

REPORT TO THE TRUST BOARD: PUBLIC
3 October 2019

Title	Chair's Report
Author	Marie Gabriel, Chair of the Trust

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 Non-Executive Director (NED) visits to services.

Summary of Key Issues

To receive feedback on Governor discussion and key strategic points arising from Chair and Non-Executive Director activity.

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

Improved experience of care	<input checked="" type="checkbox"/>	Council of Governor focus on collaboration to improve crisis care and support will improve the accessibility of care
Improved population health outcomes	<input checked="" type="checkbox"/>	Council of Governor focus on partnerships and our development of the work to address homelessness will help address population inequality
Improved staff experience	<input checked="" type="checkbox"/>	Governor discussion on development, training and support for staff as part of their suicide prevention discussion will enable staff to be better prepared.
Improved value	<input checked="" type="checkbox"/>	Working with Commissioners and Partners to ensure effective joint plans will improve value through better integrated and more accessible care.

Committees / Meetings where this item has been considered

Date	Committee / Meeting
12 September 2019	Council of Governors

Implications:

Equality Analysis	Positive impact on equality will emerge as we take forward work the new Workplace Race Equality emphasis on transforming culture and embracing intersectionality.
Risk and Assurance	Keeping abreast of and seeking to influence national policy will enable the Trust to react appropriately to sustain its viability and retain talent.
Service User / Carer / Staff	Our engagement in national leadership and system working discussions will enable us to learn from best practice and prepare our staff.
Financial	There are no current financial implications,
Quality	Emphasis on retaining and developing Council diversity as a positive feature will ensure Governors understand and can link with a diversity of community to inform our quality strategy and hold us to account.

Supporting Documents and Research material

a.
b.

Glossary

Abbreviation	In full

1.0 Background/Introduction

- 1.1 This report updates the Board on the Council of Governors discussions so that these views inform Board decisions. It also provides information on the Chair's main activities and strategic outcomes of Non-Executive Director visits as part of the Board's commitment to public accountability.

2.0 Council of Governors

- 2.1 The September 2019 meeting was an opportunity to welcome and also to say goodbye. We were pleased to welcome back Zara Hosany from maternity leave and although she is standing down as our Lead Governor, we are very pleased that Zara will remain a Governor. I take this opportunity to thank Zara, on behalf of the Board, for her work as Lead Governor. I am also grateful to Keith Williams, who has agreed to continue as interim Lead Governor until elections for that position can be held. The Lead Governor position will be open for election after 1st November 2019, when the current election process for new Governors to the Council is concluded. We were also pleased to welcome Councillor Jim Weir as the newly appointed Councillor from Bedford Borough Council. I must say that it was as if Zara had never been away and Jim had been a Governor for some time. This is thanks to the welcoming and collaborative approach of their fellow Governors but also due to their passion for our work. Our final congratulations went to Steven Codling who has been elected unopposed in Central Bedfordshire, along with two new Governors who will join us at our November Council meeting.
- 2.2 Our goodbyes were to five Governors who have decided not to stand. It was therefore the last official Council meeting for Nicholas Callaghan, (Tower Hamlets); Rosie Eggleton, (Central Bedfordshire); Paul Feary, (Bedford Borough); Damien Vaughn, (City of London); and Hazel Watson, (Newham). I offered our thanks to them all and there will be a more focused opportunity to celebrate their individual contributions at the end of our November Council meeting.
- 2.3 The key strategic item discussed at the September Council meeting was suicide awareness and prevention. We began with an informative presentation from Professor Frank Rohricht. Frank's presentation highlighted the progress we have made against the Council's 2017 guidance that the Trust's ambition should be for as few suicides as possible achieved by working collaboratively with all partners, taking leadership in raising the importance of this issue and ensuring we targeted vulnerable groups.
- 2.4 The key themes arising from the 2019 Council discussion, which will impact on the next iteration of our suicide prevention strategy are set out below;
- The need to ensure training for all staff, including those in a community health setting, along with guidance on which of the plethora of available web guidance on support, are most appropriate.
 - The importance of crisis supports and crisis links between partners, with improvements to the crisis pathway.
 - To continue to be driven by local circumstance as well as having regard to national data and incidence.
 - The need to provide culturally sensitive spaces, including spaces for men.
 - To continue working in partnership, including with the voluntary and faith sector, using community assets and social prescribing to address stigma so that people are more likely to access support.

- Recognising the impact on and therefore the need to support staff when a suicide occurs and also when staff who are going through a difficult time, for example a disciplinary, perhaps through peer support.
- To work better with primary care.

2.5 The Governors also undertook a review of the effectiveness of the Council identifying what works well and what we can improve. What was working well included relationships between Governors, and between Governors and the Trust. There was specific and resounding thanks to the Membership Office staff and Governors also noted the importance of the diversity of the Council and of the variety of strategic agenda items. A Council Improvement plan will be developed to address areas for improvement which included more opportunities to hear from Members, the need to raise the Council profile and to ensure more emphasis on Community Health and the geography of Luton and Bedfordshire in our communications. There were also some specifics including supporting appointed Governors to be more effective representatives of their communities and to continue improving our dialogue with staff governors and in particular improving the feedback loop. There was also a call for better use of technology to aid communication.

2.6 Finally, the Governors received the external audit opinion on the Trust's annual quality report and financial statements. The Governors noted that the auditors had expressed no concern either on the long-time viability of the Trust nor on the Trust delivering value for money. They also concluded that our report to the public on the nature and quality of our services were an accurate, true and fair picture. Governors offered their congratulations to Board and the Finance Team. They were also pleased to note that the Trust's new homelessness reduction workstream was a direct result of Council and Annual Plan Consultation feedback.

3.0 Chair and NED Activities

3.1 I have been involved in different discussions focused on how to create, support and develop the compassionate, collaborative and inclusive senior leaders that the NHS needs to be successful. These conversations will reframe the requirements for both NEDs and Executive leaders, with a recognition there needs to be a new emphasis on system working, an ability to recognise, develop and support talent and for leaders who are curious and who are able to embrace disruption caused by external and internal requirements including digital developments. At ELFT we are fortunate that we are at the table for these discussions enabling us to inform and shape and also understand how much of our thinking is reflected. However, how we will respond to the new requirements that will be established by our regulators as a result will need to be carefully considered by our Board. I am pleased that we already have exemplar leaders within our Board and take this opportunity to congratulate our Non-Executive colleague Anit Chandarana, who has been listed on the 2019 BAME 100 Business Leaders Index published by Greenpark.

3.2 Connected to this conversation about leaders is the drive to ensure that the NHS is the 'best place to work.' Our Chief Executive is leading this workstream so can discuss this in more detail; however, I wanted to take the opportunity to highlight how this drive to transform culture is aligning nationally. As Chair of the Workplace Race Equality Standard (WRES) Strategic Advisory Group, I am pleased to report that expectations around race equality and inclusion are built into the people plans and also that the WRES strategy has changed to support national strategy. The next phase of WRES will focus on enabling capability to transform culture as it moves from the why to the how of workforce race equality, which includes a recognition of intersectionality and the need to support the evolution of leadership.

- 3.3 The second thread running through my activity as chair has been system working. The new NHS England/Improvement regional structure is bedding in and we are gaining a clearer understanding of how Regional Directors wish us to work together within our STPs and our regions to solve joint and individual challenges. This will require new thinking and creativity and a willingness to support. As our STPs move to publish their five year strategies in response to the NHS Ten Year Plan, there is also a consideration of how we will improve governance structures to support success, from Primary Care Networks to Provider Alliance and how Non-Executive Directors and lived experience input can best be harnessed. These conversations are ongoing and I know that we will take every opportunity to ensure our full engagement.
- 3.4 The joint NED visit this month was to Child and Adolescent Services in Bedfordshire, Luton and Newham. The visit has just occurred so Jenny Kay will provide a more detailed verbal feedback at the meeting.

4.0 Action Being Requested

- 4.1 The Board is asked to **RECEIVE** and **NOTE** the report for information.