

**DRAFT Minutes of the Council of Governors' Meeting held in public  
on Thursday 24 January 2019 from 5pm – 7pm  
at Mander Hall, Hamilton House, Mabledon Place, London, WC1H 9BD**

<b>PRESENT:</b>	Marie Gabriel	Trust Chair
<b>Governors:</b>	Kenneth Agyekum-Kwatiah	Public Governor, Newham
	Roshan Ansari	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets (left at 6pm)
	Shirley Biro	Public Governor, Newham
	Steven Codling	Public Governor, Central Bedfordshire
	Laura Jane Connolly	Public Governor, Rest of England
	Katherine Corbett	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Edilia Emordi	Public Governor, Hackney
	Paul Feary	Public Governor, Bedford Borough (left 5:15pm)
	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
	Sheila O'Connell	Staff Governor
	Caroline Ogunsola	Staff Governor
	Jamu Patel	Public Governor, Luton
	Phillip Ross	Public Governor, Tower Hamlets
	Larry Smith	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Adrian Thompson	Public Governor, Tower Hamlets
	Damien Vaughn	Public Governor, City of London
	Daniel Victorio	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
	Neil Wilson	Appointed Governor, Education

**IN ATTENDANCE:**

<b>Staff:</b>	Aamir Ahmad	Non-Executive Director
	Paul Calaminus	Chief Operating Officer, Deputy CEO
	Steven Course	Chief Finance Officer
	Mary Elford	Vice-Chair, Non-Executive Director
	Dr Navina Evans	Chief Executive
	Mason Fitzgerald	Director of Planning and Performance
	Richard Fradgley	Director of Integrated Care
	Dr Paul Gilluley	Medical Director
	Sufia Kamaly	Apprentice, Membership Office
	Jenny Kay	Non-Executive Director
	Graeme Lamb	Consultant Child and Adolescent Psychiatrist
	Cathy Lavelle	Child & Adolescent Psychiatry Associate Clinical Director, Bedfordshire CAMHS
	Norbert Lieckfeldt	Corporate Governance Manager (Notes)
	Cathy Lilley	Associate Director of Corporate Governance
	Meena Patel	Membership Officer
	Lorraine Sunduza	Chief Nurse

## **APOLOGIES:**

Victoria Aidoo-Annan	Staff Governor
Rehana Ameer	Appointed Governor, City of London
Joseph Croft	Staff Governor
Rosemary Eggleton	Public Governor, Central Bedfordshire
Susan Fajana-Thomas	Appointed Governor, Hackney
Zara Hosany	Staff Governor
Susan Masters	Appointed Governor, Newham
Jummy Otaiku	Public Governor, Hackney
Mary Phillips	Staff Governor
Hazel Watson	Public Governor, Newham

## **ABSENT:**

Robin Bonner	Staff Governor
Nicholas Callaghan	Public Governor, Tower Hamlets

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

- 1.1 Marie Gabriel opened the meeting at 5:00 pm.
- 1.2 Marie asked for introductions around the room. The Chair highlighted the resignation of Central Bedfordshire Public Governor Hannah Brown stating that while Hannah will be missed she remained active working with the Trust raising awareness of eating disorders.
- 1.3 Apologies were **NOTED** as above.

## **2 Minutes of the Previous Meeting held on 22 November 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 Governor Damien Vaugh pointed out his name had been misspelled.
- 2.4 With that amendment, the Minutes were **AGREED** unanimously as an accurate record.

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

### **Action Log**

- 3.1 Item 124 (Update on strategic work on population health) will be covered in the March 2019 meeting
- 3.2 Item 125 (Freedom to Speak Up Report): the report had been shared with all Governors in January 2019
- 3.3 Item 126 (Briefing re Hackney Mental Health Wards): Paul Calaminus to prepare in time for March 2019 meeting

- 3.4 Item 99 (Governors to receive report on Health and Poverty): to be included in May 2019 update by MF to CoG meeting

## **Matters Arising**

- 3.5 There were no matters arising

## **4 Strategic Item – Children and Adolescents Mental Health Services (CAMHS)**

- 4.1 Graeme Lamb and Cathy Lavelle presented a report on the Trust's CAMHS services highlighting:

- The Trust provides five Community CAMHS services in Bedfordshire, City & Hackney, Luton, Newham and Tower Hamlets. In addition the Trust provides eating disorder services in East London and Luton and Bedfordshire, and an in-patient ward at the Coborn Centre in Newham. All services are CQC rated as 'Outstanding'
- Statistics show a significant increase of children and young people with mental health needs

- 4.4 In response to questions, the Council noted:

- There is no hard evidence that the use of social media contribute to poor mental health outcomes for children and young people. While there is the possibility of bullying being exacerbated, social media also offers new possibility of communication and inclusion
- CAMHS provides assessment for children with autism over the age of 13; children younger than this would be assessed by community child health services. Numbers of assessments is increasing – possibly because of increased awareness of the condition
- CAMHS is working closely with local schools through a CAMHS worker – schools decide how to use their CAMHS worker, either for assessments, training teachers or speaking to Year Groups in school. Peer support and making children aware of mental health needs may be very helpful in the Trust's strategy to prevent self-harm; this is currently being evaluated. Some schools have taken the initiative to appoint peer mental health ambassadors
- The Trust and CAMHS are very much focused on multi-agency team – however, there are challenges with cuts in Local Authorities which can impact on LA staffing availability; however, ELFT will embed our staff in multi-agency teams wherever possible; Neil Wilson stressed very positive feedback about CAMHS work from local school governors
- The Trust has a new small specific project in Bedfordshire working with children who have been excluded or are at risk of being excluded from school
- CAMHS works holistically, nearly always including the parents/carers and families of the children and young people they see; including parents makes a big difference as they can carry on the therapeutic work outside the clinic. The Trust routinely provides special courses for parents of children with specific conditions such as autism or ADHD
- CAMHS model of care is episodic, identifying a specific problem and working to resolve it. It is not anticipated that the child would remain with the service during childhood and the aim is to discharge children who are resilient. However, in some cases this is not possible due to the severity of the illness but the service works on ensuring that the great majority of children and young people to not transfer into the adult service
- The statistics about the increase in mental health needs amongst children and young people are national figures – there are no equivalent numbers for East

London or Luton or Bedfordshire; the assumption is the numbers would be higher in areas of significant social deprivation

- The service always seeks feedback by service users, and adapts accordingly. Marie Gabriel stressed that seeking feedback is a process co-designed with service users – seeking feedback on issues that matter to them. This is particularly strong in Luton and Bedfordshire and is now rolled out in East London
- The service is working on ensuring the public is aware of mental health needs and where to find help and support, through its own dedicated CAMHS website (<https://camhs.elft.nhs.uk/>); A review of national self-help literature for service users is currently being carried out; however, it is recognised that more could be done.

#### 4.5 Themes summary by Marie Gabriel:

- A strong focus on holistic and multidisciplinary working
- Important to engage family members with the recognition that the definition of family includes a range of different forms
- The need to reach out to the most vulnerable children and young people, for example, children excluded from/not in school)
- Support for the emphasis on family-centre care, promoting resilience and self-care rather than dependence
- Noting the importance of sharing the Bedfordshire and Luton best practice across the Trust.

#### 4.6 **ACTION:** Membership to share CAMHS film when available. (*Post Script: sent link 7 Feb 2019*)

#### 4.7 The Council **RECEIVED** and **NOTED** the presentation.

## 5 Strategic Activity and Annual Planning Update

### 5.1. Mason Fitzgerald submitted a written strategic update to Governors; in his presentation he focused on the recent NHS Long-Term Plan and its potential impact on ELFT:

- ELFT's five year strategy appears to align on the whole with the new Long term Plan –the right questions have been posed and our objectives and outcomes are still appropriate
- It is a plan with many commitments but little detail – consultation on detail is yet to follow. Workforce Plan and Social Care Green Paper have been delayed
- There is no significant shift in policy but a renewed emphasis on digital transformation
- Expectation is primary care will be wrapped around GP practices; there is no prescribed model for integrated care services, this is for local Trusts to develop with their partners
- It is expected that commissioning will opt for longer contracts which will help with the re-tendering process and give more time to redevelop services
- There is strong emphasis on population health – it appears the funding formula changes which had been put in place in favour of areas with a higher percentage of older people will be reversed to urban areas with greater deprivation
- The delivery of the plan across health and social care system will take much work
- Clear focus on prevention through early intervention in childhood
- Improvements in mental healthcare for adults will need to go through consultation process

- Navina Evans is involved in the workforce planning committee. Clear guidance on workforce diversity
- In return, expectation that the system will deliver value for money
- Focus on integrated care, population health, staff and value for money chimes with ELFT's strategic priorities and outcomes.
- Operational plans for the Trust and the two STPs we are involved with (NE London and BLMK) need to be developed
- In terms of funding, CQUIN targets are meant to become less bureaucratic and more meaningful. The control total required of the Trust in 2019-20 will be £5.7m, c £3m less than in the previous years
- Some of the promised funding increases are flowing through in the uplifts of CCG budgets in our patch – plans are being put forward for spending this money. One significant item is developing inpatient care facilities in Bedford.

5.2 In discussion and in response to questions, the Council noted:

- In terms of digitalisation, the Trust is aware of including those who are not connected digitally and that both information and services need to be accessible
- Integrated care systems need to be supported by robust, accurate and localised data
- The need to be realistic and vigilant given financial pressures of the Trust's partners, particularly Local Authorities and the CCGs with their 20% budget reduction
- While the Long Term Plan foresees a shift from acute provision to more care at home, any details will be worked out locally through integrated care systems and Governors will be kept informed.

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

## 6.0 Assistant Deputy Chair Elections

6.1 The Council **RECEIVED** the report and **RATIFIED** the appointment of Keith Williams as Assistant Deputy Chair until the end of his current term of office.

## 7 Quality Accounts

7.1 Lorraine Sunduza outlined the responsibilities of the Council of Governors in terms of choosing one quality indicator for an external audit.

7.2 The Chair outlined the voting process. Deadline for voting (for those not present today) will be Friday, 1 February 2019.

7.3 **ACTION:** The results of the ballot will be shared with the Governors.

7.4 **ACTION:** The results of the independent audit will be reported back to the Council.

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

## 8 Council of Governors Development Plan and Forward Plan

8.1 Both the Development Plan and Forward Plan were **AGREED** by the Council.

## **9 Communications and Engagement Committee Report**

- 9.1 The report was taken as read; there were no further questions.
- 9.2 The Council **RECEIVED** and **NOTED** the report.

## **10 Council of Governor Attendance List**

- 10.1 The Council **RECEIVED** and **NOTED** the attendance List.

## **11 Any other urgent business**

In response to queries and comments from Governors, the Council noted the following:

- 11.1 Paul Calaminus reported that there will be announcement shortly about changes to staff pay days.
- 11.2 Larry Smith asked it be minuted the recent Service Director Meeting in Luton and Bedfordshire had been very unsatisfactory. NL acknowledged the issues at the running of the meeting and outlined the plans to improve these meetings.
- 11.3 In terms of concerns about discharges, NE outlined the Trust has a discharge policy and discharge standards which the Board is monitoring. It is not possible to discuss individual cases in Council but if Governors hear of or experience unsafe or unsatisfactory experiences, they should advise service users to complain so the Trust can learn. There are ways we can support people through a complaints process.
- 11.4 In terms of international recruitment following Brexit and under proposed new immigration rules, Paul Calaminus advised that the Trust does not usually recruit staff directly from abroad but from people who are already resident in the UK.
- 11.5 Steven Course is leading a project on the model environment – the Trust would like to hear from staff governors about the impact on the physical work environment on their wellbeing.

## **12. Date and Time of the next Meeting**

- 12.1 Thursday, 21 March 2019 from 5:00pm-7:00pm at UNISON Centre, Ground Floor, 130 Euston Road, London NW1 2AY
- 12.2 The Council **NOTED** the date and time of the next meeting.

## **13 Private Session, Nominations and Conduct Committee Report**

- 13.1 The Chair provided an update on the discussions at the Nominations & Conduct Committee which met on 15 January 2019.
- **Associate NED Resignation:** Gary Tubb has been appointed as a Non-Executive Director at Cambridge Community Health Services Trust and has therefore stood down as an Associate NED at ELFT
  - **Change to NED Time Commitment:** The Committee supported the agreement to Anit Chandarana's role commitment to the Trust for a six month period following changes to his substantive role where he has been appointed to lead a

significant national review for Network Rail. He will meet his commitment to attend Board-related meetings as well as chairing of the Audit Committee. This follows a former precedent set for Rob Taylor when there were also changes to his other work commitments

- **Norfolk and Suffolk Foundation Trust (NSFT) Update:**
  - NHSI has requested that Marie Gabriel take up the position as Executive Chair of the NSFT in addition to her role as Chair of ELFT to provide more direct support in moving the Trust out of special measures. This builds on the current buddying arrangement with NSFT
  - The Trust has discussed measures to take that will allow the Chair to carry out the dual responsibilities such as appointing a Vice-Chair for London, along the lines of Mary Elford's role as Vice-Chair for Luton and Bedfordshire
  - In response to a query it was explained that part of the arrangement with NHSI is to bring in additional staff to support NSFT so the impact on ELFT is minimised. There is a shared concern with NHSI this should not negatively impact on ELFT
  - The appointment indicates that ELFT is recognised as a strong Trust; time will be taken to ensure this is done well resulting in a good outcome for NSFT
  - Governors queried whether the Trust has achieved a status where we might consider develop an offer to other Trust with a team of dedicated 'troubleshooters'
  - Governors congratulated the Chair, the Board and the Trust on this accolade
  - It was pointed out that the work of the Council too had been referenced in NHSI's request for support.

### **13.2 All Executive and Non-Executive Directors including the Chair left the meeting.**

### **13.3 Chair and NED Salary Discussions**

- Acting Deputy Chair Keith Williams chaired the meeting
- Cathy Lilley outlined the proposals for adjusting the Chair's remuneration in line with a Council request from April 2018
- A full report with benchmarked figures will be reported to the next Nominations and Conduct Committee meeting in March. A report will be presented with recommendations to the next Council meeting
- Assurance was provided that any pay awards will be backdated to the Council's original request in April 2018.

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

**The Acting Deputy Chair closed the meeting at 6.53pm**