

# Chairman's Note

Author: Karamjit Singh

Trust Board paper C

Dear Board Member,

This is our second Trust Board meeting dealing with the physical reconfiguration of our estate and the transformation of our services. I am pleased to note that with the exception of one item which is in the private agenda because of commercially sensitive reasons that the remainder of the issues to be considered are on the public part of the Board agenda. This is important because our stakeholders and local communities need to understand and appreciate the reasoning underpinning the decisions which we are taking.

The Trust Board will be considering a report explaining the clinical strategy and the reasons why the physical reconfiguration of our estate is being undertaken in this manner. This is critical in understanding how the transformation of our clinical services seeks to meet the current and emerging needs of our communities. Linked to this of course is the fact that we are a University teaching and research hospital which seeks to attract clinicians with interests in those areas and this is also of benefit to patients.

Another report sets out the governance architecture. This Trust Board is responsible for the proper stewardship of the reconfiguration programme. Stewardship is about being accountable for what you don't own. We have been provided with a once in generation opportunity with £450 m capital investment in our estate and we have to not only think like tax payers but also demonstrate that our governance arrangements are appropriate and transparent. Linked to this is a proper understanding and appreciation of the key strategic risks which might impact on this transformation and reconfiguration programme.

A further report focuses on a number of issues including the consultation process, reporting on the progress to date with specific projects such as the EMCHC move to the Royal Infirmary site and developing a social values strategy.

It is important to note that the consultation process for the reconfiguration programme was initiated by the commissioning sector (the CCGs) because that is where the legal responsibility lies. Our role is very much to encourage all stakeholders and sections of our local communities to engage and put across their views during the next twelve weeks that this consultation process will be undertaken.

The successful completion of the move by the EMCHC will mark a significant chapter in consolidating services as part of a Children's Hospital within the Trust.

A physical reconfiguration of our estate and transformation of our clinical services, with all the investment that entails, has to be more than the creation of new buildings or refurbishing existing estate or changing services because our professional staff consider that is necessary. It must entail sustained engagement which makes this Trust reflective of its local communities and perceived by them to be receptive and responsive to their needs. That must entail an evidence led approach which assesses the extent to which or otherwise our services are accessible, meet needs and address health inequalities. We should also be mindful of the potential economic value of this investment to all parts of our local communities and businesses which reflect them, as well as training opportunities that can be provided through partnerships with contractors and our local education institutions. In addition to this we need to consider how the extent to which our workforce of the future will be enhanced with raising awareness of the potential opportunities available to school leavers and others, as well as actively developing talent pipelines for existing

staff. All this activity has to be undertaken in a transparent and confidence building manner with the objective of demonstrating this Trusts values (and those of our NHS partners) to our communities and stakeholders.

I look forward to our social values strategy seeking to address these issues with clear objectives, milestones, timelines and outcomes being sought.

I look forward to seeing you at the Trust Board meeting on 1 October 2020.

Regards

**Karamjit Singh**  
**Chairman, University Hospitals of Leicester NHS Trust**