

Original artwork:
The Cascade at Vauxhall
Gardens by Rowlandson,
1755

2020 BABY!



PART 9

► It was only the third day of motherhood, when the drug haze was retreating enough for Sonia to feel every searing centimetre of her C-section incision. She found herself glued to the couch, separated by the pandemic from parents and friends, while all of Minneapolis was in riot.

“Minneapolis and St Paul erupted in fire again last night – the fourth night after the death of 46-year-old George Floyd at the hands of four police officers,” the news broadcaster was saying as her husband came into the room to exchange her daughter, sleeping on her chest, for a bowl of soup.

“I couldn’t tell from the note your mother attached to this whether you were supposed to sip a lot or a little, so I’m erring on the side of a lot,” Marcus told her.

As he bent over, the TV screen behind him looked as if the camera had descended into the netherworld, or the aftermath of a major bombing. ‘That’s just a mile away!’ she thought. She had passed the site of the killing, and the protests, a million times. Even in her shock, she couldn’t help noticing the steam from the soup, which smelled of ginger and green onion as well as darker, medicinal-smelling herbs—most likely, some traditional Cantonese tonic her mother had prepared.

On her chest, her daughter inhaled and exhaled breaths as tiny as her fingernails.

Doctor’s orders



13 May 2020

The role of medical director or chief medical officer in an NHS organisation is one of the most challenging and demanding a doctor can undertake.

The personal attributes required to be a successful medical director included resilience, being unafraid to hold colleagues to account, influencing skills, confidence, empathy, and credibility.

The current national crisis has thrust medical directors into even more prominent roles, in which their skills and attributes have been and continue to be tested in ways that only could have been imagined a few months ago.

10720

11 July 2020

- Global deaths 562,682, cases 12,623,954
- UK deaths 44,883, cases 290,502
- Donald Trump wears mask in public for the first time as US deaths approach 135,000
- India becomes the world’s third-worst-affected country with more than 800,000 cases



120720

12 July 2020

- Global deaths 567,101, cases 12,821,887
- UK deaths 44,904, cases 291,154
- Another record daily rise in the global number of cases: 230,370
- Florida records 15,000 new cases in a day – the biggest of any US state so far



Part 4 of the Review features artwork sent in response to a global call for art to help promote mental health, wellbeing and social change work during the pandemic.

Each selected piece has been made available as a free download for anyone to share or print.

<https://community.amplifier.org/campaign/global-open-call-for-art/>

Sonia was supposed to be quarantining for one more day while they waited for the results of the final COVID-19 test the hospital gave her before sending her home, but Marcus was done with quarantine. He needed to take care of her, he said, and take care of their daughter. She knew she should have stopped him, but she was tired of enduring the most painful, most joyous, most everything moment of her life without him. She had spent three days surrounded by astronauts covered in protective gear.

“You can still see the smoke from the burned police station billowing in the air,” the TV news correspondent said.

Already, when Sonia looked at Marcus, she could see the nose he had given her daughter, and the half-curls that ringed Ella’s head. Her daughter’s skin, a darker caramel than Sonia’s, was all her own. Another wave of joy crashed up against the woozy wave of TV-generated fear.

Sonia smiled at Marcus as he gingerly set down the bowl of soup and lifted the infant, concerned any wrong move would break their daughter. Then she struggled to sit up to eat. Her insides felt like they had been ripped out, scrambled, and shoved back into her.

“Mama called to tell me both my sisters were at the protests last night,” he said, holding Ella against his own chest. “They swear they were wearing masks the whole time and they only

The NHS non-executive in times of crisis



26 March 2020

The NHS has reverted to a command and control mode, where the priority is for each NHS organisation to act as a part of the whole. As a non-executive director one becomes used to dealing with extraordinary events but surely no one can feel fully prepared in these remarkable times.

Agility, flexibility and focus will therefore be vital if non-executives are going to be able to support the here and now as well as help frame what comes next.

130720

13 July 2020

- Global deaths 570,924, cases 13,026,225
- UK deaths 44,915, cases 291,685
- Mask wearing made mandatory in English shops from 24 July
- Mexico overtakes Italy to fourth place on coronavirus deaths list (behind US, Brazil and UK)

140720

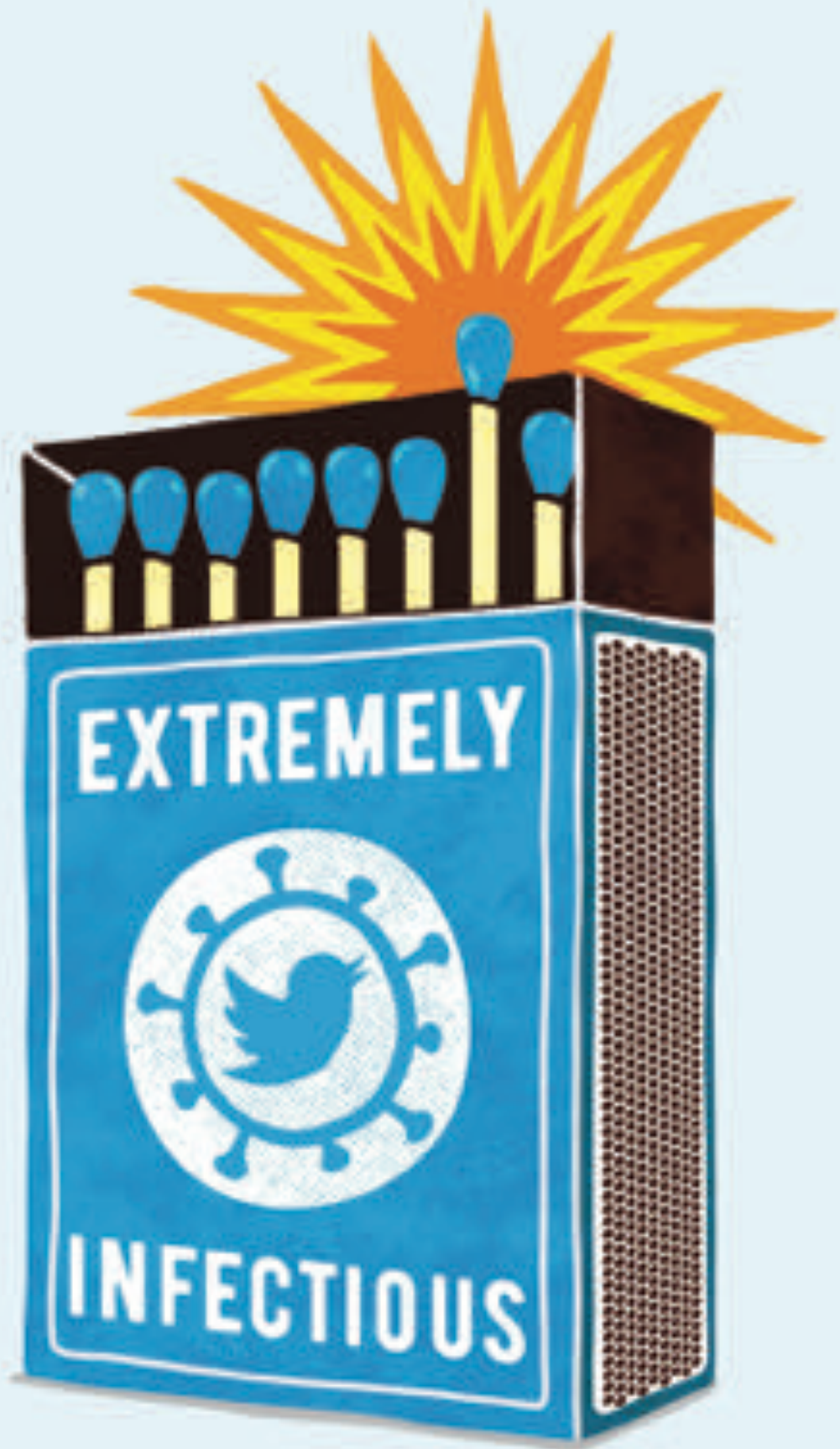
14 July 2020

- Global deaths 575,201, cases 13,203,571
- UK deaths 45,053, cases 292,931
- COVID-19 outbreaks up to 20 times more likely in larger care homes, says study
- Masks to become compulsory in all confined public spaces in France

150720

15 July 2020

- Global deaths 581,103, cases 13,439,126
- UK deaths 45,138, cases 293,469
- US sees 67,000 new cases in a day – another record
- More than a million people in the UK have given up smoking due to COVID-19 fears



got tear-gassed once. Can you imagine it? Half of me is so angry I'm ready to run out into the streets to join them, and half of me is so happy and freaked out I couldn't imagine being anywhere but here."

Ella began to cry.

'What world did we bring this child into?' Sonia thought.

Throughout her pregnancy, Sonia wondered whether her daughter had been conceived in the fires of protest. Now here she was, born into them as well. In September, before Sonia even took a pregnancy test, she had spent hours at her computer watching videos of students in Minnesota, New York, and London fill the streets. Thirteen-year-olds were holding signs like "I wish people cared as much about the earth as they do about who they think created it!"

"Those kids are going to save us all," Marcus would say when she beckoned him over to show him a particularly smart sign.

At first, these children taking a stand for the planet inspired Sonia in a vague, tears-at-the- corners-of-her-eyes way. The more she chased down the good feeling the photos inspired, the more videos she watched of the protest's central figure, Greta Thunberg, and the inspiration darkened into fear.

Pandemic communications



31 July 2020

Communication has played a pivotal role throughout COVID-19. From government messages telling people to stay at home to businesses informing staff about changing priorities, the importance of excellent, strategic communications has been clear.

Where misinformation spread, we witnessed American citizens drinking disinfectant to protect themselves. And where communications were thoughtfully planned, we saw the NHS recruit 750,000 volunteers in 24 hours.

160720

16 July 2020

- Global deaths 588,142, cases 13,733,324
- UK deaths 45,204, cases 294,110
- Boris Johnson pledges £3bn to prepare for winter coronavirus
- Number of cases in Brazil exceeds 2 million (more than 76,000 dead)



170720

17 July 2020

- Global deaths 593,369, cases 13,937,648
- UK deaths 45,233, cases 294,803
- Coronavirus anxiety having a severe impact on children's sleep
- Global cases rise by 237,743 in 24 hours – a record



**WASH YOUR
HANDS
FOR AT LEAST**

20

**SECONDS
HELP CLEANSE
THE EARTH**

That YouTube video of Thunberg talking to the Houses of Parliament in April of 2019, for instance: a cherub-faced teenager, with braids down to her waist, dressing down an entire room of politicians.

“You don’t listen to the science because you are only interested in solutions that will enable you to carry on like before. Like now,” Thunberg scolded them in her lilting Swedish accent. “And those answers don’t exist anymore. Because you did not act in time.” You have stolen my future, she kept telling adults. You tell me I should be hopeful, but now is a time for panic.

Watching the speeches, Sonia could feel the panic creep up her body. Even after the school strikes faded from the news, when she found out she was pregnant, her first thought was: what kind of future am I giving my child?

As her body swelled and reshaped itself around this new life, and nausea gave way to excitement and planning, the worry grew less acute. At least it did until March, when COVID-19 infections swept across the world and all of Minneapolis—the entire world—shut down.

Sonia and Marcus were lucky enough to be able to work at home, but many of Marcus’s family were laid off. The couple spent many anxious hours teleconferencing with people they could normally walk five minutes to see.

Environmental recovery



6 August 2020

Finding opportunity during a pandemic isn’t easy, but a focus on the environment and the future of this planet could provide organisations with a renewed sense of purpose as the world begins to reopen.

The need to focus on the environment isn’t new. Last year the UK government declared a climate emergency because not enough is being done to look after our planet for future generations. The arguments are well-rehearsed.

The pause in ‘normal life’, while difficult, has also given many people and organisations an opportunity to pause and reflect.

GGI COVID-100 bulletin series

180720

18 July 2020

- Global deaths 600,435, cases 14,210,040
- UK deaths 45,273, cases 295,631
- Another record number of new cases globally: 259,848
- UK government orders pause in death toll updates pending a review of how data is collected

190720

19 July 2020

- Global deaths 603,605, cases 14,385,211
- UK deaths 45,301, cases 296,358
- Senior medics warn a second wave could ‘devastate’ the NHS
- Health officials investigating outbreak of COVID-19 at NHS Test & Trace centre in Scotland

200720

20 July 2020

- Global deaths 608,487, cases 14,608,517
- UK deaths 45,312, cases 296,944
- Oxford virus triggers immune response, trial shows
- Hermes to create 10,000 new jobs as home deliveries soar

together
WE LIFT
THE SKY



And more anxious hours teleconferencing with obstetricians.

The anxiety peaked a few weeks before, when Sonia masked up, slathered herself in disinfectant, and made her way to an in-person appointment, when it became clear that her baby had settled in the wrong position and the doctor recommended they schedule a caesarean section.

“You can pick your baby’s birth date now,” Dr Rose had offered as wan consolation.

“It would be the first time in months I’ve felt a sense of control,” Sonia said.

They scheduled the date. The same date, it turned out, that Minneapolis exploded.

Sonia hadn’t seen the video of George Floyd’s death. She couldn’t, not now. But Marcus had, and the look on his face when he told her about the eight minutes that Derek Chauvin knelt on the dying man’s neck was so devastated and angry that it came as no surprise when protesters in Minneapolis poured into the street, all propelled by the same horror.

But then the scene turned apocalyptic, with fires, looting, and cascades of tear gas—not just in Minneapolis but California, New York, and Seattle.

Communitarianism



15 July 2020

The idea of a tight community, where one checks in on an elderly neighbour, cooks hot meals for a poorly family or does the shopping for someone who can’t do their own, seems rather distant in the 21st century. That sort of community spirit feels like it’s from a bygone era – a time when anyone could be a character from *Call the Midwife* and we all knew our neighbours’ names.

The expansion of the welfare system, better local authority coordination and the work of worthy charities has resulted in British people becoming less reliant on one another.



210720

21 July 2020

- Global deaths 611,599, cases 14,774,887
- UK deaths 45,422, cases 297,389
- EU states agree €750bn support package for member states
- COVID-19 showing no signs of slowing down in the Americas, says Pan American Health Organization

SEPARATED
BUT
CONNECTED



There were Black Lives Matter signs in every corner of the country right now and her social media was consumed by calls to organise.

With her hands free and her back finally upright, Sonia was able to down the soup—delicious and too bitter, like most of her mother’s traditional cures, but she was soothed by the thought of how much love her mother had infused into the tonic.

Marcus bounced Ella around the house, humming to her, while Sonia took the opportunity to reply to congratulatory texts from friends. She half-listened to the news, watching the cascades of images of black, white and brown bodies risking their lives to demand an end to police violence. What was more amazing was that the country appeared to be taking the demands seriously for what seemed like the first time in 400 years. How was it possible to feel angry and excited and resentful all at once? Apparently the human psyche had no limit on the number of emotions it could simultaneously carry. The pain from her scar kept intruding on her scattered concentration and she finally called for Marcus to bring Ella in for a feeding so she could take another pain pill.

They watched the news while Ella fed, but when Marcus took their daughter again to burp her he turned off the television and left the room. A sense of lightness flowed into the quiet. As

220720

22 July 2020

- Global deaths 619,784, cases 15,056,149
- UK deaths 45,501, cases 297,952
- Families allowed to visit relatives in English care homes for the first time in four months
- US death rate exceeds 1,000 a day for the first time since June



Easing the burden on the NHS



17 April 2020

COVID-19 has put NHS frontline staff under enormous pressure. Work-related stress was already common across the service long before this crisis but now the demands being made are higher than ever, with staff working long hours under desperately difficult conditions.

Musculoskeletal (MSK) disorders can include back pain, neck or arm strains and diseases of the joints. All parts of the workforce can be affected by MSK and it is one of the most common reasons for sickness absence in the NHS.

230720

23 July 2020

- Global deaths 633,122, cases 15,477,472
- UK deaths 45,554, cases more than 298,000
- Johnson claims ‘COVID-19 has proven merit of UK’ but many Scots disagree
- Volume of UK job adverts increases to just over 50% of their 2019 average in the last month

Who Can Do It!



With
protective
measures

Without
protective
measures

often
the

protective mea
personal hand washing, do

SAVE LIVES • STAY HOME

the drugs blurred the edges of her incision and trickled their way up to her brain, she began to feel as if the house were a three-person lifeboat, floating away from a sinking ship. At first, she rowed as fast as she could, but finally she let the waves bob her up and down. The ship could be listing, but Sonia couldn't see it anymore. She was facing the shore. Her eyes closed.

She felt herself retreat from the constant sense of crisis she'd felt for the past three months—a baby to bear, a planet on the verge of catastrophe, a pandemic, an economy in freefall, a city on fire.

As the panic ebbed, it loosened its hold on all the crises she'd been bracing herself against. They seemed to shift and reposition themselves, like one of those puzzles she'd played with as a kid, sliding noses and ears and lips and eyeballs around the board until they coalesced into a face. It wasn't like the problems lost their significance, but in this new configuration, each looked slightly different. A nation finally looking at itself from the perspective of Marcus and his family. A global society in lockdown, unable to distract itself from how drastically the climate was changing. An economy knocked so hard that everyone could see its posts and beams had been rotting away. A baby born.

A baby mewling in another room.

Audit committees



12 May 2020

The name of Florence Nightingale, whose birthday it is today, has been in the news during the coronavirus crisis. The woman who gave her name to the seven emergency hospitals set up around the country came to prominence while serving as a manager and trainer of nurses treating wounded soldiers during the Crimean War.

But there was more to Nightingale than nursing. She was a social reformer and statistician. She was able to triangulate evidence, set standards and improve decision-making processes, particularly around risk.

240720

24 July 2020

- Global deaths 638,169, cases 15,665,350
- UK deaths 45,677, cases 299,500
- Johnson concedes pandemic could have been handled differently in first few weeks
- Brazil's death toll exceeds 84,000



250720

25 July 2020

- Global deaths 641,940, cases 15,914,581
- UK deaths 45,738, cases 300,270
- Travellers arriving in UK from Spain must quarantine for 14 days
- Israel's infections surge to more than 60,000

**YOUR MENTAL
HEALTH
IS ESSENTIAL
TOO.**



A baby who sounded as if she were floating toward her.

Sonia opened her eyes.

What had it been, 20 minutes? Twenty-five? It was the first break she'd had that day and she was grateful to Marcus for the time. As he returned to the living room, she wondered if she'd ever get tired of seeing her own child in her husband's arms. It was exhilarating. Sonia realised that, for everything disintegrating around her, having Ella was an act of hope.

She took the infant back in her arms, nestling Ella's head in the crook of her elbow, and watched all those small muscles flex and release without intention or control. Of course, she hoped that Ella was joining a world capable of correcting its flaws and that by the time she was Sonia's age Greta Thunberg's dire predictions would not have come to pass. That was a hope that transcended reason, perhaps, but behind it was a different sense of possibility.

Sonia hoped that she and Marcus could raise a daughter who had the strength and smarts to take on at least some of the world's problems and navigate through the crises she couldn't solve.

She hoped that Ella would have Marcus's sense of humour and his freakish ability to calculate sums in his head, as well as her pressing need

Unrecognised system risk: the care sector

12 June 2020

COVID-19 has amplified and hastened many underlying issues. In so many areas, what seemed to be taking years to progress suddenly materialised in three short months. One such issue has been the inter-relationship between the NHS and other parts of the care spectrum.

Primary care is often discussed; less so its interface with care homes, other forms of social care and indeed informal care itself. Most NHS boards are under-informed about these key determinants of their own success.

260720

26 July 2020

- Global deaths 646,996, cases 16,151,790
- UK deaths 45,752, cases 301,020
- El País investigation suggests Spanish death toll could be 60% higher than official figure
- India records more than 48,000 cases in 24 hours (total 1.4 million; more than 30,000 deaths)

270720

27 July 2020

- Global deaths 650,918, cases 16,350,348
- UK deaths 45,759, cases 301,705
- China, Hong Kong and Australia all report rising coronavirus figures
- UK government announces obesity strategy, promoting cycling and banning 'buy one get one free' food deals



IF YOU FEEL

ALONE



GRAB THE PHONE

to support dozens of causes all at once. All of those hopes felt like things they could fight for and, possibly, as parents, even control.

Marcus's phone buzzed and he answered it. "Your parents want to see their granddaughter again," he told her. "Your father says it has been 24 hours and he's waited long enough."

"Can they give me 15 minutes to wash my face and comb my hair?" Sonia replied, loudly enough for her father to hear.

Marcus listened again. "They promise not to look at you," he repeated aloud, then mouthed, "sorry, I texted them that you had woken up."

Sonia sighed, smiling, and reached for the phone.



280720

28 July 2020

- Global deaths 657,337, cases 16,591,940
- UK deaths 45,878, cases 302,293
- US deaths 148,817, cases 4,341,201
- Number of global cases has doubled in the past six weeks

290720

29 July 2020

- Global deaths 662,648, cases 16,849,365
- UK deaths 45,961, 303,058
- US passes 150,000 deaths
- France sees highest increase in cases in nearly a month

Stakeholder engagement is central to tackling COVID-19



7 April 2020

In our conversations with NHS boards about their responses to COVID-19, GGI has been looking to identify practical guidance and tips we can provide to help them operate most effectively during the current crisis. Today's bulletin offers food for thought about stakeholder engagement and the role of boards in this area.

The coronavirus pandemic has clearly demonstrated the fundamental need for authentic stakeholder engagement and community voice to serve as core aspects of good governance.

GGI COVID-100 bulletin series

300720

30 July 2020

- Global deaths 669,256, cases 17,132,653
- UK deaths 45,999, cases 303,910
- Japan sees record rise in cases for second day in a row
- US economy suffers worst quarter since WW2 as GDP falls by 32.9%



WE > ME



The creative ecosystem

My name is Jaco Marais and I am GGI's Festival Director. I am also GGI's Creative Partner. The theme of this year's festival invited us to go on a journey through time and this review is intended to put the reader in the driver's seat, at the controls of this time machine.

Maybe it's time to answer a question I am often asked: where do you come up with all of this? Join me as I let you in on some of my own journey and GGI's creative process as we rewind, fast forward, stop, pause and play through governance past, present and future.

Rewind from inward to outward looking

In 2019 the GGI Festival of Governance focused on what is personal. Through exploring the Greek myth *Echo and Narcissus* from Ovid's *Metamorphoses*, participants reflected on what they chose to connect to and their own responsibilities. Lord Kamlesh Patel of Bradford spoke to the theme: *Good Governance because it's personal...* at the GGI Annual Lecture. And at the end of the lecture we asked participants to imagine what they would want to change in the world under the 'ichoose' hashtag. This was their personal choice, yet we live in a complex

Cognisance

16 July 2020

What is the role of leadership in modern governance? Is now the right time to think again?

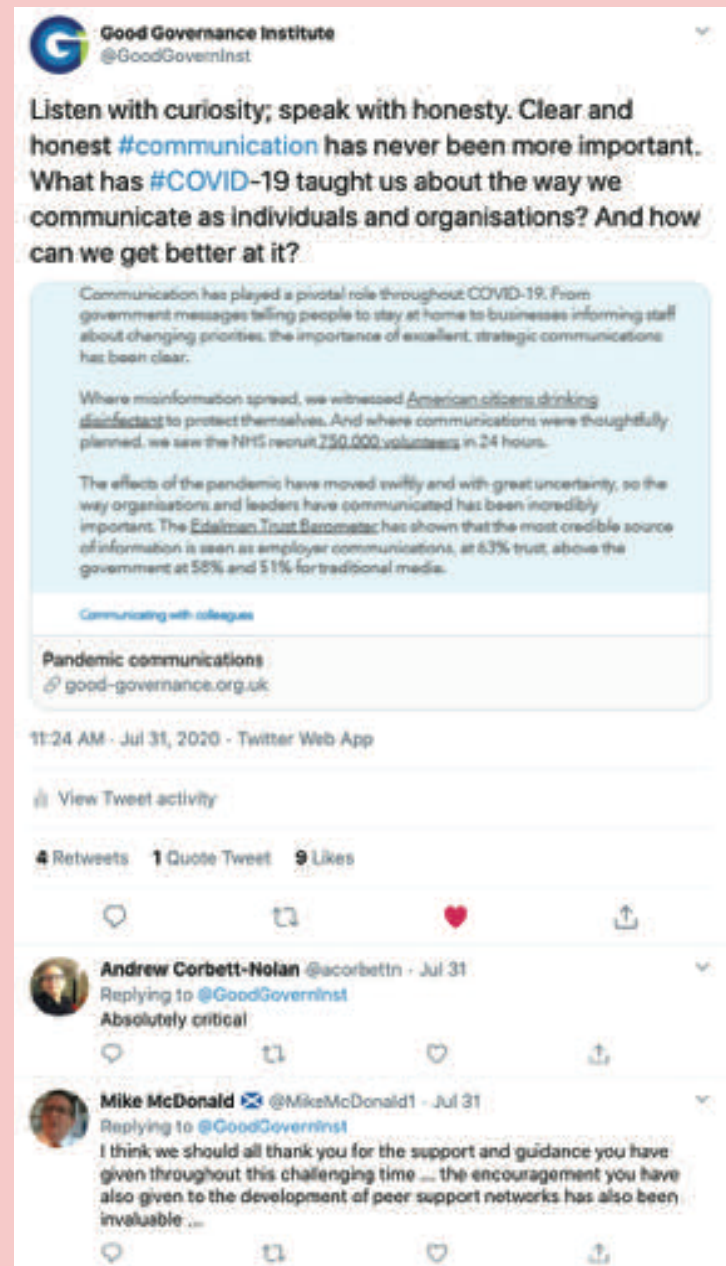
At GGI, we believe that governance should not be a burdensome undertaking of systems and processes that need to be implemented, 'work well' and never spoken of again, but a live function that is constantly critically reviewed, re-imagined and improved.

The COVID-19 pandemic – and leadership responses to it – have revealed not just challenges, but opportunities.

310720

31 July 2020

- Global deaths 677,017, cases 17,482,778
- UK deaths 46,119, cases 304,793
- Johnson pauses easing of lockdown and warns further restrictions may be necessary
- Coronavirus cases up by 54% in a week in France





world with complicated challenges, collectively manufactured over decades, centuries and millennia.

This is why in November 2019 we announced the theme of Renaissance 2.0 for 2020. *Good Governance because it's time to think again...* A lot needed to change. To birth sustainable, cultural, systemic change that would last beyond 2020, we needed a diverse group of participants to work collaboratively.

Pause Play 2020

The year began with violence and civil unrest in the Middle East, huge locust swarms in Africa, raging fires in the Amazon and Australia, the outbreak of a global pandemic and the ensuing economic crash, democracy under threat in multiple countries, the ongoing challenges in the relationship between the UK and the European Union, and a climate clock in New York inexorably counting down seven years to doomsday. Later it developed into civil unrest and the Californian wildfires.

The news in 2020 reads like an 80s disaster movie where multiple challenges converge for dramatic effect, calling for a hero to come along to save the day and avert apocalyptic disaster.

040820

4 August 2020

- Global deaths 682,855, cases 17,759,332
- UK deaths 46,193, cases 305,572
- WHO warns of 'lengthy' pandemic
- Number of cases in Belgium doubles in a week



All hands on deck



24 April 2020

When GGI Executive Director of Delivery Darren Grayson was asked to support a local health care system to rapidly escalate its capacity to meet the expected demand from COVID-19 patients, it was a request he could not refuse. In today's bulletin he reflects on the lessons learned.

It's not every day that you get the chance to set up a new hospital in less than a month so when the request came in it was a matter of rolling up the sleeves and getting stuck in.

050820

5 August 2020

- Global deaths 702,903, cases 18,635,877
- UK deaths 46,364, cases 307,258
- Local lockdown imposed in Aberdeen following 54 new cases in the area
- Florida exceeds 500,000 cases (California currently the worst-hit state with 527,000)



Stop, rewind, this is history in the making

A resource economy, rational thinking as opposed to religious dogma, religion, human rights, laws, competition driving progress, scientific innovations and democratic capitalism... All of these systems have been collaborated on by many people until they became 'inalienable truths.' But these systems were born from the collective imaginations of people like you and me, when it was time to think again. The Renaissance that originated in Florence in the 14th Century, and then spread throughout Europe and beyond until the 17th Century is probably our biggest example of seismic change.

The pandemic marks an historical moment that has prompted change-makers to rethink who we are and how we do things. Discussions of this nature became commonplace in 2020. Many fear change and look for comfort in nostalgia, wishing for simpler times. This is to be expected when a society is divided into boxes, a common understanding of truth is difficult when one person's media search produces results inconsistent with another's.

Our collective mental health has suffered during this period of constant change, with many people worried about health, the economy and environmental disasters. Anxiety, loneliness and division are not natural, healthy ways of being.

Severe mental illness: what all NHS boards need to understand

21 May 2020

Mental health problems are among the main causes of overall disease burden in the UK. In England, an estimated 551,000 people have a severe mental illness (SMI) and experience stark inequalities. On average, they die 15-20 years earlier than the general population.

National programmes such as the Getting It Right First Time (GIRFT) Mental Health – Adult Crisis and Acute Mental Health workstream, have focused on improving access to mental health services.



8 August 2020

- Global deaths 723,693, cases 19,486,171
- UK deaths 46,651, cases 311,461
- Trump signs executive order for unemployment support as US approaches 5M cases
- Johnson urged by MPs, scientists and trade union leaders to support travellers stuck in quarantine



10 August 2020

- Global deaths 737,000, cases 20,100,000
- UK deaths 46,526, cases 313,000
- Coronavirus contact tracers to be reduced by 6,000 (to 12,000) in England
- Education secretary Gavin Williamson says there's little evidence of transmission in schools





They tried to
BURY US
they didn't know
WE WERE SEEDS.

- MEXICAN PROVERB -



But if COVID-19 has taught us anything, it's that we cannot predict the future – but we can approach it with an open mind.

Rewind to 1983

My earliest memory comes from 1983, when my first act of rebellion was to crawl through the gap in the window of a rondawel my parents had rented in the Kruger National Park, a wildlife reserve established in 1898.

My parents decided to go for an afternoon nap after returning from our morning drive watching the lions soak up the residual heat trapped by the tar road.

I wasn't tired and I wanted to get back into nature. After several hours of rambling in the wilderness, a search party led by a tracker followed my tiny steps to where I was playing with a grasshopper, surrounded by miles of unspoilt grass savanna baked in the winter sun. I was only three.

There was a real possibility of me being mauled by a lion, poisoned by a snake or snuffed out by a leopard. But I wasn't. Instead it was the beginning of a permanent connection with nature and the understanding that my place in the world was not that of guardian or pillager. I am part of an ecosystem integrated and interconnected with everything around me -- and just as vulnerable.

CEOs and chairs in perfect harmony



27 April 2020

The new normal will need new leadership. Yet the people in charge remain the same. In an earlier bulletin we looked at the role only a chair can fulfil at this time. But the partnership between the chair and chief executive will also be pivotal in reshaping how well organisations rise to the challenge for refreshed leadership, and increasing demands for better outcomes.

The time is right for every chair and chief executive to devote meaningful time to rethinking their partnership and their respective roles.

130820

13 August 2020

- Global deaths 751,887, cases 20,739,537
- UK deaths 46,791, cases 315,583
- France added to UK list of quarantine countries
- Brazil death toll passes 105,000



230820

23 August 2020

- Global deaths 806,543, cases 23,309,597
- UK deaths 41,515, cases 327,643
- ONS survey suggests COVID-related job losses could widen England's north-south divide
- Chief medical officers of UK say missing school is a greater risk to kids than COVID-19



LONG

LIVE

OUR

4 BILLION

YEAR OLD

MOTHER

It was a privileged upbringing, being intimately involved with nature, where something was always dying and something else was always giving birth. I was afforded an early understanding of the perpetual cycle of birth, death and renewal. This episode also marked my transition from baby to fearless toddler who needed close supervision. Immediately after this incident my parents employed a black lady called Ernestina to keep an eye on my every move.

Fast forward to 2020

In my lifetime we have exploited natural resources at such a rate that we have burnt through half of the fossil fuels we've ever discovered. In evolutionary terms this is a recent development and we have time to address the balance.

Currently our position in this ecosystem is that of the destroyers, not the guardians, of nature. Nature supports our existence and 2020 has shown just how vulnerable humans, along with many other species, are to manufactured climate change.

Young people, under the guidance of Greta Thunberg, are rebelling, urging leaders of large organisations to engage with the science and reconsider the relationship we have with our planet. They can see the interdependence between our species and other living systems

Ready to legislate?



11 August 2020

This bulletin looks at the dilemma facing the government about whether or not to bring change to the NHS by legislating. It's a ticklish question. The recent track record on major legislative change has been mixed, with the Lansley reforms of 2012 probably the least successful of recent times.

That is not to say change is not afoot in the NHS today. Even before COVID-19, the delivery of the NHS Long Term Plan was dependent on significant change.

29 08 20

25 August 2020

- Global deaths 815,476, cases 23,741, 562
- UK deaths 41,535, cases 329,821
- Boris Johnson drops advice against using face masks in schools days before the new school year begins
- Scientists believe a 75 year-old woman in Nottingham was UK's first COVID case, testing positive on 21 February – a week before the case previously believed to be the first



30 08 20

30 August 2020

- Global deaths 844,176, cases 25,099,237
- UK deaths 41,586, cases 336,641
- India records 78,761 new cases in a day – the highest single-day rise recorded anywhere in the world
- Hundreds arrested in German 'anti-corona' protests

Stronger than Ever
We Will Rise



that sustain complex life on Earth and they know that we have a limited amount of time to stop human extinction.

Rewind to 1994

My family, just like many other white families across South Africa, were in a self-imposed lockdown surrounded by more tins of baked beans than you could eat in a lifetime. We were glued to the TV news as we considered our options, fearful of retribution and a violent ousting – much like the one that had taken place in Rwanda a few years before. It never came.

We had grown used to violence from all sides during the years of apartheid; it was never far from home. It was at this time that my nanny Ernestina was murdered by the police during a protest. The full grief of which really only hit me with the passing of my dearly beloved father on 22 May this year, and the killing of George Floyd shortly afterwards on 25 May, the same day as my uncelebrated 40th birthday.

In 1994, Nelson Mandela had just been elected president with his vision of South Africa as a rainbow nation offering a better, fairer life for all, regardless of race, religion, age or sexual orientation.

Soon afterwards the Truth and Reconciliation Commission was established. In this forum,

Leading with empathy



27 July 2020

Do we hear or do we listen? Even when we listen, do we truly understand? Even if we understand, do we empathise?

In our work with organisations, we see that information is passed from staff to management, and then to boards, but too often the information is heard but not listened to. This is often reflected in staff surveys, friends and family comments, workforce relations equality standards among others, where people say they don't feel listened to – even though management and the board feel they have made sincere efforts to do so.

020920

2 September 2020

- Global deaths 852,710, cases 25,583,294
- UK deaths 41,592, cases 339,380
- Scotland announces local lockdowns and quarantine for arrivals from Greece
- German minister spat at and verbally abused at COVID protest



060920

6 September 2020

- Global deaths 881,087, cases 26,964,880
- UK deaths 41,640, cases 349,505
- Nearly 3,000 people in UK test positive in 24 hours
- Survey finds more than 1,000 NHS doctors want to quit over pandemic handling

JUST CHILL



**STAYING HOME
FLATTENS THE CURVE.**



without fear of blame or retribution, people found a way to engage with each other over the horrors of the past, to close that chapter and seek a fresh start and the birth of a new South Africa.

Mandela was a visionary leader who spent 27 years in a cell on Robben Island imagining what South Africa could be. His imprisonment didn't poison his innate belief that humanity needs safety, security, love and understanding. And that forgiving the past could afford us a peaceful and prosperous future.

But President Nelson Mandela recognised that dreams alone cannot build a nation. So he involved people from across established systems – government, the judiciary, sporting organisations, cultural institutions as well as those tasked with the protection of habitats – to be part of this grand project.

Economists were warning that change would bring about uncertainty, which might lead to a lack of confidence in an economy that was heavily dependent on a model that historically relied on low-paid workers. Confidence in the economy needed to be bolstered while improving the living standards of most South Africans, without wrecking the country's outstanding natural beauty.

Among others, President Nelson Mandela approached Professor Judge Mervyn King, a

080920

8 September 2020

- Global deaths 894,306, cases 27,431,255
- UK deaths 41,675, cases 354,917
- All gatherings of more than six to be banned in England from Monday
- France records 6,544 new cases in 24 hours

100920

10 September 2020

- Global deaths 906,011, cases 27,987,325
- UK deaths 41,697, cases 360,534
- Trump claims US is 'rounding the corner' as death toll nears 200,000
- Positive COVID tests in England rise by 43% in a week

Dudley integrates to innovate



30 July 2020

Following our Defining Communities briefing, today we highlight how a well-coordinated integrated care model created partnership opportunities and helped to deliver health and social care focused on population health outcomes. Dudley Integrated Health and Care NHS Trust is an integrated care provider: a combined health, wellbeing and care organisation that brings together a range of health and care services with primary care, delivered by general practice, at its heart. Like other ICPs, DIHC has adopted a preventative 'life-course' approach and has developed integrated care pathways across the system.

130920

13 September 2020

- Global deaths 921,619, cases 28,850,901
- UK deaths 41,717, cases 370,928
- WHO says 24 hours to Sunday showed the biggest daily global rise so far, with 307,000 new cases
- Israeli government imposes second nationwide lockdown

RQ 18

MY VOICE WILL BE HEARD



I WILL NOT BE SILENCED

South Africa supreme court judge who later earned the nickname Madiba's Judge.

Professor King advocated the use of integrated reporting – focusing on sustainability, workers' rights and good corporate citizenship as much as the financials. This went a long way to build international confidence in a sustainable South African economy. Today Professor Mervyn King is on the GGI National Commission into good governance in the UK, and regularly contributes to our thinking.

It was exciting to be part of this rebirth of South Africa and to witness the spark of energy that would bring about positive change and better, fairer lives for all as we turned our backs on the horrors of apartheid. The energy was palpable as changes big and small were happening all around us.

Play

At GGI we support NHS and other public or third-sector boards to reimagine systems to make them more resilient.

Governance is sometimes seen as the preserve of the system thinkers and process specialists – and there's no doubt that process is the engine of governance. But challenges of this magnitude also call for creativity, flexibility and an element of play.

Flexible property use



15 May 2020

GGI believes that the three pillars of recovery from the coronavirus crisis are testing, health and safety, and shielding vulnerable groups from the disease.

We've been monitoring how other organisations serving the NHS have responded to the coronavirus crisis. So we were interested to hear from Chris Santer, Chief Investment Officer at Primary Health Properties (PHP), a healthcare real estate investment group that is a landlord of primary healthcare premises across the UK and Ireland, about how some PHP properties are being used flexibly to support the fight against the pandemic.

160920

16 September 2020

- Global deaths 942,989, cases 29,994,772
- UK deaths 41,794, cases 384,075
- UK home schooling numbers double in a week, amid test shortages
- Nearly 10 million face lockdown in UK; test & trace 'barely functional'



210920

21 September 2020

- Global deaths 962,176, cases 31,183,470
- UK deaths 41,877, cases 401,122
- 156 countries agree to COVID vaccination deal
- Fears over second lockdown wipes £50bn off FTSE100



22 September 2020

- Global deaths 967,197, cases 31,439,197
- UK deaths 41,951, cases 406,054
- US reaches 200,000 deaths
- Johnson warns: follow new guidance or face second lockdown

In my mind, creative solutions blend the skills and attributes of three distinct functions that make up a creative ecosystem. We can consider them as three types of people or, as President Mandela did, three elements of change.

- **The visionary** - e.g. Nelson Mandela - who sees things in a different way, plays with ideas, imagines a future idealistically while reaching for the sky; everything is limitless and they inspire others while perhaps occasionally coming across as a little foolish.

- **The system thinker** - e.g. Professor Mervyn King - who holds everything together with processes and project meetings, providing historical context and keeping the vision rooted in finance, legality and the art of the possible. Pure system thinkers serve a necessary function but can sometimes be seen as killjoys.

- **The builder** - e.g. Michelangelo - those who can create; they have the skills to translate the vision into reality. They are only limited by their skillset, materials, time and tools available to them. Builders or creators can struggle to stay on track unless they can see a clear outcome.

Whether you are rebuilding a nation, reconfiguring systems in the wake of a pandemic, or running a creative commercial project, when these three elements work together rather than fighting each other, the results are much more likely to deliver a sustainable solution. But when



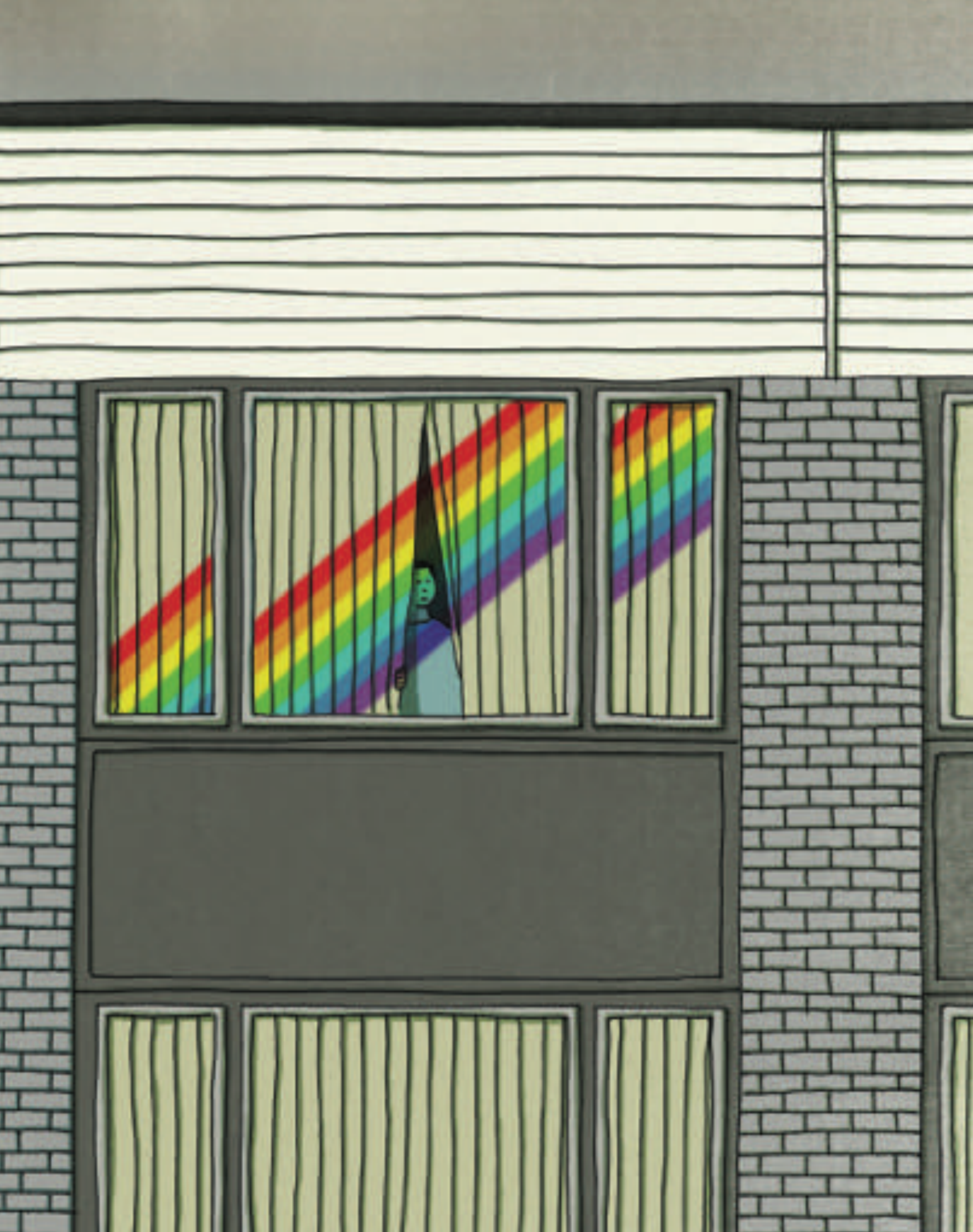
NHS board etiquette for changed times



24 March 2020

All NHS boards need to be putting in place revised cycles of business to suit the new paradigm. These must balance an inevitable and almost overwhelming stress on immediate matters with equally important assurance around the future.

This focus remains every board's core responsibility but striking the right balance is easier said than done. There is a judgement to be made about what is for the record, what requires genuine board engagement and what is more appropriately executive business.



there is conflict, everything slows down and becomes complicated, fractious and in need of yet another reorganisation before long.

Review and renew

As nature perpetually renews, so does the creative process.

These three elements can be put into a continuous cycle of imagine, review, create and renew, designing solutions with built-in perpetuating energy, each building on the previous cycle of renewal. Some people specialise in one area, while others can switch between two or all three.

Visionaries think, discuss and play with ideas freely without limits before the ideas are reviewed when considering the finances, regulators, political environment, people, systems and processes where these ideas will grow.

It might look like a breakdown of the original vision to fit a real-life situation, but this is a necessary part of the process as people who create or build need doable tasks if anything is to be sustainably achieved.

By constantly reviewing progress, changes are kept manageable. New problems are identified and creative solutions can be found, fixed or built on. In this method, the ecosystem builds

230920

23 September 2020

- Global deaths 979,701, cases 32,062,182
- UK deaths 41,991, cases 418,885
- UK government to cover 22% of worker pay for six months
- Hundreds of thousands of students banned from socialising in Scotland



Small changes



13 August 2020

Small changes and seemingly modest actions matter. In the same way that a butterfly flapping its wings in a Brazilian forest can create a raging storm in the North Atlantic, the actions we all take can make a difference. And huge change can happen rapidly.

In this, our last bulletin of this series, GGI would like to focus on the anarchist's creed of politics by deed. This is a time for action, and small actions are what will make the changes we need. The main crimes at such a moment in history are inactivity and indecision.

250920

25 September 2020

- Global deaths 985,302, cases 32,390,240
- UK deaths 42,025, cases 425,765
- 2M could die before vaccine is ready, warns WHO
- US confirmed cases exceeds 7M



on past successes and an organisation can genuinely grow and refresh when the time is right in a constant cycle of renewal.

Small changes can make big transformations stick, especially when the people involved are part of their design and implementation each step of the way.

“People are usually afraid of change because they fear the unknown. But the single greatest constant of history is that everything changes.”

Yuval Noah Harari, *Homo Deus: A History of Tomorrow*

This process lies at the heart of good governance and it is the job of a consultant to bring together diverse perspectives, sequencing them and then measuring and benchmarking progress continually. This vital interplay between those who imagine, those who understand processes and systems and those who know how to get things done never ends. The creative process is a non-linear journey that begins with a spark, then many problems must be highlighted and solved in collaboration with those who are tasked to get things done.

Rewind – 100 bulletins in 100 days

Since the UK lockdown began, GGI pooled its resources to provide practical advice to boards of NHS and other public or third sector

Short, effective board papers



2 April 2020

Just when they are asked to up their game, boards are being forced to conduct many of their meetings online, with all of the procedural challenges that entails.

Conversation flows less naturally in virtual meetings and focus is more easily lost. This puts extra pressure on those responsible for producing papers for board consideration. Good, clear briefing material on the matters to be decided is essential – as is a high level of commitment by board members to read that material before the meeting.

260920

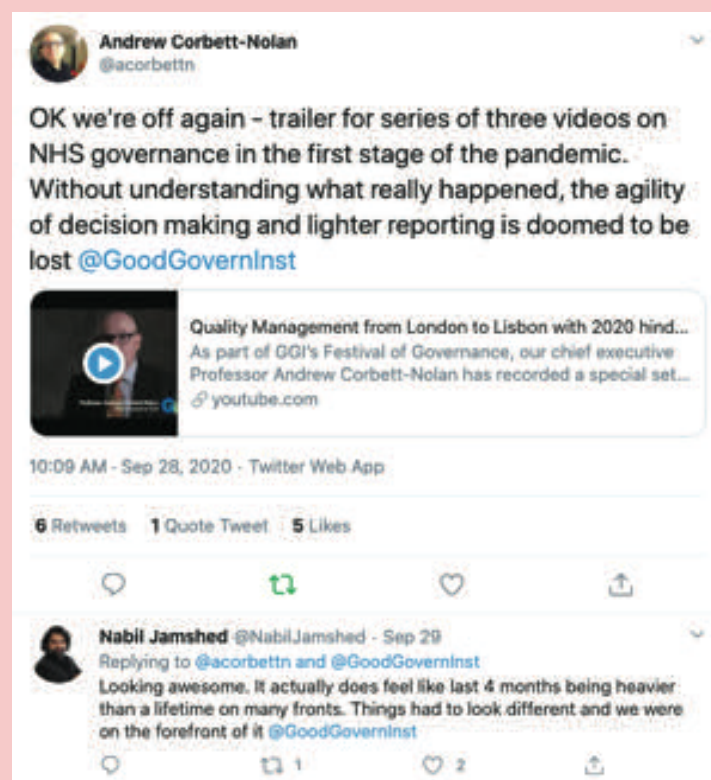
26 September 2020

- Global deaths 991,644, cases 32,709,306
- UK deaths 42,060, cases 431,816
- Sage expert warns of 100 deaths a day within four weeks
- Johnson faces parliamentary revolt over forcing through Covid measures

270920

27 September 2020

- Global deaths 995,538, cases 32,942,810
- UK deaths 42,077, cases 437,516
- India records 88,600 new cases today – bringing total to nearly 6M
- Scientific advisors say repeated ‘mini-lockdowns’ could help control spread





FAMILY
TIME
HEALTH
PPE

REST
LACK OF
COORDINATION

DUTY
SOCIETY
OWN LIFE

KIDS
RELATIONSHIPS

HOME

XENOPHOBIA
SELF CARE
BURNED OUT

EQUIPMENT
SHORTAGES

DISCRIMINATION
ASSMENT

boards to help steer them through the many changes. From 23 March 2020, GGI published 100 bulletins in 100 days. I was very happy to coordinate our collective thinking during this busy period. I took responsibility for the voice of GGI as interim communications director. Stephen McCulloch has now stepped into this role. Inspiring people is a serious business.

Our bulletins spanned a range of topics and styles. They covered everything from virtual meeting mechanics to strategies for the beleaguered performing arts sector, from environmental recovery to the importance of kindness. The total word count was roughly 90,000, the same as J.R.R Tolkien's *The Hobbit*.

The bulletins are unattributed, because very few of them can be. Every member of the GGI team was involved in the writing of at least one of them. The Seacole Group and attendees of our weekly webinars for NHS non-executive directors, chairs of mental health trusts, and north-west NHS chairs, provide up-to-the-minute context while lawyers, public finance experts, digital providers as well as property specialists ensured the validity of our advice.

The GGI advisory service was made free and together with a skilled communications team that includes journalists, designers, videographers, project managers, technicians and social media analysts, we delivered, every day, on time.

Health and Safety: non-clinical staff ◀◀

6 May 2020

COVID-19 has galvanised boards due to the short-term threats it presents to both staff and incomes. Now as the UK epidemic enters its third month it is becoming clear that the country will need to get used to living with COVID-19 for the foreseeable future.

As lockdown is gradually eased off and attempts made to re-ignite the economy and return to a life as near to normal as possible, there are a host of new issues boards need to address. A previously under-studied aspect of board responsibility will suddenly become crucial to the successful recovery of organisations including the NHS.

280920

28 September 2020

- Global deaths 999,629, cases 33,236,052
- UK deaths 42,090, cases 441,564
- NHS England boss Sir Simon Stevens says asking over-65s to shield is 'age-based apartheid'
- UK Government under pressure to scrap 10pm pub closing rule



290920

29 September 2020

- Global deaths pass 1M (1,004,129), cases 33,484,488
- UK deaths 42,161, cases 448,725
- World Bank announces \$12BN plan for poor countries to buy Covid vaccines
- UK reports 7,143 new cases today – the highest daily figure so far



SPREAD
KINDNESS

It's this same spirit of collaboration that made our first virtual festival of governance such a success. A big GGI thank you to everyone involved.

Fast forward Renaissance 2.0

The virtual Festival of Governance opened on 30 August, with a video of Nadine Benjamin singing *Vissi d'arte*, a soprano aria from act two of the opera *Tosca* by Giacomo Puccini, because emotional connection inspires creativity.

The first week of our festival was *diversity week*, when we role-played various scenarios to explore the potential impacts board members from different backgrounds can make when they are not being made to feel 'other.'

In *digital humanism week* participants discussed how digital systems work better when the people tasked with using those systems are involved early on in the design and at each stage of their implementation.

Community interplay week involved multiple organisations to rethink regulation, financial incentives and better integration between health and social care in a community.

Charity scrutiny



5 August 2020

Research by the Institute of Fundraising, NCVO, and Charity Finance Group shows that 84% of charities reported a decrease or significant decrease in their income from the start of lockdown to 12 May.

The total loss of income for the year could be as much as £12.4bn. More than half said it was likely that they would have to make redundancies due to this fall in income. On 8 April, Chancellor Rishi Sunak announced £750 million in emergency funding. That huge funding gap means the sector will struggle to meet the demand for services, just when they're needed more than ever.

300920

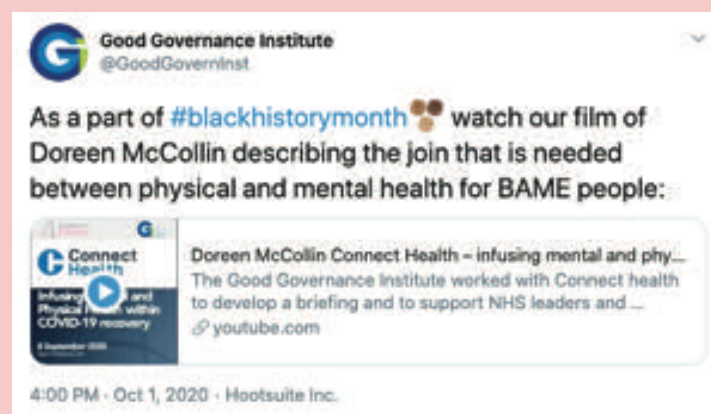
30 September 2020

- Global deaths 1,010,477, cases 33,802,841
- UK deaths 42,233, cases 455,842
- Pandemic travel slump could cost 46M jobs globally, says Air Transport Action Group
- More than 7,000 new UK cases for the second day running

011020

1 October 2020

- Global deaths 1,016,723, cases 34,124,948
- UK deaths 42,292, cases 462,774
- COVID-19 cases have doubled under most local lockdowns in England
- France reports 13,970 new cases in a day

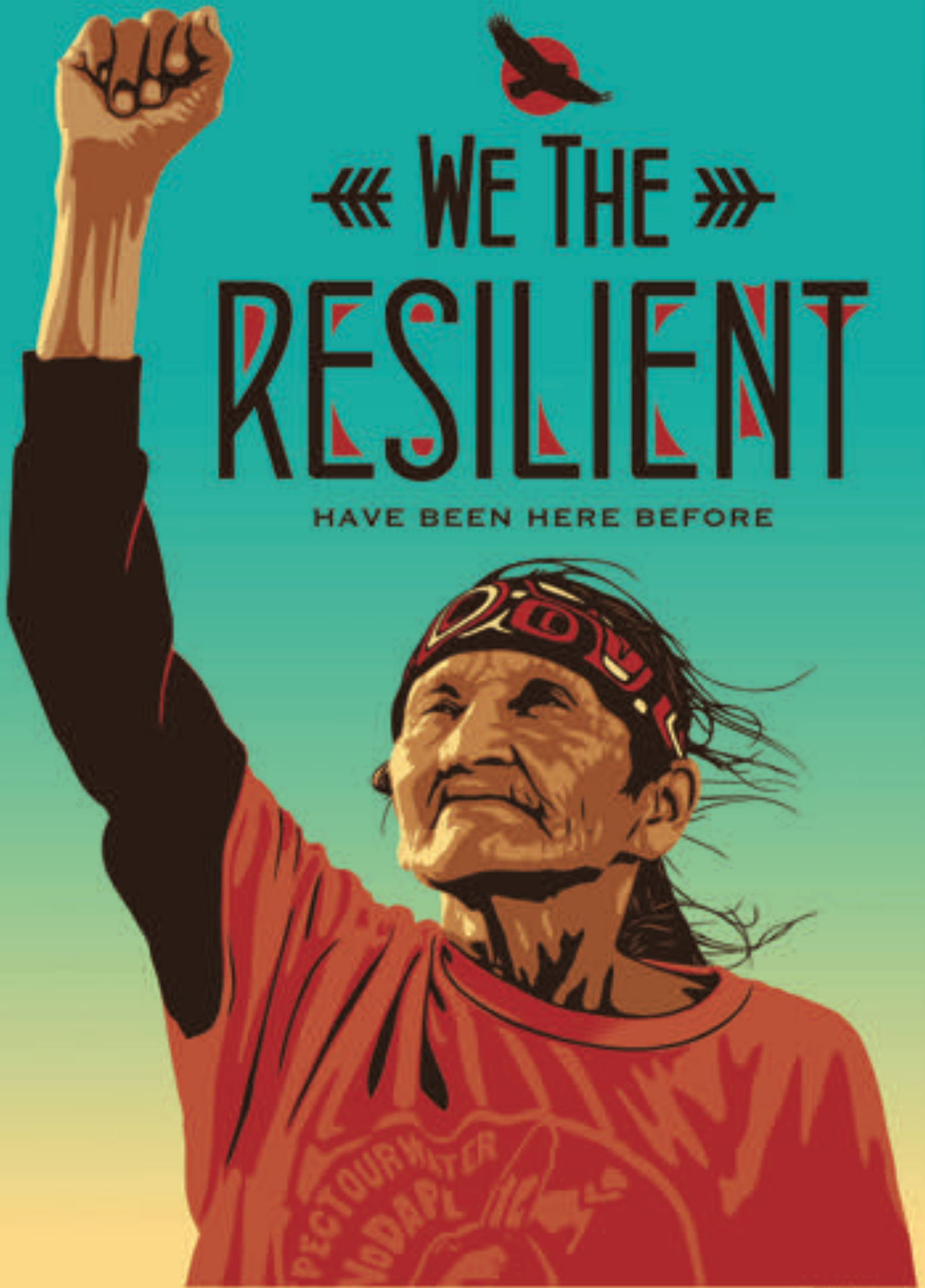




WE THE

RESILIENT

HAVE BEEN HERE BEFORE



The last week of September was *modern governance week*, when with the benefit of hindsight we explored restoration and recovery plans and explored the blurred lines between government, governance, the public and third sector.

Rob Whiteman CBE delivered this keynote address at the GGI Annual Lecture where after awarding Dame Janet Smith the Good Governance Prize 2020, the discussion, eloquently chaired by Nadine Benjamin, turned to rethinking how we do democracy in the UK. So much learning has emerged from this turbulent year and it's our collective responsibility to draw on this experience and take the opportunity it offers us to create something new and better.

To do that we must also enrich our understanding and broaden our perspective by looking back and revisiting former times – however fixed our ideas of them may be – with open minds and a willingness to change our minds. Whatever happens in 2021, let's together make it in the spirit of Renaissance 2.0 born in 2020.

"Who controls the past controls the future. Who controls the present controls the past."

George Orwell, 1984



02 | 10 | 20

2 October 2020

- Global deaths 1,025,354, cases 34,450,697
- UK deaths 42,358, cases 469,762
- Donald Trump hospitalised after COVID-19 diagnosis
- Brazil death toll surpasses 145,000



Governors and boards



3 August 2020

The NHS Constitution commits the NHS actively to encourage feedback from the public, patients and staff, to welcome it and use it to improve services. For foundation trusts, the council of governors plays a crucial role to support the feedback loop but also to oversee the work of non-executive directors (NEDs).

Governors have always had a difficult role and the pandemic has only made it more challenging. Keeping governors in the loop might seem to a busy executive director one task too many. But a well-run council of governors could be the wisest investment a chairman and board secretary can make.

03 | 10 | 20

3 October 2020

- Global deaths 1,030,880, cases 34,768,408
- UK deaths 42,407, cases 482,654
- UK reports 12,872 new cases due to reporting delays from previous weeks
- Contradictory reports about Trump's health – although he insists from hospital that he's feeling well

Good Governance Institute

festival launch
30 August 2020
in your own time

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

Stonewall
Acceptance without exception

LGBTQ+ ALLIES EMPOWERMENT SESSION
01 SEPTEMBER 2020
10:00 – 11:30

diversity week
31 August - 4 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

BOOK CLUB
01 SEPTEMBER 2020
16:30 – 17:30

INVISIBLE WOMEN

diversity week
31 August - 4 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

Mental Health Network
NHS CONFEDERATION

CHAIRS OF MENTAL HEALTH TRUSTS
02 SEPTEMBER 2020
09:30 – 10:30

diversity week
31 August - 4 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

THE SEACOLE GROUP
The Network for SAMI, NEDs in the NHS

RACE: A GLACIAL CONCEPT
02 SEPTEMBER 2020
10:30 – 11:30

diversity week
31 August - 4 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

steps

ACTIONABLE ALLYSHIP IN THE WORKPLACE
03 SEPTEMBER 2020
12:00 – 13:30

diversity week
31 August - 4 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

INVOLVING YOUNG PEOPLE
04 SEPTEMBER 2020
14:00 – 16:00
(internal event)

diversity week
31 August - 4 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

steps

LEADERSHIP CHANGE TECHNOLOGY
08 SEPTEMBER 2020
11:30 – 13:00

digital humanism week
7 - 11 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

Connect Health

INFUSING MENTAL AND PHYSICAL HEALTH WITHIN COVID-19 RECOVERY
08 SEPTEMBER 2020
16:30 – 17:30

digital humanism week
7 - 11 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

PerfectWard

DIGITAL TECH TO REDUCE HARM
10 SEPTEMBER 2020
10:00 – 11:00

digital humanism week
7 - 11 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

CONVENZIS

DEVELOPING A DIGITAL STATE
15 SEPTEMBER 2020
10:30 – 15:00

community interplay week
14 - 18 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020

Good Governance Institute

PHP Primary Health Properties

REALISING THE POTENTIAL OF PRIMARY CARE ESTATE
16 SEPTEMBER 2020
10:00 – 11:00

community interplay week
14 - 18 September 2020

Festival of Governance
WEDNESDAY 30 SEPTEMBER 2020



04 10 20

4 October 2020

- Global deaths 1,034,974, cases 35,025,996
- UK deaths 42,440, cases 482,658
- Trump briefly leaves hospital to greet supporters
- 'Winter of discontent' faces the north, according to Andy Burnham, Mayor of Greater Manchester



05 10 20

5 October 2020

- Global deaths 1,039,120, cases 35,339,125
- UK deaths 42,459, cases 518,222
- NHS races to reach 50,000 contacts missed in data blunder
- Trump announces he will leave hospital today



Governing opera



12 August 2020

Governing opera is an even more fluid endeavour than even the most extravagant operatic plot line, but there are real lessons from the recent governance improvements in opera for boards of all kinds.

The UK's leading opera companies are characterised as having strong, effective boards and high standards of governance. This is a sector where, among the most senior companies, good governance has delivered real outcomes.



Thank You

Inspired by the rediscovery and repurposing of former times, the Renaissance rewrote the future. Back in 2019, we thought this rather neat as GGI would have been kicking our Festival off on 30 August, 2020 at the ISQua conference in Florence, the home of the Renaissance, with a seminar on social prescribing and the arts. This event has now been postponed to 8 July 2021. What surprises a year can bring. Thank you Soprano Nadine Benjamin for opening the our Festival on 30 August with 'Vissi d'arte' from Puccini's Tosca, a video recorded on 14 January 2020, on the same day when in 1900, Puccini's opera Tosca premiered in Rome.

If we can be permitted one final indulgence to end our Festival, all those who have found this Review, our bulletins and the Festival events helpful have the following people to thank.

Jaco Marais, who conceived Festival 2020, Renaissance 2.0, *Good Governance because it's time to think again*, made it all happen, edited and directed the Festival Review, the artwork and the bulletin series. Thank you also to Jonathan Kauffman, who wrote the vignettes, Emiliano Rattin, whose designs caught our imagination, and to Martin Thomas, our copywriter, who organised the words on the page.

For the series of accompanying videos we thank Silvia Lozza for heroically editing these and Spike Smilgin-Humphreys for her distinctive voiceovers, recorded, we understand, under her duvet to keep the sound pure.

Thank you also to the many speakers, contributors and participants who gave of their time and energy freely. Many authors from within GGI and our friends, colleagues, clients, contributors and collaborators contributed to the content and to our thinking. Roisin Jenkins and Eleanor Leigh for organising all of the events, thank you.

Finally, our heartfelt thanks go to everyone who decided to go beyond looking after the systems that keep themselves well to take up additional responsibilities for the systems and organisations that care for other people - now and in the future.

Professor Andrew Corbett-Nolan
Chief Executive
Good Governance Institute



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T:+44 (0) 20 8065 5145

E:contact@good-governance.org.uk
 China Works SB220 - 100 Black Prince Road
 London, SE1 7SJ - United Kingdom

Thank you NHS



27 March 2020

It may be that the two most important words during the coronavirus crisis are ‘thank you’.

From the board’s perspective, carrying on is dependent on the team – principally those on the front line either dealing with COVID-19 or the myriad other things essential to enabling that to happen, including cleaning, catering and maintenance.

So, as well as being certain that the executive is using those two words regularly and often, the board should make sure they are using them too.

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NATIONAL HERO SERVICE



www.good-governance.org.uk

community.angel.co/campaign/global-open-call-for-art

COURAGE IN THE FACE OF ADVERSITY