: none"> <li>• <b>CoG strategic priority: Communication</b></li> <li>• Performance Reviews (NEDs)</li> <li>• Council Improvement Plan</li> </ul>
16 January 2025	<ul style="list-style-type: none"> <li>• <b>Determine CoG Strategic priorities 2025</b></li> <li>• Annual Members Meeting</li> <li>• Annual Plan feedback</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