

Minutes of the Council of Governors Meeting

held on 23 March 2017, 5.00-7.00pm,

at the UNISON Centre, Room 7.1 & 7.2 130 Euston Road, London NW1 2AY

Present:

Marie Gabriel	Chair	
Zara Hosany	Public Governor, Deputy	Hackney
	Chair	
Kenneth Agyekum-Kwatiah	Public Governor	Newham
Shirley Biro	Public Governor	Newham
Norbert Lieckfeldt	Public Governor	Newham
Ernell Diana Watson	Public Governor	Newham
John Bennett	Public Governor	Tower Hamlets
Terry Cowley	Public Governor	Tower Hamlets
Gohar Ghouse	Public Governor	Hackney
Kemi Rosiji	Public Governor	Rest of England
Mary Phillips	Public Governor	Luton
Keith Williams	Public Governor	Luton
Paul Feary	Public Governor	Bedford
Rubina Shaikh	Public Governor	Bedford
Larry Smith	Public Governor	Central Bedfordshire
Rosemary Eggleton	Public Governor	Central Bedfordshire
Theresa Osei-Kofi	Public Governor	Hackney
Hazel Watson	Public Governor	Newham
Robin Bonner	Staff Governor	
Joseph Croft	Staff Governor	
Maria Eyres	Staff Governor	
Irene Harding	Staff Governor	
Olusola Ogbajie	Staff Governor	
Katherine Corbett	Staff Governor	
Amy Whitelock Gibbs	Appointed Governor	London Borough of Tower Hamlets (Councillor for Bethnal Green)
Susan Fajana Thomas	Appointed Governor	London Borough of Hackney (Councillor for Stoke Newington)
Gary Tubb	Appointed Governor	Central Bedfordshire
Neil Wilson	Appointed Governor	London Borough of Newham

Apologies:

Sam Ali	Staff Governor	
Roshan Ansari	Public Governor	Tower Hamlets
Nicholas Callaghan	Public Governor	Tower Hamlets
Steven Codling	Public Governor	Central Bedfordshire
Alexander Kuye	Public Governor	Hackney
Simon Marsh	Staff Governor	
Juliet Muzawazi	Staff Governor	
Dhruv Patel	Appointed Governor	City of London
Erika Thomas	Public Governor	Central Bedfordshire
Adrian Charles Thompson	Public Governor	Tower Hamlets
Damien Vaugh	Public Governor	City of London

Absent:

Adenike Abimbola	Public Governor	Hackney
Agunbiade		
Blessing Mamvura	Public Governor	Luton

In attendance:

Navina Evans	Chief Executive
Edwin Addis	Membership Manager (minutes)
Georgia Denegri	Interim Trust Secretary
Meena Patel	Membership Officer
Mason Fitzgerald	Director of Corporate Affairs
Paul Calaminus	Chief Operations Officer
Jamal Haig	Membership Administrator
Millie Banerjee	Non-Executive Director
Mary Elford	Vice Chair
Paul Hendrick	Non-Executive Director
Ken Batty	Non-Executive Director
Richard Fradgley	Director of Integrated Care

Public Members:

Robert Eggleton	Member
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PART A: BUSINESS ITEMS

1. Welcome and apologies for absence

- 1.1 Marie Gabriel, Trust Chair, welcomed everyone to the meeting and noted the apologies as above. Marie welcomed ELFT's new Chief Operating Officer, Paul Calaminus, who joined the Trust on 1 March 2017. She thanked Olusola Ogbajie who would be moving at the end of March for her contribution as a Staff Governor and Chair of the Communications and Engagement Committee. Marie also thanked Jamal Haig, Membership Administrator, who has completed his apprenticeship and is leaving ELFT in April, for his hard work and wished him best of luck for the future.

2. Minutes of the previous meeting held on 19 January 2017

- 2.1 The minutes of the meeting held on 19 January 2017 were **AGREED** as an accurate record after incorporating the following amendments suggested by Lead Governor Zara Hosany:
- Pg. 1: delete a duplicate in the list of apologies;
 - Pg. 3, 1.1: noted the apologies above (noted repeated twice in the first sentence);
 - Add roles/titles after all Governors' names to ensure consistency
 - Pg. 6, 6.2: correct the sequence of tenses in: 'find out the reasons and reminded that attendance at Council meetings ...'

3. Matters Arising and Action Log

- 3.1 The Chair updated the Council on actions that are either closed or in progress. Briefing from the Thrive London Steering Group (action 79) will be provided once the detail has been agreed.

4. Integrated services (presentation)

- 4.1 Richard Fradgley, ELFT's Director of Integrated Care, delivered the presentation that was circulated before the meeting. The following points were noted from the discussion:
- Means testing, as a feature of social care integration, is a complex area, as the NHS does not operate a means test.
 - ELFT provides integrated care (IC) to service users via our community mental health teams in many areas of the Trust. There are some interesting examples of IC – Tower Hamlets Vanguard, for example, is about to pilot a neighbourhood care team based on a Dutch model of district nursing. We have started thinking together with our local authority partners about this important area of work.
 - It is important to include children and young people into planning for integrated services. It is true across the country that much of the thinking and planning around integrated care has so far been about adult services. In Tower Hamlets and City & Hackney we have the commitment from partners involved in delivering services for children and young people. Relationships with schools need to be developed further.
 - There is sometimes a discrepancy between the cost of services and commissioners' expectations to deliver more for less. The Government hopes that Vanguards will deliver balanced budgets and, while experience shows that this is not the case yet, some international evidence (and evidence provided by some Vanguards in England) exists about potential savings that can be made. Some Vanguards are reporting a decrease in non-elective admissions compared to the rest of the country;
 - Local authorities treat residents per electorate while GPs go by GP lists which are sometimes conflicting when it comes to commissioning and funding of services. Richard clarified that ELFT provides services for residents who live in the boroughs that it serves.
 - Tower Hamlets is a pilot borough and the emphasis, when reading reports and updates, is mainly on benefits of integrated services. What are the risks we should be aware of?

The big risk is not thinking about engaging proactively with partners. With the national move towards Sustainability and Transformation Plans (STP), there are risks and opportunities which require a change in how senior leaders think beyond their organisation and own role.

- There is some evidence that 50% of mental health illnesses start in teenage years before the age of 14. If the commissioners invest more in early detection services for this age group, we will make savings in services for adults.
- Time needs to be given to clinicians to attend STP and other relevant meetings. Drawing up and constantly reviewing plans is important, so NHS providers don't deliver services that are not necessary.
- Integration of services is an enormous and complex task, and we need to continue to develop our understanding about our communities. A lot of work needs to go into this in order to iron out and cut out the waste from the system.

5. Staff Engagement

5.1 Mason Fitzgerald outlined the key points from the recently published staff survey 2016 results:

- ELFT had 45% response rate which is 10% more than last year.
- ELFT achieved a top score, 3.95 out of maximum 5, for the overall staff engagement indicator which places ELFT first across mental health/community trusts in the country.
- Marked improvement over a number of years. ELFT achieved top scores for quality of care and patient feedback.
- We will now focus on how to improve and maintain the scores. Our improvement action will focus on a small number of issues most relevant to staff satisfaction.
- There are also plans to start using Qi methodology for staff engagement to find out what changes might work. Next Board meeting will look at the staff survey findings in more detail.

5.2 After the presentation, the following points were noted/clarified:

- Staff Governors asked about the impact of recent closures on other teams. It was commented that there are tell-tale signs when a team is struggling: vacancies that are difficult to fill, increased use of agency staff, struggling with demand. ELFT's Executive Team, together with staff side colleagues, are looking at how to support staff in the context of continuing CRES savings. There will be a meeting in the near future with staff governors to discuss this. **Action: Mason Fitzgerald**
- Staff survey responses are completely anonymous and feedback cannot be traced to individuals in order to protect their identities.
- Staff survey results are very good. ELFT should celebrate them while being sensitive and supportive to lower scoring teams. It was also noted that Bedfordshire and Luton scores have improved over the last two years since ELFT took over.
- There is a correlation between staff surveys and surveys of service users - patient outcomes are better where staff survey results are good.
- Mentoring and coaching are very important. ELFT runs a mentorship project for black and minority ethnic (BME) staff who are least happy about career progression according to the staff survey.
- Making the thank you culture more consistent is the key. ELFT will be working on this by focusing on team managers and ward managers as they need to feel the need to say thank you and provide time for reflection to their team members. We will also use the quality improvement (Qi) methodology to test different ways of supporting managers with this important and complex area of work.

5.3 The Council **NOTED** the report.

6. Council appointments

6.1 The Chair updated the Council that Hackney Governor Susan Wengrower resigned on 19 February 2017 and that the vacant seat was offered to the next runner-up.

6.2 The Council was asked to formally approve the appointment of the following Governors on the Significant Business Committee (SBC):

- John Bennett (Tower Hamlets Governor)
- Gary Tubb (Appointed Governor, Central Bedfordshire)
- Adrian Thompson (Tower Hamlets Governor)
- Larry Smith (Central Bedfordshire Governor)
- Ernell Diana Watson (Newham Governor)
- Rosemarie Eggleton (Central Bedfordshire Governor)

6.3 The Council **APPROVED** the appointment of John Bennett, Gary Tubb, Adrian Thompson, Larry Smith, Ernell Watson and Rosemarie Eggleton to the Significant Business Committee.

7. Governor Open Forum proposals

7.1 Lead Governor Zara Hosany presented the paper and sought Council's approval for two proposals recommended by the Governor Open Forum:

- a) Equality and Diversity: Due to the large number of Governors interested in contributing to this work and the value of each individual contribution, that the Governor Open Forum receives a presentation/report on equality and diversity twice a year.
- b) Governor terms: To review the Trust's Constitution to allow Governors to serve three three-year terms and align Non-Executive Director tenures as well. The following discussion points were noted about this proposal:
 - Similar proposal was considered by Governors 4 years ago who did not agree, on a vote, to add an additional term at that time
 - Good Governors are re-elected by members after three years so there should be no problem with serving three terms
 - Sometimes there is no competition for vacant Governor seats so we need to encourage more members to put themselves forward
 - The Chief Executive said that, from the executive point of view, it would be good to have this option of three three-year terms because it is important to have more stability, especially with all the changes that are coming up, as it takes time to become a confident Governor.

7.2 The Council:

- a) **APPROVED** the proposal that the Governor Open Forum receives twice a year a presentation/paper on Equality and Diversity
- b) **AGREED** (with one vote against and one abstention) to consider at the July meeting revision to the Constitution to allow Governors to serve three three-year terms

8. Communications and Engagement Committee Report

8.1 Committee Chair Olusola Ogbajie presented the report and explained that the committee's Terms of Reference and work plan have been reviewed in line with Governors' feedback. She

asked the Council to approve:

- a) The appointment of Shirley Biro as Chair of the Committee and Rubina Shaikh as Vice Chair of the Committee
- b) The revised Terms of Reference of the Committee

8.2 Olusola further invited Governors to nominate themselves for two vacancies on the core membership of the committee. The following four Governors nominated themselves:

- Joseph Croft, Staff Governor
- Kenneth Agyekum-Kwatiah, Newham Public Governor
- Robin Bonner, Staff Governor
- Kemi Rosiji, Rest of England Governor

8.3 Following discussion, it was agreed that all four governors could join the Committee. The Membership Office would contact Governors who had sent apologies for the meeting to ask if they wished to nominate themselves to join the core membership of the committee before a final decision was reached.

Action: Edwin Addis

8.4 The Council thanked Olusola for chairing the committee, wished her good luck in her new job, and:

- a) **APPROVED** the appointment of Shirley Biro as Chair of the Communications and Engagement Committee and Rubina Shaikh as Vice Chair of the Committee.
- b) **APPROVED** the revised Terms of Reference subject to amending paragraph 2.1 to read: "The Committee shall be open to all Council members with a core group comprising a minimum of 6 Governors"

9. Date and time of next meeting

Thursday, 18th May 2017, 5.00-7.00pm

The meeting closed at 7.00pm