

**DRAFT Minutes of the Joint Trust Board and Council of Governors' meeting held on Thursday 3<sup>rd</sup> March 2018, from 17:00-19:00 at the UNISON Centre, 130 Euston Road, London NW1 2AY**

<b>Present:</b>	Marie Gabriel	Trust Chair	Chair of Council of Governors
	Jenny Kay	Non-Executive Director	
	Kingsley Peter	Non-Executive Director	
	Mary Elford	Non-Executive Director	
	Paul Hendrick	Non-Executive Director	
	Robert Taylor	Non-Executive Director	
	Navina Evans	Chief Executive Officer	
	Amar Shah	Associate Medical Director for Quality	
	Lorraine Sunduza	Interim Chief Nurse	
	Mason Fitzgerald	Director of Corporate Affairs	
	Mohit Venkataram	Director of Commercial Development and Performance	
	Paul Calaminus	Chief Operating Officer	
	Paul Gilluley	Chief Medical Officer	
	Richard Fradgley	Director of Integrated Care	
	Sandi Drewett	Director of HR & Organisation Development	
	Steven Course	Chief Financial Officer	
	Norbert Lieckfeldt	Deputy Chair of Council of Governors Public Governor	Newham
	Shirley Biro	Public Governor	Newham
	Ernell Diana Watson	Public Governor	Newham
	Hazel Watson	Public Governor	Newham
	Roshan Ansari	Public Governor	Tower Hamlets
	John Bennett	Public Governor	Tower Hamlets
	Nicholas Callaghan	Public Governor	Tower Hamlets
	Terry Cowley	Public Governor	Tower Hamlets
	Adrian Thompson	Public Governor	Tower Hamlets
	Edilia Emordi	Public Governor	Hackney
	Gohar Ghouse	Public Governor	Hackney
	Jummy Otaiku	Public Governor	Hackney
	Damien Vaugh	Public Governor	City of London
	Jamu Patel	Public Governor	Luton

	Keith Williams	Public Governor	Luton
	Paula Williams	Public Governor	Luton
	Paul Feary	Public Governor	Bedford
	Steven Codling	Public Governor	Central Bedfordshire
	Rosemary Eggleton	Public Governor	Central Bedfordshire
	Larry Smith	Public Governor	Central Bedfordshire
	Kemi Rosiji	Public Governor	Rest of England
	Robin Bonner	Staff Governor	
	Julian Mockridge	Staff Governor	
	Zara Hosany	Staff Governor	
	Sheila O'Connell	Staff Governor	
	Caroline Ogunsola	Staff Governor	
	Mary Phillips	Staff Governor	
	Simon Marsh	Staff Governor	
	Denise Jones	Appointed Governor	London Borough of Tower Hamlets
	Gary Tubb	Appointed Governor	Central Bedfordshire Unitary Authority
	Neil Wilson	Appointed Governor	Education
<b>In attendance:</b>	Georgia Denegri	Interim Trust Secretary	
	Elizabeth Holford	Corporate Minute Taker	
	Selina Brown	Membership Officer	
<b>Apologies:</b>	Ken Batty	Non-Executive Director	
	Millie Banerjee	Non-Executive Director	
	Kenneth Agyekum-Kwatiah	Public Governor	Newham
	Daniel Victorio	Public Governor	Hackney
	Hannah Brown	Public Governor	Central Bedfordshire
	Rubina Shaikh	Public Governor	Bedford
	Katherine Corbett	Staff Governor	
	Joseph Croft	Staff Governor	
	Rehana Ameer	Appointed Governor	City of London
	Susan Fajana Thomas	Appointed Governor	London Borough of Hackney (Councillor for Stoke Newington)
	Rachel Hopkins	Appointed Governor	Luton Unitary Authority

*The minutes are produced in the order of the agenda*

## **1 Welcome and apologies for absence**

1.1 Marie Gabriel welcomed all to the meeting and introductions were made.

1.2 Apologies were noted as above.

## **2 Minutes of the previous meeting held on 18 January 2018**

2.1 Page 1, Apologies: Zara Hosany had sent apologies.

Page 3, 4.2: Norbert Lieckfelt asked that the minutes be amended to include the Council of Governors' appreciation of Zara Hosany's role in increasing the positive impact and effectiveness of the Council of Governors (in her capacity of Deputy Chair).

With the above amendments, the minutes were **AGREED** as an accurate record.

## **3 Action log and matters arising from the minutes**

3.1 The Council noted actions in progress.

3.2 Marie Gabriel advised that one matter arising, the social event for Governors, would be considered under Any Other Business.

There were no other matters arising not otherwise on the agenda.

## **4 Health and Poverty**

4.1 Marie Gabriel introduced the discussion on Health and Poverty.

The 'Big Conversation' had revealed widespread concern about the impact of poverty on the health of the population served by the Trust, resulting in the decision to hold a joint Council of Governor / Trust Board discussion.

4.2 Richard Fradgley gave a presentation on 'Tackling the wider determinants of health'. The aim of the presentation was to highlight findings from research on the relationship between poverty, deprivation and health. This was in order to provide a context for the Council and Board to consider what the future role of the Trust should be.

Richard Fradgley drew attention to the following aspects of population health and wellbeing:

- A 1992 publication by Dahlgreen and Whitehead, describing the determinants of health which is still relevant today.
- Determinants range from age, sex and genetic factors to the general socio-economic, cultural and physical environment in which people live.
- Estimates have been made of the extent to which medical care affects health compared to the effect of individual behaviour and social circumstances.
- Longitudinal studies have shown that children who have adverse experiences (for example abuse or living with drug-addicted parents) show impaired functioning, risky health behaviours and greater physical and mental problems than the general population later in life.
- Poverty is not only associated with a number of adverse wider determinants of health but is a determinant itself.
- It is not only absolute lack of money or resources that matters. Relative poverty, how much someone has compared to others, is important too.
- The Local Government Chronicle has recently published an article showing that austerity leads to death.

- Life expectancies vary and tend to be lower in the areas served by the Trust, reflecting an association with poverty and inequality. The relationship is not straightforward, however: for example life expectancy is declining in relatively affluent Stratford upon Avon where older people may be capital rich (e.g. own large houses) but cash poor.
- There is a long-standing concept called the 'Inverse Care Law' which applies to individuals and communities: people or communities most in need have the least access to services.
- Evidence analysed by Marmot (2013) shows that the key is to give every child the best start in life.

Richard Fradgley introduced the data pack that had been circulated to Board and Council members. Data included statistics about the population in the boroughs served by the Trust. The purpose was to indicate opportunities and challenges facing the Trust in seeking to improve the health of a growing population.

Providing further context, Richard Fradgley noted that the Trust has many advantages. These include, in addition to financial, staff and estates resources, the benefits of partnerships with NHS providers, schools and voluntary sector organisations, amongst others. The Trust already has a number of initiatives that affect the wider determinants of health, such as apprentices (employment), nurses providing welfare advice (economic circumstances) and contracting with sustainable suppliers (environment).

4.3 In questions preceding small group discussions, the Council of Governors and Trust Board noted the following:

- Employment does not necessarily alleviate poverty, as is evident from zero-hours contracts and low pay.
- 120 staff employed by ELFT use foodbanks and 600 use payday loans.
- In the City of London, regard should be had to the population comprising workers as well as residents.
- Cuts in social care are putting pressure on schools, reducing their capacity to improve health.
- There is a range of post-war initiatives that were proven to be beneficial, that have been or are being dismantled (e.g. Sure Start). These represent best practice that should be considered by the Council of Governors and Board.
- The Chief Medical Officer has been to look at an initiative on the White City Estate in which GPs visit the community to understand causes and possible responses to obesity. This is in line with a view that there is much to learn from elsewhere, including also the Institute for Health Improvement.
- Governors are saddened by the situation of Trust staff being reliant on food banks and payday loans. Social housing for staff is an idea previously raised by Governors. This may help to reduce poverty and increase recruitment and retention. An update on progress would be appreciated.

4.4 Marie Gabriel introduced the topics for small group discussions: where should the Trust focus and what should the Council of Governors and Board do differently?

Groups, facilitated by Board members, were asked to identify three priorities for what the Trust can practically do to have a positive impact on the wider determinants of health. [Separate report available: Annex A].

4.5 Marie Gabriel thanked the Council and Board for their valuable input to the discussion.

The Council and Board noted that the findings from the discussion would be written up and they would receive a feedback report when completed.

It was further agreed that, at the suggestions of Governors, the Trust would link formally with research partners to obtain insights which would be used to inform the final report.

**Action: Mason Fitzgerald**

## **5 Strategic Planning update**

5.1 Mason Fitzgerald introduced the Strategic Activity Update report, highlighting that:

- Using feedback from the 'Big Conversation', the Trust Board approved a new vision and strategic outcomes at its meeting of 22 February 2018.
- The emphasis is on improving population health through integrated care, collaborating with communities and partners and continuous quality improvement.
- The next step is to agree concrete actions. Local meetings with members were held in February / March 2018, followed by an Annual Plan meeting on 5 March 2018 where the draft ideas were presented, further ideas invited and priorities agreed.
- At their next meeting, the Council of Governors will receive a full formal response to all the feedback received, in the form of a proposed plan. There will be the opportunity to comment on this plan before a final version is approved.

**Action: Mason Fitzgerald**

- Once the final version is approved, there will be a continuous conversation with Governors and members via Borough meetings and working lunches. Any ideas about other ways in which the conversation can be kept going, would be welcome.

5.2 Marie Gabriel thanked the Council of Governors and Trust Board for their feedback and invited questions.

Through discussion, comment and clarification, the following key points were noted:

- The Borough data packs would benefit from amendment so that they offer greater insight.
- Life expectancy charts require updating.
- The borough-based discussions preceding the annual plan meeting were based on presenting a blank page, rather than proposals for discussion, as Governors and members had previously expressed a preference for this. This approach can be re-considered.

## **6 Assistant Deputy Chair election process**

6.1 Marie Gabriel drew Governors' attention to the role of the Assistant Deputy Chair and the process for appointment.

Governors noted that Norbert Lieckfeldt would be pleased to discuss the role informally and contact should be made via the Membership Office.

Marie Gabriel invited questions (there were none) and warmly encouraged Governors to consider the opportunity.

## **7 Nominations & Conduct Committee report – Confidential**

## **8 Significant Business Committee report**

8.1 Robert Taylor reported verbally on discussion at the recent Significant Business Committee meeting.

The Council of Governors and Board noted that:

- The Committee had highlighted six criteria for the Board to consider when thinking about whether to take on new services.
- These six criteria were applied to the recent decision to take on Bedfordshire Community Services to illustrate how they would work.
- For example, the criterion 'does this benefit the local area?' would involve thinking about how staffing and services would need to be different from East London to suit a more rural area.
- When considering financial impact, acknowledgement that there would be some additional costs in the first year, is important.
- The capacity of corporate services (e.g. IT) is an important factor if staff are to be enabled to work in a new way.

By applying the criteria to the Bedfordshire Community Services case, the Significant Business Committee concluded that they do work. The Council of Governors will receive a written report of this exercise.

8.2 Through questions, comments and clarifications, the Council of Governors and Board noted the following in relation to Bedfordshire Community Services:

- Staff will have different roles and skill mixes and all posts have been given the appropriate banding.
- It is acknowledged that staff feel stretched in their existing roles. Formal staff consultation on new roles will follow work on design of teams. A key priority is to reduce the stress on staff currently working in very small teams.
- Conversations have taken place with Therapists and District Nurses. There are positive findings, for example, unlike in East London, employees hold substantive posts with minimal reliance on agency staff.
- Rurality is being addressed by focussing on ease of access to teams. This is also in line with the new national commissioning model.

The Chair thanked all who had played a part in scrutinising contracts.

## **9 Communications and Engagement Committee report**

9.1 Shirley Biro reported on discussions at the Communication and Engagement Committee.

The Council of Governors and Board noted in particular that:

- The People Participation Committee had suggested fundraising as a possible role for members. Non-Executive Director, Jenny Kay, will lead on this.
- Members' working lunches are being improved and supplemented. There will be a 'Working Together Supper' at 5:30pm on 12<sup>th</sup> April 2018. It is hoped that the timing will enable staff governors and younger / working people to attend. The topic for discussion will be work-related stress.
- The Membership Office is drawing up a programme of Governor site visits.

## **10 Council of Governors' Forward Plan**

10.1 The Council of Governors and Board noted the Forward Plan.

## **11 Council of Governors' attendance list**

11.1 This item was presented for information only.

## **12 Any other urgent business and questions from the public**

12.1 Other urgent business:

- i. Charitable Funds  
The Council of Governors noted that Barts Health administers Charitable Funds for ELFT, but ELFT decides on how the funds are spent. Accounts are reported via the Audit Committee.
- ii. Governor social event  
A wide variety of views exist as to whether the Governors need or would benefit from a social event and what form this might take.

There is consensus that new Governors do need opportunities to meet other Governors and to feel welcomed and part of the Council of Governors. A number of ideas will be taken forward using a Qi approach.

The idea of having a dinner will not be progressed at present.

The Interim Board Secretary has action in hand to respond to Governors' request that a wider range of higher quality food be provided at meetings.

12.2 Questions from the governors:

- i. Please could attention be paid to embedding business as usual before new contracts are taken on. East Bedfordshire CMHT is still short of resources and some service users have no Care Co-ordinator. Spring House cancels booked psychiatric appointments for service users every day that they have waited 6-8 weeks for.
- ii. In view of the food bank and payday loan situation, could the Trust consider setting up a credit union?
- iii. Could the Trust look at what is in its power on pay, as many mental health nurses earn less than staff working in retail.

**Actions: Steven Course**

- iv. Does food come with the venue for Governors' meetings? In response Marie Gabriel confirmed that food is included in hire arrangement and as an NHS organisation alcohol cannot be provided.

The meeting closed at 19:00

## Annex A

### Joint Trust Board & Council of Governors' meeting – 15 March 2018 Group work

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- Alcohol and obesity – tackle behaviours (start with service users and staff)
  - Work with schools and education
  - “State the obvious” in publicity campaign
    - TV adverts
    - Use power of publicity
  - Accredited living wage employer
  - Make sure people have adult reading age when they leave school – make it our business
  - Housing – affordable homes for staff
  - Volunteering scheme for staff – staff get paid time off (e.g. 2-3 days per year) to volunteer with a local organisation
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- Challenge stigma
  - Organise a study day for leader of companies – on a large scale, contact maybe top 100-200 companies.
  - Mental health issues as another illness.
  - Social proscribing – involve community
  - Employ people in ELFT with mental health issues.
  - Provide education at young age or mental health and disabilities.
  - Help with employment services.
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- How to tackle wider determinants of health?
  - Focus on wellbeing (not just mental health)
  - Partner or liaise with local authorities who are doing lots in this area under public health responsibilities (ie. system leaderships)
  - Capacity building / networking + engagement with wider community with voluntary groups sign-posting to healthy living
  - Focus on early years (0-3, 0-5) and schools
  - Try to engage with schools on mental health and wellbeing (challenge of access if academisation) and contact with parents too
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- Opportunity for a “pay day loan” solution e.g. credit union-cannot let ELFT continue with 600 payday loans. It starts with us.
  - Must target ‘day job’ NOW issues.
  - Hurdles to implementing solutions we already know will work.
  - Organization / communication – what must we do differently / urgently.
  - Data – insight – change – outcomes
  - Outcome focused plans for specific circumstances
  - Self-help as part of prevention
  - What is stopping us executing the big three – self-help solutions now in homes, schools, and workplace.
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