

AGENDA ITEM: 07

REPORT TO: Council of Governors – 10 November 2021

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
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This report is provided for:			
Decision <input type="checkbox"/>	Endorsement <input type="checkbox"/>	Assurance <input checked="" type="checkbox"/>	Information <input checked="" type="checkbox"/>

The purpose of this report is to

To update the Council 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.

The Council of Governors are asked to note that this report was presented to the Trust Board at its 30 September 2021 meeting.

Recommendations and decisions required

The Council is asked to:

- **Note** the report and the assurance provided.
- **Note** the changes within the Non-Executive Directors and subsequent Portfolio amendments

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 developments – 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 Portfolios from 1st October 2021
Appendix 2 - Non-Executive Director – Summary of Activity – July and August 2021

Report authorised by:

Ingrid Barker

Title:

Chair

REPORT FROM THE CHAIR

1. 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. BOARD

Bereavements

It is my sad duty to report that the Trust has lost two senior colleagues over the past few weeks.

Alison Willmott-Miller who passed away in August after a long battle with illness. Alison had been the Deputy Director of Human Resources for GHC until she took ill health retirement a couple of months ago. She joined the former 2gether NHS Foundation Trust in 2014 as Assistant HR Director. Prior to this, having first started working in the NHS in catering, Alison worked from 1997 in various Medical Staffing and HR roles in the Royal Orthopaedic Hospital NHS Foundation Trust, Worcestershire Health and Care and Worcestershire Community and Mental Health NHS Trust. Alison was a respected, dedicated and hardworking colleague who will be deeply missed by those who worked with her over the years. Trust colleagues are being invited to contribute to a fundraising collection for St. Richard's Hospice, who cared for Alison in her final stages of illness, through their [@JustGiving page](#).

Dr. Mike Roberts who passed away on 14th August after a period of illness. Mike was the Medical Director for Gloucestershire Care Services NHS Trust from May 2015 until January 2019 when he stepped down to focus on his role as a GP at Rosebank Surgery in Gloucester. Mike had previously served as Professional Executive Chair for West Gloucestershire Primary Care Trust, Medical Professional Lead (and responsible officer) for Gloucestershire PCT and as a member of the Gloucestershire Local Medical Committee. He also had a particular interest in clinical governance and was a member of the Performance Advisory Group of NHS England, which dealt with complaints about concerns about GP performance. Mike's warmth and humour, as well as his deep commitment to the community he served in inner city Gloucester, were his hallmarks. He will be greatly missed by many. A collection from Board colleagues was made and a donation was sent to the family's chosen charity, Amnesty International.

The Trust was represented by friends and colleagues at both funerals and our thoughts are with Alison and Mike's families at this very sad time.

2.1 Non-Executive Director (NED) Update

- Today's meeting will be Maria Bond's last meeting with the Trust Board. I recognised Maria's significant contribution to 2gether and GHC in my July Report, so here I would just like to record my personal thanks to Maria for being such a key member of the Non-Executive Team during the pandemic and for the support, advice and assistance she has given to me and the rest of the Board during her time with us. I know she will continue to be a strong advocate for the Trust and the NHS as a whole. We wish her well as she embarks on her new role as a NED with Gloucester City Homes
- With the departure of Maria Bond on 30th September and the arrival of new Non-Executive Director Clive Chadhani on 1st October, we have taken the opportunity to review the Non-Executive **Portfolios**, a copy of which is appended to this report (Appendix 1).
- The Non-Executive Directors and I continue to hold our **monthly meetings** and meetings were held on 24th August and 21st September. NED meetings have been helpful check in sessions as well as enabling us to consider future plans and reflect on any changes we need to put in place to support the Executive at this difficult time and to continuously improve the way we operate.
- I continue to have regular meetings with the **Vice-Chair and Senior Independent Director**, along with individual 1:1s with all Non-Executive Directors.

2.2 Board Updates:

An **Extra-ordinary meeting of Private Board** was held on 18th August to consider our Trust response to proposals for the development of the ICS.

Board Development:

We continue to devote significant time to considering our Board ways of working 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. The following sessions have taken place:

Board Seminar – 18th August – Research and Innovation (more detail within the CEO's Report)

Board Training – 18th August – Oliver McGowan (more detail within the CEO's Report)

3. GOVERNOR UPDATES

- I continue to meet on a regular basis with the **Lead Governor Chris Witham**, and we met on 25th August, along with Trust Secretary / Head of Corporate Governance Lavinia Rowsell, and Assistant Trust Secretary, Anna Hilditch, to discuss agenda planning for the Council meeting on 8th September, and I had a

one-to-one meeting on 2nd September. These sessions are helpful as we work together to further develop the Council of Governors.

- A meeting of the **Council of Governors** was held on 8th September where matters covered included an update on the development of the Governor Dashboard and a Holding to Account presentation in relation to the Audit and Assurance Committee. Both of these developments help to ensure the Council of Governors knows what is happening at the Trust and can challenge and ask informed questions of the Non-Executive Directors to support the effective working of the Trust.
- I had an introductory meeting with **Councillor Rebecca Halifax**, the County Council's nominated Governor on 16th September.
- **Governor changes:**
June Hennell, Public Governor for Stroud, has recently stood down as a Governor with immediate effect. June is unwell at the moment and we all send her our very best wishes for a speedy recovery. June's experience and passion will be greatly missed on the Council. Arrangements are being put in train to hold an election for this public governor vacancy in Stroud.

4. NATIONAL AND REGIONAL MEETINGS

Since the last meeting of the Trust Board in July, I have attended a breadth of national meetings:

- **South West Provider NHS Chairs** – 6th September – where we heard from the Director of Primary Care and Population Health for the South West talk about the challenges and plans for primary care in the region.
- **NHS Providers Chairs and Chief Executives Network** – 14th September – where we received a strategic policy update from the Deputy CEO for NHS Providers and an update on Integrated Care Systems
- **National Chair's Advisory Group** on 20th September.
- **NHS Confederation NHS Reset Webinars** continue to take place on a regular basis and attended by some of the Non-Executive Directors. These recognise the continuing challenges faced by the NHS and the need to move effectively to a new normal taking with us the learnings from the past months.
- **NHS Confederation Mental Health Network** – meetings take place weekly and I attend when my diary permits.
- **South West/South East Regional Roadshow with Amanda Pritchard (CEO) and Mark Cubbon (Interim COO), NHS England – 17th September** – this was an opportunity for Chairs and CEOs to discuss top priorities with the NHS Leadership Team.

5. WORKING WITH OUR PARTNERS

I have continued my regular virtual meetings with key stakeholders and partners where views on 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 Chief Executive and I had an introductory meeting with the newly appointed **Police and Crime Commissioner, Chris Nelson**, and his **Deputy, Nick Evans**, on 25th August where we discussed matters of joint interest and concern. A follow up meeting is being scheduled for the Autumn and we look forward to working with them going forward.
- The **County's ICS Health Chairs** continue to meet virtually and we held a meeting on 14th September.
- The **Chair of Gloucestershire Hospitals NHSFT**, Peter Lachecki, and I continue to meet virtually on a regular basis to discuss matters of mutual interest.
- I also continue to have regular meetings with the **Independent Chair of the ICS Board, Dame Gill Morgan**.
- **ICS Boards** were held on 19th August and 16th September. A number of important operational and strategic issues were discussed. Partnership work is a key aspect of the County's response during the pandemic and this group helps ensure effective working is supported. Discussions also took place regarding the development plans for the ICS over the coming year.
- A **joint meeting of Gloucestershire County Council's Health and Wellbeing Board and the ICS Board** was held on 21st September where the Boards considered future working arrangements as part of the new ICS developments.
- As part of the Trust's continuing partnership working with the **University of Gloucestershire**, I attended a **multi-disciplinary/agency workshop** on 13th September where we discussed broader partnership ambitions and potential areas for development.
- **Children and Young People's Mental Health Summit – 7th October 2021**
One in eight children and young people already have a diagnosable mental health condition, and research suggests that the pressures created by the Covid-19 pandemic are exacerbating their needs. We know that children and young people from certain demographics are already disproportionately affected by mental health issues, with the pandemic widening these inequalities as well as increasing the overall prevalence. While our children's mental health support services in Gloucestershire deserve enormous credit for responding to the challenges of the pandemic so far, we are unfortunately already seeing an unprecedented and sustained surge in need across the county. There has also been ongoing work to make improvements to support across the county including

on line options, support in schools and creative health, as well as further recruitment of staff to services. With demand likely to continue, we cannot afford to lose momentum. I have been asked to Chair a Summit taking place on Thursday 7th October and which is being organised by Gloucestershire Clinical Commissioning Group, to further develop our county-wide commitments to better support our young people's mental health

6. WORKING WITH THE COMMUNITIES AND PEOPLE WE SERVE

The Trust was pleased to welcome several high-level visitors throughout August, as follows:

- **11th August – Sir Kier Starmer, Leader of the Labour Party**, visited Stroud Hospital as part of a 'summer tour'. He was welcomed by Trust colleagues including Senior Independent Director, Marcia Gallagher, who kindly attended on my behalf (I was on annual leave). Sir Kier spent time talking to colleagues about a range of issues, including how the pandemic had impacted on the Trust's teams and services. Stroud Hospital Matron, Liz Lovatt, gave him a guided tour of the hospital, which included introducing Sir Kier to teams. He then spent time in the garden answering questions and asking staff about the issues that matter to them.
- **12th August – Richard Graham, MP for Gloucester**, accompanied by Deputy Chief Operating Officer, Sarah Birmingham, spent time with colleagues at mental health inpatient units at Wotton Lawn Hospital, CAMHS and CYPS at Acorn House, the Integrated Care Team at Collingwood House and Adult Community Mental Health colleagues at Pullman Place in Gloucester.
- **25th August – County Councillor David Drew**, newly appointed Member and Vice Chair of Gloucestershire County Council's Health Overview and Scrutiny Committee, visited the Vale Hospital in Dursley. The Trust's Director of Nursing, Quality and Therapies, John Trevains, and I welcomed him to the hospital. We received a presentation on sites and services in the Stroud and Berkeley Vale communities. We were then joined by Angela Dodd, Head of Therapies, who led a tour of the hospital noting the full reopening of the Minor Injuries and Illness unit, the rehab garden and allotment. My thanks to John Trevains, Angela Dodd and colleagues for sparing time in their busy schedules.
- **31st August – County Councillor Stephen Davies, Gloucestershire County Council's Cabinet Member for Children's Safeguarding and Early Years** - I was delighted to host this visit to Evergreen House at Charlton Lane, where Cllr Davies received presentations from colleagues who work within the Trust's Children's Services area, including CYPS Physiotherapy Service, Children's Learning Disabilities Service, Health Visiting overview, Immunisation Team, Vulnerable Children's Service and Young Minds Matter.
- On 7th September, Justine Hill (Deputy Service Director, Mental Health Specialist Services) and I met with **John Nolan, Chief Executive of the Nelson Trust**, at their Women's Centre in Gloucester, to discuss matters of mutual interest.

- I chaired a quarterly meeting of the **County's Leagues of Friends Chairs** meeting on 9th September. Angela Potter, the Trust's Director of Strategy and Partnerships, was also in attendance and gave updates on the Trust's response to COVID-19; the Integrated Care System; Fit for the Future; Forest of Dean Hospital; Minor Injury and Illness Units; Stroke Unit. It was interesting to receive updates from the Chairs on activities which have taken place within their areas.
- I met with the Chief Executive of the **Barnwood Trust**, Sally Byng, for a discussion on matters of mutual interest on 15th September.

7. ENGAGING WITH OUR TRUST COLLEAGUES

- **Appointment and Terms of Service Committees (ATOS)** were held on 25th August and 1st September.
- Formal **quality visits** by myself and the Non-Executive Directors have now resumed to services across the Trust. I visited **Colliers Court in Cinderford** on Tuesday 24th August. My thanks to Jonathan Thomas, Community Services Manager, for sparing time in his busy schedule to introduce me to the various teams based at Colliers Court, which is a base for several mental health and learning disability teams as well as the complex care at home team.
- Following a comprehensive national recruitment process supported by NHS Executive Search, I am delighted to confirm that David Noyes will be joining the Trust as **Chief Operating Officer (COO)**. David is currently the COO at Solent NHS Trust; prior to that he was Director of Planning, Performance and Corporate Services at Wiltshire CCG, and previously David was a Naval officer for 28 years, specialising principally in logistics, including a deployment as Chief Operating Officer for logistics with the Army's Logistics Brigade in Afghanistan. David's start date with the Trust will be confirmed as soon as possible.
- I carried out an informal visit to the **Mental Health Liaison Team** based at Gloucestershire Royal Hospital on 1st September, where I was met by Gill Hughes, Deputy Lead Nurse. My thanks to Gill and the team for sparing time in their very busy schedules.
- I attended a meeting of the Trust's **Women's Leadership Forum** on 6th September where we heard a fascinating presentation from Superintendent Jane Probert from Gloucestershire Constabulary.
- The **Trust's AGM** took place on 22nd September. This was again a virtual event which provided the latest updates about the Trust including our response to the pandemic and our financial position. There was an opportunity to ask questions of the Council of Governors and the Board.
- I attended a **Reciprocal Mentoring Development Workshop** on 23rd September which reinforced the benefits to both parties in these partnerships.

- I attended a meeting of the **Senior Leaders Network** on 28th September.
- As part of my regular activities, I continue to have a range of virtual **1:1 meetings with Executive colleagues**, including a weekly meeting when possible with the Chief Executive and the Trust Secretary/Head of Corporate Governance.

Whilst drop in chats with services and colleagues continue to be mainly virtual I continue to try to make myself available to support colleagues and recognise their endeavours. I have an active presence on social media to fly the GHC flag and highlight great work across the county.

8. **NED ACTIVITY**

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

See **Appendix 2** for the summary of the Non-Executive Directors activity for July and August 2021.

9. **CONCLUSION AND RECOMMENDATIONS**

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

APPENDIX 1 - NON-EXECUTIVE DIRECTOR – PORTFOLIOS – FROM 1ST OCTOBER 2021

NON-EXECUTIVE DIRECTOR	LOCALITY	CHAMPION	AUDIT *	RESOURCES	QUALITY	MHLS	GREAT PLACE TO WORK	CHARITABLE FUNDS	ATOS	FOREST ASSURANCE
Graham Russell (Vice-Chair) Graham.russell@ghc.nhs.uk	Stroud		X		X		C		X	VC
Marcia Gallagher (Senior Independent Director – SID) Marcia.gallagher@ghc.nhs.uk	Forest	<ul style="list-style-type: none"> Counter-fraud, Security and Procurement Health & Safety 	C		X			VC	X	
Dr Stephen Alvis Steve.alvis@ghc.nhs.uk	Cotswolds	<ul style="list-style-type: none"> Primary Care Networking countywide Learning from Death 		X	VC	VC (C MHAMF)			X	X
Steve Brittan Steve.brittan@ghc.nhs.uk	Tewkesbury	<ul style="list-style-type: none"> Technology and Innovation 	X	C			X		X	C
Sumita Hutchison Sumita.hutchison@ghc.nhs.uk	Gloucester	<ul style="list-style-type: none"> Equality and Diversity Climate Protection Wellbeing Guardian 				C	VC	C	X	
Jan Marriott Jan.marriott@ghc.nhs.uk	Cheltenham	<ul style="list-style-type: none"> FTSU Learning Disabilities 		VC	C				X	

Clive Chadhani clive.chadhani@ghc.nhs.uk	Greater England & Wales	• TBC	VC	X				X	X	
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**All NEDs are members but 4 are nominated as regular attendees*

Quality/Resources link – Jan Marriott

Quality/Great Place to Work link – Graham Russell

Resources/Great Place to Work link – Steve Brittan

Appendix 2
Non-Executive Director – Summary of Activity – 1st July – 31st August 2021

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
Dr. Stephen Alvis	Nosocomial Transmission Panel Meeting with Governor NHS Reset Chairs meeting Team Talk Chief Operating Officer Recruitment – discussion group Senior Leadership Network	GGI meetings (3) Planning meeting for GGI meeting	Quality Committee MHAM Forum Council of Governors Extraordinary Trust Board MHLSC Trust Board (Public and Private) NEDs meetings (2) Board Seminar Board Training Extraordinary Private Board
Maria Bond	Meeting with Trust Chair Senior Leadership Network Meeting with Joint Director of Locality Development and Primary Care Serious Investigation Review meeting Chief Operating Officer Recruitment – discussion group Chief Operating Officer feedback meeting	NHS Reset Chairs meetings	Quality Committee Council of Governors Extraordinary Trust Board NEDs meetings (2) Trust Board (Public and Private) Audit and Assurance Committee Board Seminar Board Training Extraordinary Private Board Appointment and Terms of Service Committee
Steve Brittan	Quality Visit – Tewkesbury Hospital Meeting with Director of HR	NHS Reset Chairs meeting	Council of Governors Extraordinary Trust Board

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
	Meeting with Director of Strategy and Partnerships Meetings with NEDs (3) Meetings with Director of Finance (3) Meeting with Sustainability Manager Governor Chief Operating Officer recruitment discussion group		Trust Board (Public and Private) Forest of Dean Programme Board Audit & Assurance Committee Board Seminar Board Training Extraordinary Private Board NEDs meetings (2) Appointment and Terms of Service Committee Resources Committee
Marcia Gallagher	Meeting with ICS Chair Meeting with Trust Chair (2) Meetings with Chief Executive (2) Senior Leaders Network GHFT Audit Committee Mentoring meetings with new NED	Good Governance Institute (3) Meeting with Sir Keir Starmer at Stroud Hospital NHS Reset – Digital Visit to Friendship Café and Gloucester City Farm	Extraordinary Trust Board Trust Board (Public and Private) NEDs meetings (2) MHAM Forum Council of Governors Development session Forest of Dean Programme Board Audit and Assurance Committee Board Seminar Board Training Appointment and Terms of Service Committee Resources Committee
Sumita Hutchison	NED recruitment – panel interviews Meeting with SW HWB Guardian Meeting		Quality Committee Extraordinary Trust Board NEDs meetings (2)

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
	Meeting with Trust Chair Meeting with HR and OD Manager Summer Diversity Event Meeting with NED Meeting with Governor Meeting with Sustainability manager Meeting with Director of Nursing		MHLSC Trust Board (Public and Private)
Jan Marriott	Dragon's Den Style assessment for MSC ANP Project with University of Gloucestershire Meetings with Trust Chair (2) Meeting with Trust Chair and ICS Chair Meeting with Medical Director Meeting with Director of Strategy and Partnerships Meeting with NED Meeting with FTSU Guardian Meeting with Patient and Carer Experience Manager Learning Disabilities Services away-day Summer Diversity Celebration Meeting with Vice-Chair and Operational colleagues Meeting with Chief Executive	Mental Health Operational Group	Extraordinary Trust Board MHLSC Trust Board (Public and Private) NED meetings Council of Governors Board Seminar Board Training Extraordinary Trust Board (Private)
Graham Russell	Meetings with Director of Finance (2) Meetings with Trust Chair (2)	Pre-meet for meeting with MPs	Council of Governors (2) ICS Board (2)

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
	Meeting with Senior Independent Director ICS Board pre-meet Resources Committee pre-meet Chaired Mental Health focused meeting with Gloucestershire MPs Mental Health and Wellbeing Partnership Board (CCG) Meeting with NED Mental Health accommodation discussion Chief Operating Officer shortlisting and interview panel		Extraordinary Trust Board Trust Board (Public and Private) NED meetings (2) Forest of Dean Programme Board Board Seminar Board Training Extraordinary Private Board Appointment and Terms of Service Committee Resources Committee