

**Minutes of the Council of Governors' Meeting held in public  
on Thursday 22 November 2018 2018 from 5pm – 7pm  
at the Royal College of Psychiatrists, Prescot Street, London E1 8BB**

<b>PRESENT:</b>	Marie Gabriel	Trust Chair
<b>Governors:</b>	Kenneth Agyekum-Kwatiah	Public Governor, Newham
	Victoria Aidoo-Annan	Staff Governor
	Roshan Ansari	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Nicholas Callaghan	Public Governor, Tower Hamlets
	Steven Codling	Public Governor, Central Bedfordshire
	Laura Jane Connolly	Public Governor, Rest of England
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Rosemary Eggleton	Public Governor, Central Bedfordshire
	Edilia Emordi	Public Governor, Hackney
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Rachel Hopkins	Appointed Governor, Luton
	Denise Jones	Appointed Governor, Tower Hamlets
	Carol Ann Leatherby	Public Governor, Newham
	John Mingay	Appointed Governor, Bedford Borough
	Julian Mockridge	Staff Governor
	Beverley Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor
	Jummy Otaiku	Public Governor, Hackney
	Jamu Patel	Public Governor, Luton
	Mary Phillips	Staff Governor
	Phillip Ross	Public Governor, Tower Hamlets
	Larry Smith	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Adrian Thompson	Public Governor, Tower Hamlets
	Daniel Victorio	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Hazel Watson	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
<b>IN ATTENDANCE:</b>		
<b>Staff:</b>	Aamir Ahmad	Non-Executive Director
	Mary Elford	Vice-Chair, Non-Executive Director
	Navina Evans	Chief Executive
	Mason Fitzgerald	Director of Planning and Performance
	Richard Fradgley	Director of Integrated Care
	Paul Gilluley	Medical Director
	Jenny Kay	Non-Executive Director
	Norbert Lieckfeldt	Corporate Governance Manager (Notes)
	Cathy Lilley	Associate Director of Corporate Governance
	Jas Parmar	Associate Non-Executive Director
	Meena Patel	Membership Officer
	Eileen Taylor	Non-Executive Director
	Sarah Wilson	Specialist Services Director

## **Guests (Retiring Governors**

Terry Cowley	Tower Hamlets
Simon Marsh	Staff
Kemi Rosiji	Rest of England

## **APOLOGIES**

Rehana Ameer	Appointed Governor, City of London
Katherine Corbett	Staff Governor
Paul Feary	Public Governor, Bedford Borough
Zara Hosany	Staff Governor
Susan Masters	Appointed Governor, Newham
Sheila O'Connell	Staff Governor
Damien Vaughn	Public Governor, City of London
Neil Wilson	Appointed Governor, Education

## **ABSENT:**

Robin Bonner	Staff Governor
Hannah Brown	Public Governor, Central Bedfordshire

## **1 Welcome and Apologies for Absence**

- 1.1 Marie Gabriel opened the meeting at 5:00 pm.
- 1.2 Marie welcomed our new Governors and asked for introductions around the room. The Chair welcomed new two Non-Executive Directors, Aamir Ahmad and Eileen Taylor, and Jas Parmar, Associate NED for Luton and Bedfordshire, to their first Council meeting.
- 1.3 Apologies were noted as above.

## **2 Minutes of the Previous Meeting held on 20 September 2018**

- 2.1 Marie Gabriel explained that standard procedure is for Governors to notify in advance any queries, comments or corrections for the minutes.
- 2.2 No comments had been received ahead of the meeting.
- 2.3 It was noted that dates given should always include the full year.
- 2.4 The Minutes were **AGREED** unanimously as an accurate record.

## **3 Action Log and Matters Arising from the Minutes**

### **Action Log**

- 3.1 Item 118 (Joint NED/Governor visits): update report already presented; first joint visit has taken place
- 3.2 Item 110 ("Hello, my name is..." Campaign): beginning to be rolled out in Newham Community Health

- 3.3 Item 121 (Brexit Planning): Brexit Planning Group has been established to prepare the Trust if there is a 'no deal' Brexit, in particular to assess the issues and risks to the Trust as well as the development of a structure for emergency planning/business continuity including a communications plan. The Group meets regularly and updates are provided at Board meetings. It was acknowledged that planning is however challenging with little clarity regarding the terms of the UK's departure from the EU

## **Matters Arising**

- 2.5 Minutes Appendix 1 (Improvement Plan): will be reviewed by the Nominations and Conduct Committee, and will then be brought back to the Council; this will not delay implementation of improvement ideas
- 2.6 Minutes Appendix 2 (Strategic Themes): outlines the strategic themes; today's meeting will address Drugs and Alcohol Services, and the next meeting will include a presentation on ELFT's CAMHS services.

## **4 Strategic Item – Drug and Alcohol Services**

- 4.1 Sarah Wilson, ELFT's Director of Specialist Services, presented on the Trust's approach to the delivery of Drug and Alcohol Services, highlighting:
- The Trust provides D&A Services in Bedfordshire (Bedford, Dunstable and Leighton Buzzard) and Tower Hamlets (Mile End Hospital)
  - Services are funded through the Local Authorities' Public Health funds
  - Separate funding model carries risk of services feeling detached from the mainstream of clinical services
  - Frequent tendering of short-term contracts can lead to less stability, concern for staff and distress for service users: two-year contract in Tower Hamlets ends in 2019; longer contract in Bedfordshire with another three years to run plus an optional additional two years run-on
  - Service is nationally monitored and heavily scrutinised; outcome focused, data-intense and subject to payment by results (PbR). PbR carries the risk of not meeting all targets and therefore receiving less funding. However, the challenge is in providing good and safe clinical service for individuals' needs with meeting targets
  - Service is recovery focused: clients present with a range of substance misuse problems from alcohol to illegal drugs, often accompanied by severe physical and mental health problems. Cohort now older adults with long-term health problems caused by substance abuse. This is exacerbated by criminality, a vulnerable client group, employment problems and homelessness
  - Last year 1,700 clients were seen at the *Paths to Recovery* (P2R) service in Bedfordshire, and 2,000 in Tower Hamlets' *Reset* service. The case load at any one time will be c. 1,500 in either area
  - Service is starting to involve service users both in service design (e.g. smoking cessation) and as volunteers (e.g. Meet and Greet Service in Bedfordshire)
  - Integration of service with physical and mental health services increasingly important.
  - Physical environment in Bedfordshire will be addressed.
- 4.2 In response to questions, Sarah Wilson supported by Staff Governor Julian Mockridge, the Council noted:
- The need for closer working between Alcohol and Drug Service teams and Community Health teams; already strategic working in Tower Hamlets through

THIPP but aiming to deliver joint clinics, training etc. There are monthly meetings for all service heads in Tower Hamlets where this can be addressed

- People with substance abuse and additional mental health needs can and will be signposted to additional services either through the NHS or voluntary organisations
- The service in Central Bedfordshire is geographically uneven (East Central Beds excluded); P2R service is working through pilot clinics in GP practices in Shefford and is looking to roll this out more widely
- ELFT is not commissioned to deliver prevention services but the teams are working closely with those teams who own that remit (e.g. Police and Local Authorities) and are also working through Local Authority Partnerships. This approach and need to wrap the service around the population is a natural fit with the Trust's strategic priority of improving population health; however, it was recognised that this would take some time
- PbR targets are challenging for the service; assurance was provided that targets do not interfere with clinical quality or safe delivery of service
- There is dedicated support for family members and carers
- The service is working with the Police in delivering training and also on a case by case basis with offenders; the service's Criminal Justice Team links in with offenders' support; and the Courts Liaison and Diversion Team is working inside custody suites to prevent criminalisation
- Offenders with substance abuse problems are automatically referred to the service on release. The Prison Service is subject to the same monitoring system and works closely with the local Drug and Alcohol Service
- The service is aware of substance abuse by more affluent sections of the community; the team is part of the *County Lines* partnership with the Police in Bedfordshire
- The service user profile is skewed towards older men who have been using drugs for some time.

#### 4.3 Themes Summary:

- A recognition that, in relation to their small size, the ELFT teams were having a large impact
- The Trust continues its focus on ensuring that within its own teams and with partners it provides integrated care for substance misuse services, including both mental and physical health needs
- A need to focus on population health with partners through a prevention strategy
- A need to continue close collaboration with the criminal justice system
- A request for a review of the geographical spread and accessibility of services, particularly for central Bedfordshire.

## 5 Strategic Activity and Annual Planning Update

### 5.1. Mason Fitzgerald presented the report, highlighting:

- The publication of the new NHS Ten Year Plan is expected before the year end and is expected to identify a 10-year plan that would include efficiency savings to reinvest back into patient care. The funding increase of 3.4% in real term announced by the Prime Minister, however, covered a five year period rather than 10 years. There is a total of 19 different workstreams covering different policy areas and the Trust's Chair and CEO are each a member of one of these.
- The STPs have been asked to create Five Year Plans by autumn 2019 setting out how they will improve services and achieve financial sustainability; these replace the previously drawn up plans which were based on the previous five-

year funding settlement to 2020/21. The Trust will be involved in these conversations and the Council will also be provided the opportunity of involvement in the consultation plans

- The focus on the Trust's strategic priorities, in particular improving population health; an update report will be presented at the January 2019 Council meeting which will also focus on the relationships with local authorities

**Action: Mason Fitzgerald/Richard Fradgley**

- The progress against the actions being taken following the Staff Survey results in 2017. There is a focus on staff health and well-being, safeguarding and respect and dignity using QI methodology to support the delivery of changes, e.g. 'Joy at Work' programme. The Staff Survey for 2018 is currently being circulated and an update report will be presented to the Council once the results are available; this will support one of the Council's five strategic items for the coming year on 'staff'

5.2 In discussion, the Council noted:

- There are no main contracts out to tender in the near future; there is a possibility of a tendering exercise for Newham Community Health in 2019
- The Trust had been working in partnership on integrated care arrangements across East London even before the establishment of the East London Health and Care Partnership and the national focus on integrated care. The CEO Group is currently taking stock of collaborative practice that is working well, and seeing how this can be strengthened and rolled out further
- With regards to partnership working in social care with Local Authorities (LA), the Trust is working with seven different LA providers. Our new strategy focusing on population health requires the Trust to build and strengthen these relationships.

5.3 The Council recommended that ELFT's population health approach be informed through the local and Trust-wide annual consultation events on our strategic plan priorities that will take place over the next few months.

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

## **6.0 Assistant Deputy Chair Elections**

6.1 NL presented the report and outlined the reason for the current vacancy together with the proposed nominations and election process

6.2 The Council **RECEIVED** the report and **APPROVED** the appointment of Keith Williams as Acting Assistant Deputy Chair until the outcome of the forthcoming elections have been completed.

## **7 Council of Governors Meetings**

### **Review of Meetings Task and Finish Group**

7.1 NL outlined the need for a T&F Group to review the purpose and effectiveness various Council meetings including Borough Director/Service Director Meetings (BDM/SDM); Governors Open Forum (GOF), and Site Visits which support the Council in fulfilling their role and responsibilities

7.2 The intention is for all BDM/SDM to be run in a unified way. In addition, consideration will be given to the purpose and planning of GOFs and Site Visits particularly taking into account issues of non-attendance

7.3 Following a request for volunteers interested in being part of the T&F Group which should ideally reflect all Boroughs and areas of the Trust, the following Governors confirmed their interest:

- Kenneth Agyekum-Kwatiah (Newham)
- Susan Fajana-Thomas (Hackney, Appointed)
- Caroline Ogunsola (Staff)
- Keith Williams (Luton)
- Roshan Ansari (Tower Hamlets)
- Steven Codling (Central Bedfordshire)
- Victoria Aidoo-Annan (Staff)
- Jamu Patel (Luton)
- Paula Williams (PW)

The Council **RECEIVED** and **NOTED** the verbal report

### **Committee Membership**

7.4 NL presented the report which detailed the requirement to refresh membership of all three Council Committees following the recent Governor elections

7.5 The Council **RECEIVED** the report and **APPROVED** the appointment of:

- Neil Wilson, Katherine Corbett, Roshan Ansari and Caroline Diehl as members of the Nominations and Conduct Committee
- Shirley Biro, Caroline Diehl, Rosie Eggleton, Felicity Stocker, Ernell Watson and Keith Williams as members of the Communications and Engagement Committee
- Ernell Watson as Member of the Significant Business Committee (the Chair asked for candidates for the additional vacancy on the Significant Business Committee. Daniel Victorio was the sole Governor who expressed an interest and is thereby appointed)

### **Dates of Future Meetings**

7.6 The Council **RECEIVED** and **NOTED** the report which detailed the meeting dates and events for 2019/2020.

## **8 Council of Governors Forward Plan (Appendix Item 2.2)**

8.1 Marie Gabriel pointed out this had been addressed under the Minutes of the Meeting agenda item discussion

8.2 The Council **RECEIVED** and **NOTED** the verbal update.

## **9 Significant Business Update**

9.1 The report was taken as read; there were no further questions

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

## **10 Communications and Engagement Committee Report**

10.1 The report was taken as read; there were no further questions

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

## **11 Council of Governors Elections 2018 Results**

11.1 The report was taken as read; there were no further questions

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

## **12. Council of Governors' Attendance List**

12.1 The report was taken as read

12.2 The date of the report to be amended to reflect the correct period.

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

## **13 Any Other Business and Questions from Governors and the Public**

### **13.1 Request for an update on Freedom to Speak Up**

Jenny Kay (NED champion for FTSU) provided a verbal update:

- An annual report had been presented at a recent Board meeting
- The Guardian has received many contacts and the issues focus more on HR (e.g. service reconfiguration/consultations) rather than patient safety
- Local ambassadors have also been appointed in the Boroughs to increase the profile.

**Action: Norbert Lieckfeldt to circulate a copy of FTSU annual report to the Council**

### **13.3 Hackney Adult Mental Health Wards moves query**

Replying to concerns about reported moves of Hackney Adult Mental Health Wards from the Homerton Hospital to Mile End Hospital, the Council noted:

- This was one of a range of options being considered by the East London Health and Care Partnership as part of a whole system review
- Early stage of discussions whether or not this is suitable and viable
- Assurance was provided that consultation will take place at the appropriate time if discussions were to progress
- The recent Transport for London's (TfL) consultation on the plans to reduce bus services in Hackney
- The importance of ensuring consistent communications and messages across all players in the system
- A briefing note will be produced that summarises the current position

**Action: Navina Evans**

### **13.4 Tower Hamlets Recovery College**

Governors noted the extremely positive site visit to the Tower Hamlets Recovery College; however, it was noted a Hackney Governor was unaware of its existence. Although well attended, it was suggested that there be an improvement in communications and publicity.

### **13.6 Consultant Psychiatrists Recruitment**

The Council noted:

- Currently advertising for three new consultant psychiatrist posts in Luton
- Other positions (e.g. Biggleswade) have been filled successfully.

#### **14 Time and Date of Next Meeting**

Thursday, 24 January 2019 from 5:00pm-7:00pm at Mander Hall, Hamilton House, Mabledon Place, London WC1H 9BD

#### **15 Celebration and Appreciation from the Board of Directors**

The Council meeting was followed by an appreciation event for all Governors who had left the Council during the year:

Terry Cowley	(Tower Hamlets)
Gohar Ghouse	(Hackney)
Simon Marsh	(Staff Governor)
Kemi Rosiji	(Rest of England)
Rubina Shaikh	(Bedford Borough)

Marie Gabriel and Navina Evans took the opportunity to thank these Governors for their commitment and dedication to the role, and acknowledged the positive impact of the Council on the Trust.

Terry Cowley, former Public Governor for Tower Hamlets, whose term of office had ended shared his experience and emphasised how his full engagement developed his skills, improved understanding of the Trust and its services, and was personally fulfilling.

A message from Rubina Shaikh, former Public Governor for Bedford, was read out in her absence (attached at appendix 1).

**The meeting closed at 7.00pm**

## Appendix 1 Leaving Comments by former Governor Rubina Shaikh

At the November 2018 Council of Governors, we said farewell to and celebrated the achievements of our outgoing Governors. Rubina Shaikh, outgoing Governor for Bedford Borough, had this message for our new Governors:

“My heartfelt thanks go to all who supported me as a Governor.

Governors, as my partners, you came in all forms: problem solvers; confidence boosters; tension diffusers; the activists, the optimists and the pessimists; the workaholics, the impatient and the slow-but-sure; and the leaders. You all brought the best out of me, for which I am very grateful.

I entreat all newcomers to maximise your potential by utilising fully the opportunities and support that is available to you. Three years ago I see a shy me, with dented confidence.

By embracing help, I quickly rose through the ranks and my colleagues elected me as Assistant Deputy Chair and Acting Lead Governor. I stand here today full of confidence. This can be your story, too.

And finally, to everyone, I wish you success. I will miss you all.

Rubina Shaikh”