

**Draft Public Minutes of the Council of Governors' Meeting held in public
on Thursday 14 November 2019 from 5pm – 7pm
at UNISON Centre, Ground Floor, 130 Euston Road, London NW1 2AY**

PRESENT:	Marie Gabriel	Trust Chair
Governors:	Dawn Allen	Public Governor, Central Bedfordshire
	Rehana Ameer	Appointed Governor, City of London
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Robin Bonner	Staff Governor
	Steven Codling	Public Governor, Central Bedfordshire
	Katherine Corbett	Staff Governor
	Terry Cowley	Public Governor, Tower Hamlets
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Tee Fabikun	Public Governor, Newham
	Obayedul (Arif) Hoque	Public Governor, Tower Hamlets
	Zara Hosany	Staff Governor
	Carol Ann Leatherby	Public Governor, Newham
	Julian Mockridge	Staff Governor
	Susan Masters	Appointed Governor, Newham
	Beverley Morris	Public Governor, Hackney
	Sheila O'Connell	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
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Daniel Victorio	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Aidan White	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
	Neil Wilson	Appointed Governor, Education

IN ATTENDANCE:

Staff:	Aamir Ahmad	Non-Executive Director
	Paul Calaminus	Chief Operations Officer
	Dr Navina Evans	Chief Executive
	Rosemary Eggleton	Former Public Governor, Central Beds
	Paul Feary	Former Public Governor, Bedford Borough
	Mason Fitzgerald	Director of Planning and Performance
	Richard Fradgley	Director of Integrated Care
	Dr Paul Gilluley	Chief Medical Officer

Sufia Kamaly	Governors and Members Office Apprentice
Jenny Kay	Senior Independent Director
Norbert Lieckfeldt	Corporate Governance Manager (Minutes)
Cathy Lilley	Associate Director of Corporate Governance
Meena Patel	Membership Officer
Eileen Taylor	Non-Executive Director
Hazel Watson	Former Public Governor, Newham

APOLOGIES:

Victoria Aidoo-Annan	Staff Governor
Roshan Ansari	Public Governor, Tower Hamlets
Laura Jane Connolly	Public Governor, Rest of England
Susan Fajana-Thomas	Appointed Governor, Hackney
Rachel Hopkins	Appointed Governor, Luton
Caroline Ogunsola	Staff Governor
Brian Spurr	Appointed Governor, Central Bedfordshire
Mark Underwood	Public Governor, Central Bedfordshire
Jim Weir	Appointed Governor, Bedford Borough

ABSENT:

Denise Jones	Appointed Governor, Tower Hamlets
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1 Welcome and Apologies for Absence

- 1.1 Marie Gabriel opened the meeting at 5:00 pm.
- 1.2 Marie welcomed the newly elected Governors to their first meeting, and congratulated new Governor Arif Hoque on passing his driving test.
- 1.3 Marie outlined there is a photographer at today's meeting to take a group photo and to take portrait photos of individual governors. She reminded Governors that the November meeting is traditionally the time to celebrate ELFT's outgoing Governors.
- 1.4 There were no declarations of interest.
- 1.5 Marie pointed out that today was Mason Fitzgerald's final Council meeting as he has been appointed Deputy Chief Executive Officer at Norfolk and Suffolk NHS Foundation Trust. [Daniel Victorio arrived 5:10pm]
- 1.4 Apologies were **noted** as above.

2 Minutes of the Previous Meeting held on 12th September 2019

- 2.1 Marie Gabriel explained that standard procedure is for Governors, wherever possible, to notify in advance any queries, comments or corrections for the minutes.
- 2.2 No comments had been received ahead of the meeting. No issues were raised at the meeting.

2.3 The Minutes were **AGREED** as accurate records.

3 Action Log and Matters Arising from the Minutes

Action Log

- 3.1 Action #129 – the Audit of the Council's Quality Indicator (Patient Safety) is currently under way and will be reported to the Council when completed.
- 3.2 Action #142 – Themes from ELFT's work on Respect and Dignity at work to be reported at the May 2020 meeting with the strategic theme on Staff Wellbeing.
- 3.3 Action #146 – one seat on the Nominations and Conduct Committee has been filled inside the previous deadline; Council agreed to consider the final vacancy following the Governor elections in November. Committee membership is on today's Agenda.
- 3.4 Action #150 (updated Governors' Improvement Plan) is on today's Agenda.
- 3.5 Actions #151 (Congratulations to Kevin Cleary) and #152 (dates of future CoG meetings) are completed and closed
- 3.2 There were no further comments on the Action Log.

Matters Arising

- 3.3 There were no further matters arising.

4 Strategic Update

- 4.1 Richard Fradgley (ELFT Director of Integrated Care) presented the Trust's Strategic Activity and Planning Update.
- 4.2 In his presentation, Richard highlighted:
- The NHS Long Term Plan (LTP) foresees additional investment and the Trust is working on plans on how best to invest the extra funding. Our two STPs also have received additional transformation funds which will be allocated to the various providers the two areas (NE London and Bedford, Luton and Milton Keynes (BLMK)).
 - The plan foresees an annual increase of 30,000 service users accessing ELFT Mental Health services though with a different focus. Numbers are expected to increase significantly in perinatal health, for example, whereas the focus in CAMHS is on improving services rather than a quantitative increase.
 - There will be greater emphasis on clearer transition pathways for children and young people into adult services.
 - The LTP stressed the need for improved physical health for people living with severe mental illness (SMI) as well as better access to employment opportunities.
 - Redesign of Community Mental Health (CMHT) is an exciting new development; there is general agreement that CMHT have suffered over the past years.

[Governors Shirley Biro, Terry Cowley and Zara Hosany arrived 5:20]

- New targets for talking therapies (IAPT service) are controversial as the target figures for London Boroughs will almost double under the LTP and the Trust is reviewing whether there is the actual need and, if so, whether we can provide the service, with the workforce required, to meet those targets
- Specialist Commissioning Services (currently carried out by NHS England) for highly specialised services are being reviewed.
- Community health and primary care services will also see changes, and additional investment of £4.2bn. At the moment it is not clear how this additional funding will be shared between services, STPs and Clinical Commissioning Groups.

[Governor Larry Smith and Mason Fitzgerald arrive 5:25pm]

- Our two Integrated Care Systems in NE London and BLMK will play significant roles in the LTP – the plan is predicated on the development of ICSSs.

[Governor Joseph Croft and CEO Navina Evans arrive 5:30pm]

CMHT Redesign

- Richard highlights that ELFT has been chosen as one of the 12 pilot areas for the redesign of the CMHT services (in the London Boroughs) and pays tribute to all who were instrumental in turning round the successful bid so quickly. ELFT had an advantage over others as we had invested in building relationships with our partners and already run primary care services.
- The new model will operate on the basis of Primary Care Networks, groups of GP practices working on a c 50k population basis.
- The service is moving away from a treatment model to a holistic psychosocial model with a focus on supporting people across all ages and conditions; it has a specific focus on early intervention in personality disorders.
- The pilot has released significant funding which will fund an additional 90 new staff. IN the long term (beyond the pilot) it is assumed there will be 150-200 new posts across E London.
- The Trust is holding an event in E London on December 10th to start the consultation process [NL: Governors had been informed and five are attending this event]

CQC Update

- Richard gave an update provided by Lorraine Sunduza (Chief Nurse)
- The Trust has received notification of an unannounced inspection before Dec 31st 2019 at the services in Luton and Bedfordshire with requests for significant amounts of information.
- The Well-Led Inspection by CQC will come in early 2020. Marie Gabriel pointed out that Governors will be part of the conversations around this inspection, and met with the CQC inspectors.

4.3 In response to questions, Richard Fradgley highlighted the following:

- Anticipatory care using algorithms is not a tool to predict poor mental health but will be used to identify service users with long-term, multiple healthcare needs who may be at risk of hospital admission – it is about prevention of already seriously ill people being admitted to hospital, not whether or not someone will fall ill.. There are shortcomings with the algorithms which means in Luton, City & Hackney and Tower Hamlets the

services use a hybrid approach where the algorithms are supplemented by clinical judgment.

[Neil Wilson arrives 5:45pm]

- There is as yet no pooled approach for the ICS to manage financial risk across providers. It is happening already in small ways but will have to be developed.
- The needs of patients with a dual diagnosis as well as forensic services are real omissions in the Long Term Plan. There is no additional funding foreseen. However, ELFT are going to look at both of these areas in our CMHT redesign. Dr Paul Gilluley adds that ELFT Forensic is now part of a New Model of Care across five NE London Boroughs – a significant new piece of work unrelated to the Long Term Plan.
- Regarding concerns about waiting times for Newham IAPT services, Richard highlighted additional funding by the CCG which has led to recruitment of additional staff. Staff Governor Joseph Croft confirmed that the service has been recruiting successfully.
- IAPT services are working very hard to reach their referral targets amongst other things by raising awareness and tackling stigma associated with mental ill health. There are a number of ways to access talking therapies such as using web-based resources where stigma means that going to see a clinician can be too high a hurdle.
- CAMHS services are planning increases in staff to enable the services to deal with additional demand
- There are a range of new posts being created such as social prescribers and community connectors. The Trust will work with local communities to see how they fit into the new services. They will all work as teams inside Primary Care Networks.
- The Long Term Plan has a strong focus on Learning Disability Services, especially around safeguarding issues and transforming care.

4.4 Summarising, Marie Gabriel commented on the high quality of the questions raised. She felt themes of the discussions were:

- Importance of flexibility in offering services or assessing risks – to supplement algorithms with clinical experience and judgment is important.
- Concern about people with dual diagnosis – Marie stressed that while it may not be a priority in the LTP it is still nevertheless a priority for ELFT.
- Dealing with ever increasing demand (and targets) and how to tackle this while continuing to improve will remain a challenge for the Trust
- Working well together in Integrated Care Systems, sharing funding, sharing risk.
- As an addendum, the Chair reminded Governors the Trust will subcontract of the employment of community connectors to Third Sector organisations.

5 Council of Governors Improvement Plan

5.1 The council **RECEIVED** and **AGREED** the updated Improvement Plan

6.0 Communications and Engagement Committee

6.1 There were no questions about the report from the Communications and Engagement Committee.

- 6.2 The Chair thanked outgoing Committee Chair Shirley Biro for turning the Committee into an effective body. Marie outlined the membership rules and pointed to the elections of a new Committee Chair.
- 6.3 John Bennett reminded the Chair that the Committee's ToR state the Chair is decided by the Council, rather than the Committee itself. The Committee will review its Terms of Reference at the next meeting, and ask the Council to improve any proposed alterations.
- 6.4 The Council **RECEIVED** and **NOTED** the report.

7 Significant Business Committee Report

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

8 Deputy Chair and Committee Elections

- 8.1 Norbert Lieckfeldt outlined the rules for the election of the Lead Governor (Deputy Chair) and the members of the various Committees.
- 8.2 There were a number of candidates for a single vacancy on the Nominations and Conduct Committee – an election will be organised by the Governors and Members Office.
- 8.3 There were three vacancies (one staff governor, three public governors) on the Significant Business Committee. John Bennett, Robin Bonner and Arif Hoque nominated themselves and were appointed by the Council as Significant Business Committee members. Governors were asked to consider between meetings if they wanted to join the SBC for the one vacant seat.
- 8.4 There were a number of vacancies on the Communications and Engagement Committee (which has a core membership but meetings are open to all members). Governors agreeing to serve as additional core members of the Communications and Engagement Committee (as approved by the Council) are Aidan White, Carol Ann Leatherby, Beverley Morris and Felicity Stocker.
- 8.4 The Council **RECEIVED** the report and **AGREED** the appointments outlined above.

9 Council of Governors Election Results

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

10 Council of Governors Forward Plan

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

11 Governors Attendance List

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

12 Any other urgent business and Questions from the Public

- 12.1 The Council is sending best wishes for a speedy recovery to Roshan Ansari

13 Date and Time of Next Meeting

14.1 Thursday, 16 January 2020 from 5:00pm-7:00pm at UNISON Centre, Ground Floor, 130 Euston Road, London NW1 2AY

The public meeting closed at 6.55pm.

APPENDIX 1

<i>Theme</i>	<i>Details of Discussion</i>	<i>Strategic Outcome</i>
Staff	Recruitment and Retention (inc internal movement) and impact on quality and continuity of care; also use of non-permanent staff (Bank or agency) Training and development of staff Policies for BAME staff (equality)	Improved Staff Experience Improved experience of care Improved value
Young People	CAMHS services Impact of increased investment in CAMHS mental health services – “what are we getting for the buck?” Prevention/early intervention Recovery College for Children and Young People?	Improved experience of care Improved value
Integrated Care	What is it? Strategic Stock-take – where are we now, where are we heading in the new system? Linking up with local services and others to enable smooth discharge	Improved population health Improved experience of care
Transition	Transition from secure to non-secure services, from CAMHS to adult services Accommodation for those with complex needs Ensuring needs are met on discharge (housing, benefits etc) Discharge and suicide prevention How to meet nat'l targets on waiting times	Improved population health Improved experience of care
Population Health	Equality and Poverty Understand poverty, understand the data Dealing with unmet in the face of local authority budget cuts; ELFT strategy for gaps in services	Improved population health Improved experience of care
	= Holistic Support	

Other issues	Suggestions	
Do we focus enough on Community Health Services?	Covering through two of the above themes (Transition and Population health)	
Community Health – how best to spend the additional funding?	See above	
Autism Services – raising awareness and support	Arrange additional site visit to Autism/Learning Disability Services	
Digital transformation and innovation	Cross-cutting theme; Task and Finish Group to support developing IT Strategy for Trust	
Violence in organisation (staff on staff?)	Membership office to check if this is an issue from the staff survey report Minutes May 2019: “A high percentage of staff reporting they have recent experience of violence by service users as well as staff” From memory this relates to sexual harassment rather than violence. To check with Tanya Carter.	
Impact of No Smoking Policy on behaviour	Membership Office to treat as Governor query – is there evidence for impact of no smoking policy (eg behaviour, health benefits etc)	
Communicating transformation of services	Communication and Engagement Committee	