

AGENDA ITEM: 05

REPORT TO: Council of Governors – 8 September 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
---	-----

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 29 July 2021 meeting.

Recommendations and decisions required

The Council is asked to:

- **Note** the report and the assurance provided.
- **Note** the planned changes of Non-Executive Directors

Executive summary

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

- Board developments – including planned changes of Non-Executive Directors
- Governor activities – including updates on changes in Council of Governor membership
- Working with our system partners
- Working with our colleagues
- National and regional meetings attended and any significant issues highlighted

It is highlighted that as the move out of lockdown continues that the Chair and Non-Executive Directors will be moving back to more face to face visits and quality visits where appropriate.

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 and Council of Governors

Appendices:

Appendix 1 (Pages 11-13)

Non-Executive Director – Summary of Activity – 1st May – 30th June 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

2.1 Non-Executive Director (NED) Update

Maria Bond's term of office concludes on 30th September and she will therefore be stepping down from her Board position as part of the regular renewal and refresh process within Board membership. We will be saying our formal farewell to Maria at the September Board, but I would like to record here the Board and my thanks for the important contribution Maria has made: first to the 2gether Board, and then on the GHC Board following the merger. Her contribution, as Chair of the Quality Committee, in shaping the Committee to focus effectively on both mental and physical health, was significant as we moved forward as a merged Trust and during the pandemic.

A recruitment process has been under way to identify a successor and following a competitive interview process, I am very pleased to announce that we have appointed **Mr. Clive Chadhani** who will be joining the Trust on 1st October 2021. Clive is a FCCA qualified Finance Director with over 26 years global finance work experience within different industry sectors. Clive has agreed to begin some induction activities ahead of his formal start date and we look forward to welcoming him to the Trust and to the Board.

The Non-Executive Directors and I continue to hold our **monthly meetings** and virtual meetings were held on 22nd June and 20th July.

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:

Extra-ordinary Trust Board – 15th July

An extra-ordinary meeting of the Trust Board was held on 15th July to consider the Final Business Case for the new community hospital in the Forest of Dean. Following approval by Board, the Trust will now seek planning permission for the new 24 bed hospital in Steam Mills Road, Cinderford, with a view to starting construction in early 2022. Further information is available on the Trust's website using this link <https://www.ghc.nhs.uk/about-us/fod-hospital/>

This major investment in a modern, fit for purpose new facility is an important development for both the Trust and the Forest of Dean. We will continue to engage with local people and key stakeholders as we take the next steps in delivering this project.

Board Strategy:

The Trust launched its new “**People Strategy**” on 6th July. This is our five-year strategy confirming the Trust's goals, aims and ambitions for its 5,400 strong workforce, made up of more than 40 different professions. The Trust's ultimate goal over the next five years is “to be a healthy and happy high-quality workforce, performing well in all local and national performance standards”. The Trust's aim is to be a “Great Place to Work”. More information can be found on the Trust's website.

I am delighted that this cornerstone strategy has been put in place and know that the Board is committed to taking it forward and ensuring that the key resource of the Trust, our colleagues, are empowered and supported to achieve their best for our communities.

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:

Wednesday 16th June – two Board Seminars were held - High Quality Care (a.m.) and Measuring What Matters (p.m.). These were two insightful sessions which included input from the teams involved to allow us to be both strategic but grounded in an understanding of current practice. We look forward to taking the issues raised to the next stage.

3. GOVERNOR UPDATES

- I attended a meeting of the **Nominations and Remuneration Committee** on 30th June where the Committee considered the outcome of the appraisals for the Non-Executive Directors for the period 2020-2021.
- I continue to meet on a regular basis with the **Lead Governor Chris Witham**, and we met on 17th June and 8th July. 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 14th July where matters covered included the recommendations of the Nomination and Remuneration

Committee held on 30th June; an update on out of area placements for mental health inpatients; Receipt of the Annual Report and Accounts for the Trust. The meeting was followed by a helpful Development Session on the Trust Strategy, focusing on Quality Care and a Better Place to Work.

- A **Membership and Engagement Committee** was held on 23rd June and matters discussed included a report on public membership statistics; a Membership and Engagement Strategy Action Plan; discussion around developing opportunities for membership and engagement activity and a support pack for Governors. The next meeting is due to be held in September. The enthusiastic support of Committee members to take forward effective membership engagement is much appreciated.
- **Governor changes:**
Josephine Smith's Term of Office as a Public Governor representing Tewkesbury ended on 14th July and she was thanked for her contribution to the Council over the period she has served.

I am pleased to welcome to new Governors Andy Holness (Public Governor - Tewkesbury) and Rebecca Halifax (Appointed Governor - Gloucestershire County Council).

4. NATIONAL AND REGIONAL MEETINGS

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

- **NHS Providers Board** – 2nd June - where we discussed important policy and national operational issues, along with current challenges and opportunities. Having served eight years as a Trustee, this was my last meeting. I am succeeded as the community sector chair representative by Mary Elmore of Cambridgeshire Community Trust. I am pleased to note that Gloucestershire Hospitals NHSFT Chief Executive, Deborah Lee, has also been elected to the Board.
- **NHS Confederation Virtual Annual Conference** –15-17 June. I attended the morning session on Tues 15th June for the opening speech by the new Confederation CEO, Matthew Taylor and also the keynote address by Sir Simon Stevens. I also attended a Chair's session on Weds 16th June.
- **NHS Providers Chairs and CEOs Network** – I attended a meeting on 1st July where we were joined by Sir Simon Stevens, Chief Executive of NHSE/I, who is shortly stepping down from this position. We also heard from Samantha Jones, a former NHS Trust CEO and newly appointed health adviser to the Prime Minister and received a strategic policy update from Chris Hopson, Chief Executive of NHS Providers.
- **NHS Providers Community Provider Chairs Networking session** – 8th July – where we discussed community sector priorities.

- **NHS Providers Community Network** – 8th July – matters included a strategic policy update from Matthew Taylor, Chief Executive of the NHS Confederation; an update from Matthew Winn, Director of Community Health at NHS England and a panel session on place-based partnerships.
- **South West NHS Provider Chairs meeting** – 9th July
- I have recently been invited to be a **Member of the NHS Executive Search Chair and Chief Executive Advisory Board** and attended its inaugural meeting on 9th July.
- **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.
- **Good Governance Institute Non-Executive Directors session – Non-Executive Director, Dr. Steve Alvis**, recently hosted a session on primary care.
- **NHS Confederation Mental Health Network** – meetings take place weekly and I attend when my diary permits. At the most recent meeting we received a briefing from Mental Health Chair lead, Claire Murdoch.

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:

- **Health Overview and Scrutiny Committee (HOSC):**
 - **15th June** - following the local government elections in May, a virtual induction HOSC was held on 15th June. The Committee appointed a new Chair, Cllr Andrew Gravells MBE and Deputy Chair Cllr David Drew. The HOSC meeting on 15th June was intended as an induction session for the new committee, but also received a presentation from Healthwatch Gloucestershire; an update on the Gloucestershire Integrated Care System (ICS) which included updates on Covid-19 emergency response and the Forest of Dean Community Hospital consultation development. The Committee also received an update on the Fit for the Future Programme including recent proposals for developing specialist hospital services in the county.
 - **13th July** – this meeting was held at Shire Hall, Gloucester, with COVID secure restrictions in place, including numbers of attendees. I attended along with the Trust's Chief Executive and matters included an update on the Covid-19 emergency in Gloucestershire; a review of Temporary

Services Changes and an update on Fit for the Future Consultation Programme.

- The **County's ICS Health Chairs** continue to meet virtually and we held meetings on 15th June and 13th July.
- Along with a number of the Trust's Non-Executive Directors, I attended a meeting of the **ICS NED Network** organised by the Clinical Commissioning Group, on 15th June.
- 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 17th June and 15th July. 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.
- On 7th July, along with other members of the ICS Board, I attended a virtual meeting with the **Chief Executive and Chair of the NHS Confederation**.
- On 21st July I attended a meeting arranged by the **University of Gloucestershire** to discuss the **City Campus** (ex-Debenhams) along with various Gloucestershire health system partners.

6. WORKING WITH THE COMMUNITIES AND PEOPLE WE SERVE

- On 24th June I chaired a quarterly meeting with the **Chairs of the county's Leagues of Friends**. Angela Potter, the Trust's Director of Strategy and Partnerships, was also in attendance. Updates were given on the Trust's response to COVID-19; the Integrated Care System; Fit for the Future; the 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, despite the constraints of the pandemic. I would like to place on record my grateful thanks to **Graham Hewitt, the Chair of Fairford and Lechlade Communities Trust**, who will be stepping down from the Chair's position shortly. He will continue in his role as public governor so will not be lost to the Trust.
- The Chief Executive, the Director of Strategy and Partnerships and I held a meeting on 6th July with **Mark Harper MP** to update him on developments with the new Forest of Dean Hospital.

- Following recent appointments to the County Council's Health Overview and Scrutiny Committee, I have held discussions with the following **HOSC Members**:

Cllr Andrew Gravells MBE (Chair of HOSC) – I held a virtual meeting with Cllr Gravells on 6th July to congratulate him on his new appointment and brief him on current matters. We have agreed to hold our usual annual informal briefing between the Trust and HOSC Members in October.

Cllr David Drew (Deputy Chair of HOSC) – a presentation and visit to Stroud services is being planned for Cllr Drew and Stroud Councillor Helen Fenton on 25th August.

Cllr Gill Mosely (new Gloucestershire County Councillor, Newent Town Councillor and Member of the Forest of Dean District Council) – where I updated her on the latest developments on the Forest of Dean hospital.

- **Calls with the Chairs of the Leagues of Friends for the Forest of Dean hospitals** - Lydney (Mary Thurston) and Dilke (Bob Young) – to update on proposals for the new Forest of Dean Hospital, ahead of Trust Board discussions on 15th July.
- I was delighted to be invited to the **Bishop of Gloucester's Annual Garden Party** at Bishops court in Gloucester on Fri 23rd July. This is always a lovely occasion and presents a good opportunity to catch up with a wide range of third sector partners.

7. ENGAGING WITH OUR TRUST COLLEAGUES

- **NHS 73rd birthday celebrations – 5th July 2021**

The NHS as a whole was honoured to be awarded **The George Cross by Her Majesty The Queen** to mark its public service over seven decades. The award recognised all NHS staff, past and present, across all disciplines and all four nations.

As part of the national celebrations, Paul Roberts, CEO, wrote to Trust colleagues to thank everyone for their incredible contributions over the course of the last unprecedented year and for upholding the values of the NHS in such a magnificent way. I, along with the County's Health Chairs, recorded a video message of thanks to all colleagues.

- Following feedback from ICS Partners and colleagues, I carried out the **Chief Executive's annual appraisal** on 1st June 2021.
- An **Appointment and Terms of Service Committee** was held on 1st June 2021 to consider the appointment process for the Chief Operating Officer following the resignation of John Campbell, as updated in the Chief Executive's Report.

- As part of my informal visits to Trust services, I visited **Charlton Lane Hospital** on 3rd June and **Hope House and the Sexual Assault Referral Centre (SARC)** on 21st July. My grateful thanks to Modern Matron, Steve Ireland (Charlton Lane), Lead Sexual Health Nurse, Adam Godwin, Crisis Worker Karen Lowden and SARC/VANS Co-ordinator Claire Raven (Hope House and SARC) for sparing time during their business schedules to accompany me on my visits.
- As part of the **Big Health and Wellbeing Week** which took place from 21st to 25th June, the Chief Executive and I were pleased to be asked by event organiser **Simon Shorrick** to launch the Big Health Check Day on Monday 21st June. This year due to the pandemic the week's events all took place via Zoom. This is the thirteenth year of the Big Health event and the aim of the Big Health Week is to deliver an inclusive week with the theme of staying healthy and active, to meet friends, to have fun, to reduce health inequalities for people living with a learning disability, a physical disability and / or mental health problems, and help people to help themselves through activities arranged.
- As part of Armed Forces Week, the Trust was officially awarded its **Veteran Aware Accreditation** on 23rd June during a visit to Trust Headquarters by Deputy Lord Lieutenant, Colonel Andy Hodson. A brief ceremony at Edward Jenner Court was attended by some of the Trust's Veterans and the Accreditation was received by myself, along with the Chief Executive, and Community Services Manager, Jonathan Thomas, the Trust's Veterans Steering Group Lead. More information can be found via GHCComms@ghc.nhs.uk
- Continuing with my rotational attendance at Board Committees, I attended the **Resources Committee** on 24th June.
- A **Summer Diversity Celebration** organised by Firoza Shaikh, HR/OD Engagement Manager, was held online on 15th July for colleagues to celebrate the diversity and range of experience across the Trust. I gave a short introduction, highlighting how diversity and inclusion is at the heart of the Trust and its values. This was an excellent event and was recorded so I would encourage those of us who were unable to be there to watch it on 'catch up'.
- **Formal Quality Visits** in person by myself and the NEDs had to be put on hold throughout the pandemic. However, with restrictions now easing a schedule of formal in person Quality Visits for myself and the Non-Executive Directors is now currently taking place and outcomes will be reported to Committee and Board meetings.
- Non-Executive and Executive Director informal "**pairing**" meetings continue to take place and I was pleased to meet with the Interim Chief Operating Officer, Hilary Shand, on 22nd July.
- 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 need to be 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 1** for the summary of the Non-Executive Directors activity for May and June 2021.

9. CONCLUSION AND RECOMMENDATIONS

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

Appendix 1
Non-Executive Director – Summary of Activity – 1st May to 30th June 2021

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
Dr. Stephen Alvis	Team Talk Governor Medical Director MHAM Individual Review meeting (2) Trust Chair Joint Director of Locality Development and Primary Care Quality Visit to Berkeley House Senior Leaders Network	NHS Reset Chairs meeting NHSP Governance and Quality Committee (2) Good Governance Institute webinar (4) NHSP Digital Inclusion event	Quality Committee NEDs meetings (4) FoD Assurance Committee Trust Board Board Seminars (3) ATOS Committee
Maria Bond	Director of Nursing, Quality and Therapies (4) Internal Auditors pre-meet (2) External Auditors pre-meet (2) Director of Strategy & Partnerships ref FoD economic modelling Chief Executive Expert by Experience Senior Leaders Network (2) Medical Director (2) Head of Corporate Governance/Trust Secretary Interim Chief Operating Officer Quality Visit – Charlton Lane Hospital MHAM Appeal Hearing ICS NED Network Reciprocal Mentoring meeting	NHS Reset Chairs meeting (2) Action on ACES conference Good Governance Institute ref Mental Health	Board Seminars (3) Audit and Assurance Committee (2) Quality Committee Trust Board Council of Governors NEDs meetings (4) Board Briefing (FoD) ATOS Committee (2) FoD Assurance Committee
Steve Brittan	Task and Finish Group (ref UoG) Sustainability Manager Director of Strategy and Partnerships (4) Internal Auditors pre-meet (2)	Digital Workshop NHS Reset Chairs meeting HSJ Webinar – Digital Priorities NHS Providers Digital Inclusion meeting	Board Seminars (3) Audit and Assurance Committee (2) Council of Governors NEDs meetings (4)

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
	External Auditors pre-meet (2) Trust Chair (3) Vice-Chair Senior Independent Director Estates Strategy workshop Director of Finance/Dep CEO ICS NED Network		Board Briefing (FoD) Trust Board ATOS Resources Committee Forest of Dean Assurance Committee
Marcia Gallagher	Trust Chair (2) Internal Auditors (pre-meet) (2) External Auditors (pre-meet) (2) NHSI/E Regional Director Director of Finance Internal Auditors Joint Director of Locality Development and Primary Care Julie Mackie Longlisting for NED recruitment CYPS Delivery and Governance Forum ICS NED Network Quality visit to Dilke Hospital Senior Leaders Network NED recruitment – longlisting	NHS Reset Provider Collaboratives Good Governance Institute seminars (2)	Board Seminars (3) Audit and Assurance Committee (2) Council of Governors NEDs meetings (4) Trust Board ATOS Committee (2) Nom and Rem Committee
Sumita Hutchison	Meeting with Staff Governors (3) Estates Strategy workshop Director of HR & OD (2) Director of Strategy & Partnerships (pre-meet for Charitable Funds Committee) Interview Panel – Dep Director HR Diversity Network	Complaints Audit South West Wellbeing Guardian meeting NHS Confederation Annual Conference Freedom to Speak up event	Board Seminars (3) Staff Governor session Quality Committee Council of Governors NEDs meetings (4) Board Briefing (FoD) Trust Board Charitable Funds Committee Resources Committee

NED Name	Meetings with Executives, Colleagues, External Partners	Other Meetings	GHC Board / Committee meetings
Jan Marriott	CH Clinical Director and Community Hospitals Association FTSU Guardian Cheltenham Governors and Cheltenham Partnership Leads Non-Executive Director Director of Nursing, Therapies and Quality (2) Director of HR&OD NED ICS NED Network Mental Health Operational Group Quality Visit to Wotton Lawn Hospital Consultant Psychiatrist Interview Panel County MCA meeting		Board Seminars (3) Quality Committee Council of Governors NEDs meetings (4) Trust Board ATOS Committee (2) Resources Committee
Graham Russell	Director of Strategy and Partnerships ICS pre-meet with Chair and CEO Chief Executive Quality Visit to Charlton Lane Hospital Trust Chair NED recruitment – discussions with candidates ICS NED Network	Mental Health and Housing Seminar NHS Providers Digital Inclusion event Gloucestershire Community Mental Health event	Board Seminars (3) Audit and Assurance Committee (2) Council of Governors FoD Assurance Committee (2) Estates Strategy ICS Board (2) Trust Board NEDs meetings (4) Charitable Funds Committee ATOS Committee (2) Resources Committee Nom and Rem Committee