

Council of Governors Meeting

To be held in public on Thursday, 12 September 2024, 5:20pm – 7:00pm

Venue: Upper Hall, Bishopsgate Institute, Bishopsgate, London EC2M 4QH

Members of the public are excluded from Private Parts of the Council of Governors meeting having regard to commercial sensitivity and/or confidentiality and/or personal information and/or legal professional privilege in relation to the business to be discussed. These parts of the meeting **are highlighted**.

Agenda

	Title		Action	Time (all pm)
1	Nominations & Conduct Committee Report Richard Carr, Senior Independent Director	Presentation	Approve	5:00
2	Welcome Eileen Taylor, Trust Chair	Verbal	Assurance	5:20
3	Apologies for Absence Eileen Taylor, Trust Chair	Verbal	Assurance	
4	Declarations of Interest Eileen Taylor, Trust Chair	Verbal	Assurance	
5	Minutes Council Meeting held in public, 11 July 2024 Eileen Taylor, Trust Chair	Attached	Approval	
6	Action Log and Matters Arising from the Minutes Eileen Taylor, Trust Chair	Attached	Assurance	
Operational Update				
7	Improving Observations Claire McKenna, Chief Nurse & Trust Lead on EDI Sasha Singh, Director of Nursing	Presentation	Assurance	5:25
Strategic Items				
8	Strategic Priority: Equity, Diversity and Inclusion Claire McKenna, Chief Nurse & Trust Lead on EDI Tower Hamlets Homelessness and Foot Health Project: Eleanor Mata (Project lead) Hilda Mango (Service users)	Presentation	Assurance	5:45
Business Items				

9	Communications & Engagement Committee Update Report Felicity Stocker, Chair	Attached	Assurance	6:30
10	Membership Engagement Plan Update Tina Bixby, Community Engagement Manager	Presentation	Assurance	6:35
11	Council of Governors Elections 2024 Norbert Lieckfeldt, Corporate Governance Manager	Attached	Assurance	6:45
12	Committee Elections 2024 Norbert Lieckfeldt, Corporate Governance Manager	Attached	Assurance	6:45
13	Council Forward Plan	Attached	Assurance	6:50
14	Any Other Urgent Business and Questions from the Public (to be advised in advance by Tuesday, 9 July . Questions submitted on the day will be responded to following the meeting)	Attached	Assurance	6:50
15	<p>Date and Time of Future Meetings</p> <ul style="list-style-type: none"> • 14 November 2024 • 16 January 2025 (online) • 15 March 2025 • 8 May 2025 <p>All meetings will be held in person in London (venue to be advised) from 5:00 – 7:00pm unless stated otherwise; January meetings are generally held online.</p>			

For more information on the meeting, including how to access the meeting, please visit [the ELFT website](#).

Please contact elft.membership@nhs.net for any specific enquiries.

Eileen Taylor
Chair
East London NHS Foundation Trust

Draft Minutes of Council of Governors Meetings
Held in public on Thursday 11 July 2024 5-7pm
At Happy, 3rd Floor, Alie Street, London E1 8DE

Present:

Chair:	Deborah Wheeler	Vice Chair, Bedfordshire & Luton
Governors:	Patrick Adamolekun	Staff Governor
	Roshan Ansari (online)	Public Governor, Tower Hamlets
	Yesmin Begum	Public Governor, Tower Hamlets
	Grenville Bingham	Public Governor, Tower Hamlets
	Elizabeth Birch	Public Governor, Central Bedfordshire
	Shirley Biro	Public Governor, Newham
	Dafni Boula	Public Governor, Luton
	Bob Cazley	Public Governor, Central Bedfordshire
	Rita Chadha	Appointed Governor, Newham
	Caroline Diehl	Public Governor, Hackney
	Mark Dunne	Staff Governor
	Rofikul Islam	Public Governor, Tower Hamlets
	Peter Landman	Public Governor, Newham
	Reno Marcello	Public Governor, City of London
	Robert Morris	Appointed Governor, Central Bedfordshire
	Beverley Morris	Public Governor, Hackney
	Caroline Ogunsola	Staff Governor, Lead Governor
	Stella Oloyede	Public Governor, Newham
	Jamu Patel	Public Governor, Luton, Deputy Lead Governor
	John Peers	Staff Governor
	Betsy Scott	Staff Governor
	Larry Smith (online, first hour)	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Hazel Thomas	Public Governor, Newham

In attendance:

Tina Bixby	Community engagement Manager
Tanya Carter	Chief People Officer
Peter Cornforth	Non-Executive Director
Alison Cottrell	Non-Executive Director
Kevin Curnow	Chief Finance Officer
Richard Fradgley	Director of Integrated Care & Deputy CEO
Philippa Graves	Chief Digital Officer
Sue Lees	Non-Executive Director
Norbert Lieckfeldt	Corporate Governance Manager
Cathy Lilley	Director of Corporate Governance
Claire McKenna	Interim Chief Nurse
Linda McRoberts	Minute Taker
Meena Patel	Membership Officer
Lorraine Sunduza	Chief Executive Officer

Apologies:

Fatima Begum	Public Governor, Luton
John Bennett	Public Governor, Tower Hamlets
Love-Jane Egbe	Staff Governor
Sade Etti	Appointed Governor, Hackney
Cassandra Howes	Public Governor, Bedford Borough
Khtija Malik	Appointed Governor, Luton
Elizabeth Maushe	Staff Governor
Sarifa Patel	Public Governor, Newham
Sharmeen Sheikh	Staff Governor
Kate Smith	Staff Governor

Absent:

Julie Aduwa	Public Governor, Rest of England
Viv Ahmun	Appointed Governor, Voluntary Sector
Gulam Choudhury	Appointed Governor, Tower Hamlets
Mark Towler	Appointed Governor, Bedford Borough
Patricia Wheeler	Public Governor, Hackney

The minutes are produced in the order of the agenda

1. Welcome

1.1 Deborah Wheeler welcomed everyone to the meeting.

1.2 Deborah reminded governors of the Trust values: we care, we respect and we are inclusive, with respect both to the meeting and how we are with one another.

1.3 In her introduction Deborah:

- Advised a number of Board members are joining today, with a few apologies due to other commitments. Apologies were also sent from the Chair, Eileen Taylor who is on a well-earned break.
- Welcomed our new Non-Executive Director (NED) Alison Cottrell at her first Council meeting.
- Congratulated Shirley Biro who was awarded a richly deserved British Empire Medal (BEM) in the recent Birthday Honours List for services to her community in Newham – all at ELFT are very proud of her.
- Congratulated Amar Shah who received an MBE in the same Honours List for his significant contribution to healthcare improvement.
- Advised it is Disability Pride Month and she was pleased to see the disability pride flag flying from the Alie Street flagpole.
- Advised it is also Black Leaders Awareness Day and all at ELFT are very proud of Lorraine Sunduza, who is now the substantive CEO and received her OBE from the Princess Royal a few weeks ago. In her first six months in post she has already been named by the Health Service Journal (HSJ) as one of the top 50 CEOs in the NHS.
- Also congratulated Paul Calaminus, now NELFT's CEO, who was also named in the top 50 HSJ CEOs.
- Highlighted 24 July 2024 is National Schizophrenia Awareness Day, which provides an opportunity to address the stigma, and the misconceptions too often associated with this condition.

On behalf of the Governors, Caroline Ogunsola presented Lorraine Sunduza with a gift from the Council and congratulated her on her appointment as substantive CEO.

2. Apologies for Absence

2.1 Apologies were noted as above.

3. Declarations of Interest

3.1 No declarations of interest have been received in regard to today's meeting or which are not already included in the published registers.

4. Minutes of the Council of Governors Meeting held in public on 9 May 2024 and Minutes of the Council of Governors meetings held in private on 16 May 2024

4.1 Prior to the meeting Suzana Stefanic had pointed out an error in the attendance list for the 9 May meeting where she was incorrectly listed as Chair of the Working Together Group; this will be corrected in the final version.

There were no further comments or corrections and subject to the above amendment, both sets of minutes were **APPROVED** as a correct record.

5. Action Log and Matters Arising

5.1 Action Log

The Council noted:

- Action 206 visit to Bromley by Bow: being arranged with Sam Everington.
- Action 208 City Adult Mental Health: meeting date is being arranged.
- Action 193: Governors have been invited to the ARIADNE research forums which seek service user views on their proposed action plans on:
 1. Creative methods to engage youths and provide information on mental health, wellbeing and help-seeking;
 2. Improving communication of investigations on suicide and mental health incidents;
 3. Providing information and resources on non-pharmacological and peer-led treatment options.So far there have not been any takers; governors were asked to confirm their interest in joining the final session on 17 July asap.
- All other actions are closed.

5.2 Matters Arising

There were no matters arising.

6. Operational Update: Financial Targets 2023/24

6.1 Deborah Wheeler acknowledged this will be a challenging year for ELFT financially and introduced Kevin Curnow to explain the financial situation, Claire McKenna to address the clinical impact and decision-making as a clinically led Trust whilst striving to maintain quality and safety, and Sue Lees to explain how the NEDs maintain strategic oversight and receive assurance

6.2 Kevin Curnow presented, highlighting:

- In the last financial year ELFT achieved a surplus as planned. However, that was achieved through non-recurrent means else there would have been a c£30m deficit position. Therefore this year the challenge is to move from an underlying £30m deficit position to a breakeven position at the end of the year.
- The Financial Viability (FV) target for 2024-25 is c£29m. This comprises of the inclusion of an NHS efficiency requirement of 1.1% and ICB applied adjustments equalling another 1.38%, totalling £15m; the remaining £14m relate to cost pressures and unachieved FV from the previous year
- The position at month two of this financial year show that ELFT is £4m off plan within the first two months, mainly due to high Bank and agency usage, staffing cost pressures in in-patient services due to an increase in complexity and severity requiring a higher staff/patient ratio, not delivering FV and overspend in primary care.
- The finance risks have been reviewed and rated as low, medium and high:
 - The most significant (high) risk is failing to achieve the FV target.
 - Private sector bed usage is a significant risk; there has already been good work on reducing that in London and, to a lesser extent in Bedfordshire and Luton but the Trust is heading in the right direction.
 - Recently, patients are admitted with much more severe symptoms and the Interim Chief Nurse is leading a piece of work to ensure appropriate levels of staffing.
 - Industrial action remains a risk if it is not resolved. There has been one strike this financial year already.
 - The high agency usage is affecting both patient experience as well as our financial performance. A cap has been set for Trusts to not spend more than 3% of the pay bill. This equals £13.6m for ELFT which is unrealistic. The Trust is on course to spend about £30m (a decrease from £34m last year) and reducing this further remains a significant challenge.
 - In addition, there are always events which cannot be forecast and these may affect our finances either positively or negatively.
- In order to strengthen the oversight of FV efforts and expenditure, a new ‘Going Further, Going Together’ Board (GFGT) has been established and is chaired by the CEO. This will have six workstreams, each reporting weekly into an executive meeting:
 - FV know-how
 - Non-pay review programme
 - Contract optimisation
 - Workforce and establishment
 - Digital-estates optimisation
 - Service user flow/productivity (provisional title).

6.3 Claire McKenna presented, highlighting:

- The twin challenge is to balance the finances and maintain and improve quality at the same time. It is not an option to meet the FV targets if doing so results in a decrease in quality and safety.
- The Trust strategy includes achieving value, which is at the core of delivery.
- Achieving both clinical effectiveness and value for money will require both creativity and innovation. The challenge is to safeguard quality throughout service changes.
- As an example, since Covid there have been numerous changes to primary care services – for 80% of people those changes will have been positive and access will have been improved, but there will be 20% who may struggle with

online systems or telephone appointments and GP surgeries have become adept at identifying these patients.

- Safeguarding quality will require the input of service users, clinical leadership, staff and partners. QI methodology will be used locally to ensure the people who will be impacted by changes are identified, quality assurance methods are used, the impact is assessed and any risks mitigated. Multiple ideas will be needed to achieve the required change; using this rigorous process in the boroughs and services should result in improved ways of working which in turn will improve financial performance whilst maintaining service quality and safety.

6.4 Sue Lees, who is chair of the Board's Finance, Business & Investment Committee (FBIC), presented on how NEDs receive assurance, highlighting:

- Assurance is gained through the classic ways of receiving and scrutinising reports, asking questions and visiting services to verify that the 'on-the-ground' reality aligns with the reports.
- A large part of assurance around finances and numbers for Sue builds on her experience of working as an accountant for many years and also her role as a NED in three different Trusts which enables her to see what is happening elsewhere and at an ICS (Integrated Care System) level. This cross-referencing enables her to build a fuller picture.
- Due to the current emphasis on FV, the Finance, Business and Investment Committee (FBIC) now meets monthly allowing more frequent scrutiny of the finances. In addition, Sue cross-references with NED colleagues which helps verify what they observe.
- Currently, it is difficult to say if NEDs are fully assured as progress at month two is not where we would want it to be; however, there are signs indicating movement in the right direction, including:
 - The Chief Finance Officer's financial discipline and rigour has resulted in some positive financial discoveries, such as some outstanding debtors resulting in more income.
 - The new GFGT Board now chaired by the CEO is a significant change and is the first time the Trust has established a group focused on finances. The CEO's leadership is strong evidence that this issue is being taken seriously.
 - ELFT is working better with partners in the ICS, as some of the solutions to our challenges are around better collaboration and the importance of avoiding doing things twice.
- Assurance comes from being open, honest, transparent and factual. So, the conditions for success have been created but there is more work to be done particularly on culture. It is important that every employee is responsible for the money being spent. It is possible some people may have lost sight of that.
- She is assured that the Trust leadership is taking the right steps to deliver, but not fully assured that the required outcomes can be achieved within a year as it is a challenging task. However, it is unlikely the Trust will be a laggard in the system if that is the position.
- The challenge exists, but it is more a matter of time, rather than direction of travel.

6.5 In discussion governors noted:

- Across London there are about nine mental and community health organisations; currently ELFT and NELFT are the two Trusts with the

greatest challenge financially, the others are broadly on plan. It is useful to compare as there may be learning from the others.

- The six workstreams on GFGT Board do not precisely align with the risk descriptions but governors were assured all risks are covered.
- ELFT Charity funds cannot be used for daily NHS services but can support strategic projects or proof of concept work which might in turn mitigate some of the cost pressures.
- The Trust is aware of the need to look after the staff to maintain quality services alongside any savings initiatives; trade unions hold ELFT to account on this and Staffside are closely involved in the discussions.
- The aim is to improve services, for example through digital enhancements such as 'point of care' testing which is having immediate results. Continuous improvement remains a key goal.
- While ELFT holds significant financial cash reserves, their use is restricted by NHS England regulations; the core challenge is to reduce the inherent financial deficit i.e. spending more on services than we receive for them in funding.

Lorraine Sunduza thanked everyone for their input to the discussion and acknowledged the challenge as it is the first time services have faced this level of rigour and such a significant target. She stressed the need to do this as efficiently as possible, not least as ELFT has a responsibility to maintain the quality of care whilst facing the challenge of increasing demand and increased severity of symptoms as well as the ongoing impact of Covid which are still being felt in the services. Responding responsibly will involve reviewing service delivery and exploring opportunities for collaboration with partners.

5 minute break

- 6.6 It was agreed that in the light of the financial challenges, it would be useful to continue the discussion on finances and the strategic priority agenda item would be deferred to the next meeting.

In discussion governors further noted:

- While there are currently no plans for large radical changes, such as selling properties, all ideas will be reviewed and assessed on their merits.
- ELFT no longer operates individually but as part of integrated care systems and is expected to contribute to the overall system plan.
- It was agreed that while a business-like ethos may be helpful it has to be nuanced for the Trust's culture and that of the NHS.
- Assurance was provided that staffing to ensure quality and safety will be prioritised and safety will not be compromised for FV.
- Eliminating waste in the system and doing things right first time will be of central importance – as it is known that keeping people well, such as helping them to avoid falls, costs less than treating them afterwards. So, higher standards of care will reduce cost in the long term.
- The Trust recognises the importance of improving staff experience to support them to deliver savings and values staff expertise in identifying efficiencies. Staff should have the autonomy to make improvements; one of the workstreams is about financial awareness and this is an area that requires further development. In the meantime, Directorate Management teams (DMTs) will be engaging staff in this work locally, with the understanding they know where savings can be made.

- While targets may vary across Trusts, there are many consistent problems particularly over-dependency on agency staff and being able to discharge patients back home or into community care when they no longer need to be in hospital, which puts the pressure on beds and increases costs.
- There are opportunities in digital, estates and medicines management within the ICS, driving increased value through contract systems.
- There has been a growing focus on productivity, largely around acute trusts, measuring waits, length of stay, etc, but ELFT and NELFT had decided to review productivity for mental health and community. The recently announced review by Lord Darzi on NHS productivity will feed into this work.
- Productivity can be a blunt tool which might suggest people need to work harder; however, the Trust will consider how to best to communicate this and what culture and behaviours we would wish to foster.
- Whilst recognising these are operational, Governors shared their views on some cost saving measures, such as:
 - Reducing disposable items and considering cleaning and re-using, as used to happen with sluice rooms.
 - Ambulance usage could be cut by porters taking people short distances in wheelchairs.
 - Bringing services back in-house – albeit there were different views about this, recognising that managing services such as catering can distract from the NHS's 'core business'.
- ELFT has recognised that catering and transport are two areas that could offer large savings and could be improved.
- There may be opportunities to leverage non-NHS funding and charitable funding although the latter would not be able to fund normal day to day funds for service provision as previously discussed.

6.7 The Council **RECEIVED, DISCUSSED and NOTED** the presentation.

7 Strategic Priority: Equity, Diversity and Inclusion

7.1 This item was deferred to the meeting in September.

8. Significant Business & Strategy Committee Update

8.1 The report was taken as read as it was noted much of the content had been covered in the operational update.

8.2 The Council:

- **RECEIVED and NOTED** the report.
- **APPROVED** the proposed key lines of enquiry.

9. Communications & Engagement Committee Update Report

9.1 The report was taken as read.

9.2 **The Council:**

- **NOTED** the report
- **APPROVED** the updated Terms of Reference.

10. Membership Engagement Plan Update

- 10.1 Deborah Wheeler reminded governors that the Council had recently been successful in being awarded a showcase at the recent NHS Providers Governor Focus Conference on their Membership Engagement Plan; this is three successful awards out of the last four years. This year's award included presenting at the recent conference and the production of an animation of the submission. She acknowledged the contribution of the Comms & Engagement committee and especially thanked deputy lead governor Jamu Patel for joining Tina Bixby at the conference. Governors have also asked to formally acknowledge the ongoing support of the Board.

Due to time pressures at the meeting, the Membership Engagement Plan presentation will be circulated outside of the meeting.

ACTION: Tina Bixby

11. Council of Governors Elections 2024

- 11.1 This item was deferred to the meeting in September.

12. Council Forward Plan

- 12.1 Noted.

13. Any Other Urgent Business and Questions from the Public

- 13.1 A question had been submitted for Tanya Carter, which was:

- Has the Trust made an assessment both in terms of financial savings and staff financial well-being of allowing staff to work extra shifts as overtime, rather than on Bank? What was the outcome of this assessment, and what has been the impact of the current system on the use of agency staff?

Tanya responded that this had been looked at in previous years; analysis undertaken indicated that the additional cost of offering staff paid overtime instead of separate bank shifts would be c.£5.2m per annum so it was not progressed at the time.

14. Date and Time of Next Meetings:

12 September 2024

Governors were also reminded there is a Board meeting on **25 July 2024** in Newham and they are all welcome to join in person or online.

All Council meetings will be held from 5:00 – 7:00pm.

The meeting closed at 7.00pm

QUALITY AND EFFECTIVENESS

CLAIRE MCKENNA

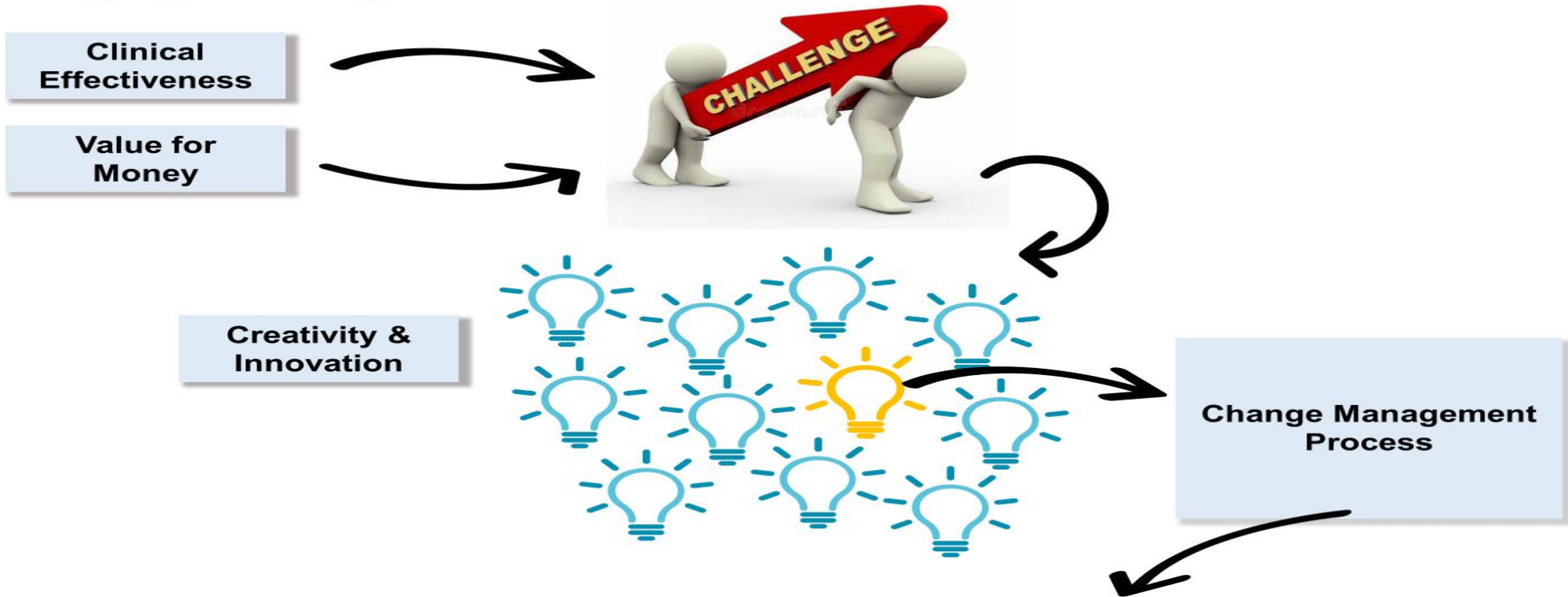
INTERIM CHIEF NURSE



We care
We respect
We are inclusive

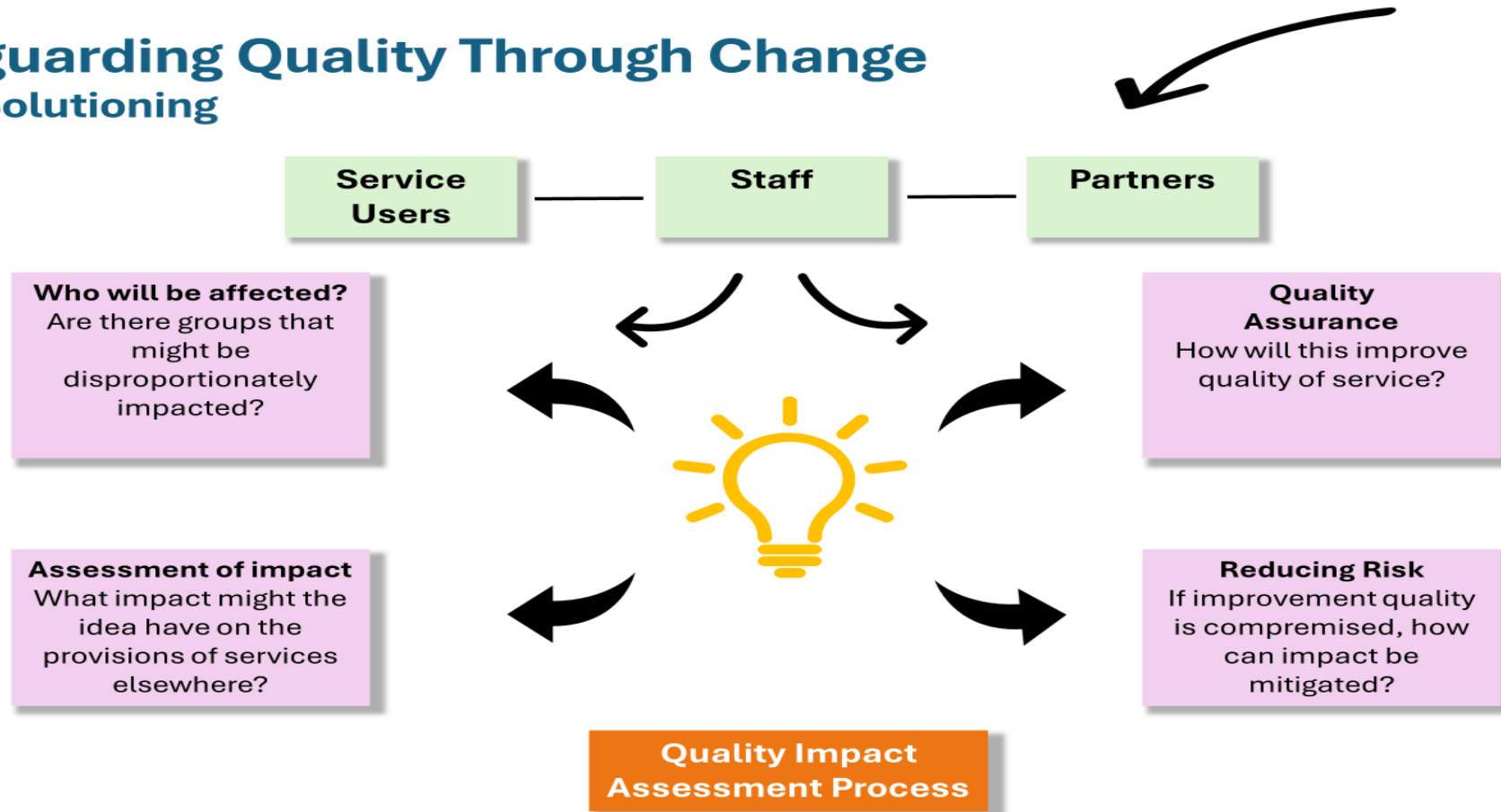
Safeguarding Quality Through Change

Managing Challenges with Creative Ideas



Safeguarding Quality Through Change

Local Solutioning



We care
We respect
We are inclusive

Mission, Vision and Values Our Organisational Treasures



We care
We respect
We are inclusive



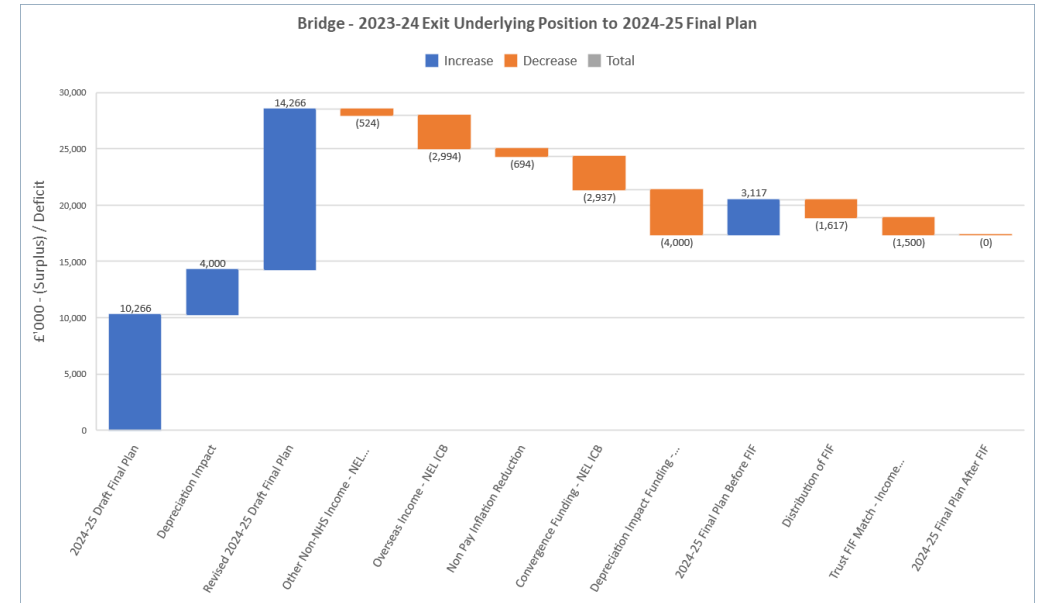
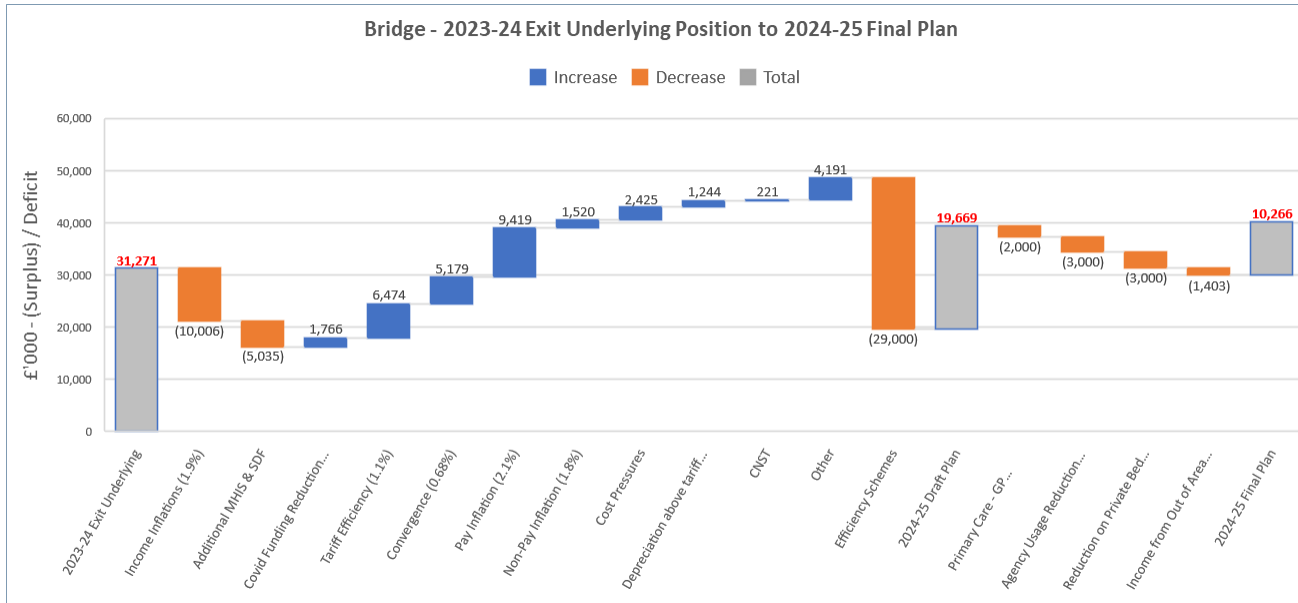


East London
NHS Foundation Trust

FINANCIAL UPDATE

Kevin Curnow – Chief Finance Officer

- The following slides highlight key areas relating to ELFT Finances
 - ELFT ended 23-24 with an underlying deficit – we were spending more than we were earning
 - 2024-25 plan is to breakeven



- The efficiency requirement included in the NHS Payment Regime is 1.1%.
- However as part of the planning process the ICB applied :
 - 0.88% convergence
 - 0.30% Covid (SR21) reductionto **all** providers cash envelopes.
- For ELFT this equates to about £15m of savings needed as this is the income that we have had reduced this year.
- The Trust is currently planning to deliver **£29m** worth of efficiency savings which equates to **4.4% of operating expenditure** for the Trust.
- The remaining £14m of the target is a mixture of cost pressures and unachieved FV from previous years, roughly £7m of each.

Deficit position in part due to

- High bank and agency usage in medical staff and in community teams, arising from vacancies & sickness
- Staffing cost pressures in inpatient services linked to an increase in the number of patients with complex needs, requiring enhanced levels of observation and 1-to-1 staffing
- Slippage on Financial Viability delivery
- Overspend in primary care services, arising from high agency usage

	Year To Date			Annual Plan £000
	Plan £000	Actual £000	Variance £000	
Income				
NHS - Patient Care Activities	103,499	108,095	4,596	621,005
Non NHS - Patient Care Activities	2,882	2,906	24	17,286
Other (in accordance with IFRS 15)	3,080	3,754	674	18,477
Other Operating Income	70	61	(9)	417
Income Total	109,531	114,815	5,284	657,185
Pay				
Substantive	(79,386)	(70,648)	8,738	(466,405)
Bank	(430)	(8,863)	(8,432)	(2,583)
Agency	0	(5,042)	(5,042)	0
Pay Total	(79,816)	(84,552)	(4,736)	(468,988)
Non-Pay				
Non Pay	(24,805)	(29,230)	(4,425)	(146,797)
Non-Pay Total	(24,805)	(29,230)	(4,425)	(146,797)
EBITDA	4,910	1,033	(3,877)	41,400
Post EBITDA				
Depreciation	(5,670)	(5,670)	(0)	(34,369)
Amortisation	(180)	(180)	0	(1,080)
Finance Income	1,050	986	(64)	5,550
Finance Expenditure	(1,956)	(1,679)	277	(5,201)
PDC Dividend	(1,164)	(1,164)	0	(6,984)
Total Post EBIDTA	(7,920)	(7,707)	213	(42,084)
	(3,010)	(6,674)	(3,664)	(684)
Less				
Depreciation: Donated Assets	82	82	0	493
Adjust PFI revenue costs to UK GAAP basis	1,120	829	(291)	191
Reported Surplus /(Deficit)	(1,808)	(5,762)	(3,954)	0

Financial Viability Deliverability

Financial plan includes efficiency target of £29m. Financial Viability above £15m has not been achieved previously by this organisation.

Risk Rating	Named FV Schemes £000	Placeholder FV Schemes £000	TOTAL £000	%
Low	4,449	0	4,449	22.2%
Medium	3,416	0	3,416	17.1%
High	5,886	0	5,886	29.4%
Very High Risk (Placeholders)	0	6,267	6,267	31.3%
TOTAL FORECAST	13,751	6,267	20,018	

Private Sector Beds

Private sector beds usage continues at current run-rate without additional income to offset the costs incurred.



High levels of inpatient acuity

Continuing levels of patient need resulting in ongoing use of bank staff above funded safer staffing levels.

Industrial Action



Agency usage

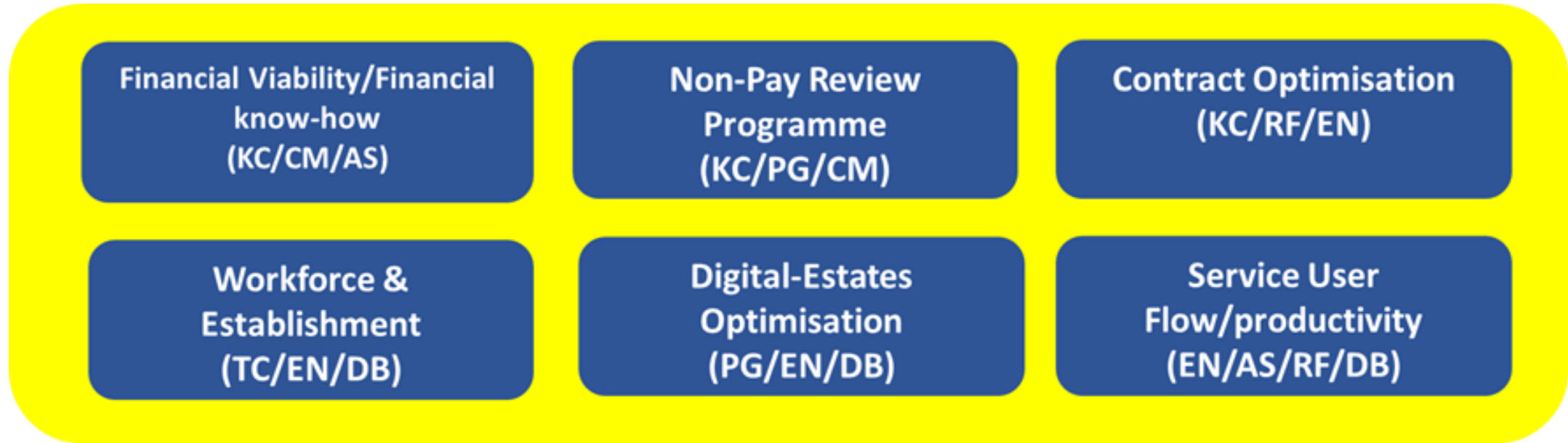
Resulting from vacancies.

NHS England cap of 3.2% of total pay bill. Would equate to about £15m. Current spend projection of over £30m.

New cost pressures

The unknown events.

- The new *Going Further, Going Together* board has been established, chaired by the CEO. This will strengthen the oversight of expenditure. Building on existing work within the Trust this will have 6 work streams, all of which will report weekly into an Executive Lead.



Council of Governors - Action Log following Council Meeting 11 July 2024							
Ref	Meeting Date	Agenda item	Action Point	Owner	Due Date	Status	Comments
208	14/03/2024	AOB	Arrange meeting with Reno Marcello and Shirley Islam w Jed Francique	NL	Mar-24	Closed	Meeting took place 5 August; next steps agreed with stakeholders inc City of London Corporation representative
211	11/07/2024	MEP Update	Membership Engagement Plan presentation will be circulated outside of the meeting	TB	Jul-24	Closed	File too large to share - updates to be included in Sep update instead

- In progress
- Closed
- Forward plan

To: Council of Governors

From: Felicity Stocker, Chair

Author: Tina Bixby, Community Engagement Manager

Date: 12 September 2024

Subject: Communications and Engagement Committee Report

1. Purpose of the Report

- 1.1 To update the Council on the work of the Communications and Engagement Committee (the committee).
- 1.2 The committee last met on 27 August 2024 and
- Received an update on recent communications and media developments
 - Received an update on the membership engagement plan
 - Received an update on Governor elections

2. Background

- 2.1 The committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's membership engagement plan and communications with members and among governors.
- 2.2 The committee meetings are open to all governors. Those governors who are not core members but wish to attend should notify the Governors & Members Office in advance.

3. Meeting: Key Discussions

3.1 Communications Update – the committee noted

- The profound impact that the race riots have had on our staff and on service users, patients and families.
- The Trust sent an email to all staff after the weekend of riots acknowledging what had been happening, reminding them of thinking of their safety
- Colleagues were reminded to consider their safety at all times and other points contained in the lone worker policy.
- Comms were sent to internationally recruited staff and meetings took place with a range of staff groups.
- Staff were asked to check in with service users who needing support during these difficult events.

- A review of the Trusts presence on X (formerly known as Twitter) is underway
- Meetings have taken place to provide a space for reflection for staff. Staff have expressed fear, anger, bewilderment and upset. Racist incidents have been reported. Some staff are working from home to avoid commuting
- Media Coverage Following Coroners Prevention of Future Deaths Report
- The Trust received negative media coverage following a Prevention of Future Deaths (PFD) notice being issued to the Trust following the death of a patient and the falsification of records to indicate observations had taken place when they hadn't. The Trust will be responding to the coroner.
- GP Collective Action - Meetings have taken place to anticipate and plan for the impact of GPs not responding to staff requests, record updates, etc.
- Tower Hamlets Selected for 24/7 Mental Health Pilot - ELFT has been selected to lead on one of six national pilots looking at an alternative to hospital admission. A new hub will be set up in Bethnal Green to offer support and a range of health and non-clinical interventions to people at an early stage. People can just attend without appointment.

The Committee **NOTED** the update

3.2 Membership Engagement Plan (MEP) Update

The Committee noted:

- Business card fridge magnets preferred for advertising NHS111 and membership – will be reviewed in 2025
- Members pop-up meetings are underway:
 - Beds and Luton - 30 July South Asian Health and Wellbeing Club Ujala
 - Celebrating World Mental Health Day 9 Oct in Luton tbc
- Recruitment events at the Mental Health and Learning Disability Alliance (MHLDA) NE London collaborative on 27 June
- Carers fair in London on 19 July
- Hackney Recovery College Graduation event 7 August
- NHS Providers Conference –which was well received. The committee discussed the positive impact of this presentation and the interest it generated from other trusts.
- Online application form updated and has gone live online
- 185 new members joined since mid-June

The Committee **NOTED** the update

3.3 Governor elections - the committee noted

- a significant increase in candidates compared to the previous year, leading to contested elections in all areas.

The Committee **NOTED** the update

3.4 Governor updates – the committee noted

- Joint Meeting with NELFT and Homerton Governors**: The committee reflected on the joint meeting with NELFT & Homerton governors, noting that it was a valuable opportunity for networking and sharing best practices.
- Outreach to Underrepresented Groups - the committee discussed the importance of reaching out to underrepresented groups, such as those from the traveling community or those for whom English is not their first language. There was a recognition of the need for more targeted efforts and the use of translators to better engage these communities.
- Future Considerations - The committee discussed the potential issue of using photographs in election materials, which could lead to discrimination based on protected characteristics. There was a suggestion to review this practice in the future.

The Committee **NOTED** the update

To: Council of Governors

From: Norbert Lieckfeldt, Corporate Governance Manager

Date: 12 September 2024

Subject: Council of Governor Elections 2024

1. Purpose of the Report

To provide the Council with an update on the Council of Governors elections for 2024.

2. Background

There are a total of 15 governor vacancies, fourteen public and one staff, across eight constituencies at 31 October 2024 (City of London is the only constituency without an election due this year). We had carried two further vacancies in Hackney from the previous election.

3. “Becoming a Governor” Conversations

Seven sessions were held during July and August (including two on Saturday), with attendance ranging from one to eight potential candidates.

4. Nominations

Members of the Trust in the above constituencies (including staff) were either emailed or sent a postcard advising them of the opportunity to nominate themselves to become a Governor. The nomination stage closed on 15 August 2024. The Notice of Poll is attached.

Of the 13 governors whose terms end on 31 October 2024, three have reached the end of their third and final term and were therefore not eligible for re-election:

- Roshan Ansari (Public, Tower Hamlets)
- Shirley Biro (Public, Newham)
- Larry Smith (Public, Central Bedfordshire)

Three have decided not to stand for re-election

- Julia Aduwa (Public, Rest of England)
- Betsy Scott (Staff)
- Patricia Wheeler (Public, Hackney)

And those standing for re-election are

- Fatima Begum (Public, Luton)
- Gren Bingham (Public, Tower Hamlets)
- Caroline Diehl (Public, Hackney)
- Rofikul Islam (Public, Tower Hamlets)
- Beverley Morris (Public, Hackney)
- Felicity Stocker (Public, Bedford Borough)
- Hazel Thomas (Public, Newham)

4. Participation

Following last year's uncontested elections, significant efforts were made to raise awareness of the vacancies and the opportunity to become a Governor through creative communications to increase nominations, for example through membership reminders, and requesting that People Participation and Primary Care teams share the information with their respective Working Together Groups or Patient Participation Groups. This approach has been very successful resulting in contested elections in all constituencies with vacancies – also an indication that being a governor at ELFT is an attractive proposition. The number of vacancies and candidates in each constituency is as follows:

Constituency	No of vacancies	No of candidates
Bedford	1	3
Central Bedfordshire	1	2
Hackney	5	8
Luton	1	5
Newham	2	4
Rest of England	1	7
Staff	1	15
Tower Hamlets	3	13
Total	15	57

5. Timetable

ELECTION STAGE	DEADLINE DATE
Notice of Poll published (see Appendix 1)	Friday 6 Sep 2024
Voting packs despatched	Monday, 9 Sep 2024
Close of election	Monday, 7 Oct 2024
Declaration of results	Tuesday, 8 Oct 2024

6. Voting

Members will be either emailed or sent a postal voting pack on Monday 9 September and reminders will be sent to members during the voting window. Voting closes on Monday 7 October at 17:00.

7. Action

The Council of Governors is asked to **RECEIVE** and **NOTE** the report.

East London NHS Foundation Trust
ELECTION TO THE COUNCIL OF GOVERNORS
CLOSE OF POLL: 5PM ON 07 October 2024

It is hereby declared that elections are to be held in the following constituencies:

Public: Bedford 1 TO ELECT	
<i>Candidates</i>	Rosina Falla-smith
	Felicity Stocker
	Liz Waugh

Public: Central Bedfordshire 1 TO ELECT	
<i>Candidates</i>	Mark Cox
	Gordon Weller

Public: Hackney 5 TO ELECT	
<i>Candidates</i>	Shafiqul Alam
	Renato Congias
	Caroline Diehl
	Coral Jones
	Aron Klein
	Antonio Moccia
	Beverley Morris
	Eseoghene Okonedo

Public: Luton 1 TO ELECT	
<i>Candidates</i>	Fatima Begum
	Leon Fisher
	Ruth Gichobi
	Joanna Moonesinghe
	Samson Ndebele

Public: Newham 2 TO ELECT	
<i>Candidates</i>	Ian Gibbs
	Asmat Khan
	Robert Nobrega
	Ankitkumar Sharma
	Hazel Thomas

Public: Rest of England 1 TO ELECT	
<i>Candidates</i>	Adam Gheasuddin
	Elliot Goodman
	Pushpa Makwana
	Satheesh Mathew
	Md Moniruzzaman
	Nazir Patel
	Brian Sallery

Public: Tower Hamlets 3 TO ELECT	
<i>Candidates</i>	Habib Ahmed
	Grenville Bingham
	David Edgar
	Paul Healy
	Mohammed Iqbal
	Rofikul Islam
	Sanu Miah
	Kiki Michaelidou
	Amit Panchal
	Richard Springer
	Adrian Thompson
	Mohammed Uddin
	Constantinos Zachariades

Staff 1 TO ELECT	
<i>Candidates</i>	Joseph Adeoye
	Monica Ali
	Muneeza Anwar
	Henrique Correia
	Owen Gregory
	Quang Ho
	Paul Imoh
	Dorota Kabagambe
	Lynette Morgan
	Andrea Okoloekwe
	Oladele Oguntayo Oladeji
	Kolaru Olakanmi
	Ramdas Pananthattil
	Adeeb Saadat
	Jabulani Sibanda

Voting will open on 09 September 2024 and voting instructions will be distributed to qualifying members by email and by post.

Members who have received their voting instructions by post have the choice of casting their vote by returning the ballot paper by post or casting a vote online.

Members who have received their voting instructions by email can cast a vote online only.

Votes can be cast by returning the ballot paper by post to:

Civica Election Services
The Election Centre
33 Clarendon Road
LONDON N8 0NW

Votes can be cast online at the following website: www.cesvotes.com/elft2024

All votes must be received by the Independent Scrutineer (Civica Election Services), at the address or website, above no later than 5pm on 07 October 2024.

Inquiries about replacement ballot papers or voting instructions should be directed by telephone to the Returning Officer on 020 8889 9203 no later than 5pm on 05 October 2024.

The contact address for each of these candidates is C/O Ciara Hutchinson, The Returning Officer, Civica Election Services, The Election Centre, 33 Clarendon Road, London, N8 0NW and the email address is fnominationenquiries@cesvotes.com

Ciara Hutchinson
Returning Officer
On behalf of East London NHS Foundation Trust

To: Council of Governors
From: Norbert Lieckfeldt, Corporate Governance Manager
Date: 12 September 2024
Subject: Council Committee Membership

1.0 Purpose of the Report

- 1.1 To update the Council on the vacancies and changes to the membership of the three Council Committees:
- Communications and Engagement Committee (CEC)
 - Nominations and Conduct Committee (NomCo)
 - Significant Business and Strategy Committee (SBSC)

and advise on the election procedure.

2.0 Background

- 2.1 The membership of all Council committees is determined by the Council (reference Council of Governors Standing Orders para 5.1).
- 2.2 Committee membership ends with the respective governor's current term of office irrespective of whether they have been re-elected for a further term. This is to ensure succession planning and refreshing the committee membership.

3.0 Committee Membership

3.1 Communications & Engagement Committee (CEC)

The CEC has a core membership of at least six governors, without any additional restrictions on Committee membership.

Six governors are stepping down as of 1 November 2024:

- Julie Aduwa
- Roshan Ansari
- Gren Bingham
- Caroline Diehl
- Beverley Morris
- Hazel Thomas

With the current remaining members this leaves one vacancy to meet the minimum membership requirement; however, governors from any

constituency (public, staff, appointed) can nominate themselves for any additional spaces.

3.2 Nominations & Conduct Committee (NomCo)

NomCo has a membership of seven governors (inc the lead governor as ex officio member). In addition, the Trust chair and Trust vice-chair are also members of the committee. Of the seven elected members, two must be public governors, one a staff governor and one an appointed governor.

As of 1 November 2024, the Committee would have two vacancies:

- Julie Aduwa
- Hazel Thomas

Membership requirements are met with the current remaining members, therefore governors from any constituency (public, staff, appointed) can nominate themselves for the vacant spaces.

3.3 Significant Business & Strategy Committee (SBSC)

SBSC membership consists of the deputy lead governor (ex officio) and eight governors with a minimum of one governor per constituency (public, appointed or staff)

As of 1 November 2024, the committee would have two* vacancies:

- Appointed Governor (currently vacant)
- Gren Bingham
- Caroline Diehl

* The Committee currently has nine Governors as members as one additional member was appointed in error in 2023 and the Council decided to revert to the original number from 1 November 2024.

To meet its membership requirements, the Committee would require an Appointed Governor, plus a second nomination that can be filled from any constituency (public, staff or appointed).

As a reminder, the SBSC is the Council's strategic 'horizon-scanning' committee. While it receives regular updates about new services the Trust has taken on (with useful background information on each one) it is also the space for Governors to discuss strategic issues. No special expertise in business or finance required.

4.0 Committee Elections 2024 Process

4.1 The membership of all Council committees is determined by the Council.

4.2 Following the September 2024 Council meeting, the Governors and Members Office will seek self-nominations for prospective Council vacancies; highlighting in a report:

- the number of vacancies for each Committee
- the requirement for vacancies imposed by the respective Committee's Terms of Reference
- a summary of the duties of each Committee
- the self-nomination process and timeline

4.3 If the number of self-nominations is equal to the number of vacancies then those Governors will be deemed to be appointed unopposed; the Council will be asked to ratify their appointment at the November Council meeting.

4.4 If the number of self-nominations is less than the number of vacancies, those nominated will be deemed to be elected unopposed and the Council will be asked to ratify their appointment at the November Council meeting. The Governors and Members Office will start a formal Ballot process for the remaining vacancies.

4.6 If the number of self-nominations exceeds those of vacancies, the Governors and Members Office will start a formal Ballot for those vacancies.

If vacancies remain and which will impact on the quoracy of the Committee, a further self-nomination process will be implemented.

5.0 Action being requested

5.1 The Council is asked to:

- **RECEIVE** and **NOTE** the report