

**A MEETING OF THE MEMBERS' COUNCIL OF  
THE SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST  
WILL BE HELD ON TUESDAY, 11<sup>TH</sup> SEPTEMBER 2011 AT 3.30 PM  
IN THE COURT ROOM, GLAZIERS HALL, 9 MONTAGUE CLOSE, SE1 9DD**

**AGENDA**

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

**PRESENTATION**

- 4 King's Health Partners update – the next stage  
Prof Sir Robert Lechler, Executive Director, KHP

**FOR DECISION**

- 5 To agree the minutes of the Members' Council Meeting held on Thursday, 7<sup>th</sup> June 2012 and to note any matters arising from the minutes. Attachment A
- 6 To note the progress on the process on the appointment of the external auditor. Verbal

**FOR DISCUSSION**

- 7 Future role of governors:
  - Constitution review update Attachment B
  - Elections 2012
  - Governor training

**FOR INFORMATION**

- 8 To receive reports from the Members' Council Working Groups: Attachment C
  - Bids Programme (Noel Urwin)
  - Membership Development and Communications (Dr Dele Olajide)
  - Social Inclusion Recovery and Rehabilitation (Stephanie Correia/Gabrielle Richards)
  - Benefits (Noel Urwin)
  - Quality (Steve Hill)
  - Annual Plan development (Noel Urwin)
- 9 Chief Executive's and Directors' reports. Attachment D

- 10 Forward planner – future meeting at Bethlem Royal Hospital in 2013.
- 11 Any other urgent business.
- 12 Dates of meetings in 2012:
  - October - meeting of the Members' Council (to be confirmed)
  - November - joint meeting between the Members' Council and the Board of Directors
  - Thursday, 13<sup>th</sup> December at 5.00 pm

**Please send apologies to Carol Stevenson telephone 020 3228 2441 or email [membership@slam.nhs.uk](mailto:membership@slam.nhs.uk)**

### **Item 3 - questions and answers**

At the joint meeting between the Members' Council 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, 10<sup>th</sup> September 2012.

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**

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 11<sup>th</sup> September 2012  
**Name of Report:** Minutes of the meeting held on  
7<sup>th</sup> June 2012  
**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 MEMBERS' COUNCIL OF  
THE SOUTH LONDON & MAUDSLEY NHS FOUNDATION TRUST  
HELD ON THURSDAY 7<sup>TH</sup> JUNE 2012  
IN SEMINAR ROOM 3, INSTITUTE OF PSYCHIATRY**

<b>PRESENT</b>	Madeliene Long	Chair
<b>Elected members</b>	Stephanie Corriea	Elected Member
	David Dean	Elected Member
	Andy Glyn	Elected Member
	Stephen Hill	Elected Member
	Dr Caroline Hough	Elected Member
	Jaya Kathrecha	Elected Member
	Dr Francis Keaney	Elected Member (Staff)
	John Muldoon	Elected Member
	Dr Dele Olajide	Elected Member (Staff)
	Roger Oliver	Elected Member
	Paul Patterson	Elected Member
	Nick Stewart	Elected Member (Staff)
	Noel Urwin	Elected Member
<b>Partner Organisation</b>	Sophie Corlett	MIND
	Ian Creagh	KCL (Kings College London)
	Rachel Heywood	Lambeth Council
	Crada Onuegbu	Lewisham Council
	Tim Smart	Kings College Hospital
<b>IN ATTENDANCE</b>	Dr Martin Baggaley	Medical Director
	Stuart Bell	Chief Executive
	Farayi Chikowore	Public, non-member
	Kumar Jacob	Non Executive Director
	Harriet Hall	Non Executive Director
	Paul Mitchell	Trust Secretary
	Edward Omeni	Researcher
	Lorcan O'Neill	Deputy Head of Communications
	Gabrielle Richards	Professional Head of Occupational Therapy
	Carol Stevenson	Membership Officer
<b>APOLOGIES</b>	Andrew Eyres	Lambeth Primary Care Trust
	Les Elliot	Elected Member
	Dr Asanga Fernando	Elected Member (Staff)
	Gus Heafield	Director of Finance
	Catherine McDonald	Southwark Council
	Gill Todd	Elected Member (Staff)

Ref	Issue	Who	When
MC 12/11	<p><b>INTRODUCTION</b></p> <p>Edward Omeni, a researcher from Kings College London, was introduced. He was undertaking a project on service user involvement.</p>		
MC 12/12	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Standing declarations of interest were taken.</p>		
MC 12/13	<p><b>QUESTIONS TO THE MEMBERS' COUNCIL</b></p> <p>Paul Mitchell confirmed that no questions had been submitted within the timescale. Sophie Corlett had requested an update following the article which had been published in the Sunday Express on 28<sup>th</sup> May 2012 in which a service user had given details of his experience in the Ladywell Unit in 2010. A note had been sent to the Members' Council on 27<sup>th</sup> May 2012. Martin Baggaley reported that he would be meeting with the service user on 9<sup>th</sup> June.</p> <p>Stuart Bell explained that there were inherent service quality problems in the mixing of patients with acute depression with those with acute psychosis. A specific service for acute depression was under active consideration.</p> <p><b>AGREED:</b></p> <ul style="list-style-type: none"> <li>• Martin Baggaley and Hilary McCallion to present to a future Members' Council about service quality.</li> </ul>	HM/ MB	
MC 12/14	<p><b>MINUTES OF PREVIOUS MEETING - MEMBERS' COUNCIL</b></p> <p>The minutes of the meeting held on 8<sup>th</sup> March 2012 were <b>AGREED</b> as an accurate record.</p>		
MC 12/15	<p><b>NOMINATIONS COMMITTEE</b></p> <p>Madeliene Long confirmed that Kumar Jacob was coming to the end of his present term as a Non Executive Director on the Foundation Trust Board on 31<sup>st</sup> August 2012. He had been re-appointed as a Non-Executive Director in July 2009 and was willing to be re-appointed again. He has been subject to appraisal by the Chair on an annual basis. Madeliene Long confirmed that her review of his performance had recently been concluded and endorsed Kumar Jacob's continued ability to contribute to the Board in the light of the knowledge, skills and experience required.</p> <p><b>AGREED:</b></p> <ul style="list-style-type: none"> <li>• The Members' Council agreed the re-appointment of</li> </ul>		



	<p>with commissioners were ongoing related to sharing the financial risk. The introduction of Payment by Results (PbR) in 2013 may help make clearer respective responsibilities for the commissioning of adequate capacity to meet demand and effective management of resources.</p> <p><b>Estates</b></p> <ul style="list-style-type: none"> <li>• The Estates directorate has undergone significant restructuring and the procurement function had moved to Finance.</li> <li>• The Trust is consolidating the existing portfolio of community premises as part of the annual plan.</li> <li>• The Members' Council Annual Plan group have been briefed on this issue by the Director of Estates.</li> </ul>		
<b>MC 12/17</b>	<p><b>THE FUTURE ROLE OF GOVERNORS</b></p> <p>Paul Mitchell explained the changes in the role of Governors following the passing of the Health and Social Care Act 2012. It was noted that Governors will have two new general duties:</p> <ul style="list-style-type: none"> <li>• To hold the Non Executive directors individually and collectively to account for the performance of the Board.</li> <li>• To represent the interests of members as a whole and of the public.</li> </ul> <p>FTs must equip Governors with the skills and knowledge they need to carry out the role. Training will be available, for example through Foundation Trust Network.</p> <p><b>AGREED:</b></p> <ul style="list-style-type: none"> <li>• Re-establish the Constitution working group in order to: <ul style="list-style-type: none"> <li>○ Review the FT Constitution in light of the H&amp;SCA requirements.</li> <li>○ Review boundaries of public and service user constituencies.</li> <li>○ Consider working arrangements with prospective new partners eg HealthWatch and Health and Wellbeing Boards.</li> <li>○ Convene in July.</li> </ul> </li> <li>• Carry out an audit of Members' skills and training requirements.</li> </ul>	<b>PM</b>	<b>Jul 12</b>
<b>MC 12/18</b>	<p><b>WORKING GROUPS</b></p> <p><b>Bids Steering Group</b> Noel Urwin reported.</p> <ul style="list-style-type: none"> <li>• Keep on Smiling bids were being received.</li> <li>• There will be two assessment days (12<sup>th</sup>, 13<sup>th</sup> July) for</li> </ul>		

	<p>considering the bids submitted and volunteer assessors would be welcomed.</p> <p><b>Membership and Communications Group</b> Dele Olajide reported on recent activity.</p> <ul style="list-style-type: none"> <li>The group were working with BME group Black Mental Health UK (BMH UK)</li> <li>A discount scheme for members was proposed.</li> </ul> <p><b>AGREED:</b></p> <ul style="list-style-type: none"> <li>Implement in conjunction with the communications office.</li> <li>Investigate whether this could be extended to KHP.</li> </ul> <ul style="list-style-type: none"> <li>Membership targets have been agreed (12,500 by 31<sup>st</sup> March 2012).</li> </ul> <p><b>Social Inclusion and Personalisation</b></p> <ul style="list-style-type: none"> <li>Stephanie Correia reported that the recently scheduled meeting had been cancelled. The next meeting will be on 6<sup>th</sup> August 2012.</li> </ul> <p><b>Benefits Group</b></p> <ul style="list-style-type: none"> <li>Noel Urwin reported that he had met Carol Waylett, Welfare Manager, and obtained a position paper.</li> <li>A meeting of the group was being convened.</li> <li>Caroline Hough had taken the position paper to TWIG and reported positive feedback that this issue was being considered.</li> </ul> <p><b>Quality Group</b> Stephen Hill reported.</p> <ul style="list-style-type: none"> <li>Bed occupancy has been proposed as a target for audit.</li> <li>The draft Members' Council quality statement had been included in the Quality Report. Subject to a couple of minor amendments the statement was <b>AGREED</b>.</li> <li>Closer links with the Audit Committee were proposed.</li> </ul> <p><b>Annual Plan &amp; Strategy Group</b> Noel Urwin reported.</p> <ul style="list-style-type: none"> <li>He referred to the statement that had been produced as an appendix to the plan which highlighted the positive role the Members' Council had played in the development of the plan.</li> <li>The Group had recommended expanding the programme started last year for including the wider membership in the development of the annual plan. Local meetings should be held in each of the four boroughs in the autumn – <b>AGREED</b>.</li> </ul>	<p>PM PM/ AG</p> <p>CS</p> <p>PM</p>	<p>Jun 12</p> <p>Jun 12</p> <p>Jun 12</p> <p>Sep 12</p>
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<p><b>MC 12/19</b></p>	<p><b>KHP (King's Health Partners) UPDATE</b></p> <p>Madeliene Long reported on progress regarding the development of a strategic outline case (SOC) for the creation of a single academic healthcare organisation.</p> <p>Madeliene Long and Stuart Bell had attended "roadshow" meetings across the main sites. Feedback has emphasised the importance of maintaining the best service for patients.</p> <p>An update on the development of the SOC will go to the partner Boards in June. Feedback will be considered by the KHP Board at an away day on 5<sup>th</sup>/6<sup>th</sup> July. Recommendations will then be made to the partner Boards in July regarding any moves to a further stage in the process of developing a more detailed business case.</p> <p>The three FT Chairs were considering when would be the best time to involve governors in this stage of the process. The Joint Governors' meeting may be put back to 26<sup>th</sup> July. This will be confirmed the following week.</p>	<p><b>PM</b></p>	<p><b>Jun 12</b></p>
<p><b>MC 12/20</b></p>	<p><b>CEO (Chief Executive Officer)'S REPORT</b></p> <p>Stuart Bell highlighted the launch of MyHealthBox which had been very successful.</p> <p>It was noted that Monitor had changed the way governance Risk Ratings were assessed and SLaM was now classified as green. The Financial Risk Rating remained at 3.</p>		
<p><b>MC 12/21</b></p>	<p><b>AOB (Any Other Business)</b></p> <p>Jaya Kathrecha reminded the meeting that there is a Family and Carers' Listening Day on 21<sup>st</sup> June 2012.</p>		
<p><b>MC 12/22</b></p>	<p><b>FORWARD PLANNER</b></p> <ul style="list-style-type: none"> <li>• Presentation: Patient Care Quality.</li> <li>• Presentation: Payment by Results</li> </ul>	<p><b>MB/HM SB</b></p>	
<p><b>MC 12/23</b></p>	<p><b>NEXT MEETINGS</b></p> <ul style="list-style-type: none"> <li>• Tuesday, 11<sup>th</sup> September at 3.30pm, at Glaziers Hall, London Bridge.</li> <li>• Thursday, 13<sup>th</sup> December 2012 at 5.00pm, Venue TBC.</li> </ul>		

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CMS June 2012

**Attachment B**

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 11<sup>th</sup> September 2012

**Name of Report:** Health and Social Care Act 2012 update

**Author:** Paul Mitchell, Trust Secretary

**Presented by:** Stuart Bell, Chief Executive

**Purpose of the report:**

To update the Board on the recent commencement order bringing a number of key provisions into force on 1<sup>st</sup> October 2012. The Foundation Trust will need to amend constitutional and governance arrangements to reflect the changes summarised.

To agree initial changes to tie in with Monitor requirements (para 6) and to establish a group to carry out a wider review.

## HEALTH AND SOCIAL CARE ACT UPDATE

The second Commencement Order for the Health and Social Care Act 2012 has now been published, bringing a number of key provisions into force on 1<sup>st</sup> October 2012. Foundation Trusts will need to amend their constitutional and governance arrangements to reflect the changes summarised below.

### 1. Council of Governors

All Boards of Governors will be known as Councils of Governors, to distinguish between an FT's different bodies for its directors and governors. FTs will still be able to refer to their governors' body by an alternative name in their Constitutions, provided that the Constitution confirms that, whatever the body is known as, it is the Council of Governors referred to in the NHS Act 2006.

### 2. Accounts

Monitor will be required to seek the approval of the Secretary of State, rather than HM Treasury, on FT accounting matters. The rationale for this change is to ensure that the accounting directions issued by Monitor are in line with the accounting framework that the Department of Health must follow in preparing its accounts, set out by HM Treasury in its Financial Reporting and Accounting Manual.

FTs are moving within the DH's accounting boundary under the cross-Government 'clear line of sight' initiative. Therefore, FT accounts will, in future, need to be produced to the same standards and timescales as those of the DH and other organisations within the DH umbrella. FT accounts will also continue to be consistent with HM Treasury accounting guidance.

The 2012 Act empowers Monitor to direct FTs to produce accounts for periods other than a financial year, such as in-year accounts that may be required by the DH or other Government bodies. Monitor can also ensure that accounts are produced on a timely basis, early enough to be consolidated into the Department's resource account to meet wider Government reporting deadlines.

### 3. Private income

The provisions repealing the controversial Private Patient Income Cap will also come into force on 1<sup>st</sup> October 2012.

The 2012 Act retains the position that the "principal purpose" of an FT is to provide goods and services for the health service in England and that an FT may provide goods and services for any purposes related to the provision of health care. An FT must raise the majority of its income from the provision of goods and services for the health service in England. This covers services commissioned by and for the health service in England, as well as the publicly funded public health services commissioned by local authorities.

FTs must explain in their annual reports the impact that their non-NHS income has had on their NHS service provision. Directors have a duty to set out their proposals to earn non-NHS income in the FT's Forward Plan and the income they expect to receive from those

activities. Governors must consider the Forward Plan and satisfy themselves that any proposal to increase non-NHS income would not significantly interfere with the FT's fulfilment of its principal purpose or the performance of its other functions.

Any proposal to increase the proportion of total income earned from non-NHS work by 5% or more in any financial year requires agreement by more than half of the members of the Council of Governors.

#### **4. Voting arrangements**

The 2012 Act gives the Secretary of State new regulation-making powers to alter the associated voting arrangements for directors, governors and members of FTs provided for in the Act. The power ensures that new voting arrangements for FTs can be modified in light of how they work in practice. Existing voting provisions unaffected by the Act, such as the majority of governors required to remove a non-executive director, are beyond the scope of this power. Under this section, the Secretary of State could, for example, change the size of a majority required for approving mergers or for making changes to the constitution of an FT.

#### **5. FT Constitutions**

The reforms mean that all FTs and Aspirant Trusts will need to review and revise their Constitutions and wider governance documents to ensure that these are consistent with the changes. When amending the Constitution, there will be knock on effects for the FT's other documents, including:

- Standing Orders for Governors and Directors
- Standing Financial Instructions
- Scheme of Reservation and Delegation of Powers
- Codes of Conduct for Governors and for Directors

#### **6. Monitor guidance**

Monitor has highlighted that certain sections of the Health and Social Care Act 2012 will come into effect on 1<sup>st</sup> October 2012. These changes will affect the Constitutions of all Foundation Trusts. The Model Core Constitution has been amended to show the changes which now need to be made. For the time being, it remains Monitor's duty to approve Constitution amendments. All Foundation Trusts have been asked to carry out the following actions as soon as possible:

- Make the relevant changes to their Constitutions either using the Model Core Constitution wording or alternative wording which is compliant with the legislation
- Secure the internal approvals required for Constitution changes eg Board of Directors/Members' Council
- Submit to the Monitor Relationship Manager a 1) tracked changes and 2) clean version of their revised constitution
- Submit to the Monitor Relationship Manager confirmation of the internal approvals, including confirmation that each of the relevant meetings was quorate.

In order to simplify the approvals process, Foundation Trusts have been asked not to make other constitutional changes as part of this update.

## 7. Recommendation to the Board of Directors and Members' Council

It was the original intention after legislation was finalised to establish a group to review the FT Constitution. This was to be a broad based review taking into account not just the legislative requirements but also changes that would be welcomed in the light of experience of being a Foundation Trust for six years (from November 2006).

Following Monitor's guidance it is now proposed that this review is carried out in two stages:

- Stage 1 – carry out the changes required in para 6 above. Authority to complete to be delegated to the Acting Chief Executive and Trust Secretary by 1<sup>st</sup> October 2012 and agreed by the Trust Chair. Elections to the Members' Council in 2012 will therefore be based on the current constituencies.
- Stage 2 – convene a group to carry out a wider review the FT Constitution making recommendations to the March 2013 meetings of the Board of Directors and Members' Council.

Paul Mitchell  
Trust Secretary  
September 2012

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 11<sup>th</sup> September 2012

**Name of Report:** Report of recent working group activity

**Author:** Paul Mitchell, Trust Secretary

**Presented by:** Working Group chairs

**Purpose of the report:**

To update the Members' Council on current issues.

## **REPORT FROM WORKING GROUPS**

### **1. MEMBERSHIP DEVELOPMENT AND COMMUNICATIONS**

#### **Public Areas – Notice Board Survey**

The group had previously identified a problem with the maintenance of up-to-date notices on notice boards in public areas of the Trust. Six sites were therefore identified and information (a poster about The Offer for members) was circulated to the appropriate leads. Approximately a week later the six sites were visited and the notice boards in the public area assessed. Although notice boards in most (5/6) areas were in a relatively neat and up-to-date condition, the test notice was only displayed on one of them.

#### **Members' discount scheme**

A discount scheme for members has been previously proposed and agreed. The organisation Health Care Staff Benefits were identified to take this forward and discussions are continuing. The group have also invited colleagues from KCH FT and GSTT FT to check whether there is interest in extending the scheme across KHP.

#### **Plain English accreditation**

As previously discussed the group have pressed for the use of clear language in the Trust's communications. The group are exploring the possibility of recommending that the Trust apply for the Plain English Campaigns' crystal mark accreditation. It is suggested that this is discussed further at the annual joint meeting between the Members' Council and Board of Directors.

### **2. BIDS PROGRAMME**

The Keep on Smiling scheme offered members a chance to bid for up to £750 for an idea or project that would benefit at least three service users, to be used between October 2012 and October 2013.

There were 346 expressions of interest and 175 bids were submitted. The majority of these bids were of high quality, but following assessment, the group have identified 117 bids which will be awarded grants. The total amount awarded will be £79,825.76.

Applicants will be contacted in the next couple of weeks and payments will be split evenly between October 2012 and April 2013. Unsuccessful applicants will also be contacted.

These figures are slightly higher than those for the Make me Smile Scheme run in 2010/11.

Paul Mitchell  
Trust Secretary  
September 2012

**MEMBERS' COUNCIL – SUMMARY REPORT**

**Date of meeting:** 11<sup>th</sup> September 2012

**Name of Report:** Chief Executive's report

**Author:** Paul Mitchell, Trust Secretary

**Presented by:** Stuart Bell, Chief Executive

**Purpose of the report:**

To update the Members' Council on Trust and national issues.

# Chief Executive's Report

June 2012

## 1. National issues

### **New Health Secretary and Ministers**

There have been a number of changes to the Ministerial team following the recent government reshuffle. The team is now:

- Jeremy Hunt, Secretary of State for Health
- Norman Lamb, Minister of State
- Daniel Poulter, Parliamentary Under Secretary of State
- Anna Soubry, Parliamentary Under Secretary of State
- Lord Howe, Parliamentary Under-Secretary of State

### **Alcohol strategy**

The Government's recently published alcohol strategy set out how it aims to reduce alcohol related harm, which is estimated to cost society £21 billion annually. Among the main components of the strategy were:

- Introducing minimum pricing and a consultation regarding a ban on multi-buy promotions in off-licences
- Funding for alcohol services to be part of the ring-fenced public health budgets transferred to local authorities
- Accredited NHS staff can be given powers to issue penalty notices to individuals likely to cause harm through drunken behaviour
- NHS staff permitted to refuse to treat abusive drunken individuals
- Support for people to make informed choices about healthier and responsible drinking
- A review of alcohol guidelines for adults
- The DH will work with others on the development of a model to ensure more effective follow-up care for young people attending A&E due to alcohol.

## 2. Trust issues

### **Queen's Birthday Honours**

As you are now probably aware, Professor Hilary McCallion, Director of Nursing and Education, has been made a CBE in the Queen's Birthday Honours in the year of the Diamond Jubilee.

I am also very pleased to report that Professor Robert Lechler, Executive Director of King's Health Partners, has been awarded a knighthood at the same time.

It is also very gratifying to see that Professor Ian Hargreaves, who was for some years a Non Executive Director of this Trust, has been made a CBE for services to the digital economy and higher education.

### **National recognition for SLaM staff**

An early detection system developed by staff at SLaM has been given national recognition for improving patient safety and reducing deaths.

The Modified Early Warning Scores (MEWS) is a scoring method to identify patients who may be deteriorating due to their physical health.

It was so successful in improving standards of care for patients that the Trust was announced a winner of the Health Service Journal patient safety awards in the mental health category last week. It is the first time this system has been used in a mental health Trust and it provides early warnings to enable staff to properly care for patients in the right time and in the right place.

The early detection methods were introduced by SLaM's Assistant Director of Nursing, Natalie Warman, in 2008 and have since been rolled out across the entire trust.

### **Financial position**

Recent activity within the Executive has focussed on the agreement of measures to maintain financial control in the current challenging environment. I have used events such as the Senior Leaders Group to reiterate the importance of all managers understanding the seriousness of our position so that, where possible, plans for savings are brought forward and any discretionary expenditure eliminated.

### **Monitor risk ratings**

Monitor has confirmed that their analysis of our Q1 submissions is now complete. Based on this work the Trust's current ratings are:

- Financial risk rating - 3
- Governance risk rating – Amber/Green

The Trust has been assigned an Amber/Green governance risk rating, which reflects that it has failed to meet the Care Programme Approach (CPA) 12 month follow up target at Q1. A detailed action plan is in place to ensure that the Trust meets this target in Q2.

### **Olympic preparedness**

Key Olympic dates remain as follows:

- Paralympic Games 29 August – 09 September
- Bid commitment from the NHS 09 July – 12 September

Trust services have continued to plan for Olympics related disruption (particularly relating to travel and transport) as a high priority in terms of Emergency and Business Continuity planning.

### **3. Personal note**

This will be the final report I make as Chief Executive to the SLaM Members' Council. I would like to thank the Members' Council for its unstinting support for the Trust and for me personally over the years since we became and FT IN November 2006. I will miss you all and I wish you all the very best for the future. I am delighted that the Board has confirmed Gus Heafield as acting Chief Executive from 1<sup>st</sup> October.

**Stuart Bell**  
**Chief Executive**

**September 2012**

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