

AGENDA ITEM: 12/0124

REPORT TO: TRUST BOARD **PUBLIC** SESSION – 25th JANUARY 2024

PRESENTED BY: Ingrid Barker, Chair

AUTHOR: Ingrid Barker, Chair

SUBJECT: REPORT FROM THE CHAIR

If this report cannot be discussed at a public Board meeting, please explain why.

N/A

This report is provided for:

Decision ☐

Endorsement ☐

Assurance ☒

Information ☒

The purpose of this report is to

Update the Board and members of the public on my activities and those of the Non-Executive Directors to demonstrate the processes we have in place to inform our scrutiny and challenge of the Executive and support effective Board working.

Recommendations and decisions required

The Board is asked to:

- **NOTE** the report and the assurance provided.

Executive summary

This report seeks to provide an update to the Board on the Chair and Non-Executive Directors activities in the following areas:

- Board development – including updates on Non-Executive Directors
- Governor activities – including updates on Governors
- Working with our system partners
- Working with our colleagues
- National and regional meetings attended and any significant issues highlighted

Risks associated with meeting the Trust's values

None.

Corporate considerations	
Quality Implications	None identified
Resource Implications	None identified
Equality Implications	None identified

Where has this issue been discussed before?
This is a regular update report for the Trust Board.

Appendices:	Appendix 1 Non-Executive Director – Summary of Activity for November and December 2023 Appendix 2 Non-Executive Director Portfolios
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Report authorised by: Ingrid Barker	Title: Chair
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REPORT FROM THE CHAIR

1.0 INTRODUCTION AND PURPOSE

This report seeks to provide an update to the Board on the Chair and Non-Executive Directors activities in the following areas:

- Board developments
- Governor activities
- Working with our system partners
- Working with our colleagues
- National and regional meetings attended and any significant issues highlighted

2.0 BOARD UPDATES

2.1 Non-Executive Director (NED) Update:

- The Non-Executive Directors and I continue to meet regularly as a group, and meetings took place on 19th December and 16th January. NED meetings are helpful check in sessions as well as enabling us to consider future plans, reflect on any changes we need to put in place to support the Executive and to continuously improve the way we operate.
- On 31 January, Steve Brittan will stand down as Non-Executive Director. Steve joined the Trust as an Associate Non-Executive Director in May 2020 and was subsequently appointed as a Non-Executive Director from 17 September 2020. Steve's background in the digital field has given a fresh perspective to the board's considerations. During his tenure, he has been a valued and committed Non-Exec chairing both the Resources Committee and Forest of Dean Assurance Committee. We would like to thank Steve for this contribution to the Trust and wish him all the best for the future as he steps back into an Executive role.
- We have taken the opportunity to review the Non-Executive Director **Portfolios** to ensure that we best utilise the skills and experience that individual NEDs bring to our Board and Committee Structure. The revised portfolios are attached as an appendix and will be implemented from 1st February.
- I continue to have regular meetings with the **Vice-Chair and Senior Independent Director**, along with individual 1:1s with all Non-Executive Directors including Mohammed Rashid, the Trust placement from the Insight South West Programme for aspiring NEDs.
- Our programme of **Quality Visits** continues to be a crucial part of Non-Executive and Chair activity. Quality Visits are an important way for Non-Executive Directors to gain a greater understanding of, and insight into, the services provided by the Trust and to seek assurance around the quality of care provided. Further detail of these important assurance visits can be found in the Quality Dashboard.

- Another crucial part of activity undertaken by Non-Executive Directors is an **audit of complaints** received into the Trust. Audits take place on a quarterly basis and the results are presented within our Quality Dashboard reports received at Trust Board Meetings.
- The recruitment for a new Trust Chair continues to be overseen by Senior Independent Director, Marcia Gallagher.

2.2 Trust Board Meetings:

- We continue to devote significant time to our **Board Development Programme** and how we ensure that transformation remains central to the way we work, whilst the necessary focus is maintained on ensuring high quality care and colleagues' wellbeing.

3.0 GOVERNOR UPDATES

- I continue to meet on a regular basis with the **Lead Governor Chris Witham**, to discuss matters relating to our Council of Governors including agenda planning, governor elections and matters relating to membership engagement.
- On 17th January we held a face to face Governor Development session at Churchdown Community Centre. This session focussed on the Trust Strategy and annual planning priorities and processes. Governors also received an update on Trust matters from the Chief Executive.
- Our **programme of visits to sites for Trust Governors** continues to progress. These visits offer Governors the opportunity to see our sites, speak to colleagues and to gain a better understanding of the services we provide. Non-Executive colleagues accompany Governors on each of the visits. A new schedule is in the process of being developed and will be shared with Governors in the coming weeks.
- Following an election for the Gloucester constituency which commenced at the end of November, I am delighted to welcome **Penelope Brown as a new Governor to the Trust**. Penelope joined us on 1st January and by way of an introduction, I look forward to meeting Penelope on 24th January. As reported in my last report, we will be seeking a new governor for the Forest of Dean following the resignation of Jacob Arnold through the usual election process by our members in that constituency.
- A meeting of the **Nominations and Remuneration Committee** took place on 19th December. The Committee endorsed the proposed direction of travel for upcoming Non-Executive Director recruitment and in line with the Trust constitution, endorsed the recommendation that Sumita Hutchison's term of office be extended by one year to January 2026. This recommendation was supported by the full Council at its January meeting.

4.0 NATIONAL AND REGIONAL MEETINGS

Since the last meeting of the Trust Board in November, I have attended the following national meetings:

- **NHS Confederation Mental Health Chairs' Network** – meetings take place weekly and I attend when my diary permits. At the last meeting, we were joined by Duncan Astill, Partner at Mills & Reeve LLP who shared his legal perspective on the corporate manslaughter charges brought against health trusts.
- On 11th December, I joined the **NHS Confederation Chairs Meeting** - the focus of the meeting was productivity and we were joined by May Li, Interim Director of Efficiency from NHS England and Ed Jones, Senior Policy Advisor, ICS Network from the NHS Confederation.
- I attended the **NHS Providers Chairs and Chief Executives Network meeting** on 12th December. At the meeting we received a presentation from Sir Julian Hartley, Chief Executive of NHS Providers on strategic policy issues and developments and shared analysis on what these may mean for the provider sector. We also had the opportunity to hear directly from the Patient Safety Commissioner, Henrietta Hughes, regarding the patient safety culture, particularly in the context of recent incidents and developments including the Letby verdict and early learnings around Martha's rule.

5.0 WORKING WITH OUR PARTNERS

I have continued my regular meetings with key stakeholders and partners where the working of the health and care system and the way we can mutually support each other are key issues for consideration. Highlights are as follows:

- The Director of HR and OD and I met with **Rakhee Aggarwal, Head of School at Gloucestershire University** on 12th December where we discussed the University's National Student Survey (NSS) results in Health and Social Care and the importance of practice placements in the NHS.
- I met with **Barbara Piranty, Chief Executive of the Gloucestershire Rural Community Council** on 3rd January and **Elizabeth O'Mahony, NHS Regional Director for the South West** on 10th January where we discussed matters of mutual interest.
- On 20th December an **ICB Board Development Session** took place where we received presentations on Urgent and Emergency Care Transformation and Integrated Urgent Care Service awareness which was followed by a workshop on Cyber Security. Prior to the session, Board colleagues and I met to formally thank **Deborah Lee, Chief Executive of the Gloucestershire Hospitals NHSFT** for all of her work and contributions to the ICB during her time in Gloucestershire.

- A meeting of the **Integrated Care Board** will take place on 31st January where a number of important operational and strategic issues will be discussed.
- Although unable to attend myself due to a prior commitment, the Chief Executive and Director of Strategy and Partnerships attended the County Council's joint meeting of the **Adult Social Care and Communities Scrutiny Committee** and the **Health Overview and Scrutiny Committee** on 11th January. The meeting primarily focused on an update on the Gloucestershire Health and Wellbeing Strategy, a review of the outcomes from the Build Back Better Conference held in 2022 and an update on Gloucestershire's Levelling Up Together Grant Scheme. Reports were also received from the Gloucestershire Integrated Care System and NHS Gloucestershire Integrated Care Board.
- As you will see from the NEDs activity report, they continue to represent the Trust on a variety of **ICB Committees** including; the System Audit Committee, System Resources Committee and System Quality Committee. On 7th December, I attended the **ICB Remuneration Committee**.
- The **Chair of the Gloucestershire Hospitals NHSFT, Deborah Evans** and I continue to meet on a regular basis to discuss matters of mutual interest. To continue our understanding of the collaborative work that our Trusts do, Deborah Evans, Professor Jane Cummings, ICB Non-Executive Director for System Quality and I undertook a **joint Chair's visit** on 6th December.

Our visit was hosted at Charlton Lane Hospital and Gloucestershire Royal Hospital and focussed on **End of Life Care**. We met colleagues from Willow Ward, Charlton Lane Hospital, the Matrons from Cirencester and Tewkesbury Community Hospitals and Community Nurses from Tewkesbury ICT together with GHFT Specialist Palliative Care Team. We heard about how patients are cared for at end of life in all areas across both Trusts, including the challenges that colleagues face and what they are most proud of. The passion for end of life care and the desire to always improve the care that we provide for patients shone through from everyone we spoke to.

Altogether it was a fascinating and truly inspiring day. I would like to thank Debbie Williams, End of Life Lead for organising the visit and for the commitment shown to this important area of the Trust's work.

Following the visit, I met with the **Deputy Chief Operating Officer** Sharon Buckley on 17th January where we discussed the end of life care offer currently available in the county and the role we as a Trust play in that.

- I continue to meet with the Chairs of System Partner organisations on a quarterly basis, and individually, to discuss matters of mutual interest. On 21st December, I met with **Dame Gill Morgan, Chair of the NHS Gloucestershire Integrated Care Board** and **Deborah Evans, Chair of the Gloucestershire Hospitals NHS Foundation Trust**. On 3rd January, I met with **Dame Gill Morgan, Chair of the NHS Gloucestershire Integrated Care Board**.

6.0 WORKING WITH THE COMMUNITIES AND PEOPLE WE SERVE

- Regular briefings with the county's MPs continue and I met with **Siobhan Baillie, MP for Stroud** on 1st December.
- I was delighted to be invited by the **Chairman of the Forest of Dean District Council** to their **Carol Concert at Church of St Michael & All Angels in Mitcheldean** on 13th December.
- The Director of Strategy and Partnerships, Associate Director of Estates and I met with the **Leader of the Forest of Dean District Council, Councillor Topping** on 9th January where we discussed the Dilke Hospital in the Forest of Dean, and the local feeling regarding its heritage possibilities for the future.
- On 24th January, I hosted a meeting with **Chairs of the County's Leagues of Friends**. This was an opportunity for the Chief Executive, Director of Strategy and Partnerships and I to provide Chairs with updates on a number of important activities that have been taking place in the Trust over the last few months, including an update on the new Forest of Dean Hospital and the community Mental Health Transformation Programme. The next meeting will be held in March.
- On 31st January, the Head of Legal Service and I are meeting with Matron, Brad Watkins to discuss the possibility of a **League of Friends** model at Charlton Lane Hospital.

7. ENGAGING WITH OUR TRUST COLLEAGUES

- I attended the **Women's Leadership Network** on 5th December where, amongst other topics, we received an update on the Single Parent Support Group and Rowntree Report on Destitution 2023.
- I participated in the judging panel for the **Better Care Together Awards** on 18th January. There were 170 nominations across the eight categories, and the panel spent a whole day at Churchdown Community Centre carefully considering and choosing a shortlist of 3 entries per category. The panel felt that the standard of nominations was incredibly high and it was very difficult to shortlist some categories. We hope that the final shortlist reflects the breadth and depth of our services and we look forward to the awards event itself, on 7 March at Hatherley Manor Hotel.
- On 15th December I sat on the interview panel for the post of **Director of Nursing, Therapies and Quality**. Following a rigorous sequence of discussion groups, psychometric assessments, written exercises and panel interviews; despite having a field of strong candidates, the difficult decision was taken not to appoint on this occasion and the post will be readvertised. The Director of HR and OD will provide an update on progress in due course. Ahead of the interviews, I met with a number of the candidates.

- I continue to attend the Trust's Committees on a rotational basis and I regularly attend the **Working Together Advisory Committee**.
- I chaired a meeting of the **Appointments and Terms of Service Committee** on 16th January where we received an Executive Director Recruitment update on the Director of Nursing, Therapies & Quality and Director of Strategy and Partnership posts.
- On 24th January, I met with the Service Director for Specialist Services, Derek Hammond, where we discussed the **Patient and Carer Race Equality Framework (PCREF)**. The meeting was an opportunity for Derek and I to discuss in more detail the framework and any potential barriers ahead of its implementation.
- As part of my regular activities, I continue to have a range of virtual and face to face **1:1 meetings with Executive colleagues**, including a weekly meeting with the Chief Executive.
- With sadness, January will be the last Trust Board meeting for **Steve Brittan, Non-Executive Director and John Trevains, Director of Nursing, Therapies & Quality**. I would like to personally thank Steve and John for all of their hard work and dedication to the Trust and I wish them well for the future.

As always, I continue to try to make myself available to support colleagues and recognise their endeavours. As an EMCC accredited coach, I undertake a number of coaching sessions through the Leadership Academy, to support and develop NHS colleagues in the South West and neighbouring regions.

I also have an active presence on social media to fly the GHC flag and highlight great work across the county.

8.0 NED ACTIVITY

The Non-Executive Directors continue to be very active, attending meetings in person and virtually across the Trust and where possible visiting services.

See **Appendix 1** for the summary of the Non-Executive Directors activity for November and December 2023.

9.0 CONCLUSION AND RECOMMENDATIONS

The Board is asked to **NOTE** the report and the assurance provided.

Appendix 1
Non-Executive Director – Summary of Activity 1st November – 29th December 2023

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
Dr Stephen Alvis	1:1 with Chair AAC Interview Panel Council of Governors Meeting Dementia Nursing Service Quality Visit DoNTQ Focus Group Mental Health Act Managers Forum NEDs Meeting NEDs Meeting Quarterly Staff Governor Meeting Senior Leadership Network	Pre-interview Consultant Candidate Meeting GGI Webinar GGI Webinar	<ul style="list-style-type: none"> • Audit and Assurance Committee • Board Development: Meeting with thevaluecircle • Extraordinary Board Meeting • Quality Committee • Resources Committee • Trust Board: Private • Trust Board: Private
Steve Brittan	Resources Committee Agenda Planning		<ul style="list-style-type: none"> • Audit & Assurance Committee • Extraordinary Board Meeting • Forest of Dean Assurance Committee • Resources Committee • Resources Committee • Trust Board: Private • Trust Board: Public
Marcia Gallagher	1:1 with Chair 1:1 with Chair Chair candidates shortlisting meeting with Director of HR, Head of Corporate Governance, Lead Governor and Recruitment Consultant Chair Recruitment Meeting with CEO Council of Governors Meeting Fair and Equitable Recruitment Training ICB Audit Committee ICB NED/Lay Members Meeting Agenda Setting Longlisting of Chair applications Meeting with Chair and Vice Chair	Individual discussion meetings with five Chair candidates	<ul style="list-style-type: none"> • ATOS Committee • Audit and Assurance Committee • Charitable Funds Committee • Extraordinary Board Meeting • Trust Board: Public

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
	Meeting with Head of Counter Fraud NEDs Meeting NEDs meeting Private meeting with external and internal Auditors Two potential Chair candidate meetings		
Sumita Hutchison	1:1 with Chair 1:1 with Neil Savage, HR Director Catch up with Nic Matthews DoNTQ discussion with candidate ICS NEDs Network meeting Joint Quality visit to Wellbeing College Meeting with Chair Meeting with Will Mansell, Grace Network NEDs Meeting NEDs meeting NHS Providers NED Network Meeting PCREF Meeting Quality visit to Vale Hospital Inpatients		<ul style="list-style-type: none"> • ATOS Committee • Board Development: Meeting with thevaluecircle • Charitable Funds Committee • Extraordinary Board • Trust Board: Private • Trust Board: Public
Nicola de longh	Joint Quality visit to Children and Young NEDs Meeting NEDs Meeting Persons' Navigation Hub		<ul style="list-style-type: none"> • Extraordinary Board Meeting • Great Place to Work Committee • Quality Committee • Resources Committee • Resources Committee • Trust Board: Private • Trust Board: Public
Jan Marriott	1:1 FTSU Guardian 1:1 w Chair 1:1 with colleague 1:1 with new Cheltenham Public Governor 3 x 1:1 with DoNTQ candidate Council of Governors Meeting DoNTQ Interviews		<ul style="list-style-type: none"> • ATOS Committee • Audit & Assurance Committee • Board Development: Meeting with thevaluecircle • Quality Committee • Trust Board: Private

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
	ICB System Quality Committee ICS NEDs Network meeting Locality and Neighbourhood Show Case Meeting with Staff Governors NEDs meeting NEDs Meeting Pre-meet with Audit and Assurance Auditors Stroke Support Discharge Service Quality Visit Talking Therapies Centre official Opening		<ul style="list-style-type: none"> Trust Board: Public
Graham Russell	1:1 with Director of HR & OD 1:1 with Director of HR & OD ICB Board Development ICB Board Meeting Joint Quality visit to Children and Young Persons' navigation Hub Meeting with Chair and Marcia Gallagher NEDs Meeting NEDs Meeting	NHS Providers Conference	<ul style="list-style-type: none"> ATOS Committee Audit & Assurance Committee Board Development: Meeting with thevaluecircle Extraordinary Board Meeting Forest of Dean Assurance Committee Great Place to Work Committee Nom and Rem Committee Nomination & Remuneration Committee Trust Board: Private Trust Board: Public
Vicci Livingstone-Thompson	1:1 with Chair Informal visit to CYPS Informal visit to IHOT Joint Quality Visit to Wellbeing College NEDs Meeting Quality visit to Clinical Flow Team		<ul style="list-style-type: none"> Audit & Assurance Committee Charitable Funds Committee Quality Committee Trust Board: Private Trust Board: Public

Appendix 2
Non-Executive Director Portfolios
From: 1 February 2024

NON-EXECUTIVE DIRECTOR	LOCALITY	CHAMPION	AUDIT *	RESOURCES	QUALITY	MHLS	GREAT PLACE TO WORK	CHARITABLE FUNDS	ATOS	FOREST ASSURANCE	WORKING TOGETHER	ICS
NED MEMBERS			4	3	3	2	3	2		3		
Graham Russell (Vice-Chair) Graham.russell@ghc.nhs.uk	Stroud		X	C					X	C		Board / Resources
Marcia Gallagher (Senior Independent Director – SID) Marcia.gallagher@ghc.nhs.uk	Forest	Health, Safety and Security	C		X			VC	X			Audit
Dr Stephen Alvis Steve.alvis@ghc.nhs.uk	Cotswolds			X	VC	C (C MHAMF)			X	VC		
VACANT	Tewkesbury		X	X					X	X		
Sumita Hutchison Sumita.hutchison@ghc.nhs.uk	Greater England & Wales	Wellbeing Guardian		*		VC	C (C Diversity Network)		X			
Jan Marriott Jan.marriott@ghc.nhs.uk	Cheltenham	FTSU	VC		C				X		C	Quality
Nicola de Iongh nicola.de-iongh@ghc.nhs.uk	Gloucester			VC			VC	C	X			
VACANT (University Associate)												

NON-EXECUTIVE DIRECTOR	LOCALITY	CHAMPION	AUDIT *	RESOURCES	QUALITY	MHLS	GREAT PLACE TO WORK	CHARITABLE FUNDS	ATOS	FOREST ASSURANCE	WORKING TOGETHER	ICS
Vicci Livingstone-Thompson (Associate) Vicci.livingstone@ghc.nhs.uk			X			X		X			X	

**All NEDs are members but 4 are nominated as regular attendees*

Quality/Resources link – Dr Steve Alvis

Quality/Great Place to Work link – ?

Resources/Great Place to Work link – Nicola de longh