

Minutes of the Council of Governors' Meeting
held on Thursday 17 May 2018, 17.00 – 19.00 at UNISON Centre, Euston Road, London

Present:	Marie Gabriel	Trust Chair
Governors:	Kenneth Agyekum-Kwatiah	Public Governor, Newham
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Robin Bonner	Staff Governor
	Nicholas Callaghan	Public Governor, Tower Hamlets
	Steven Codling	Public Governor, Central Bedfordshire
	Katherine Corbett	Staff Governor
	Terry Cowley	Public Governor, Tower Hamlets
	Joseph Croft	Staff Governor
	Rosemary Eggleton	Public Governor, Central Bedfordshire
	Edilia Emordi	Public Governor, Hackney
	Susan Fajana-Thomas	Appointed Governor, LB of Hackney
	Paul Feary	Public Governor, Bedford
	Gohar Ghouse	Public Governor, Hackney
	Rachel Hopkins	Appointed Governor, Luton
	Zara Hosany	Staff Governor
	Simon Marsh	Staff Governor
	Jummy Otaiku	Public Governor, Hackney
	Jamu Patel	Public Governor, Luton
	Rubina Shaikh	Public Governor, Bedford
	Larry Smith	Public Governor, Central Bedfordshire
	Adrian Thompson	Public Governor, Tower Hamlets
	Gary Tubb	Appointed Governor, Central Bedfordshire
	Damien Vaugh	Public Governor, City of London
	Daniel Victorio	Public Governor, Hackney
	Hazel Watson	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
	Neil Wilson	Appointed Governor, Education
Staff Present:	Millie Banerjee	Non-Executive Director
	Paul Calaminus	Chief Operations Officer/Deputy CEO London
	Mary Elford	Vice-Chair
	Mason Fitzgerald	Director of Planning and Performance
	Richard Fradgley	Director of Integrated Care
	Andrea Goldsmith	Interim Trust Secretary
	Dr Paul Gilluley	Chief Medical Officer
	Norbert Lieckfeldt	Corporate Governance Manager (minutes)
	Meena Patel	Membership Officer
	Lorraine Sunduza	Interim Chief Nurse
In attendance:	Nigel Boldero	Governor, Norfolk and Suffolk NHS Foundation Trust
	Jill Curtis	Governor, Norfolk and Suffolk NHS Foundation Trust
	Georgia Denegri	Former ELFT Interim Trust Secretary
	Hilary Hanbury	Governor, Norfolk and Suffolk NHS Foundation Trust
	Howard Tidman	Governor, Norfolk and Suffolk NHS Foundation Trust
	Martin Wright	Governor, Norfolk and Suffolk NHS Foundation Trust

Apologies:

Governors:	Roshan Ansari	Public Governor, Tower Hamlets
	Julian Mockridge	Staff Governor
	Sheila O'Connell	Staff Governor
	Mary Phillips	Staff Governor
	Kemi Rosiji	Public Governor, Rest of England
	Ernell Watson	Public Governor, Newham
Directors:	Ken Batty	Non-Executive Director
	Tanya Carter	Interim Director of HR
	Steven Course	Chief Finance Officer/Deputy CEO , Luton and Beds
	Navina Evans	Chief Executive
	Paul Hendrick	Non-Executive Director
	Jenny Kay	Senior Independent Director
	Peter Kingsley	Non-Executive Director
	Amar Shah	Chief Quality Officer
	Robert Taylor	Non-Executive Director
	Mohit Venkataram	Director, Commercial Development

1 Welcome and Apologies for Absence

- 1.1 The Chair opened the meeting at 5pm, and welcomed visiting Governors from the Norfolk and Suffolk NHS Foundation Trust (NSFT); Norbert Lieckfeldt as a new staff member; Meena Patel's return to the Membership Office and expressed thanks to Moushumi Tasneem and Amina Begum who held the fort during a few difficult months.
- 1.2 The Chair, to general applause, thanked Georgia Denegri as previous Interim Trust Secretary for her work for the Trust over the past months.
- 1.3 Apologies were noted as above.

2 Minutes of the Previous Meeting held on 15 March 2018

- 2.1 The Chair explained that standard procedure is for Governors to notify in advance any queries, comments or corrections for the minutes: none have been received.
- 2.2 The Minutes were **AGREED** unanimously as an accurate record of the meeting.

3 Action Log and Matters Arising from the Minutes

- 3.1 The Council noted actions in progress.
 - Item 80: Closed – reported at today's meeting.
 - Item 98: Closed – the Governors have expressed a change of opinion at the previous meeting and no longer needs pursuing.
 - Items 99 and 100 are in progress and will be reported at a future meeting.
- 3.2 Replies to questions from Governors:
 - 3.2.1 Question 1: to investigate the concerns regarding the East Bedfordshire CMHT and Spring House. Paul Calaminus advised that there have been staff shortages. In the interim, the Trust is making use of locum staff; however, additional staff will join the service from August 2018. A buddying system had been put in place which it was hoped would also help and there were clearer definition of roles in CMHT.

- 3.2.2 Question 2: to consider setting up a credit union (following discussion for item on Health and Poverty). Paul Calaminus stated the Trust is not allowed to lend money. However, ELFT is working with local credit unions to support staff, as well as support and training on managing finances for staff.
- 3.2.3 Question 3: to look and see what is within the Trust's power regarding mental health nurses' pay. Paul Calaminus advised that pay is set nationally via Agenda for Change, except for certain staff groups, and a proposed pay deal is currently out for consultation. However, ELFT are currently reviewing pay for bank staff. We are working with Union colleagues to increase their pay to match Agenda for Change rates.

4 Strategic Item: Staff Survey Results

- 4.1 Mason Fitzgerald (MF) presented on key results from 2017 staff survey (presentation attached). The summary with the figures had been circulated prior to this meeting.
- 4.2 The Trust is looking for strategic input from Governors to see how ELFT can improve on the results. This will be reported back at next Council meeting.
Action: Mason Fitzgerald
- 4.3 Scores have dropped which is disappointing, though Trust is still better than the national average. ELFT is now fifth in the country out of 55 Mental and Community Health Trusts, after coming first the previous year.
- 4.4 Some areas have done very well: e.g. scores on the quality of training and development; and on the ability of staff able to contribute to changes and improvement in work (which is highest score in the country, a consequence of the Trust's focus on QI work). Likewise staff satisfaction scores are high.
- 4.5 Areas of concern are: violence and aggression against staff, career progression, discrimination against BME staff, bullying and harassment, staff health and well being.
- 4.6 Health and wellbeing is a particular concern (see percentages from presentation). ELFT is addressing this through the leadership development programme; newly formed Staff Networks (Women, BME, LGBTQ, and Disabled Staff Network); and through the Freedom to Speak Up Guardian.
- 4.7 It is important this is addressed across the whole Trust. Each Directorate is being asked to devise their own action plan to improve their results in terms of staff experience. All teams are also asked to dissect results at team level and come up with plans and solutions.
- 4.8 There is a Trust-wide QI programme about staff experience "Enjoying Work", the results of which are now being rolled out more widely to 30 teams in the Trust. These change ideas are coming from the staff themselves through daily, simple feedback mechanisms and surveys which ask: was this a good day at work for you?; what made it good?; and what could have made it better?. This information is sent in real-time to the managers.
- 4.9 Staff well-being activities focus on Well-being Thursday: physical and mental well-being and managing your finances.

- 4.10 Governors to form five groups to consider the following questions:
(1) What areas should we focus on; and
(2) What should we do to address these?

Questions:

- Can the figures be used to look at different staff groups or directorates?
MF advised that the figures could be broken down and showed a huge amount of variation; for examples scores in Luton and Bedfordshire have dropped off more after having been on an upward curve. They have experienced a significant amount of restructuring which may be one of the factors. Another area of concern is Specialist Services (which spread out across the Trust so they do not come together very often as a team). The work at Directorate and Team-level is looking to those groups to work together to solve their issues. In addition future leadership programmes will be based in Luton and Bedfordshire with the majority of staff coming from there and we have put in place specific governance support though the Vice Chair of the Board, an Associate NED and the Deputy CEO.
- Do the survey figures on bullying and harassment reflect formal complaints made: e.g. via the grievance procedures?
MF stated that this information would be linked to complaints/grievances and the Freedom to Speak Up Guardian to see if this is reflected. It was possible to see whether specific areas and teams seem to have more problems than others and additional support could be put in place.
- Who would be defined as a “senior manager”?
MF stated that there was no definition within the survey. It was a variable term: for an apprentice a senior manager is someone different than for a Band 7 colleague. It depends on perception of the person completing the survey.
- How can the Trust address the 52% of respondents who report going to work when unwell? MF advised that the most important pressure is self-imposed (not wanting to let service users or colleagues down) so it is important to create a culture that allows people to take time when unwell and to fully recover before returning to work. The sickness policy is currently being reviewed, and will include reference to this. The *Enjoying Work* programme is the same as the Staff Satisfaction QI Programme. The work of the Governors at this meeting will feed into the four strategic outcomes listed and will be brought back to the July Council of Governors’ meeting

ACTION: Mason Fitzgerald

There is a separate report on the gender pay gap, which can be circulated to Governors.

ACTION: Membership Office

- 4.11 The Chair advised that the results of the Group work would be collated (Annex A) and used to as part of the Trust’s response to the survey. Each Group reported their key idea to the full Council:

- Change management training
- Improve staff morale by more regular meetings between staff and senior management
- Stress management and resilience training for middle management
- Better corporate support (e.g. health and safety very stretched now) and more emphasis on anti-bullying policies
- There are linkages between things – for example “I like my manager” spills over into feeling more positive at work; if we can identify the aspects that make people feel good we know what to do more of
- Better one-to-one supervision.

5 Governor Impact

- 5.1 Norbert Lieckfeldt gave a brief update on final phase of current Governors QI project. The final change ideas were:
- a) arranging a meeting with all Staff Governors and
 - b) ensuring that Staff Governors receive the same information that Public Governors receive.
- 5.2 List of improvements as a result of the QI project was impressive and NL thanked the QI team. Four additional Governors have gone through QI training so it was hoped that there will be a new QI Project very soon for the Council.
- 5.3 Marie Gabriel summarised the Council's impact and considerable achievements over the past six months. A half-yearly update about impact was part of the previous QI project. She particularly stressed recent informal feedback from a meeting between a group of Governors and the CQC inspection team. The CQC offered very positive feedback as they can see strong improvement in the Council since the 2016 inspection.
- 5.4 It was agreed that the item regarding regular publicity in local press would be taken by the Communications and Engagement Committee, and the Nominations and Conduct Committee would take the item on arranging training and development for Governors.

ACTION: Communication & Engagement Committee

ACTION: Nominations and Conduct Committee

6 Strategic Planning Update

- 6.1 Mason Fitzgerald summarised highlights from his written report. The Trust had been successful in bidding for Individual Placement Support and Perinatal Services in both STP areas ELFT is involved in.
- 6.2 The Five-Year Strategy is still being discussed at Board level. Governors and members have been feeding into that through the Members Meetings and the Council discussions. However, a list of themes for the current year is emerging (employment services, physical health, access to services, involving patients). MF will report back to Council over the year on how these are delivered.
- 6.3 ELFT was involved in the transformation boards of the CCGs which bring together leaders across health care to look at population health. ELFT is a very active partner in these discussions, as it is part of the Trust's mission to deliver integrated care and improve health generally. There may be location-specific opportunities which the Trust could look to take advantage off, which would bring in additional revenue streams.

7 Elections for Deputy Chair and Assistant Deputy Chair

- 7.1 The Chair asked the two candidates for Deputy Chair (Zara Hosany, Neil Wilson) to each give a two-minute presentation, followed by questions. Questions raised related to:
- whether the candidates would have sufficient time
 - what are their plans for the Governors Open Forum which the Deputy Chair will be chairing?

- 7.2 The Chair asked two candidates for Assistant Deputy Chair (Rubina Shaikh and Keith Williams) to each give a two minute presentation. The third candidate, Caroline Ogunsola, was not present at the meeting. Questions raised related to:
- If you could make one change, what would it be?
 - Which one of you is keenest to travel to Central Bedfordshire?
 - How would you handle increased need to travel to London?

- 7.3 The Chair reminded everyone that the verbal presentations from the candidates came about as a result of the first Council QI project. She thanked all candidates, and reminded Governors they can collect their ballot papers from Meena Patel.

8 Communications and Engagement Committee Report

- 8.1 Shirley Biro, Committee Chair, welcomed that the Membership Office was back to full strength.

- 8.2 SB outlined the recent experimental Members Working Supper. It was aimed at people at work and Staff Governors who would struggle to attend a Working Lunch. However, attendance was very much in line with the regular Working Lunch, and so will need to be kept under review.

9 Significant Business Committee (SBC)

- 9.1 Norbert Lieckfeldt outlined the reasoning behind asking members to amend the Terms of Reference (ToR) for the Significant Business Committee to enable Rehana Ameer who succeeded SBC member Dhruv Patel as Appointed Governor for the City of London to join the Committee. The SBC were unanimously recommending both the change to the ToR and Rehana Ameer's proposed co-option.
- 9.2 The Council unanimously **approved** the proposed amended Terms of Reference, and Rehana Ameer's membership of the SBC.

10 Council of Governors Forward Plan

- 10.1 The Council noted the forward plan.

11 Council of Governors' attendance list

- 11.1 The Council noted the attendance list.

12 Any other urgent Business/Questions from the Public

- 12.1 Norbert Lieckfeldt highlighted that the recent Governors Open Forum (GOF) had had to be cancelled because not enough Governors had confirmed their attendance. The next meeting on 21 June 2018 will be attended by Mary Elford, Vice-Chair of the Trust and Vice-Chair for Luton and Bedfordshire, and so an excellent opportunity for Governors to meet and discuss issues.
- 12.2 Rosemary Eggleton: Can GOF meetings be on the same day as Board meetings to save on travel for those coming from Bedfordshire?
Marie Gabriel replied that they had been in line with Board meetings in the past, but that some Governors did not like the very long day. The Council meetings are usually on the third Thursday of every alternate month and the same rhythm had been adopted for the Forums. It was suggested that Governors be surveyed for their preference and to arrange meetings according to the majority of replies

ACTION: Norbert Lieckfeldt

- 12.2 There was a concern raised by Governors at the recent Trust Board Meeting about detentions under the Mental Health Act.
Paul Gilluley advised that Mental Health Act report for the Board in December 2017 had shown the statistics of detentions under Mental Health Act compared between 2015/16 and 2016/17. One reason for the increase is that the Trust joined with Luton and Bedfordshire half way through the first year but this did not account for all of the rise. Increases had also been seen nationally. The Mental Health Act is currently being reviewed and one of the reasons for this is the recognition that detentions are increasing ([Wessely Review](#)).

There is an ongoing problem regarding the disproportionate use of sections for young black males. It was hoped that the review of the MHA would address this. There are different deadlines for different parts of the review. However the consultation phase ends in October 2018. Prof Sir Wesley's review is planned to be much shorter and more concise than the 2007 review but the precise timetable and details were not available at present.

13 Any Other Business

- 13.1 Rosie Eggleton advised that correspondence from Bucks Healthcare NHS Trust includes a logo with CARE (Annex B) – *collaborate, aspire, respect and enable*. Could ELFT look at a similar logo?
Marie Gabriel suggested that instead of amending the Bucks Healthcare logo, the Communications and Engagement Committee could consider developing an equivalent for ELFT.

ACTION: Communication and Engagement Committee

- 13.2 Zara Hosany highlighted the *Hello. My Name Is ...* campaign which is used in many Trusts where staff wear a large, coloured name badge and introduce themselves each time they meet a service user or contact. In her experience, this made a big difference. Would this be something ELFT could subscribe to?
Paul Calaminus welcomed the suggestion and agreed to look into it. There was also a useful YouTube video which the Membership Office would circulate a link to.

ACTION: Paul Calaminus
ACTION: Membership Office

- 13.3 Keith Williams asked about the recent senior management changes in Luton?
Paul Calaminus advised that Eugene Jones (Director of Mental Health and Wellbeing Services – Luton) is moving to a new role. Michelle Bradley will manage the service across Bedfordshire and Luton for an interim period, from the beginning of June 2018. Formal notification will be out tomorrow or early next week, and would be shared with the Luton and Bedfordshire Governors.

- 14.3 On behalf of the visiting NSFT Governors, Nigel Boldero thanked the Council and the ELFT staff for enabling them to join them on a visit today.

14 **Confidential Item: Non-Executive Director (NED) Recruitment and Appraisal of the Chair**

- 14.1 Marie Gabriel outlined the recruitment process for successor of the three NEDs who are leaving ELFT later this year (Millie Banerjee, Paul Hendrick and Peter Kingsley). The adverts have just gone out and the timetable should mean that the Governors will be asked to approve the appointment of new NEDs at their July 2018 meeting.

- 14.2 Appraisal of the Chair: Marie Gabriel left the room and asked Norbert Lieckfeldt to take the Governors through the Appraisal section of the Confidential document. NL highlighted that the appraisal has been conducted by the Senior Independent Director in consultation with the other NEDs, the CEO and the Deputy Chair. No concerns had been identified. The objectives for the Chair were for the next 12 months. There were no questions on the appraisal or the objectives. The Governors **noted** the outcome of the appraisal and the Chair's objectives and thanked the Chair for her excellent support and contributions.

The meeting ended at 18.55

Annex A: Staff Survey group work

What shall we concentrate on?

- Bullying, harassment and violent
- Reviewing bullying and harassment policy
- Area of change with 2016 survey
- Below national average
- KF¹26 experiencing harassment from staff, small % but 1 in 25 do
- Work on strengths and developing those areas
- Sickness policy
- Bradford Scores – have to get standardised
- Other places don't manage sickness – take advantage of others
- Violence spikes – reasons behind, acuity, unrealistic expectations?
- Minor illness get penalised
- Improve staff morale
- Boost confidence
- Better work relationship
- Regular meetings
- If sick should be off
- Empowering managers
- Need more support from cooperate – IT, Health and safety
- Public Governors are not being aware of staff issues
- Staff management courses for managers
- Change management training for managers
- More visits for governors listening to staff
- Need to improve supervision
- Noted that smoking ban had no impact
- Exploring more in depth why people come into work when they are stressed
- Not getting stressed in the first place
- More trained volunteers
- Sickness – two-edged sword, judge how success by it for sick
- Slice and dice data by what, where and why, seek best practice in area and out of area
- Better manager – more often and better overall scores
- Work on strength and development areas
- When managers have career discussions with staff appraisal
- Reduce KPIs for into what matters

¹ Key Finding in the Survey

Annex B – example of logo

We CARE:



Collaborate
together as a team



Aspire
to be the best



Respect
everyone, valuing each person as an individual



Enable
people to take responsibility