

**REPORT TO THE TRUST BOARD: PUBLIC
23 MAY 2019**

Title	Chair's Report
Author	Marie Gabriel, Chair ELFT

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 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 Governors impact on the development of new services and ways of working, such as 'Hello, My Is' is evidenced
Improved population health outcomes	<input checked="" type="checkbox"/>	Council of Governors continued focus on delivering effective prevention and integrated care will enable the Trust to better understand how the wider community will wish it to deliver population health
Improved staff experience	<input checked="" type="checkbox"/>	Consultation with Governors has highlighted additional areas within which the Trust can improve the experience of staff
Improved value	<input checked="" type="checkbox"/>	Governor focus on outcome measures within population health will enable us to better understand value created.

Committees / Meetings where this item has been considered:

Date	Committee / Meeting
21 st March and 9 May 2019	Council of Governors

Implications:

Equality Analysis	Positive impact on equality through a focus on ensuring that most vulnerable communities benefit from Population Health initiatives.
Risk and Assurance	Ensuring effective engagement of our wider community through the Council of Governors supports assurance and the identification of risk.

Service User / Carer / Staff	Understanding of our strategic challenges and best practice in community forensic services will assist the Trust to improve care
Financial	There are no current financial implications
Quality	The focus on Bedfordshire and Luton seeks to support the Trust to more rapidly focus on improvement within this geography

Supporting Documents and Research material

a.
b.

Glossary

Abbreviation	In full

1. Background/Introduction

- 1.1. This report informs the Board of the Council of Governors key conclusions so that the Council 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. Council of Governors

- 2.1. This report provides information on two Council of Governor meetings, one held on 21st March and the other on 9th May. Both meetings began with congratulations and goodbyes. Hackney Governor Caroline Diehl was congratulated for winning the Churchill Fellowship Award; Rest of England Governor Laura Jane Connolly for winning the Mental Health Category of the National Sport and Recreation Alliance Awards; and Luton Appointed Governor Rachel Hopkins on her re-election. We said thank you and goodbye to Newham Governor Kenneth Agyekum-Kwatiah and to Bedford Borough Appointed Governor John Mingay.
- 2.2. Population health including integrated care was the strategic item discussed at the Council's March meeting, areas where the Governors have been particularly concerned that the Trust progress. After receiving presentations from staff and a service user on the importance of and progress in this area the Governors noted the following points:
- The importance of developing measures to determine whether outcomes have been met
 - That a focus on the transient population of university students be considered as a population group
 - To ensure that, within the populations targeted, that access for and the different requirements of additionally disadvantaged members are addressed.

- 2.3. In discussing the strategic activity and annual plan update, Governors particularly noted the need for the Trust to consider the potential impact of Brexit on local people using services as well as staff. The Council also noted the need to better promote the work of the Trust and to use this success to inform future strategies.
- 2.4. At its May meeting the Council's strategic item was 'improving staff experience'. Following a presentation on progress made and initiatives currently underway the Governors contributed to considering what further steps the Trust could take. Key themes arising from this discussion included a strong focus on balance within work and between work and life. They also focused on learning and development, particularly practical skills for managers. In addition to wanting the Trust to ensure a focus specifically on age and administration the Governor's feedback focused on the culture we should foster; ensuring that is one that is defined by listening, understanding, flexibility, support, confidentiality, courage and effective leadership.
- 2.5. This meeting also considered the individual and collective impact of Governors on the work of the Trust. I have attached the presentation at Appendix A as Governor impact has been impressive, including initiating the development of a new crisis service in Leighton Buzzard, ensuring the Trust's involvement in the 'Hello My Name Is' campaign, travelling the Country to promote the Trust through sharing best practice and championing one pay day and improvement to travel expenses for staff. I formally wish to record my sincere thanks to our Governors for all that they do.

3. Chair and NED Activities

- 3.1. In 2018 the Board agreed to ensure a specific improvement focus on Bedfordshire and Luton by establishing a Strategic Discussion Group. Chaired by the Trust's Vice Chair, Bedfordshire and Luton, this Group has developed a much better understanding of the challenges faced and provides oversight of progress that needs to be made. I am thankful to the Vice Chair for providing this update on progress which she will speak to at the meeting.
- 3.2. The Bedfordshire and Luton Strategic Development Group has met bi-monthly over the course of the last year, chaired by Vice Chair Mary Elford. Its role is to gain assurance on the delivery of the Trust strategy in Bedford and Luton. Key issues discussed have included the mobilisation of Bedfordshire community services and staff consultation, and estates and communications. It has reviewed actions from staff survey results and considered emerging factors affecting recruitment and retention. It has also considered the outcomes of mortality reviews and local services for children with special educational needs. In addition, it discusses developments within the BLMK STP and relations with other key stakeholders.
- 3.3. Mary Elford, Aamir Ahmad and Anit Chandarana went to the low secure forensic unit at Wolfson House last week, meeting staff and service users and visiting the wards. They were impressed by the energy and commitment of the teams, the emphasis on a positive culture and the quality of the environment. That said, a concern was raised about ongoing problems with the lifts.

- 3.4. The visit underlined how complex the pathway can be for people leaving forensic services. They heard from one service user (who now lives independently) of the challenges he had faced staying away from trouble in the community and in particular finding somewhere to live. He thought it unlikely he would get a job. In the light of our strategic goal for population health, they wondered if there was more the Trust could do (perhaps working with the third sector) to provide more support with transition to reduce the risk of Re-admission. The Friday Night 'Bridge' Club (which is attended by people who have left the service) has clearly been a great success, and they heard there was scope for more. Similarly, they asked whether there are plans to provide more opportunities for peer mentoring and other employment for those leaving forensic services.

4.0 Action Being Requested

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

Governor Impact Review

Council of Governor Meeting

9 May 2019

We care

We respect

We are inclusive

Governor Impact Review

Decisions

Influence, participate, nudge
and encourage

We care

We respect

We are inclusive

Decisions

Appointed 3 excellent new NEDs



We care

We respect

We are inclusive

Decisions

- Re-appointed a number of excellent NEDs
- Addressed inconsistencies in NED remuneration
- Reviewed NED remuneration (May 2019)
- Identified Quality Indicator for Audit (Patient Safety)

Decisions

- Reviewed its meetings:
 - Changed format and name of Stakeholder Lunch meetings (inc. feedback)
 - Delivered 1st Council-proposed round of site visits
 - Reviewed Borough/Service Director Meetings; agreed and implemented improvements on L&B SDM
 - Working on improved information sharing between Governors
 - Developing ToR for all of the above

Decisions

- Reviewed its meetings (cont'd):
 - Established Staff Governor meetings with Director of Planning and Performance and Chief Operating Officer
 - Reviewed Open Forums, with NEDs attending by invitation

Nudge and encourage

- Responded to members' concerns by requesting briefings on Brexit and on Hackney Mental Health Wards at Homerton
- Maintained strong strategic focus on issues around poverty and health (in line with ELFT's strategic priority on population health)

Nudge and encourage

- Solution-focused discussions on local issues in BDMs/SDMs, eg foot-health in Tower Hamlets, or Christian service attendance in Hackney.
- Supporting Trust in staff issues around monthly pay day and mileage/expenses for Central Bedfordshire staff
- Encouraging the Trust in adopting the "Hello my name is.." campaign

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Nudge and encourage

- Involved with, influence and encourage the development of the Lighthouse in Leighton Buzzard
- Two staff governors in Workforce Review teleconference at Leeds Launch event
- Governors asked to represent ELFT at CoG Development meeting of NTW

Continuing to develop

- Demonstrating our values when participating
- Maintaining positive rapport with members, staff, Execs and NEDs
- Successfully incorporating eight great new colleagues after 2018 ballot
- Attending countless meetings, committees, events, AGM/AMM, public gatherings, Annual Plan Consultation meetings ...

We care

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Governors Feedback

- Unity of purpose
- Good relationship with Execs and NEDs
- Sense of pride
- Focus on service users - "we can always do better"
- "as staff governor, I have learnt from the senior management, and Council that it is ok to have targets but we can still achieve these while having fun"
- "we have a Council that is passionate about making a difference, and a senior management team that listens"

We care

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Thank you!

Hope to see you all at the Trust's

Volunteer Appreciation Event

12 June 2019, 5pm!

We care

We respect

We are inclusive