

REPORT TO THE TRUST BOARD: PUBLIC
14 November 2018

Title	Chair's Report
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Purpose of the report

The report informs the Board of key points arising from the Council of Governors discussions and the Chair's most significant activities including changes to the Council of Governors.

Summary of key issues

To receive information on Governor decisions and recommendations.

Strategic priorities this paper supports (please check box including brief statement)

Improved experience of care	<input checked="" type="checkbox"/>	Non-Executive visits and learning from others involved in quality improvement are mechanisms through which we can highlight areas for improvement
Improved population health outcomes	<input checked="" type="checkbox"/>	Governor emphasis on integrated care and wider determinants will ensure Member and Community voice in our development of population health
Improved staff experience	<input checked="" type="checkbox"/>	Work with NHS Employers will enable us to more directly influence national policy in relation to our staff experience
Improved value	<input checked="" type="checkbox"/>	Focus on reducing waste will help improve value

Committees / meetings where this item has been considered

Date	Committee / Meeting
20 September 2018	Council of Governors

Implications

Equality Analysis	There is a real opportunity for ELFT to lead and learn from best practice nationally through involvement in the NHS response to the Prime Minister's statement on increasing the proportion of minority ethnic leaders in the public sector.
Risk and Assurance	Non-Executive visits, learning from others and participating in national discussions assist the Board in identifying and mitigating risks
Service User / Carer / Staff	Active involvement in the development of equity in NHS leadership will support the experience of all staff, improving delivery of care
Financial	Whilst there are no current financial implications, ELFT's proactive engagement in the national discussions may lead to future opportunities.
Quality	The Governor forward plan of strategic items include a focus on services and on patient experience and equity will improve our understanding of the public view on what constitutes quality.

Supporting documents and research material

a.
b.

Glossary

Abbreviation	In full
WRES	Workplace Race Equality Stand

1.0 Background/Introduction

- 1.1 This report informs the Board of the discussions of the Council of Governors so that the Council views inform Board decisions. It also provides information on the Chair's main activities as part of the Board's commitment to public accountability.
- 1.2 This is the first Board meeting that our three new Non-Executive Directors, Aamir, Anit and Eileen, will be officially attending. I am pleased that they will bring a range of new perspectives and obvious passion to our collective conversations and decisions.

2.0 Council of Governors

- 2.1 At its September meeting the Council of Governors undertook its annual review of effectiveness and annual strategic agenda planning. A good debate was had resulting in useful ideas for improvement and an agreement to 5 strategic agenda items.
- 2.2 The idea for improvement can be usefully grouped under the headings of improving training and development; supporting staff governors; focusing on working with others; improving communication; and improving administration. An improvement action plan is being prepared for Council sign off next week. The Board will be interested to know that the focus on working with others is concerned with how the Council can better benefit from the input of a wider group of stakeholders, as it supports the Trust's integrated care and population health ambitions.
- 2.3 The below 6 strategic agenda items will be developed into a forward plan, which will be aligned to Board's own plans so that the Council directly informs our decision making. The Council also agreed that for each item, there would be two cross cutting themes that reports and presentations must address, these 2 themes are; "How does this work impact on or affect the experience of carers and/or service users?" and "How does this work advance the Trust's work to improve equality?"

Strategic Themes 2018/19

1. Achieving ELFT's Vision of **Integrated Care**
 2. Improving **Staff Experience**, progress and plans
 3. Progress on Partnership Approach to **Suicide Prevention**
 4. **Drugs and Alcohol Services**, including supporting people with dual diagnosis
 5. **Child and Adolescent Mental Health Services**, particularly given national attention and ELFTs contribution
- 2.4 The Council received a report on the outcomes of Governors elections, which have resulted in some changes to membership. We are therefore saying goodbye to 5 members of our current Council, who I would like to sincerely thank for their efforts for and dedication to the Trust. My thanks therefore to Terry Cowley, Gohar Ghouse, Simon Marsh, Kemi Roshiji and Rubina Shaikh. I am pleased to report that all will continue to contribute as active Members. We are also welcoming back four current members, six

new Governors and welcoming back one of our former Governors, Carole Ann Leatherby. Returning Governors are Roshan Ansari, Shirley Biro, Katherine Corbett and Ernell Watson; I thank them for their continued contribution. I look forward to welcoming our new Governors; Victor Aidoo-Annan, Laura Jane Connolly, Caroline Diehl, Beverley Morris, Philip Ross and Felicity Stocker and I thank them for standing. This result means that Keith Williams will now be our sole Acting Lead Governor and I am so pleased that he is willing to step forward and take on this role.

- 2.5 Finally, the Council has confirmed that four named Governors will join a Constitution Review Task and Finish Group. This will be a detailed review and, in line with the constitution and legislation, any resulting amendments will require the approval of both the Board and the Council.

3.0 Chair's Activities

- 3.1 It has been an incredibly busy introduction to autumn, with supporting the securing of an able and diverse NHS workforce emerging as a common theme, providing much opportunity for learning and sharing. Last month, the Prime Minister announced that public services will need to set out plans on how they will increase the proportion of leaders from ethnic minority backgrounds. As a result I have been in conversation with the Workplace Race Equality Standard, (WRES), team and our regulators on how this increase can be supported within the NHS. The practical recommendations emerging will benefit all staff.
- 3.2 I have also been personally involved. I have participated in the recruitment of leaders across the Country, including supporting other Trusts with Non-Executive recruitment and supporting the national system with appointing key leaders. In addition I have agreed to support NHS Improvement's ambitions by mentoring 2 aspirant Chairs and to support a neighbouring Trust by introducing 2 potential Non Executives to the workings of a mental health and community health Trust Board.
- 3.3 Finally on workforce, I attended my first meeting as a member of a Policy Board, which acts as advisors to NHS Employers. NHS Employers itself represents the employer's voice in national policy discussions and supports NHS workforce leaders through practical tools, useful resources and expert advice. I look forward to identifying the specific workforce area I will champion within this new role and will ensure it aligns with ELFT's priorities and ambition.
- 3.4 The Non-Executive visit in September was to Community Mental Health Teams in Tower Hamlets, namely South Poplar, Isle of Dogs, Bethnal Green and Globe Town. We were very impressed with the proactive and responsive approach to their work in the context of increased levels of demand. There was evidence of strong partnership working, including with GPs and the local authority, particularly housing, ensuring that support was well co-ordinated. There was clear service user participation including in quality improvement and evidence of solid and supportive team work.

There are two specific points that Non-Executives wished to raise at this Board meeting as a result of the visit. One is in relation to the administrative burden on teams, which appears to have increased though the commitment to and implementation of integrated care and the other is whether we do need to retender our housing support services every two years, as this may be unnecessarily disruptive. A more detailed report has been shared with the Executive team.

- 3.5 I have attended 3 key events since the last Board which I would like to highlight. The first was our combined Annual Members and Annual General Meeting, which sought to share

the voices of those who use our services and their carers. The event was a huge success, with standing room only, and my thanks go to all the staff, service users, carers and Governors who were involved in its delivery.

The second was the visit from the Institute of Healthcare Improvement, (IHI) particularly the presentation by one of its founders, Don Berwick. His inspirational speech and contributions from the audience, particularly service users provided me with 3 take home messages.

- Measurement is not an end in itself and can be reductionist, rather we should focus on human growth and potential.
- Waste is disrespectful, and so we need to insightfully break rules, with most rules being historically developed and not statutory.
- Prevention lacks the call to arms of treatment and we need to mobilise as prevention advocates.

Finally, it was a very proud moment when we unveiled the new name of ELFT's headquarters as, Dr Robert Dolan House, in honour of the specific contribution that our last Chief Executive made to ensuring that we are an 'outstanding' organisation. I was very pleased to see and hear from the many people that Robert had worked with and supported over many years.

3.6 I have taken Chair's action in agreeing a refreshed Trust statement on Modern Slavery, based on research and best practice. The statement is attached at appendix 1. I am therefore asking the Board to ratify the action taken on behalf of the Board by myself as Chair of the Trust.

4.0 Action Being Requested

4.1 The Board is asked to:

- a. **RECEIVE** and **NOTE** the report for information
- b. **RATIFY** Chair's action in refreshing of the Trust's statement on Modern Slavery.

Modern Day Slavery Statement

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the Trust's slavery and human trafficking statement for the financial year ending 31 March 2019.

The statement sets out the steps that East London NHS Foundation Trust (ELFT) has taken, and is continuing to take, to make sure that modern slavery or human trafficking is not taking place within our business or supply chain during the year ending 31 March 2019.

Modern slavery encompasses slavery, servitude, human trafficking and forced labour. ELFT has a zero tolerance approach to any form of modern slavery. We are committed to acting ethically and with integrity and transparency in all business dealings, and to putting effective systems and controls in place to safeguard against any form of modern slavery taking place within the business or our supply chain.

About the Organisation

ELFT provides mental health and community services in London, and Bedfordshire including Luton. The Trust is recognised as a centre of excellence for innovation and improvement. Our extensive work in research and education has led to a number of pioneering health solutions, giving us a strong academic reputation. We have a workforce of 5,500 staff and provide services from over 100 sites.

In September 2016, the Trust was rated as 'Outstanding' by the Care Quality Commission and in November 2016, we received the Health Service Journal's Provider Trust of the Year Award. The Trust was once again rated at 'Outstanding' by the CQC in June 2018.

Further information about ELFT can be found on our website: www.elft.nhs.uk

Our vision and values

Our organisational vision is: **to improve the quality of life for all we serve.**

The vision is backed up by the values we operate under:

- **We care**
- **We respect**
- **We are inclusive.**

Our Commitment

We are fully aware of the responsibilities we bear towards our service users, staff and local communities.

We are guided by a strict set of ethical values in all of our business dealings and expect our suppliers to adhere to these same principles. We are committed to ensuring there is no modern slavery in any part of our business and in so far as possible to require our suppliers to hold similar ethos.

We adhere to employment checks and standards which includes right to work and factual references.

Modern slavery guidance is embedded into the Trust Safeguarding policies. Staff are expected to report concerns about slavery and human trafficking, and management are expected to act upon them in accordance with our policies and procedures. Guidance on modern day slavery – what it means, what are the types and who is affected, what to do if you suspect someone of being subjected to slavery, and further advice, support and resources – can be found on the Trust's Intranet site.

Due Diligence

To identify and mitigate the risks of modern day slavery and human trafficking in our business and in our supply chain, we:

- Operate a robust Recruitment & Selection Policy, including appropriate pre-employment checks on directly employed staff, and agencies on approved frameworks are audited to provide assurance that pre-employment clearance has been obtained for agency staff, to safeguard against human trafficking or individuals being forced to work against their will
- Implement a range of controls to protect staff from poor treatment and/or exploitation which comply with all respective law as and regulations; these include provision of fair pay rates, fair terms of conditions of employment and access to training and development opportunities
- Consult and negotiate with Trade Unions on proposed changes to employment, work organisation and contractual relations
- Operate a whistleblowing policy so that all staff know that they can raise concerns about how colleagues or people receiving our services are being treated, or about practices within our business or supply chain, without fear of reprisals; this includes promotion of our Freedom to Speak Up Guardian and Ambassadors
- Have a Standards of Business Conduct policy which explains the manner in which we behave as an organisation and about how we expect our staff and suppliers to act.

Our approach to procurement and our supply chain includes:

- Ensuring that our suppliers are carefully selected through our robust supplier selection criteria/processes
- Ensuring a human rights issue clause is included in specification and tender documents wherever possible
- Evaluate specifications and tenders with appropriate weight given to modern day slavery points
- Encourage suppliers and contractors to take their own action and understand their obligations in their processes
- Uphold professional codes of conduct and practice relating to procurement and supply
- Trust staff must contact and work with the Procurement department when looking to work with new suppliers so appropriate checks can be undertaken.

Training

Advice and training on modern slavery and human trafficking is available to staff through our Safeguarding policies, procedures and training, and our Safeguarding leads. Training on identifying and supporting victims of modern slavery is also available to all staff via our online training system, OLM.

Marie Gabriel CBE
Chair
1 November 2018