

Council of Governors Meeting

To be held in public on Thursday, 16 January 2025, 5:00pm – 7:00pm

Venue: Online <https://elft-nhs-uk.zoom.us/j/85034674290>

Agenda

	Title		Action	Time (all pm)
	Networking			4:30
1	Welcome Eileen Taylor, Trust Chair	Verbal	Assurance	5:00
2	Apologies for Absence Eileen Taylor, Trust Chair	Verbal	Assurance	
3	Declarations of Interest Eileen Taylor, Trust Chair	Verbal	Assurance	
4	Minutes Council Meeting held in public, 14 November 2024 Eileen Taylor, Trust Chair	Attached	Approval	
5	Action Log and Matters Arising from the Minutes Eileen Taylor, Trust Chair	Attached	Assurance	
Operational Update				
6	Financial Viability – Impact on services Edwin Ndlovu, Chief Operating Officer and Deputy CEO	Presentation	Assurance	5:05
Strategic Items				
7	Table discussion on Council's Strategic Priorities 2025/26	Presentation	Assurance	5:45
Business Items				
8	Committee Membership 2025 Norbert Lieckfeldt, Corporate Governance Manager	Attached	Approval	6:20
9	Nominations & Conduct Committee Report Eileen Taylor, Chair	Attached	Assurance	6:25
10	Communications & Engagement Committee Update Report Felicity Stocker, Chair	Attached	Assurance	6:35
11	Membership Engagement Plan Update Tina Bixby, Community Engagement Manager	Presentation	Assurance	6:40

12	Council Training and Development Review	Attached	Assurance	6:45
13	Council Forward Plan	Attached	Assurance	6:55
14	Any Other Urgent Business and Questions from the Public (to be advised in advance by Tuesday, 14 January . Questions submitted on the day will be responded to following the meeting)	Attached	Assurance	6:55
15	Date and Time of Future Meetings <ul style="list-style-type: none"> • 15 March 2025 • 14 May 2025 (date out of usual sequence) • 10 July 2025 • 11 September 2025 • 13 November 2025 <p>All meetings will be held in person at Trust HQ (Conference Suite, Robert Dolan House, 9 Alie Street, E1 8DE) 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 for any specific enquiries.

Eileen Taylor
Chair
East London NHS Foundation Trust

Draft Minutes of Council of Governors Meetings
Held in public on Thursday 14 November 2024 at 5:00pm
At Happy Training, Robert Dolan House, 9 Alie Street, London E1 8DE

Present:

Chair:	Eileen Taylor	Trust Chair
Governors:	Fatima Begum	Public Governor, Luton (online, first hour)
	Yesmin Begum	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Grenville Bingham	Public Governor, Tower Hamlets (online)
	Dafni Boula	Public Governor, Luton
	Bob Cazley	Public Governor, Central Bedfordshire
	Mark Cox	Public Governor, Central Bedfordshire
	Caroline Diehl	Public Governor, Hackney
	Mark Dunne	Staff Governor
	David Edgar	Public Governor, Tower Hamlets
	Eseoghene Okonedo	Public Governor, Hackney
	Sade Etti	Appointed Governor, Hackney
	Elliot Goodman	Public Governor, Rest of England
	Coral Jones	Public Governor, Hackney
	Khtija Malik	Appointed Governor, Luton
	Reno Marcello	Public Governor, City of London
	Beverley Morris	Public Governor, Hackney
	Robert Morris	Appointed Governor, Central Bedfordshire
	Caroline Ogunsola	Staff Governor, Lead Governor
	Andrea Okoloekwe	Staff Governor
	Stella Oloyede	Public Governor, Newham
	Jamu Patel	Public Governor, Luton, Deputy Lead Governor
	Sarifa Patel	Public Governor, Newham (online)
	John Peers	Staff Governor
	Sayed Ruby	Appointed Governor, City of London
	Sharmeen Sheikh	Staff Governor
	Suzanna Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Hazel Thomas	Public Governor, Newham

In attendance:

Muna Ahmed	Minute Taker
Shirley Biro	Former Public Governor, Newham
Anit Chandarana	Non-Executive Director
Alison Cottrell	Non-Executive Director
Kevin Curnow	Chief Finance Officer
Philippa Graves	Chief Digital Officer
Donna Kinnair	Non-Executive Director
Sue Lees	Non-Executive Director
Norbert Lieckfeldt	Corporate Governance Manager

Cathy Lilley	Director of Corporate Governance
Day Njovana	Borough Director (online)
Meena Patel	Membership Officer
Lorraine Sunduza	Chief Executive Officer
Deborah Wheeler	Vice Chair, Bedfordshire & Luton
Leah White	Consultant Older Adult Psychiatrist

Apologies:

Patrick Adamolekun	Staff Governor
Liz Birch	Public Governor, Central Bedfordshire
Rita Chadha	Appointed Governor, Newham
Love-Jane Egbe	Staff Governor
Ian Gibbs	Public Governor, Newham
Cassandra Howes	Public Governor, Bedford Borough
Peter Landman	Public Governor, Newham
Elizabeth Maushe	Staff Governor
Kate Smith	Staff Governor

Absent:

Viv Ahmun	Appointed Governor, Voluntary Sector
Gulam Choudhury	Appointed Governor, Tower Hamlets
Rofikul Islam	Public Governor, Tower Hamlets
Mark Towler	Appointed Governor, Bedford Borough

The minutes are produced in the order of the agenda

1. Welcome

- 1.1 Eileen Taylor welcomed everyone to the meeting.
- 1.2 Eileen reminded Governors of the Trust values: we care, we respect and we are inclusive, with respect both to the meeting and how we are with one another.
- 1.3 In her introduction Eileen:
 - Advised several Board members are joining the meeting today
 - Welcomed our newly elected Governors to their first Council, stressing just how welcome their fresh perspectives will be and congratulated Felicity Stocker, Caroline Diehl, Beverley Morris, Fatima Begum, Hazel Thomas, Gren Bingham and Rofikul Islam on their re-election, often in the face of stiff competition
 - Explained that when we talk about Bedfordshire (as in “Bedfordshire & Luton”) this includes Bedford Borough and Central Bedfordshire as the NHS works on commissioning and service boundaries which sometimes do not align with local authority boundaries
 - Recognised recent and due awareness days and celebrations including:
 - *Movember* which focuses on men’s health and Eileen highlighted how, in the previous meeting, Governors put a spotlight on men as a population that we sometimes struggle to reach with health prevention messages
 - *Living Wage Week* and congratulated the Trust on not only becoming recognised as a Living Wage employer but also ensuring that the great majority of our suppliers are paying the Living Wage which everything this entails for our population health ambitions

- *Islamophobia Week* and drew the attention of Governors to the important workshops on Islamophobia, antisemitism and xenophobia which the Trust is currently running
- *National Kindness Week* and stressed that whilst we may not be able to change what happens on a national or global scale, we can all refuse not to be kind to each other.

2. Apologies for Absence

2.1 Apologies were noted as above.

3. Declarations of Interest

- 3.1 The Chair declared an interest on Item 4 in regard to the draft minutes of the meeting on 12 September 2024 held in private and that she would leave the room for any discussion around these if required.
- 3.2 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 in public and in private on 12 September 2024

- 4.1 The minutes of the meetings held in public and in private were **APPROVED** as a correct record.

5. Action Log and Matters Arising

- 5.1 **Action Log**
The Council noted all actions are closed.

- 5.2 **Matters Arising**
There were no matters arising.

6. Operational Update: Improving Clinical Observations

- 6.1 Eileen Taylor introduced, highlighting that Governors spent an entire Council meeting in July on the Trust's financial situation, with the support of Kevin Curnow (Chief Finance Officer), Sue Lees (Non-Executive Director) and Claire McKenna (Chief Nurse).
- 6.2 Eileen highlighted the original plan for today was to provide an update on the impact the recent funding decisions in the Budget have on the Trust's finances but NHS England (NHSE) has not yet made that information available. Instead, Kevin Curnow will provide a current update on progress against the Trust's financial viability plans.
- 6.3 Eileen stressed that financial decisions are not taken in a vacuum but with careful consideration of their impact on the Trust's service and our people. Therefore, following Kevin, she will call on three Non-Executive Directors (NEDs) to give their view to provide additional assurance: Sue Lees as the Chair of the Finance, Business & Investment Committee (FBIC) on the financial aspects, Donna Kinnair

as Chair of the Quality Assurance Committee (QAC) on the quality aspect and Deborah Wheeler as Chair of the People & Culture Committee (PCC) on the impact on the Trust's workforce.

6.4 Kevin Curnow presented an update highlighting

- The Trust is working through its Going Further, Going Together (GFGT) FV plan for the current year under the leadership of the CEO, with a challenging savings target of £30m.
- The work is carried out through seven workstreams:
 - Financial Viability know-how
 - Non-Pay
 - Digital & estates optimisation
 - People & establishment
 - Contract optimisation
 - Clinical pathways
 - Flow/productivity.
- All of these are underpinned by staff engagement, especially through the Trust's 'Where's the waste' campaign, encouraging colleagues to suggest efficiency and saving opportunities.
- The Trust is currently in the implementation phase of the GFGT plans – a £30m programme targeted on this financial year.
- In terms of governance assurance, Sue Lees highlighted the way she and other NEDs are triangulating information on finance with information from their roles on other committees such as People & Culture.
- The leadership and oversight of the Chief Executive gave her significant assurance of the robustness of the Trust's engagement with the plan; FBIC are also carrying out deep dives into the numbers and link these to what they learn from site visits as well as her own considerable and long-standing experience in corporate finance.
- Since July 2024, a comprehensive plan has been developed and the NEDs see detailed work-ups that clearly outline how financial targets will be achieved, providing an opportunity to seek evidence of delivery of the plans including deep dives to scrutinise both the financial data and actual outcomes/delivery on the ground.
- Donna Kinnair as Chair of the Quality Assurance Committee highlighted that her interest was that the quality of services should be maintained in the Trust. The QAC cautioned against "short-term gains for long-term pain" and has reviewed the savings plans in detail.
- The Quality Impact Assessment (QIA) is a structured approach for assessing FV schemes which undergo three assessments. Service redesign plans over £50,000 are reviewed by a panel including clinical leads and service users to evaluate risks to specific groups and decisions can result in being either (a) acceptable, (b) require further information and assurance or (c) would be refused as too detrimental for service users.
- The long-term impacts are considered with service users actively challenging proposals. Data on decision categories is monitored regularly and reported to the FBIC. Prior local discussions involving staff and service users help shape proposals and decisions are informed by input from panel members with detailed knowledge of the schemes. A future review of the financial aspects of the schemes will be undertaken to ensure savings are realised.
- Deborah Wheeler as Chair of the People & Culture Committee highlighted that change is often uncomfortable – whilst the work needs to happen and is

important, it is not an easy time for staff to live through, especially as ELFT has little previous experience of these strictures. One of the challenges is how, after change has happened, to re-establish stability in the system.

- One of the plans for FV is to reduce the use of agency staff – this is not only highly expensive but also often detrimental to consistent patient care and the Committee are looking at the data and evidence and are already seeing significant progress in reducing dependency on agency staff.

6.5 In discussion the Council noted:

- There is an emphasis on re-engineering and redesigning services instead of cutting them, an emphasis that is as much on improved quality as it is on financial savings – this is a process that receives significant staff contribution and input.
- The financial pressures are not unique to ELFT but are faced by Trusts across the country; we are not alone and are working in our systems with partners to see what we can do together to free resources, share resources, estates, services etc.
- The Trust is committed to making decisions that are equitable and ensure that no staff or members of our communities from the global majority or those with other protected characteristics are disproportionately affected.
- There is a focus on ensuring that Trust staff's professional and personal development is keeping pace with the challenges we face – in many cases these are also opportunities for staff to contribute meaningfully to the direction of their service or the wider Trust.
- The Council will return to the topic at its meeting in January 2025.

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

7 Strategic Priority: Equity of access to services

7.1 Eileen reminded Governors that this is one of the priorities which the Council chooses annually and at each Council meeting we undertake a deep dive on one of these themes. She commented that improving equity of access, experience and outcomes is one of her priorities as Chair.

7.2 Eileen highlighted the Trust has been chosen as the site of only six pilot projects to develop a different way of delivering 24/7 community mental health services – a truly exciting model developed for many years in Trieste in Italy. She invited Day Njovana (Borough Director, Tower Hamlets) and Leah White (Clinical Director for Adult Mental Health TH and Older Person Consultant Psychiatrist) to address the Council.

Leah highlighted:

- The pilot is based on neighbourhoods with a population of c 50,000, in our case the Primary Care Network (PCN) 1 in Tower Hamlets based on 4 GP surgeries
- It is a very different way of delivering community mental health services – sometimes described as a movement, shifting away from acute services to community-based mental health services
- She highlighted the Neighbourhood Mental Health Centre (NMHC) in Barnsley Street as the Tower Hamlets base, run by [Lookahead](#).
- Principles behind the pilot include:

- 24/7 open on-site
- 6 hospitality beds (not in-patient beds) – people choose to stay, no locked doors, not recreating a ward environment in the community
- 8am to 8pm – open drop in or phone in and staff will be there to welcome service users (clinical staff, but also others such as third sector staff and others)
- “We see people as assets, not risks”, looking at the person, not the diagnosis
- The service is not there ‘to stop something bad happening’ but to offer support and services to those in need.
- The service will also provide an outreach service to the wider community”
- Time spent on therapeutic relationships and less on bureaucracy – this contributes to good value and efficiencies
- The whole support offer will be delivered from that one space except highly specialised service such as perinatal services.

Day (joining remotely) added:

- Work on this exciting programme started about a year ago, can be transformative to community mental health provision
- Already thinking about how we can scale up from the outset across Tower Hamlets mental health services.

During discussions, the Council noted:

- Access during the pilot had to be limited to those who are registered with one of the four GP practices in Tower Hamlets who form PCN1 as there is significant change in the system and the pilot needs to lead to reproduceable and comparable data
- Pilot funding is limited to two years – there are currently discussions with NHSE to extend this to five years; the plan is to achieve sustainability through eventual savings in in-patient services
- Measures for success – success looks like least restrictive practice for service users (‘freedom for people’) and accessing new communities that could not be reached before; as well as closing wards
- Access to the hospitality beds can only be between 8am to 8pm – with assertive outreach to A&E and Wards each morning to see if people there might be better served accessing these beds.

The Council thanked Leah and Day for the informative presentation.

- 7.4** In group work, the Council discussed “Are there barriers to accessing to our services and what can we do to minimise these”.

All suggestions will be collected and shared with the Council (see Appendix 1).

8. Council of Governor Elections

- 8.1 Eileen highlighted the typo identified under 3.1 which should read 1 vacancy for Central Bedfordshire which will be corrected in the final version.

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

9. Celebrating our departing Governors

- 9.1 Eileen recognised those Governors whose final term had expired and could therefore no longer stand for re-election: Roshan Ansari, Shirley Biro and Larry Smith were acknowledged at the previous meeting.
- 9.2 Others who could not be here today were:
- Julie Aduwa whose wisdom and insight on the Council's Nominations & Conduct Committee will be very much missed.
 - Patricia Wheeler who raised the profile of Hackney at a time where there were two Governor vacancies and our Hackney governors had to work twice as hard
 - Betsy Scott who admirably walked the tightrope of being a staff governor and a staffside rep and always highlighted the needs of the Trust's student colleagues.
- 9.3 Eileen introduced Shirely Biro who is part of the bedrock of the community in Newham; she is embedded in the community through her church and her voluntary work – we recently celebrated her award of a BEM in the King's Birthday Honours List. She has served for a number of years as Chair of the Communications & Engagement Committee and we will miss her constructive challenge and her cheerfulness.
- 9.4 Shirley addressed the Council briefly, stressing the respect she felt she was given as a Governor at ELFT. Her experience as a Governor has given her the confidence to challenge herself and go for other senior roles in the community.
- 9.5 Eileen read an email from Larry Smith who was unable to attend but wrote:
"I have served as a Governor representing Central Bedfordshire continuously for the last 12 years, previously with SEPT and then with ELFT when they took over as service provider.
Over those years I have seen considerable improvement in the level and quality of service provided.
ELFT clearly has a proactive approach and saw and embraced the input the Governors could bring to a successful and forward-thinking trust. It has been my honour and pleasure to serve the people I have represented and the Trust.
With the success of ELFT I have found that my need to input queries and raise issues has diminished to a point where I believe I have done all I can".

10 Nominations & Conduct Committee Report

- 10.1 Eileen highlighted the need to find successors for three NEDs who will retire on 31 October 2025 and 31 December 2025 respectively.
- 10.2 Eileen outlined the process of identifying the skills and experience of the NEDs to be recruited. She also stressed that there is a strong emphasis on ensuring the Board will remain diverse and representative of our communities.
- 10.3 The Council **RECEIVED** and **NOTED** the report and **AGREED** the Committee's recommendation to:
"request the Nominations & Conduct Committee carry out the recruitment process as outlined for three Non-Executive Director positions - two positions to be effective from 1 November 2025 for a three-year term each; and a further NED position for a

three-year term beginning on 1 January 2026 under the usual terms and conditions for all NEDs”.

11 Committee Elections

- 11.1 The Council received the report and **RATIFIED** the appointments of:
- Yesmin Begum, Gren Bingham, Dafni Boula, Bev Morris, Suzana Stefanic, Felicity Stocker and Hazel Thomas as a member of the Communications & Engagement Committee as of 1 November 2024
 - Suzana Stefanic and Hazel Thomas as a member of the Nominations & Conduct Committee as of 1 November 2024
 - Robert Morris as a member of the Significant Business & Strategy Committee (SBSC).
- 11.2 The sole remaining vacancy on the SBSC will be filled using the usual process outside the meeting.

12. Membership Engagement Plan Update

- 12.1 As Tina Bixby is unwell today, Eileen summarised her written report, highlighting in particular further members pop-ups, the employment events Tina attended in East London and Luton and the first Cost of Living event in Hackney, recruiting members and “spreading joy and goodwill, and being Tina, which is great”.
- 12.2 The Council **NOTED** the report.

13. Any Other Urgent Business and Questions from the Public

- 13.1 No AOB items or questions had been submitted ahead of the meeting.

14. Date and Time of Next Meeting:

16 January 2025 which will be held online

Governors were also reminded there is a Board meeting on **5 December 2024** in Dunstable and they are all welcome to join in person or online.

The meeting closed at 6:55pm

Appendix 1

Table Discussion Feedback

Commented [NL1]: Cathy fed this into the AI...

1. Cultural and Community Awareness

- Lack of understanding of diverse communities, leading to misconceptions about diagnoses.
- Need for education tailored to community languages to better support individuals.
- Signposting and marketing of services must consider language diversity and cultural awareness.

2. Access and Waiting Lists

- Long waiting times for child and adolescent services limit the development of new initiatives.
- High demand for mental health services leading to long wait lists, such as ADHD and autism assessments, affecting individuals and families.
- Limited availability of services in areas with poor public transport access or during unsociable hours.

3. Communication and First Impressions

- How patients are greeted and communicated with on first interaction significantly impacts their return to services.
- Need for clear communication at all touchpoints, with attention to language and cultural barriers.
- Importance of creating services that appeal to how people want to communicate and access care.

4. Accessibility and Physical Spaces

- Lack of physically accessible locations for services, with some areas being frequented by individuals who may intimidate others.
- The need for services close to where people live, accessible by public transport, and in well-lit areas.

5. Digital Exclusion

- Many older individuals, homeless people, or those without stable internet access are digitally excluded, limiting their access to services.
- The need for services to offer alternative methods of communication beyond digital channels.

6. Service Capacity and Staff Retention

- Limited capacity to deliver services due to insufficient staff, particularly in talking therapies.
- Challenges in retaining staff, which affects continuity of care and patient experience.

7. Appointment and Service Timings

- Rushed appointments during business hours don't accommodate full-time working individuals.
- Inconsistent appointment schedules that lead to patients feeling neglected or devalued.

8. Referrals and Consistency

- Inconsistent referrals, with GPs lacking understanding or acknowledgment of mental health needs.
- Barriers to self-referral and clear criteria for accessing services.

9. Funding Cuts and Mistruths

- Cuts in funding leading to reduced services and availability.
- Mistruths and misinformation about what services are available, creating confusion and unmet needs.
- The impact of short-term contracts on the continuity of care.

10. Stigma and Re-traumatization

- Stigma around mental health, leading to fear, reluctance to seek help, and being re-traumatized by having to repeat personal stories.
- The need to heal conditions, especially for those with long-term challenges that require more than a year to diagnose.

11. Impact on Carers and Physical Health

- Insufficient focus on the physical health aspects linked to mental health, leading to additional barriers.
- The impact of mental health services on carers and family members.

12. Internal Barriers

- Social and cultural attitudes, such as generations of men being conditioned not to seek help, create barriers to accessing services.
- Internal systemic challenges, including referral inefficiencies and criteria inconsistencies, that limit service accessibility.

13. Crisis and Urgent Services

- Difficulty accessing GP services in urgent or crisis situations, leading to missed opportunities for early intervention.

Council of Governors - Action Log following Council Meeting 14 November 2024							
Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
213	14/11/2024	NomCO Report	Advise Ruby Sayed of NED recruitment start	GMO	Dec-24	Closed	All Governors advised of recruitment advertising

- In progress
- Closed
- Forward plan

Governor Priorities Discussion

Council of Governors Meeting
16 January 2025



The background



We care
We respect
We are inclusive

2024/2025:

- **Access to services**
- **Communication**
- **Staff Wellbeing**
- **Diversity**
- **Prevention**

Previous years:

- Supporting families and carers
- Getting the basics right
- Staff wellbeing
- Getting digital right for our service users
- Working in collaboration with others



We care
We respect
We are inclusive

Held 2024/25

- Safeguarding and Domestic Violence
- Recovery Colleges
- Governors and CQC inspections
- Older Adults Mental Health Services
- Joint ELFT/NELFT/HHFT Session, July 2024: Talking Therapies
- Annual Report and Accounts/Finances
- Joint ELFT/NELFT/HHFT Session, January 2025: Role of the Board & Council

Other suggested development sessions

- DIALOG and assessing outcomes
- Supporting autistic and LD service users
- Mental health in children (why is the problem getting worse?)
- Compass and ELFT charity
- Population Health/Marmot Trust showcases



We care
We respect
We are inclusive

Marmot Principles

Give every child the best
start in life

Enable all children,
young people and adults
to maximise their capabilities
and control over
their life

Create Fair employment
and good work for all

Ensure a healthy
standard of living for all

Create and develop
healthy and sustainable
places

Strengthen the role and
impact of ill-health
prevention

Tackle Racism

Environmental
sustainability

1. Workforce and workforce development (staff competency)
2. Population Health – data-informed prevention
3. Access to Mental health services – improve access, reduce waiting times, esp but not solely in A&E
4. Freedom to Speak Up
5. Diversity: Zero tolerance to all ~isms
6. Workforce: Staff Satisfaction
7. Getting the basics right (define ‘basics’)
8. Improve communications with service users
9. Diversity: Racism; misogyny; sexism, ableism
10. Continuity of care
11. Prevention
12. Patient safety
13. Accessible services
14. Supporting families
15. Diversity: all forms of racism
16. Communication with others
17. Collaborating with partners
18. Strengthening the digital offer
19. Supporting families, carers, service users
20. Collaboration: pressure on VCSEs
21. FTSU: safeguarding
22. Population health: impact of homelessness
23. Support for those who don’t accept MH issues
24. Families of children excluded from school
25. Domestic violence services
26. Supporting families
27. Waiting times in MH – link to whole person health agenda
28. Prevention links to many priorities but esp working in schools
29. Domestic violence – also looking at perpetrators
30. Staff wellbeing: innovation, accommodation offer, pay flexibility, being competitive
31. Safer staffing ; recruitment and retention, development pathways
32. Staff: Older people in the Trust – intergenerational network
33. Services for older people – what’s the strategy? Champions for older people, tackling frailty; assisted dying and end of life care
34. What is the Post Covid World??
35. Impact of agile working on services
36. How will these discussions make a difference?
37. Tackling climate change
38. People participation and their duty of care
39. Dealing with population growth
40. Accessibility of services in neighbourhood



We care
We respect
We are inclusive

- Discuss at your table what you feel is important to you, your members and our communities that will improve the health of the populations we serve
- Feedback: top three choices
- Analysis: based on the feedback/notes to identify the five priorities
- Council March 2025 meeting: outcomes and timetable shared; some themes may form a Governor briefing session
- Identify a note taker and someone to feedback!

What is important to you as a Governor,
your members and our communities that
will improve the health of the populations
we serve?



We care
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We are inclusive

To: Council of Governors
From: Norbert Lieckfeldt, Corporate Governance Manager
Date: 16 January 2025
Subject: Council Committee Membership

1.0 Purpose of the Report

- 1.1 To update the Council on the vacancies and changes to the membership of the Significant Business and Strategy Committee (SBSC) and advise on the election outcome.

2.0 Background

- 2.1 The membership of all Council committees is determined by the Council (reference Council of Governors Standing Orders para 5.1).
- 2.2 Committee membership ends with the respective governor's current term of office irrespective of whether they have been re-elected for a further term. This is to ensure succession planning and refreshing the committee membership.

3.0 Committee Membership

3.1 Significant Business & Strategy Committee (SBSC)

SBSC membership consists of the deputy lead governor (ex officio) plus eight governors, with a minimum of one governor per constituency (public, appointed or staff).

Two governors stepped down as of 1 November 2024:

- Gren Bingham
- Caroline Diehl.

However, the Council will recall as previously reported one additional member was appointed in error in 2023 resulting in nine Committee members and decided to revert to the original number from 1 November 2024.

To meet its membership requirements, the Committee required an Appointed governor as there had been a vacancy following the resignation of Rehana Ameer, plus a second nomination that could be filled from any constituency (public, staff or appointed).

One self-nomination from an appointed governor has been received from Robert Morris (Central Bedfordshire) who is therefore deemed to have been elected unopposed. No further nominations had been received.

Following the Council meeting in November 2024 a further self-nomination process was carried out for the membership of the Committee, with nominations invited via email on 9 December 2024, with a deadline of 16 December 2024.

Only one self-nomination by Elliot Goodman was received by the deadline who is therefore deemed to have been elected unopposed.

5.0 Action being requested

5.1 The Council is asked to:

- **RECEIVE** and **NOTE** the report
- To **RATIFY** the appointment of Elliot Goodman as a member of the Significant Business & Strategy Committee

Committee Membership as of January 2025

CEC	NomCo (governor members)	SBSC
Yesmin Begum Gren Bingham Dafni Boula Bob Cazley Peter Landman Beverley Morris Jamu Patel Kate Smith Suzana Stefanic Felicity Stocker Hazel Thomas	John Bennett Mark Dunne Sade Etti Caroline Ogunsola Jamu Patel Suzana Stefanic Hazel Thomas	Chair: John Bennett Dafni Boula Love-Jane Egbe Elliot Goodman Reno Marcello Robert Morris Caroline Ogunsola Jamu Patel Sarifa Patel

From: Eileen Taylor, Chair

To: Council of Governors

Date: 16 January 2024

Subject: Nominations & Conduct Committee Report:
Non-Executive Director Recruitment Process

1. Purpose of the Report

- 1.1 To present an update on the recruitment process for three Non-Executive Directors (NED) at ELFT.

2. Background

- 2.1 The Nominations & Conduct Committee (NomCo) is an established committee of the Council of Governors. It has the delegated responsibility to carry out the NED recruitment process, on behalf of the Council, for the identification and nomination of suitable candidates that fit the criteria agreed by the Chair and Board of Directors. The committee's duties include identifying suitable candidates and recommending the appointment of the preferred candidates as Trust Chair or NED to the Council.
- 2.2 At the previous Council meeting on 14 November 2024, Governors agreed to NomCo's recommendation to recruit three new NEDs to fill the vacancies that will be left by Aamir Ahmad, Anit Chandarana and Sam Everington on their leaving the Trust on 31 October 2025 and 31 December 2025 respectively, taking account of the required skills mix and diversity on the Board, succession planning and system working requirements.
- 2.3 NomCo met on 9 December 2024 and agreed:
- the skills, knowledge and experience required of the new NEDs as recommended by the Chair and CEO
 - the appointment of GatenbySanderson as the recruitment agency
 - the recruitment process and timetable
 - the interview panel, consisting of Eileen Taylor, John Bennett, Caroline Ogunsola and Suzana Stefanic as well as Marie Gabriel (Chair of North East London ICB) as system representative/external assessor and a service user (TBC).

3. Recruitment Process

- 3.1 Under its terms of reference, NomCo may use the services of an external recruitment agency to facilitate the search of suitable candidates and in order to progress the recruitment process GatenbySanderson (GS) have been retained based on their outstanding record of and focus on delivering a high-calibre and diverse selection of candidates and their support for governors

through successful recruitments over the past four years on six separate occasions (including the recruitment of Eileen Taylor, Anit Chandarana, Dame Donna Kinnair, Richard Carr, Deborah Wheeler, Sue Lees, Peter Cornforth and Alison Cottrell). They also have a good understanding of and affinity with ELFT culture and our values.

- 3.2 The Board have reviewed their current skills mix, succession planning and system-working requirements and are seeking to recruit NEDs with substantial strategic finance and/or business experience, population health and primary care.
- 3.3 In line with the recruitment timetable, the roles were advertised before the Christmas and New Year break as experience has shown that this is an optimum time as many potential candidates are looking for new opportunities. The roles have been advertised in a diverse range of publications and online sites, including those focusing on ethnically diverse candidates and those with protected characteristics (see Appendix 1).
- 3.4 The recruitment timetable has been developed based on previous successful recruitment processes. Core dates are set out below:

Activity	Dates
Virtual Open Event	15 January 2025
Closing date for applications	27 January 2025
Longlisting meeting	12 February 2025
Preliminary interviews*	w/c 10 February 2025
Shortlisting meeting	5 March 2025
Final panel interviews	3 and 4 April 2025

* carried out by GatenbySanderson

- 3.5 A detailed *Guide for governors on the recruitment of the Chair and the NEDs* is attached as Appendix 2 which aims to support governors in understanding the NED recruitment process including the purpose for the various stages, those who are involved and the rationale for their roles.
- 3.6 The Governors & Members Office will arrange an online drop-in session in the week following the Council meeting for Governors to ask any additional questions they may have about this recruitment process.

4. Recommendations and Action

- 4.1 The Council of Governors is recommended to:
 - **RECEIVE** and **DISCUSS** the report

Appendix 1

Advertisement

The role is advertised through a mini website developed by GatenbySanderson at <https://join-elft.com>

as well as the following publications/websites:

1. <https://www.linkedin.com/jobs/view/4106822902/?capColoOverride=true>
2. [https://www.linkedin.com/feed/update/urn:li:sponsoredContentV2:\(urn:li:share:7276930244219965440,urn:li:sponsoredCreative:552481474\)/](https://www.linkedin.com/feed/update/urn:li:sponsoredContentV2:(urn:li:share:7276930244219965440,urn:li:sponsoredCreative:552481474)/)
3. [https://www.linkedin.com/feed/update/urn:li:sponsoredContentV2:\(urn:li:share:7276930292328632320,urn:li:sponsoredCreative:552511214\)/](https://www.linkedin.com/feed/update/urn:li:sponsoredContentV2:(urn:li:share:7276930292328632320,urn:li:sponsoredCreative:552511214)/)
4. <https://jobs.theguardian.com/job/9389798/non-executive-director/?LinkSource=PremiumListing>
5. <https://www.diversityjobsite.co.uk/jobs/40184493/Non-Executive-Director>
6. <https://www.disabilitynetwork.co.uk/job/15762/Non-Executive-Director>
7. <https://www.ethnicjobsite.co.uk/job/40124589/>
8. <https://www.disabilityjobsite.co.uk/job-display.php?JobID=40180723>
9. <https://www.lgbtequality.co.uk/job/17090/>
10. <https://www.asianjobsite.co.uk/jobs/19502/Non-Executive-Director>
11. <https://www.womensequality.co.uk/job/13672/Non-Executive-Director>
12. <https://www.britaininclusive.co.uk/job/5936/Non-Executive-Director/>
13. <https://www.voice-online.co.uk/recruitment/non-executive-director-2/>
14. Diversitydashboard.co.uk/jobs/non-executive-director-london/8678-1/
15. <https://www.seacolegroup.com/jobsboard/jobs-board/east-london-nhs-foundation-trust-non-executive-director-x-3>
16. <https://www.england.nhs.uk/non-executive-opportunities/2025/01/02/east-london-nhs-foundation-trust-non-executive-directors-x3/>
17. <https://www.elft.nhs.uk/news/non-executive-director-vacancies-and-recruitment>

**Guide to the Appointment of the
Trust Chair and Non-Executive Directors of the Board
(for Governors)**

January 2024

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1 Introduction

The aim of this document is to

- Support Governors in understanding the process for the appointments of the Trust Chair and Non-Executive Directors (NEDs) including their role and the role of the Trust Board
- Ensure that appointments are made as smoothly and effectively as possible in a robust, fair, open and transparent way
- Ensure that the successful candidate has the skills and experience to lead the Trust over the coming years.

Any appointment must be open and transparent and in line with the Nolan principles and other good practice guidance. Within ELFT, the Council of Governors delegates responsibility for the recruitment process to its Nominations & Conduct Committee (NomCo).

As part of this process, NomCo must assure the Council that it has followed due process and must highlight the appointee's significant attributes. It is recognised that the Council of Governors (the Council) ultimately makes both the Chair and NED appointments. To that end, it is imperative that the Council remains informed and engaged throughout the process through reports, email bulletins, drop-in sessions or other means as appropriate.

For further information, advice and guidance on the appointment process, contact Cathy Lilley, Director of Corporate Governance by email cathy.lilley@nhs.net

2 Responsibilities

2.1 Role of Governors

Under the terms of the constitution and NHS Act 2006, Governors have specific and statutory responsibility for the appointment (and removal) of the Chair and NEDs, and decides their remuneration, allowances and other terms and conditions of office. The Council delegates the responsibility for the recruitment process to its NomCo who oversees the recruitment phase, conducts the selection process and recommends a

suitable applicant(s) for appointment to the Board of Directors (Board) to the Council for approval.

2.2 Role of the Board

Governors must seek the views of the Board and the Chief Executive (CEO) in particular with regards to the skills and experience required for either the Chair or NED role particularly in respect of Board balance, succession planning and systems working as well as both the local and national NHS context in respect of the Chair.

It is also prudent to provide an opportunity for Board members to meet shortlisted candidates prior to interview and assess their 'fit' with the Trust and the systems within which the Trust operates in respect of the Chair; their views will be shared with the interview panel.

By arranging candidates to meet the Board, it also provides them with the opportunity to assess whether they could work for the Trust.

2.3 Role of the NomCo

NomCo comprises of elected and appointed Governors and is normally chaired by the Chair of the Trust. When the Committee is considering the Chair's appointment, the Committee will be chaired by the Senior Independent Director (SID); when the Trust Chair is not available or has a conflict of interest, the Trust Vice Chair will chair the meeting. The CEO and SID are non-voting members of the Committee.

As detailed in its terms of reference, NomCo has delegated responsibility to select candidates to fill Chair and NED vacancies and recommending a candidate to the Council for appointment. This includes:

- Establishing an open and transparent process in line with the Nolan Principles and other good practice guidance
- Carrying out the recruitment process on behalf of the Council for the identification and nomination of a suitable candidate that fits the criteria for the appointment of the Chair/NED
- Appointing an external recruitment agency to facilitate the search and support the overall recruitment process
- Preparing a description of the role, capabilities, skills, knowledge and experience and expected time commitment required taking account of the recommendations of the Boards including the balance and diversity on the Board. In respect of the Chair role, the views of the regulator and systems will also be sought and account should be taken of the Trust's focus on improving population health, changing external landscape and the Trust's role as an integrated care system leader
- Recommending to the Council the Chair/NED's remuneration and terms and conditions of office including time commitment
- Ensuring compliance with any mandatory guidance and relevant statutory requirements
- Agreeing the members of the interview panel. The recruitment process and in particular the interview process demands a certain level of experience and understanding by Committee members and this will be borne in mind when agreeing the members of the interview panel. Other areas of consideration are a diverse panel, and good representation across the Trust's localities. All Governors involved on the interview panel will be required to attend

recruitment refresher training which also covers the relevant equality and diversity requirements

- Providing assurance to the Council that it has followed due process and highlight the proposed candidate's significant attributes.

2.4 Role of the Recruitment Agency

A recruitment agency will be appointed by NomCo to lead the search.

Working in partnership with NomCo, the agency will use their expertise to help identify the best candidates for the vacancy. The agency will support with the preparation, generate the candidate pool, and support with the selection process:

- Preparation: this will include understanding the demands of the role, criteria, the timetable and advertising opportunities
- Generating the candidate pool: this will include developing a pool of candidates for the role using their relevant networks and contacts, and ensuring diversity through a fair, balanced and inclusive process, as well as undertaking relevant Fit and Proper Persons checks
- Selection: this will cover support throughout the recruitment process including with sifting, longlisting, shortlisting, stakeholder panels and interviews.

3 Role Description and Person Specification

As mentioned above, the development of the role description and person specification will be undertaken by the NomCo but informed by the Board, and the views of the regulator will also be sought and reflected.

The role description and person specification will be included within the Candidate Information Pack. This will include specific responsibilities and the essential and desirable skills, knowledge, experience and attributes required to undertake the Chair/NED duties. It will also ensure the Board can function efficiently and effectively given the existing composition of the Board, the Trust's vision and strategic priorities, as well as the external NHS environment.

It is recommended that the person specification be high-level so as to enable the interview panel to explore candidates' views of how they see the role and would fill the vacancy.

4 Terms and Conditions

The terms and conditions, including appropriate remuneration and required working days, are also considered by NomCo. Remuneration will be considered using benchmarking information and ensuring that it reflects the time commitment and responsibilities of the role. In addition, consideration should be taken of the NHSE guidance on Chair and NEDs remuneration, as well as other benchmarking information.

NomCo will provide recommendations to the Council for approval.

5 Recruitment Campaign

The vacancy will be advertised as agreed with the recruitment agency and will include both local and national advertising as well as through social media and the Trust's own internal communications function. NomCo will pay special attention to advertising, in particular to reach a diverse audience.

An advert is usually included in the Candidate Information Pack.

During the advertising phase, potential candidates will have the opportunity of having information conversations with the CEO and/or Chair/SID or other colleagues including other Board members and Governors if requested.

NomCo will be kept updated in summary reports about progress around applications submitted and interest expressed.

The Trust will organise a *Meet ELFT* information event for prospective candidates prior to the application deadline, with participants/contributors usually including the CEO, the Director of Integrated Care and the Director of People Participation, chaired by a NED (other than the Chair), supported by the Director of Corporate Governance, the Corporate Governance Manager and the recruitment agency.

Candidates will be asked to address three specific questions in their application usually around

1. Meeting the specific person requirements
2. Motivation for applying for the role
3. Demonstrating commitment to equality, diversity and inclusion

6 Selection Process

This section covers arrangements from closing date to completion of interviews.

6.1 Sifting

The sifting process will be undertaken to reduce the number of applications to a manageable list for review – this would usually take the form of grading each applicant for consideration for the next stage, e.g. recommended, marginal, not recommended. This process will be undertaken by the recruitment agency to ensure that candidates to be considered for longlisting have met the requirements and agreed competencies of the post as included in the person specification.

6.2 Longlisting

Information on all candidates will be circulated to the interview panel for consideration prior to the longlisting meeting. This will include a 'sift' summary, the application letters and CVs and also an equal opportunities monitoring report.

The aim of the longlisting meeting is to identify those candidates who meet the requirements and person specification and invite them to a preliminary interview with the recruitment agency. Those not longlisted will be advised accordingly by the recruitment agency.

It is anticipated that the interview panel Governor representatives and either the Chair/SID will attend the longlisting meeting whilst the external stakeholder interview panellists will have the opportunity to feedback comments and views via the recruitment agency. At this stage there is no requirement for the service user to attend the meeting.

6.3 Preliminary Interviews

The recruitment agency will undertake preliminary competency and values-based interviews with those candidates confirmed as longlisted. The interviews will explore

the candidate's background and achievements, their style and overall suitability for the role. The interview will also cover other considerations such as time commitment, conflicts of interest and remuneration.

A report on the preliminary interviews will be produced by the recruitment agency. This will highlight the strengths and areas of concern/development for each interviewee, and include recommendations for shortlisting, suggestions for issues to explore at final interview if shortlisted, the grading of each applicant based on the preliminary interview, and an equal opportunities monitoring report.

6.4 Shortlisting

The shortlisting process is conducted by interview panel with the aim of identifying suitable candidates for interview, supported by the recruitment agency. The external stakeholder interview panellists may join this meeting or as with longlisting will have the opportunity to feedback comments and views via the recruitment agency. There is no requirement for the service user to attend this meeting.

The recruitment agency will provide a report following the preliminary interviews (6.7 above) which details the suitability, eligibility and credibility of candidates; the recommendations are based on the person specification.

Only those applicants who have been shortlisted will then be invited to interview; those applicants who were not shortlisted will be advised by the recruitment agency.

6.5 Interview Panel – Chair Post

NomCo agrees the composition of the interview panel which should comprise:

- **Governors:** The majority of Governor representation, usually three to five Governors (voting)
- **Chair of the panel** will be the SID
- **NHSE/ICS representative(s)**
- **External assessor**, e.g. an experienced Chair of another mental health/community services Trust or similar organisation
- **Service user.**

In line with Trust practice, the interview panel will include a diverse representation.

The Director of Corporate Governance, Corporate Governance Manager and/or representative from recruitment agency will be in attendance to provide support and guidance on governance and HR queries.

6.6 Interview Panel – NED Posts

NomCo agrees the composition of the interview panel which should comprise:

- **Governors:** The majority of Governor representation, usually three to five Governors (voting)
- **Chair of the panel** will be the Chair of the Trust
- **NHSE/ICS representative(s)**
- **Service user**

In line with Trust practice, the interview panel will include a diverse representation.

The Director of Corporate Governance/Corporate Governance Manager/representative from recruitment agency will be in attendance to provide support and guidance on governance and HR queries.

6.7 Role of the Interview Panel

The role of the panel is to make objective and reasoned decisions concerning the relative merit of competing candidates against the criteria included in the person specification and thereby identify the appointable candidates for recommendation to NomCo and subsequently to the Council.

The key elements of the panel's role are to:

- Determine which applicants should be longlisted on the basis of the available information about them, ensuring equal consideration of all candidates
- Determine which applicants should be shortlisted on the basis of the feedback from the preliminary discussions led by the recruitment agency
- Interview each shortlisted candidate against the established selection criteria
- Assess which candidates are appointable in the light of all the relevant available evidence including the interview and taking account of feedback from stakeholder panels, etc
- Identify appointable candidates, describing how and the extent to which they met the key criteria
- Preserve the confidentiality of candidates throughout the selection process
- Ensure any personal or family relationships with particular candidates are declared within the panel and dealt with appropriately and consistent with the principles of fairness and merit.

6.8 Role of the Governors on the Interview Panel

In addition to the roles described in 6.7 above and following due consideration, the Governor representatives on the interview panel will vote on a suitable candidate for appointment to the Chair/NED role for recommendation to NomCo and subsequently to the Council.

6.9 Role of the NHSE/ICS representatives and Independent Assessors

They

- Ensure that appointments are made on merit after a robust, fair, open and transparent process
- Are independent of the appointing organisation
- Provide guidance to the interview panel on the calibre, ability and attributes of the candidates at interview
- Contribute to the discussion among panel members when discussing the candidates' performance in the post interview discussions
- Play a full part in the interview process, i.e. will ask questions
- Do not vote.

6.10 Psychometric Testing

In some circumstances, interview panel may agree that psychometric testing might be of value to the selection process. Such testing would be managed by the recruitment agency and would be for shortlisted candidates only. The results of the

tests could be used to inform additional probing questions of shortlisted candidates at formal interview.

6.11 Recruitment Refresher Training

Governors and the service user on the interview panel will be required to attend relevant refresher recruitment training to ensure there is a common understanding and consistent approach and which also covers the relevant equality and diversity requirements. This may be provided by the recruitment agency reflecting the Trust's recruitment policies.

In the case of the Chair recruitment, a briefing session with the Trust's CEO will be held for all Governors focusing on the importance of the relationship between the Chair and the CEO.

6.12 Informal Meetings/Discussions

Candidates will be provided with the opportunity of having an informal conversation with the Chair/SID/CEO (and others as requested, such as Governors) during the application period.

6.13 Stakeholder Survey (Chair Recruitment)

NomCo may decide to hold a stakeholder survey particularly for the Chair post. The aim is to provide staff, Governors, service users and carers, and external stakeholders with the opportunity of sharing their views as to the key qualities they would like to see in the new chair. Key themes identified can be used to help inform the questions asked or presentations at the stakeholder sessions.

6.14 Checks and References

The recruitment agency will:

- Take up references for the candidates shortlisted for interview in advance of the interview, using the standardised Board Member Reference template in line with the updated FPPT framework issued in August 2023
- Carry out relevant checks including Fit and Proper Persons (FPPT) checks, disqualification checks with Companies House and other government agencies, and due diligence checks including various media searches.

6.15 Stakeholder Sessions

In addition to the formal interviews, there will be an opportunity for key stakeholders to meet with the candidates on an informal structured basis.

The three stakeholder groups for the chair recruitment usually include:

- Board Directors
- Governors, service users and carers
- System (eg ICS representatives) and external stakeholders for the Chair post (e.g. representatives from local authorities, voluntary and partner organisations, other Trusts within the ICS, etc)
- 1:1 meeting with the CEO.

The stakeholder group for the NED recruitment will usually include:

- Board members
- Governors, service users and carers
- System and external stakeholders

Although the focus and questions and/or presentations will differ for the different stakeholder groups, the sessions will be structured so that the same format and the same questions/requirements are asked of each candidate and will be supported by an independent representative, usually someone from the recruitment agency.

The questions and focus at these sessions may be based on the feedback from the stakeholder survey in respect of the Chair post.

The stakeholder groups' views will be shared with both the interview panel and NomCo either by the recruitment agency or a member of the stakeholder group, generally just before the post-interview discussion to aid deliberations.

6.16 The Interview

The aim of the interview is to identify the most suitable candidate for the role.

(a) Interview Preparation

Prior to the interviews, the interview panel will decide on a set of questions to ask each candidate taking account of the essential criteria in the person specification and the Trust's values. Some of these may be shared with the candidates prior to the interview (eg when asked to do a short presentation)

The interview panel will nominate a chair for the panel (usually either the Trust Chair or the SID) who will manage the welcome and closing remarks at the interview, as well as post interview discussions.

All interview panellists should ensure that they have reviewed the applications in preparation for the interview and remind themselves of the key requirements and role description for the post.

(b) Interview

Interview packs will be provided consisting of the interview programme and questions sheet as well as the role description, person specification and CV and application forms.

There will be a short briefing session for the panel just prior to the interviews.

All interview panellists will have the opportunity of asking a question(s) and, where appropriate, asking follow up or probing question(s).

The following best practice principles should be noted and applied throughout the interview process:

- The same questions should be posed to each applicant: these should be investigative and open ended with probing questions asked where needed
- The interview should start by easing the candidate into the interview – asking them to talk through their application form – ensuring any gaps in their employment history are explored

- Questions should be based on the criteria detailed in the person specification and the Trust's values
- Feedback from the stakeholder sessions may be reflected in probing or supplementary questions
- Yes or no questions or multiple questions in one should be avoided
- Personal questions/leading questions/discriminatory questions must not be asked; the chair of the panel may intervene to ask a candidate to disregard any such question
- Notes should be taken during the interview to support with identifying whether the candidate is appointable or not and to allow the ranking of those identified as appointable. Candidates should be aware that their notes will be retained in line with record retention policy requirements and may form part of the audit trail to confirm that the process has been fair. These notes will be complemented by notes taken by the recruitment agency representative
- Each candidate should be scored; the interview panel will agree the final scores for each applicant
- All candidates should be asked as part of the interview process whether there are any reasons known to them that would create a conflict of interest or, in the event of their appointment, bring the Trust into disrepute (alternatively this will be taken up by the recruitment agency)
- Any gaps in employment, questions relating to referees or convictions disclosed should be addressed and a note kept on the applicant's interview notes of the discussion (alternatively this will be taken up by the recruitment agency)
- Candidates will be advised of the next steps including when a decision will be made, how they will be communicated with and how they can access feedback which will usually be provided by the recruitment agency.

The interview timetable will provide sufficient time for the interviews plus time to finish writing notes.

For interviews that are held in person, copies of the interview panel interview notes will be collected by the recruitment agency and sent to the Trusts for filing in line with Trust's records retention policy.

For interviews that are held virtually, interview panellists will be asked to either scan their interview notes and email to the recruitment agency or asked to post the hard copies to the recruitment agency.

6.17 Recommendation to Appoint

Following completion of all interviews, the interview panel will review the evidence collected as part of the recruitment process including the responses and scores to interview questions to support with identifying the preferred candidate.

At this meeting, which will include other members of NomCo as observers, the interview panel will:

- Hear the advice and opinion of the NHSE/ICS representation and/or independent assessor(s) and other non-voting interview panel members
- Hear from all interview panel members regarding their opinion of each candidate

- Hear from the CEO her opinion of each candidate (if applicable)
- Hear the views from the stakeholder sessions.

Once agreement has been reached, references for the preferred candidate which will have been obtained in advance, will be provided to the interview panel for review or the recruitment agency will confirm that the relevant references and checks have been undertaken and are satisfactory.

With these being considered satisfactory and the interview panel in agreement, NomCo will formally receive the outcomes of the interviews and appointment recommendation and will have the opportunity to ask questions for clarification and assurance.

Subject to agreement/support by NomCo a verbal offer can be made to the preferred candidate – usually by the Chair of the interview panel or through the recruitment agency. Any offer of appointment should be made subject to:

- Satisfactory health clearance
- Final Fit & Proper Persons checks
- Right to work and remain in the UK checks
- Formal approval by the full Council.

It should be noted that a verbal offer of appointment may be legally binding and therefore care should be taken to ensure the relevant information is discussed with the successful candidate.

Unsuccessful candidates should be offered feedback which will usually be provided by the recruitment agency.

6.18 Decision to Appoint: Council of Governors

A report from NomCo will be presented to the Council at a meeting in private with the appointment recommendation. This report should focus on providing assurance of the robustness and fairness of the process by offering a detailed overview of the various stages of the recruitment process and the appointment recommendation including the reasoning behind the selection proposal, and the attributes of the preferred candidate.

7 Post Selection Actions

Following approval by the Council of the appointment to the Chair/NED vacancies, the Director of Corporate Governance will formally inform the successful candidate of their appointment. The appointment letter will include the terms and conditions, and the individual will be required to sign and return both documents.

8 New Starter Requirements and Induction

8.1 New Starter Requirements

The following will also need to be actioned (but not limited to):

- Relevant HR processes including DBS checks and OH referral
- Completion of FPPR checks
- Obtain biographical details
- Prepare Press/Media Release and communications to staff

- Update Trust website
- Complete New Staff Starter Form (including bank details)
- Arrange access to IT systems
- Order ID badge(s) and security fob
- Order IT requirements (e.g. laptop, iPad)
- Arrange for photograph to be taken.

8.2 Induction

The successful candidate will be required to undertake the Trust's induction programme, complete mandatory online training, and attend NHS Providers relevant development programmes.

9 Background/Reference

9.1 Relevant Statutory Requirements (NHS Act 2006)

The Council of Governors are responsible at a general meeting for the appointment, reappointment and removal of the Chair and other NEDs.

9.2 NHS England Code of Governance (February 2023)

Appointments to the Board of Directors:

- C.2.1 The nominations committee or committees of foundation trusts, with external advice as appropriate, are responsible for the identification and nomination of executive and non-executive directors. The nominations committee should give full consideration to succession planning, taking into account the future challenges, risks and opportunities facing the trust, and the skills and expertise required within the board of directors to meet them. Best practice is that the selection panel for a post should include at least one external assessor from NHS England and/or a representative from a relevant ICB, and the foundation trust should engage with NHS England to agree the approach.
- C.2.3 The chair or an independent non-executive director should chair the nominations committee(s). At the discretion of the committee, a governor can chair the committee in the case of appointments of non-executive directors or the chair.
- C.2.4 The governors should agree with the nominations committee a clear process for the nomination of a new chair and non-executive directors. Once suitable candidates have been identified, the nominations committee should make recommendations to the council of governors.
- C.2.6 Where [...] one nominations committee exists, when nominations for non-executives, including the appointment of a chair or a deputy chair, are being discussed, governors and/or independent members should be in the majority on the committee and also on the interview panel.
- C.2.7 When considering the appointment of non-executive directors, the council of governors should take into account the views of the board of directors and the nominations committee on the qualifications, skills and experience required for each position.

Commitment

- The T&Cs of appointment of NEDs should be made available to the Council. The letter of appointment should set out the expected time commitment. NEDs should undertake that they will have sufficient time to meet what is expected of them. Their other significant commitments should be disclosed to the Council before appointment, with a broad indication of the time involved and the Council should be informed of subsequent changes.

9.3 Fit & Proper Persons Requirements

- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (Part 3) introduced a “fit and proper person requirement” (Regulation 5) for all Board Directors of NHS bodies. Compliance with the Regulations will be monitored and enforced by the CQC as part of their inspection regime

- Under the regulations all provider organisations must ensure that Director-level appointments meet the FPPR and the regulations place a duty on NHS providers not to appoint a person or allow a person to continue to be an Executive Director (or equivalent) or a Non-Executive Director under given circumstances
- The Trust must demonstrate that it has appropriate systems and processes in place to ensure that all new appointees and current Directors are, and continue to be, fit and proper persons
- The purpose of the FPPR is not only to hold Board Directors to account in relation to their conduct and performance but also to instil confidence in the public that the individuals leading NHS organisations are suitable to hold their positions. There is an expectation of senior leaders to set the tone and culture of the organisation that leads to staff adopting a caring and compassionate attitude.

10 Recruitment Roadmap Spring 2025



To: Council of Governors

From: Tina Bixby, Community Engagement Manager

Date: 14 November 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 16 December 2024 and
- Received an update on recent communications and media developments
 - Received an update on the membership engagement plan
 - Received and update on the People Participation Committee (PPC) held in November 2024
 - Received and update on the Charity Committee held in November 2024
 - Discussed the Appointment of the Chair of the committee
 - Discussed the feedback from Exit interviews

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 to ensure they receive the invite and the papers.

3. Meeting: Key Discussions

3.1 Communications Update – the committee noted

- From the 31st January 2025, calls to the 0800 numbers will no longer be diverted. Instead, service users will be required to call 111 and select option '2', putting them through to a 24/7 mental health service.
- Upcoming results of the staff survey, which will be reported to the council.
- Trust Talk magazine and the public facing website pages as ways to communicate with staff and service users.
- Cost of living tips are being shared through various channels, including social media, acknowledging the need for better visibility of advertised resources on the website.

The Committee **NOTED** the update

Membership Engagement Plan (MEP)

Updated on the progress of the membership engagement plan for 2023, highlighting:

- increase in new members since June
- the review of the terms of reference and work plan
- update of the application form for members and the sharing of information with the people participation and volunteers team
- Emphasized the importance of communication and external collaboration, events, including those held with the Recovery College, Macmillan, CYCD and the Winter fairs
- Financial viability and sustainability - including the successful charity application for winter fairs and the reduction of costs by holding events in existing locations
- Plans for more events and governors to participate in the following year
- Plans to share and discuss outcomes with the quality improvement and a

The Committee **NOTED** the update

3.2 Charity Committee

- An advert is out to recruit a new fundraiser since the previous one left.
- We have paid places in the London Landmarks Half Marathon to raise money for the ELFT charity. We put a callout for staff runners to come forward. This has neatly resulted in having one runner for each borough in the Trust. We will be reporting on their race preparation to support sponsorship.
- Work is underway on the ELFT Charity Annual Report 2023-2024 design version. This will be a calling card for the new fundraiser when visiting external organisations.
- A half-day Away Day is planned in February for the Charity Committee to take time to review the charity's objectives and focus.

3.3 People Participation

- The Committee received an update on the recent People Participation Committee which focused on the work in different directorates to address the priorities of the Trustwide Working Together Group priorities, with presentations from Newham, Tower Hamlets and City & Hackney and the Forensic Service.

3.4 Governor updates:

- **Appointment of the Chair** - Governors will be offered the opportunity to nominate for the role of the Chair of CEC outside of the committee.

Exit Interviews

- Exit interviews were offered to all departing Governors, two governors took up the offer. Governors are met individually and agreed to take anonymised feedback to CEC
- Three standard questions are used to start the conversations:
 - 1 What do you wish you knew at the beginning of your tenure that you know now?
 - 2 What advice would you give to new Governors starting in 2024?
 - 3 Do you have any other recommended changes, comments or observations related to the effectiveness of the Council of Governors

Anonymised feedback was provide to the committee and will be used to shape future training and development.

5.0 Action being requested

5.1 The Council is asked to:

RECEIVE and **NOTE** the report

From: Cathy Lilley, Director of Corporate Governance
Author: Norbert Lieckfeldt, Corporate Governance Manager
To: Council of Governors
Date: 16 January 2025
Subject: Self-assessment of Governor Training and Development

1. **Purpose of the Report**

To share the results of the self-assessment of Governor training and development.

3. **Governors' Training and Development**

3.1 The Trust recognises the importance of ensuring that Governors are provided with a range of support, training and development to be able to fulfil their roles effectively and therefore adopts a variety of methods including:

- Governor briefing sessions
- Joint Director/Governor meetings
- Internal and external events and meetings
- Communications and regular provision of information.

4. **Induction Programme**

- **Prospective Governor workshops** were held across the Trust's constituencies prior to elections in July and August 2024 by the Corporate Governance Manager
- A new series of iterative, **bite-sized induction sessions** had been introduced to enable as many Governors, new and old, to take part in the sessions, avoid overloading new Governors with information and facilitate learning. These have been very successful and have been rolled out again from November 2024 to January 2025, including for the first time a session on bringing the voice of the members and wider public to the Trust through the Council's Membership Engagement Plan.

5. **Governor Briefing Sessions**

- Briefing sessions for Governors were held covering a range of topics identified by Governors as well as in response to Governor queries to support them in understanding their role and the changing environment and context within which the Trust is operating, particularly in respect of the development of Integrated Care Systems
- In addition to separate briefing sessions, the Council meetings themselves now include updates on topical operational issues and Borough/Service Director Meetings include reference to local service performance data.
- Examples of the sessions held (often in response to Governor queries) include:
 - Annual Accounts (with the Chief Finance Officer)
 - Safeguarding and Domestic Violence
 - Recovery Colleges
 - Governors and CQC inspections
 - Older Adults Mental Health Services
 - Joint ELFT/NELFT/HHFT Session, July 2024: Talking Therapies

- Annual Report and Accounts/Finances
- Joint ELFT/NELFT/HHFT Session, January 2025: Role of the Board & Council.

6. Internal and External Meetings and Visits

- **Joint development and networking sessions** with Governors from NELFT and Homerton Healthcare NHS Foundation Trust have been introduced. The first one was held in July 2024, with a follow-up session scheduled for 14 January 2025. Feedback from Governors indicate the high value they place on an exchange of information with Governors from other Trusts and the joint learning this enables. The Trust will proactively pursue joint meeting opportunities with Councils active in the BLMK system
- **Governor Open Forums:** These meetings, held 4-5 times each year and chaired by the Lead/Deputy Lead Governor, provide the opportunity for Governors to meet informally and without Trust staff present to discuss issues of interest or concern. A summary of queries will be reported back to the Trust Chair as appropriate who may address these in public at the following Council meeting
- In addition, two Non-Executive Directors are now routinely invited to be part of this meeting which provides the opportunity for Governors to discuss topical issues and ask questions. A joint session with the Chair and the CEO has also been introduced.
- **Borough/Service Director Meetings** were held across the Trust's different constituencies (City and Hackney, Bedfordshire & Luton, Newham and Tower Hamlets). These meetings offer Governors the opportunity to learn about local service developments and feed back to service directors any issues or concerns they may have heard from service users, members or the wider public. In addition to regular service updates and performance data, Governors are setting a forward plan of items they wish to look at in depth at each meeting
- Our CEO and other Board members are regular attendees of our **Council meetings** where they present on a specific topic, lead on discussion groups, and respond to questions from Governors. All Governors are also routinely sent the CEO's and Chair's report as well as the Quality Report to the Board separately in addition to the Board papers; the Chair's report highlights the feedback to the Board of previous Council discussions
- Particular attention has been paid at Council meetings about the financial challenges faced by the Trust with a whole Council meeting (July 2024) dedicated to this subject.
- A programme of **Joint Site Visits** with Non-Executive Directors with regular visits across the Trust scheduled, with two Governors attending in addition to one or two NEDs.
- **Staff Governors** continued to meet regularly with broad ranging discussions but also with a particular focus on staff wellbeing and issues such as supporting staff through and following on from CQC inspections or through service restructuring.
- Governors are also routinely offered the opportunity to attend **Trust and external meetings** such as:
 - Standing invitation to the regular *The Future of Primary Care* webinars
 - ELFT Research Conference (now held by NELFT)
 - NHS Providers Governor Focus 2024 Annual Conference (where ELFT had once again been awarded a showcase slot) and others NHSP arranged events

- The Corporate Governance Manager proactively seeks out and identifies opportunities for Governors to attend Trust and external events

8. **Communications and Information**

- Governors are kept regularly informed through the weekly Governor e-newsletter and direct emails
- The Communications and Engagement Committee receives regular updates from the Trust's Head of Communications and PR
- Aside from the regular update e-newsletter, emails are usually sent to ensure Governors are kept up to date in a timely fashion on local or Trustwide news. Updates are gleaned from the internal staff e-newsletter (e.g. service updates and changes), topical events and/or local media coverage. Governors will also draw the Trust's attention to local media coverage which will be shared with the Trust's communications team, and with each other
- Literature available for prospective Governors – on Trust's website and in hard copy
- Governors' knowledge is kept up to date through the sharing of good practice and centrally published information, as well as advising of external events that might be of interest:
 - NHS Providers Governors newsletter and briefings circulated
 - Reports and best practice shared include:
 - Trust's regular Quality Improvement Update
 - Selected updates from NEL and BLMK ICSs, NHS Improvement and NHS Providers newsletters.
- Governors also make use of their WhatsApp group for peer support; the group is monitored by the Corporate Governance Manager to offer information and support as required.

9. **Recommendation**

- 9.1 The Trust in co-operation with the Council has used opportunities through, for example, better accessibility of meetings wherever possible so that Governors continued to be supported with appropriate and relevant training and development. Governors have already expressed their preference for some meetings such as the Governor Development Sessions to continue being delivered virtually.

10. **Action**

The Council of Governor is asked to:

- **RECEIVE** and **NOTE** the report