

**A MEETING OF THE COUNCIL OF GOVERNORS OF
THE SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST
WILL BE HELD ON THURSDAY, 13th MARCH 2014 AT 5:00 PM
IN THE CONNECT ROOM, LOWER GROUND FLOOR, MAUDSLEY LEARNING CENTRE**

AGENDA

- 1 Welcomes, introductions and apologies for absence.
- 2 To receive any declarations of interest.
- 3 Questions and answers (10 minutes – see overleaf).

FOR DECISION

- 4 To agree the minutes of the Council of Governors meeting held on Thursday, 12th December 2013 and to note any matters arising. Attachment A
- 5 To receive the recommendations from the Nominations Committee regarding the recruitment of up to two Non Executive Directors To be tabled

FOR DISCUSSION

- 6 To consider the development of the Trust's estates strategy. Presentation
- 7 To receive an update on the Trust's patient and public involvement strategy. Presentation
- 8 Trust Secretary's report Attachment B
- 9 To receive reports from the Council of Governors' Working Groups: Attachment C
 - Quality (Dr Tom Werner)
 - Annual Plan development (Noel Urwin)
 - Bids Steering Group (Roger Oliver)
 - Membership Development and Communications (Dr Dele Olajide)

FOR INFORMATION

- 10 King's Health Partners update. Verbal
- 11 Chair's visits. Verbal
- 12 Chief Executive's and Directors' reports. Attachment D
- 13 Forward planner.
- 14 Any other urgent business.

15 To note future dates of meetings of the Council of Governors in 2014:

- 12th June 2014 at 5.00 pm
- 16th September 2014 at 3.30 pm
- 11th December 2014 at 5.00 pm

Please send apologies to Carol Stevenson telephone 020 3228 2441 or email membership@slam.nhs.uk

Item 3 - questions and answers

At the joint meeting between the Council of Governors and Board of Directors held in November 2011 it was agreed that a 10 minute slot would be made available for members of the Trust to submit questions related to services provided by the Trust. In order that a considered response can be made at the meeting, members are asked to submit any questions to the Paul Mitchell, Trust Secretary by 10.00 am on Monday, 10th March 2014.

These can be made by:

Post: Trust HQ, Maudsley hospital, Denmark Hill, SE5 8AZ

Telephone: 020 3228 5376

Email: paul.mitchell@slam.nhs.uk

Attachment A

COUNCIL OF GOVERNORS – SUMMARY REPORT

Date of meeting:	13 th March 2014
Name of Report:	Minutes of the meeting held on 12 th December 2013
Author:	Paul Mitchell, Trust Secretary
Presented by:	Madeliene Long, Chair

Purpose of the report:

To agree the minutes and to note any matters arising.

**MINUTES OF THE MEETING OF THE COUNCIL OF GOVERNORS OF
THE SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST (SLaM)
HELD ON THURSDAY 12th DECEMBER 2013
AT THE ORTUS LEARNING CENTRE**

PRESENT	Madeliene Long	Chair
Elected Governors	Chris Collins Stephanie Correia Alistair Edwards Angela Flood Mark Ganderton Matthew McKenzie John Muldoon Dr Dele Olajide Roger Oliver Olu Oluwashina Noel Urwin Dr Tom Werner	Service user governor Public governor Service user governor Carer governor Public governor Carer governor Public governor Staff governor Carer governor Staff governor Public governor Staff governor
Appointed Governors	Ian Creagh Cllr Catherine McDonald Girda Niles Cllr Crada Onuegbu Tim Smart	King's College London Southwark Council Guys and St Thomas' NHS FT Lewisham Council Kings College Hospital NHS FT
In attendance	Dr Martin Baggaley Dr Patricia Connell-Julien Nick Dawe Richard Dyer Harriet Hall Gus Heafield Dr Caroline Hough Kumar Jacob Cllr Adam Kellett (for Cllr Margaret Mead) Paul Mitchell Dr Matthew Patrick Zoe Reed Elaine Rumble Carol Stevenson Helen Urwin Jeff Worsley	Medical Director Non Executive Director Acting Executive Director Carer Member Non Executive Director Director of Finance Service user member Non Executive Director Croydon Council Trust Secretary Chief Executive Director of Strategy and Business Development Acting Director of Nursing Membership Officer Public member Service user member
Apologies	Chris Anderson Andrew Glyn David Nkwe Paul Paterson Gabrielle Richards Paula Swann	Service user governor Public governor Public governor Service user governor Head of Occupational Therapy Croydon Clinical Commissioning Group

Ref	Issue	Who
MC/ 13/33	<p>WELCOME</p> <p>Madeliene Long welcomed the new members of Council of Governors.</p>	
MC/ 13/34	<p>DECLARATIONS OF INTEREST</p> <p>It was noted that declarations of interest could be given at any time during the meeting.</p>	
MC/ 13/35	<p>QUESTIONS AND ANSWERS</p> <p>Question 1 Roger Oliver asked whether there were any carer representatives on the Trust Caldicott committee. Paul Mitchell replied that:</p> <ul style="list-style-type: none"> • There were currently two service users but no carer. • The terms of reference were being reviewed. • Dr Dele Olajide, Chair of the Caldicott Committee, confirmed the intention to recruit a carer. <p>Question 2 Chris Anderson asked whether the Council of Governors would have the opportunity to discuss the changes to Patient and Public Involvement PPI (TWIG operations and TWIG strategic) and the Involvement Register. Paul Mitchell suggested that:</p> <ul style="list-style-type: none"> • This could either be discussed at a special meeting or be put on the agenda for the March meeting. • The March meeting was preferred. 	
MC/ 13/36	<p>MINUTES OF THE MEETING OF 11TH SEPTEMBER 2013</p> <p>The minutes of the meeting of 11th September 2013 were AGREED to be a correct record.</p>	
MC/ 13/37	<p>NOMINATIONS COMMITTEE</p> <p>Madeliene Long introduced the report from the Nominations Committee.</p> <p>Appointment of two Non-Executive Directors (NEDs).</p> <ul style="list-style-type: none"> • Madeleine Long reported that a number of suitable candidates had been identified. • Madeliene Long and Matthew Patrick were conducting interviews so as to produce a short list. • The formal Interviews will be held in the new year and recommendations for appointments will be brought to the March 2014 meeting for ratification. 	

	<p>Extension of term for NED</p> <ul style="list-style-type: none"> The meeting agree to extend Harriet Hall's term as a Non Executive Director until March 2014. <p>Reappointment of NED</p> <ul style="list-style-type: none"> The meeting agreed to re-appoint Prof Shitij Kapur as a NED for a further three years. <p>Appraisal of Chair</p> <ul style="list-style-type: none"> Paul Mitchell outlined the process for the appraisal of the Chair. He emphasised that it was a more comprehensive process than required by Monitor. The Nominations Committee were satisfied that the process was suitably robust. Tim Smart complemented SLaM on the way the process had been run. Dr Dele Olajide commented that the questions asked were wide ranging. 	
<p>MC/ 13/38</p>	<p>GOVERNWELL TRAINING AND SLaM INDUCTION</p> <p>Paul Mitchell reported that the GovernWell training had been attended by 13 SLaM governors, as well as governors from partner organisations across KHP. Feedback provided was positive, however some comments suggested that it was quite intense and might be better spread over two days in future.</p> <p>The SLaM induction led by Madeliene Long and Matthew Patrick had been held before the joint meeting with the Board of Directors. Again, feedback was positive.</p>	
<p>MC/ 13/39</p>	<p>JOINT MEETING WITH BOARD OF DIRECTORS</p> <p>Madeliene Long introduced the report from the successful joint meeting between the CoG and the Board of Directors. Discussion had focussed around:</p> <ul style="list-style-type: none"> Key achievements in 2013 Major challenges for 2014 Main areas of activity for the Council of Governors in 2014 <p>Priority areas for the Council of Governors in 2014 were agreed:</p> <ul style="list-style-type: none"> New role of governors – arrange meeting for Spring 2014 Provide additional information for Governors Closer Work between Governors and NEDs. Develop programme for NED attendance at CoG working groups COG papers to be taken as read to free time for discussion Increase Governors knowledge of quality information Check how others organisations (FTN) are taking forward issues Closer IOP/SLaM integration with CAGs 	<p>PM PM PM PM MP</p>

MC/ 13/40	<p>MEMBERS' COUNCIL WORKING GROUPS</p> <p>Quality Noel Urwin reported:</p> <ul style="list-style-type: none"> • The group was looking to develop links with the Service Quality Improvement Sub Committee of the Board (SQISC). • The group would benefit from training on how the Trust monitors quality issues. <p>Annual Plan Development Noel Urwin reported:</p> <ul style="list-style-type: none"> • Four public meetings had been held by the Council of Governors and supported by Zoe Reed's team. • Good feedback had been received which will help inform the planning process. • All attendees will be sent the output from the meetings. • Some of the points raised should be passed to the Commissioners (CCGs). <p>Zoe Reed thanked the governors for their input. She confirmed the challenging reporting timetable that had been issued by Monitor - 2 year plan by the end of March; 5 year plan by the end of June.</p> <p>Bids Steering Group Noel Urwin reported:</p> <ul style="list-style-type: none"> • The next scheme will be launched in April 2014. • The Trust would be hosting a bidders event on 9th January 2014. • Roger Oliver will take over as chair from March 2014. <p>Membership and Communications Dr Dele Olajide reported:</p> <ul style="list-style-type: none"> • SLaM was now signed up to Plain English and documents produced to Plain English standards receive the CrystalMark. A well attended training session has been held. A working group has been set up to roll out Plain English across SLaM. • Governor recruitment and induction had been successful. • Discount scheme – the Trust is still working with providers to improve provision in the Croydon area. 	
MC/ 13/41	<p>KINGS HEALTH PARTNERS UPDATE</p> <p>Madeliene Long reported.</p> <ul style="list-style-type: none"> • KHP had been accredited as an AHSC for a further five years. • The joint meeting with KHP governors had been moved from 16th December to the new year. This will allow the King's College London (KCL) governors to join the meeting. • The KHP Board still considered that a merger would be in the best interest of all parties but there were legal and regulatory issues which needed to be considered further before a full business case could be completed. 	

	<p>Discussion</p> <p>How is information communicated to staff?</p> <ul style="list-style-type: none"> • There is a fortnightly bulletin from KHP to all staff. The most recent one carried a message from Prof Sir Robert Lechler. • The Draft Outline Business Case (October 2013) will be circulated to the Council of Governors. • Key messages also need to go to the wider membership. 	
MC/ 13/42	<p>CHAIR'S VISITS</p> <p>Madeliene Long reported that she and Elaine Rumble had arranged to visit wards at Bethlem, Maudsley and Ladywell during the following week. She had followed up on a number of estates issues which had been outstanding.</p>	
MC/ 13/43	<p>CHIEF EXECUTIVE'S REPORT</p> <p>Matthew Patrick referred to his report which updated the Cog on Trust and national issues. He confirmed that he had also been visiting wards at Ladywell and the Maudsley.</p>	
MC/ 13/44	<p>ANY OTHER BUSINESS</p> <p>There was none.</p>	
MC/ 13/45	<p>NEXT MEETING</p> <p>Thursday 13th March 2014 at 5.00pm in the Maudsley Learning Centre.</p>	

Attachment B

COUNCIL OF GOVERNORS – SUMMARY REPORT

Date of meeting:	13 th March 2014
Name of report:	Trust Secretary's report
Author:	Paul Mitchell, Trust Secretary
Presented by:	Paul Mitchell, Trust Secretary

Purpose of the report:

To update the Council of Governors regarding:

- Changes to the Council of Governors.
- Membership of working groups, including a recommendation that all governors volunteer to join at least one working group.

1. Changes to the Council of Governors

Recent resignations have been received from Tina Lincoln (service user) and Dr John Bainton (staff).

Southwark CCG has nominated Andrew Bland, Chief Officer to join the Council of Governors.

2. Membership of working groups

All governors (elected and stakeholder) are invited to attend any group meeting and to observe public Board Meetings, depending on their commitments. The following is a list of the current arrangements.

Annual Plan Group

Chair	Angela Flood
Members	Mark Ganderton Alistair Edwards Chris Anderson Noel Urwin
Professional support	Head of Strategic Planning and Equality (Kay Harwood) Director of Organisation and Community (Zoe Reed)

Quality Group

Chair	Dr Tom Werner
Members	Chris Anderson Chris Collins Roger Oliver John Muldoon Iyoni Ranasinghe Angela Flood
Co-opted member	Les Elliot
Professional support Admin support	Associate Director Quality and Assurance (Cliff Bean) Carol Stevenson

Membership and Communications Group

Chair	Dele Olajide
Members	Andy Glyn Rachel Heywood Matthew McKenzie Mark Ganderton
Professional support	Communications (TBA)

Admin support Trust Secretary (Paul Mitchell)
Olivia Howarth / Carol Stevenson

Bids Steering Group

Chair Roger Oliver

Members Alistair Edwards
Andy Glyn
Nash Momori

Co-opted members Caroline Hough
Gill Todd

Professional support Head of Occupational Therapy (Gabrielle Richards)
Head of Social Inclusion (David Blazey)
Carol Stevenson (Scheme management)

Nominations Committee

Chair Madeliene Long

Members Ian Creagh
Dr Dele Olajide
John Muldoon
Paul Paterson
Noel Urwin

In attendance Dr Matthew Patrick
Paul Mitchell

Rota for observing Board Meetings

Chris Anderson
Alistair Edwards
Angela Flood
Mark Ganderton
Iyoni Ranasinghe
Dr Tom Werner

The above governors have agreed a rota for attendance and for presenting the monthly CoG report. The Board meetings are held in public and all governors are welcome to attend.

Representative on Social Inclusion and Responsibility Board

Chris Collins
Stephanie Correia

Observers of Board sub-committees

Discussions are in hand regarding the regular attendance of a Governor observer at certain Board sub-committees (eg Audit and Quality). The option is also being explored of a Non Executive Director (NED) observing CoG working groups.

Meetings with the External Auditor

These arrangements are under review in conjunction with Robert Coomber (Chair of the Board's Audit Committee) and Gus Heafield (Chief Financial Officer).

KHP Joint Governors meetings

These are held three times a year. They provide an opportunity to hear about developments across King's Health Partners and all governors are encouraged to attend.

Summary and recommendation

While it is recognised that all governors are able to attend any working group in practice the numbers actually attending and listed as regular attendees is quite small. In order to ensure a greater spread of the workload it is suggested that all governors join at least one working group.

Paul Mitchell
Trust Secretary
March 2014

COUNCIL OF GOVERNORS – SUMMARY REPORT

Date of meeting:	13 th March 2014
Name of report:	Report from working groups
Author:	Paul Mitchell
Presented by:	Chairs of the working Groups

Purpose of the report:

To receive an update on the recent activity of the Working Groups:

- Membership and communications (Dr Dele Olajide)
- Annual plan development (Angela Flood)
- Quality (Dr Tom Werner)
- Bids steering group (Roger Oliver)

Report from the Working Groups March 2014

1. Membership and communications group

The Data Protection mailing has been completed. This ensures that all members have an opportunity to view and if necessary correct the information held on the membership database. This also means that up to date information is available when elections to the Council of Governors are called.

Discussion took place on the Trust's membership targets for 2014-15. The current total is just under 12,500. It was agreed that the target for next year should be 13,000. Membership information from the other London mental health Trusts is being sought.

A project has been initiated to refresh the membership branding. This will ensure there is a consistent message displayed in membership literature and memorabilia.

A major event is being planned to take place on Saturday, 17th May 2014 in the Maudsley Learning Centre. This will be geared toward young people and all the rooms will display a theme linked to five ways to wellbeing. It will be called the "Happy Heads Festival". More information will be circulated and updates made via the regular report to the Board.

2. Annual Plan development group

The Council of Governors Forward Plan and Strategy Group met on 5th February and agreed that going forward meetings would be formally minuted, Angela Flood was agreed as Chair and Terms of Reference would be drafted for consideration at the next meeting. The group heard a presentation from Zoe Reed and Kay Harwood on developing the forward plan 2014-19. This included information on the new Monitor reporting requirements for submission of a two year Operating Plan on 4th April and a five year Strategic Plan on the 30th June and the key elements they would be looking for in the strategic plan given the affordability challenge to the NHS. The presentation then covered a summary on SLaM's developing forward plan, what had been prioritised at the four Council of Governors' borough events, what had been heard from other groups and what the future might look like.

The group discussed and highlighted a number of issues for consideration around service provision for both inpatients and those being cared for in the community; the importance, and difficulty, of determining what demand will look like in five years time and the opportunity for health economists to undertake work in this area. Also for consideration would be the shared aspirations of prevention, shared decision making and moving people, where appropriate, back to primary care which presented an chance to align Trust and Commissioner strategies for the benefit of service users.

3. Quality group

Tom Werner was elected as the new chair of the Quality Group.

The Quality Group discussed the choice of a local indicator for audit for the 2013/14 Quality Accounts.

They then discussed the selection of Quality Priority indicators for 2014/2015. 11 indicators had been shortlisted from the consultation meeting on 7th February and Customer Care was suggested as a further indicator. Nine indicators would be selected by the end of the week.

Paul Winter attended the meeting to talk about Patient Led Assessment of Care Environments (PLACE). The 2014 assessment visits are just starting and the role governors in this process will need to be clarified.

4. Council of governors bids scheme

Roger Oliver has taken over from Noel Urwin as chair of the group which oversees the Council of Governors bids programme.

The next round, Smile for Health, will be launched on 1st April, to run over a two year period. Grants of up to £750 will be awarded to successful bids which benefit at least three users, through the categories of patient involvement, social inclusion or mental wellbeing. This is open to all members and bidders' surgeries will be held in the four core boroughs during May and June.

Roger Oliver will be meeting Dr Diana Rose to investigate the possibility of assessing data from the Council of Governors' bids programmes. This meeting is planned for 17th March.

Paul Mitchell
Trust Secretary
March 2014

Z: / CoG/ meeting 2014 03 13 / cog WG report mar14

Attachment D

COUNCIL OF GOVERNORS – SUMMARY REPORT

Date of meeting:	13 th March 2014
Name of report:	Chief Executive's Report
Author:	Paul Mitchell, Trust Secretary
Presented by:	Dr Matthew Patrick, Chief Executive

Purpose of the report:

To receive an update report from the Chief Executive on national and Trust issues.

Chief Executive's Report

March 2014

1. National issues

Mental health issues 'cost UK £70bn a year'

The Organisation for Economic Co-operation and Development has claimed that mental health issues are costing Britain £70bn a year. It called on the Government to help those with depression, anxiety and stress into work. The OECD said mental health was the cause of 40% of the 370,000 new claims for disability benefit every year. The bill to the UK from failure to deal adequately with mental health issues was 4.5% of GDP each year due to productivity losses, higher benefit payments and the increased cost to the NHS.

Differential tariff

Since the announcement of the National Tariff settlement the Mental Health Network, NHS Confederation and Foundation Trust Network have continued to lobby hard to highlight that this funding settlement is not evidence-based; disadvantages ambulance, community and mental health providers; contradicts any parity of esteem; and underestimates the efforts of acute providers in meeting the additional requirements that are placed on them year on year. Norman Lamb, Minister for Care and Support Services, has since described the differential tariff as a flawed and unacceptable decision.

Talks between NHS bodies begin on the long term vision for providers

Senior figures from Monitor, NHS England, the Department of Health and the NHS Trust Development Authority are discussing a major engagement programme to seek a longer term vision for the providers sector, which could include providers forming national chains of hospitals and services. The work will consider how providers in the NHS secondary and specialist care sector should be reshaped to best meet requirements for increasing quality and demand, with limited funding growth.

Former M&S chief to advise on turning around failing hospitals

The former Marks & Spencer chief executive and current Ocado chairman Sir Stuart Rose is to advise the Government on how it can attract leaders capable of transforming underperforming hospitals. Rose has been drafted in by health secretary Jeremy Hunt to help change the culture of poorly performing hospitals. He will also advise on ways for the NHS to recruit better talent from within and outside the organisation. Rose's work will focus on the 14 NHS trusts put into special measures over their high mortality rates. Sir Stuart has been asked to produce a report at the end of the year on his findings.

2. Trust issues

Adult Mental Health services

The staff consultation on changes to adult mental health services was launched in Lambeth and Lewisham on Tuesday 4 February. The consultation papers, supporting documents and job descriptions are all available to view on the SLaM intranet. Any comments were due back by 5 March 2014. It is then planned to feedback to staff within 2 weeks and then move to the implementation phase of the programme. Staff will be moving into new teams during April and the new teams will be in place by May. A number of events and workshops for staff

particularly around the interfaces, leadership training and how to lead a competency conversation are being put in place over March and April.

Visits

I have continued to visit wards and services across the Trust. I have also had the chance, along with the Chair, to meet Trust staff at further “Meet the Chief Executive” events.

Senior management team

My immediate intention is to fill all the Director posts on a permanent basis. I will therefore be advertising imminently for a Chief Operating Officer and Director of Human Resources. Governors will be kept up to date on progress.

Dr Matthew Patrick
Chief Executive
March 2014

Z / CoG/ meeting 2014 03 13 / Chief Exec report Mar 14