

**A MEETING OF THE COUNCIL OF GOVERNORS OF  
THE SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST  
WILL BE HELD ON THURSDAY, 12 MARCH 2015 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, 11 December 2014 and to note any matters arising. Attachment A
- 5 To discuss the report from the joint meeting of the Council of Governors and Board of Directors held on 2 March 2015 and to agree the actions proposed. Attachment B

**FOR DISCUSSION**

- 6 To receive reports from the Council of Governors' Working Groups: Attachment C
  - Membership Development and Communications (Dr Dele Olajide)
  - Quality (Dr Tom Werner)
  - Strategy and Planning (Angela Flood)
  - Bids Steering Group (Roger Oliver)

**FOR INFORMATION**

- 7 King's Health Partners update. Verbal
- 8 Chair's report and visits. Verbal
- 9 Chief Executive's and Directors' reports. Attachment D
- 10 Forward planner.
- 11 Any other urgent business.
- 12 To note the date of the meetings of the Council of Governors in 2015 –
  - Thursday, 11 June 2015 at 5.00 pm
  - Tuesday, 15 September at 3.30 pm
  - Thursday, 10 December 2015 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 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, 9 March 2015.

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**

|                         |  |
|-------------------------|--|
| <b>Date of meeting:</b> | 12 March 2015                                      |
| <b>Name of Report:</b>  | Minutes of the meeting held on<br>11 December 2014 |
| <b>Author:</b>          | Paul Mitchell, Trust Secretary                     |
| <b>Presented by:</b>    | Roger Paffard, 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 TUESDAY 11<sup>th</sup> DECEMBER 2014  
 AT THE MAUDSLEY LEARNING CENTRE**

|                            |  |  |
|----------------------------|--|--|
| <b>PRESENT</b>             | Madeliene Long   | Chair  |
| <b>Elected Governors</b>   | Chris Anderson<br>Adam Black<br>Handsen Chikowore<br>Jenny Cobley<br>Stephanie Correia<br>Angela Flood<br>Mark Ganderton<br>Robert Gay<br>Marnie Hayward<br>Dr Francis Keane<br>Matthew McKenzie<br>Tom Medhurst<br>John Muldoon<br>Dr Dele Olajide<br>Roger Oliver<br>Gillian Sharpe<br>Helena Taylor-Knox<br>Dr Tom Werner | Service user governor<br>Service user governor<br>Public governor<br>Public governor<br>Public governor<br>Carer governor<br>Public governor<br>Service user governor<br>Service user governor<br>Staff governor<br>Carer governor<br>Staff governor<br>Public governor<br>Staff governor<br>Carer governor<br>Public governor<br>Staff governor<br>Staff governor |
| <b>Appointed Governors</b> | Ian Creagh<br>Tom Flynn<br>Dr Raj Mitra<br>Girda Niles<br>Tim Smart<br>Paula Swann<br>Louise Woodley   | Kings College London (KCL)<br>Southwark Council<br>Lambeth CCG<br>Guys and St Thomas' Hospital (GSSt)<br>Kings College Hospital (KCH)<br>Croydon CCG<br>Croydon Council  |
| <b>In attendance</b>       | Neil Brimblecombe<br>Robert Coomber<br>Sarah Crack<br>Gus Heafield<br>Olivia Howarth<br>Professor Shitij Kapur<br>Dr Matthew Patrick<br>Paul Mitchell<br>Zoe Reed<br>Gabrielle Richards<br>Carol Stevenson<br>Noel Urwin   | Director of Nursing<br>Non-Executive Director (NED)<br>Head of Communications<br>Chief Financial Officer<br>Business Manager<br>NED<br>Chief Executive (CEO)<br>Trust Secretary<br>Director of Organisation & Community<br>Head of Occupational Therapy<br>Membership Officer<br>Member  |
| <b>Apologies</b>           | Dr Martin Baggaley<br>Alan Downey<br>Crada Onuegbu<br>Paul Paterson<br>Martin Tiedemann  | Medical Director<br>NED<br>Lewisham Council<br>Service user governor<br>Lambeth Council  |

| Ref          | Issue  | Who |
|--------------|--|-----|
| MC/<br>14/40 | <p><b>WELCOME</b></p> <p>Madeliene Long welcomed the new governors.</p> <p>Madeliene announced this would be her last Council of Governors meeting. A farewell reception would be held early in the new year. She was thanked for her enormous contribution to the development of SLaM as Chair since 1999.</p>  |     |
| MC/<br>14/41 | <p><b>DECLARATIONS OF INTEREST</b></p> <p>It was noted that declarations of interest could be given at any time during the meeting.</p>  |     |
| MC/<br>14/42 | <p><b>QUESTIONS AND ANSWERS</b></p> <p>There were no pre-notified questions.</p>   |     |
| MC/<br>14/43 | <p><b>MINUTES OF THE MEETING OF 15<sup>TH</sup> SEPTEMBER 2014</b></p> <p><b>Matters of Accuracy</b><br/>Crada Onuegbu represents Lewisham Council, not Lambeth Council.</p> <p>Subject to this amendment, the minutes of the meeting of 15<sup>th</sup> September 2014 were <b>AGREED</b> to be a correct record.</p> <p><b>Matters arising</b></p> <p>14/33 <b>Constitution</b><br/>Paul Mitchell reported that following a consultation with governors it was recommended and <b>agreed</b> that Rethink should be asked to appoint a governor for the national charity vacancy on the Council of Governors. The amended Constitution would now be posted on the Trust website by the end of the following week.</p>            | PM  |
| MC/<br>14/44 | <p><b>COUNCIL OF GOVERNORS' WORKING GROUPS</b></p> <p><b>Quality Group</b></p> <p>Tom Werner reported that the group had met with Neil Brimblecombe to discuss the development of the Quality Strategy. Matthew McKenzie congratulated the group on the recognition given to families and carers. The group were also looking at the PLACE (Patient Led Assessment of the Care Environment) report.</p> <p><b>Planning and Strategy Group</b></p> <p>Angela Flood reported on the activities of the group in the past year. These included involvement in the development of the Operational Plan (2014-16) and the Strategic Plan (2014-19). The group had also nominated a governor observer to the Board's Audit Committee.</p> |     |

|                        |  |    |
|------------------------|--|----|
|                        | <p>The group had also held four public meetings, although public and service user attendance had been poor. It was noted in previous years governors had used their local contacts more proactively which may have been a factor. The group had asked the Membership and Communication group to consider the issue further.</p> <p><b>Bids Steering Group</b></p> <p>Roger Oliver updated on the current status of the Bids Scheme. The successful bidders were receiving their money. He called for new governors to join the group.</p> <p><b>Involvement and Social Responsibility Group</b></p> <p>Mark Ganderton reported that the new group were considering the Trust's PPI (Patient – Public Involvement) strategy, the use of social media and the operation of the Involvement Register.</p> <p><b>Membership and Communications Group</b></p> <p>Olivia Howarth gave a presentation on the development of the membership strategy and the more accessible membership website page.</p> <p>Dele Olajide encouraged the further development of Plain English across the organisation and encouraged governors to become membership ambassadors.</p> <p>It was suggested that KCL students should be encouraged to become members. Ian Creagh agreed to take this forward.</p> <p>It was noted that Monitor no longer set membership targets. Paul Mitchell outlined the proposed long term membership targets. He suggested this should comprise:</p> <ul style="list-style-type: none"> <li>• Vast majority of SLaM staff (5,000)</li> <li>• 25% of long term service users and carers (8,000)</li> <li>• 1% of the local public boroughs (12,000)</li> <li>• Total = 25,000</li> </ul> <p>It was also important to make membership more attractive, with more opportunities to be involved.</p> | IC |
| <p><b>MC/14/45</b></p> | <p><b>KING'S HEALTH PARTNERS (KHP)</b></p> <p>Madeliene Long reported that there had been a KHP Joint Governors' meeting on 4 November. Interviews were taking place for new CAG (Clinical Academic Groups) leaders.</p> <p>Matthew Patrick updated on the Integrated Care project which was progressing well.</p> <p>Matthew Patrick explained the development of the AHSC (Academic Health Sciences Centre) and KHP for the benefit of the new governors.</p>  |    |

|                      |   |           |
|----------------------|---|-----------|
| <b>MC/<br/>14/46</b> | <b>CHAIR'S REPORT</b><br><br>Madeliene Long emphasised the importance of SLaM's role within the AHSC. The strength of SLaM / IoPPN (Institute of Psychiatry, Psychology and Neuroscience) relationship was instrumental in ensuring mental health had a central role.   |           |
| <b>MC/<br/>14/47</b> | <b>CHIEF EXECUTIVE'S AND DIRECTORS' REPORTS</b><br><br>Matthew Patrick referred to his report.<br><br>He paid particular tribute to Madeliene Long for her achievements as Chair of SLaM and for her support to him in his time as CEO.<br><br>Matthew Patrick reported that additional funding had been allocated nationally for mental health services. This will come via new targets for access and waiting times, improvements to liaison psychiatry and crisis care and the further development of IAPT (Improved Access to Psychiatric Treatment). He considered that the introduction of targets to mental health services will raise the visibility of mental health across the political spectrum.<br><br>He also drew attention to two recent publications that would be influential over the coming months. The Dalton review will be circulated to governors. Simon Stephens' Five Year Forward View was an important document which recognised the centrality of mental health.<br><br>The updated Monitor tracker was noted. | <b>PM</b> |
| <b>MC/<br/>14/48</b> | <b>TRUST SECRETARY'S REPORT</b><br><br>Paul Mitchell confirmed that new governor training and induction would take place in the New Year. A number of new governors had attended the Governwell training provided on 27 November. A joint meeting between the CoG and Board was also being scheduled. The focus will be on the role of the governor and how they can hold the NEDs to account for the performance of the Board.   |           |
| <b>MC/<br/>14/49</b> | <b>LEAD GOVERNOR</b><br><br>John Muldoon thanked his predecessor, Noel Urwin, for the hard work he had undertaken.  |           |
| <b>MC/<br/>14/50</b> | <b>NEXT MEETING</b><br><br>Thursday 12 <sup>th</sup> March 2015 at 5.00pm in the Maudsley Learning Centre.  |           |
| <b>MC/<br/>14/51</b> | <b>NOMINATIONS COMMITTEE</b><br><br>The Council of Governors moved into a private session in light of the confidential nature of the business to be considered, namely the recommendations from the Nominations Committee for the appointment of a new Chair and two Non-Executive Directors.   |           |

**Attachment B**

**COUNCIL OF GOVERNORS – SUMMARY REPORT**

|                         |  |
|-------------------------|--|
| <b>Date of meeting:</b> | 12 March 2015                                    |
| <b>Name of report:</b>  | Council of Governors working arrangements update |
| <b>Author:</b>          | Paul Mitchell, Trust Secretary                   |
| <b>Presented by:</b>    | Roger Paffard, Chair                             |

**Purpose of the report:**

To receive an update following the establishment of a governance working group

## **COUNCIL OF GOVERNORS WORKING ARRANGEMENTS**

### **1. Introduction**

A number of issues have been raised by governors around skills and roles. There were specific concerns as to how governors were expected to hold the non-executive directors (NEDs) to account for the performance of the Board.

A number of governors contributed to a briefing paper titled “Monitor Guidance for NHS FT Governors” which described the process leading to a formal review of governance for the Council of Governors (CoG) in February 2015. This was circulated to all governors as background prior to the joint meeting between the Board of Directors and Council of Governors.

The Chair agreed to establish and lead a working group in order to take this work forward.

### **2. Governance working group**

The Chair’s working group met on February 16<sup>th</sup> and 23<sup>rd</sup> and was variously attended by Roger Pafford (Chair), Paul Mitchell (Secretary), Roger Oliver, Tom Werner, Mark Ganderton, Chris Anderson, Jenny Cobley, Chris Collins, Robert Gay and Adam Black.

The summary recommendations are included in the schedule for actions below (section 6).

### **3. Joint meeting of the Board of Directors and Council of Governors**

To assist the process of clarifying roles, an external facilitator was identified. The Trust Secretary agreed with the Chair that Ray Tarling, Governance Adviser, DAC Beachcroft LLP and ex Trust Secretary, Guy’s and St Thomas’ FT should carry out this work.

A joint meeting of the Board of Directors and Council of Governors was held on 3 March 2015.

Attendees were split into groups and asked to consider in terms of the functioning of the CoG what was currently working well and what needs more work. A full report of the items listed by each group will follow but those specifically highlighted were:

#### **Works well:**

- Themed governors meetings

- Building positive relationships
- Informal governors networks
- Very active and supportive governors
- Bids group

**Needs more work:**

- Communications networks
- Holding to account for the performance of the Board
- Structure of meetings - too full for open and frank discussions
- Requirement for governor only meetings
- Lack diversity in the CoG
- Lack of visiting and member engagement
- Difference available in time commitment

**4. Holding to account**

Ray Tarling emphasised that holding to account did not entail governors being responsible for performance, carrying out appraisal or setting up a management process. A full discussion took place as to how effective questioning could help to perform this role. The Trust's February integrated quality performance report was considered and the groups were asked what would be a good question to ask? Examples were:

- Safe - V&A impact of additional resources, outcomes expected
- Effective - how assured information is correct
- Caring - how do you know Trust indicators measure a caring environment
- Responsive - how do we know all complaints are registered
- Well led - unsatisfactory information ie mandatory training

**5. Conclusions**

The key issues for clarification and understanding were confirmed as:

- The governor role
- Holding to account
- Development of the role and provision of support to governors

**6. Actions**

The following actions are a combination of issues which were agreed at the joint meeting and those emanating from the initial meetings of the governance working group.

## March 2015

1. Circulate the well led framework diagram (attached as appendix 2).
2. Agree a governor observer at the next meeting of the Business Development and Investment Committee. (BDIC at next meeting)
3. The Council of Governors to ratify the governance group as a duly authorised committee to examine governance issues relevant to its responsibilities. The status to be reviewed by the end of the year. (CoG)
4. The Trust Secretary in consultation with the group to conduct an audit of governors to better understand skill sets, preferences and availability. (Trust Secretary)
5. Agreement to the finalization of descriptions of the roles and responsibilities of the Chair and the Senior Independent Director/Deputy Chair. Examples were given in the presentation made at the meeting.
6. In light of the comments made by the Lead Governor welcoming assistance with the role, the responsibilities of the Lead and Deputy Lead Governor should be confirmed as listed in appendix 1. If agreed, self-nominations be made for the post of Deputy Lead Governor and, if necessary, an election process to be initiated by the Trust Secretary. (CoG/Trust Secretary)
7. Feedback to be gathered from the induction session which took place earlier on 2 March. Training for governors to be comprehensively reviewed to further consider induction, statutory duties, locally agreed duties, additional skills training, specialist skills training and refresher courses. If necessary, the Trust Secretary may consider employing external resources to assist as required. (Governance group)

## June 2015

1. That work on developing and completing the code of governance is ready for the CoG to consider and ratify by June. This will cover the remaining roles and responsibilities; for NEDs and governors. Local agreements between the board and CoG should be reviewed and, where necessary, amended. (Governance group)
2. Recommendations to be developed to address information requirements, secretariat functions and external relationships. (Governance group)
3. Proposals for engaging with the membership and hearing about concerns. (Membership and communications group)

4. Proposals for more effective use of time at CoG meetings. (Governance group plus input from all governors)
5. Mentoring support to key roles and governors. (Governance group)
6. Opportunities for undertaking training in scrutiny. (Trust Secretary)
7. Proposals for the ongoing development of governors. (Governance group)
8. Develop a tour and visiting programme for governors. (Trust Secretary)
9. Develop a programme of briefing on specific subjects by Trust directors. (Trust Secretary)

#### **September 2015**

1. Anything which the working group considers which may require a change to the FT Constitution. Initial issues raised include fixed terms for governors and electronic voting. (Governance group)

PNJM/March 2015

## Appendix 1

### Role of the Lead Governor

*“With support of the Trust Secretary and Chair the role of the Lead Governor has evolved and developed.” (August 2014).*

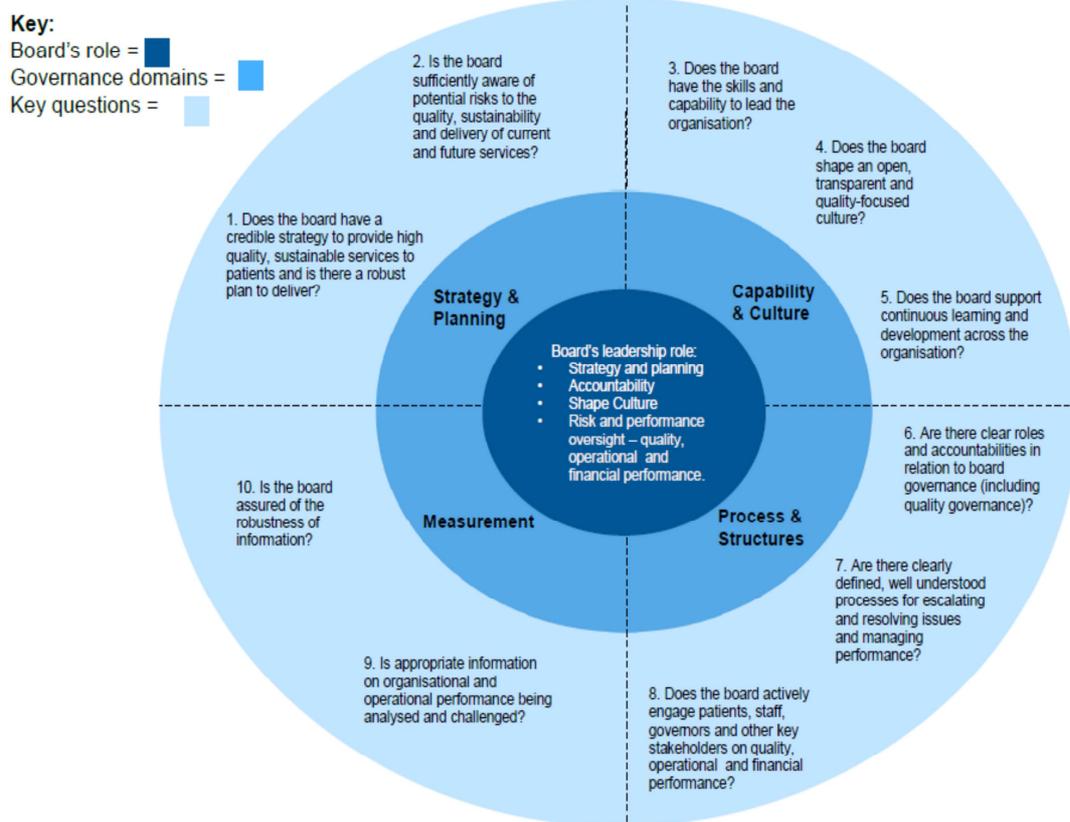
- The lead Governor is the main point of contact in a few specific circumstances in which Monitor may need to contact the Council of Governors or the other other way round.
- Support and facilitate CoG's contribution on the Trust's performance in achieving its key strategic goals.
- To meet with the Trust Chair Chief Executive and Trust Secretary to discuss main issues/concerns of the CoG's.
- Attend by invitation of CoG members to meet informally before a Board or CoG meeting. This is to identify Board or CoG issues members may wish to comment on.
- In order to fulfil the main role of Lead governor in meetings with Monitor, it is important that the Lead Governor is aware of the views of the CoG's especially Stakeholder Governor's.
- Observe Board meetings and be on the rota to feed back to the Board on behalf of the CoG's. (Or nominated deputy).
- Attend CoG's meetings (or nominated deputy).
- Attend agenda planning meetings.
- Attend all new induction/training days for newly elected/appointed Governors.
- Attend CoG working groups regularly and receive copies of working group minutes.
- Meet with opposite number in KHP and GstT.and feedback to CoG's.
- Arrange regular meetings with the External Auditor and a group of Governor's.
- Be available to support and encourage CoG members, and work with the Trust secretary to develop further training and support plans for Governors.
- Develop in conjunction with CoG's the forward /action plan of work.

### Role of deputy Lead Governor

- Be an active member of a CoG working group.
- Co ordinate pre meetings before the Board and CoG meetings.
- Work closely with the Lead Governor and deputising where appropriate.
- Work closely with the Trust Secretary and identifying any training needs for CoG's members.
- Be available to support and assist CoG members, signposting where necessary.
- Assist with ad hoc communication with fellow Governor's.

Appendix 2

Extract from the “Well Led Framework for Governance reviews”.



## Attachment C

### COUNCIL OF GOVERNORS – SUMMARY REPORT

|                         |                             |
|-------------------------|-----------------------------|
| <b>Date of meeting:</b> | 12 <sup>th</sup> March 2015 |
| <b>Name of report:</b>  | Report from working groups  |
| <b>Author:</b>          | Carol Stevenson             |
| <b>Presented by:</b>    | Workgroup chairs            |

#### **Purpose of the report:**

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

- Membership and Communications
- Quality
- Planning and strategy
- Bids steering group

## REPORT FROM WORKING GROUPS

### Membership and Communications Group

Dr Dele Olajide (Chair)

Main items discussed at meeting held on 5 February 2015:

- Investigate a move to a system of mixed electronic and paper voting for Council of Governor elections, as covered by the FTN's New Model Rules.

If implemented this would require an update to the FT Constitution.

- A mailing to all members to ensure we hold up to date information (in line with the Data Protection Act) has been done.
- Plan to offer a members' seminar in the spring.
- Developing a restricted-access on-line message board for governor communication.

## Key issues from the Governors Quality Working Group

### 1. CoG February meeting 2015

MHA "Paper less hearings" - Tom Werner tabled report.

These are actually paper reviews where the SU is not contesting the decision and does not wish to attend so the review could be carried out without a formal hearing.

Discussion:

- SU rights
  - SU does see the papers before the review
  - SU still has right to appeal
  - SU is asked if they want to be represented, understanding checked.
  - Only 1/3<sup>rd</sup> responded to questionnaires – many SU do not want to engage (don't want to be ill at all).
  - Peer advocates are offered but SU often not interested.
    - Advocates' hard work recognised
- Cost to SLaM
  - Legal requirement to review – but a waste of time when three managers attend a hearing and SU does not turn up.
- Noted that paragraph about SU involvement and recommendation no 6 was included at request of members of the Quality Group.

### 2. Board Observer Report – December (Chris Anderson)

#### 1. Mandatory Training

The Director of Nursing updated the QSC on the mandatory training issue raised with the Board last month. Following the Board, there have been individual discussions with each CAG in the Performance Management meeting on Friday 16<sup>th</sup> January. CAG's are required to increase their mandatory training using a new template to help show how they will deliver on improvements over the next few months.

#### 2. Patient Experience (PEDIC) Update report

The Director of Nursing noted that there were some interesting differences between Lewisham and the other Boroughs. Chris Anderson reported that he had some serious concerns over some of the content within the paper, and the analysis that had been made in regard to the PEDIC and FFT results. As the author of the report was not present, the Director of Nursing suggested that the Head of PPI attend the next meeting for a more detailed discussion. Processes have now been put in train to address these issues.

#### 3. Francis Report

A Committee was formed in the Trust to respond to Francis, and they had made a series of recommendations for the CAG's to take forward, which went to the Board in February 2014. The Department of Health asked the Trust to report its response to the Francis Report one year on. The CAG's responses were very variable due to their different structures, but there was very limited progress. A report has now been produced, highlighting the gaps between the original recommendations of the Trust Committee, and the CAG achievements one year

on. The Director of Nursing suggested that each CAG should consider the report; consider their position in relation to it and report back to this Committee.

### **3. Quality Group suggestions for Trust's Quality Priorities for 2015/16**

- Number of BME patients on in-patient wards – matches with equality of access in 5 yr Quality Strategy
- Crisis care
- Care planning
  
- Crisis care (9 votes) is preferred target.
- Care planning (4 votes) if Trust have chosen crisis care as a target.

### **4. Board Observer Report 20<sup>th</sup> January 2015-Dr Tom Werner**

1. Following last month's questions about the PEDIC presentation the Chair encouraged questions for the PEDIC group which were answered by the team.

The Committee decided to have feedback both numbers of responses and % numbers, also raw data will come to the Trust to allow down-drilling into CAG responses to further understand the Lewisham results.

Free text analysis can be considered for the next contract renewal with Fr3Domhealth coming up for renewal.

Questions were designed and discussed in CAG executives (in the CAG who have already set their 5 questions) there was input from PPI groups in Psychosis (as an example).

There are 140 electronic devices trustwide, paper questionnaires can be printed and the Trust looks into other way of feedback such as sending web-link or via text message. No phone line available.

Other Trusts have different systems which allow staff to respond directly.

2. Two partnership meetings held, EDS 2 scores obtained from attendees: 37% of service user felt not sufficiently involved in their care, 12.5% felt treatment with respect does not meet expectations and another 43% think it needs further development and 40% feel that safety insufficiently provided with another 46% think more work needs to be done. However this is not reflected in other broader stats which indicates higher levels of satisfaction of the different groups >75 to >90%.

Equality issues are best achieved by linking with other Quality parameters – stressed Governors interest in these matters as discussed in last Quality Group

3. SLAM has a high number of incidences among London MH Trusts. The reasons are being investigated. Good reporting processes may be a factor. Good follow up with appropriate legal consequences are essential following assaults on staff.

Chris Anderson/Tom Werner  
March 15

## **South London and Maudsley NHS Foundation Trust \_ Att C3**

### **Council of Governors (CoG)**

#### **Planning and Strategy Working Group**

#### **Feedback to the Council of Governors 12 March 2015**

##### ***Background***

The members of the Planning and Strategy Working Group represent the interests and views of different stakeholders - service users, carers, staff and appointed stakeholder organisations. The Director of Organisation and Community, Zoe Reed, and Head of Planning, Equalities, Spiritual and Pastoral Care, Kay Harwood, are in attendance at each meeting.

The group is a forum for cooperation and participation, for sharing information, knowledge and expertise and, by strengthening lines of communication, helps Governors to feedback information about the Trust's strategic vision and goals to their constituencies and stakeholder organisations.

##### ***Audit Committee Governor Observer***

The nominated Governor Observer on the Audit Committee, Ian Creagh, King's College London, is a member of the group. Feedback provides not only an opportunity to increase Governor understanding and appreciation of the Trust's processes and activities linked to financial monitoring, controls, performance, risk, internal and external audit and effectiveness, but also brings another perspective to the discussions.

##### ***Other perspectives***

The Planning and Strategy Group is also fortunate to have the Chairs of other working groups in its membership – Quality, Membership and Communications, Bid Steering and Inclusion and Social Responsibility. This not only provides a valuable source of information, but also supports an integrated approach to strategy development and ensures that other perspectives are considered.

##### ***CoG annual member engagement events***

The group is involved in the CoG member engagement events which are held annually across the four boroughs – Croydon, Lambeth, Lewisham and Southwark – and members of the group chaired three of last year's meetings which took place in November. Feedback from these events has been collated and will be used to inform the organisation of future meetings to ensure that the Trust can communicate as effectively as possible with its members.

##### ***Self-assessment***

As part of monitoring compliance and effectiveness, the group has recently carried out a self-assessment exercise and this will help to inform how the group will increase its effectiveness and value to the Trust and its stakeholders.

##### ***Meetings***

The group meets quarterly - the last meeting of the group took place on 3 February 2015 and we were very pleased to be able to welcome three of our new Governors. The next meeting of the group will take place on **Tuesday, 7 April in the Maudsley Boardroom, 5:00-6:30pm**, and we would be very pleased to welcome you to this and consequent meetings.

**Angela Flood, Chair Planning and Strategy Working Group**

## **Council of Governors (CoG) Bids Steering Group**

### **Feedback to the Council of Governors 12 March 2015**

#### ***Meetings***

The group meets quarterly - the last meeting of the group took place on 23<sup>rd</sup> February 2015 and the next meeting of the group will take place on **Monday, 1<sup>st</sup> June in the Maudsley Boardroom, 3:30pm until 5pm.**, We would be very pleased to welcome any new Governor to this and to any of the consequent meetings.

#### ***Recap***

We made 124 awards of up to £750 last year for the "Smile for Health" Bids Scheme for the period commencing November 2014 to be spent by 31<sup>st</sup> December 2015. The bids must fit into the following categories:-

- Improving the patient experience
- Promoting mental wellbeing
- Social inclusion, and/or
- Other suggestion

The applicant must be a SLAM member, the bid should benefit three or more people, and the award money cannot be used for commercial gain or spent on something illegal.

#### ***Update***

At least 7 of the projects have been completed, and they include chairs and carpet for a social club room in Downham, animals for therapy in SE12, peer led mobile information centre which visit wards in Maudsley, radio controlled car kits for a hobby group in a secure ward in Rotherham, relaxation sessions for carers at a Buddhist centre in Kennington, toys for the Peckham Carelink waiting room and refreshments for a therapy group based in Southwark. Their end of project reports and receipts have been returned.

The group have planned to visit 20 of the projects (16%) who mostly elected to receive their money to spend by April and we aim to complete the visits by end of May. We will also be planning visits to some more projects after June, so if any new Governor would like to accompany any of the steering group please let Carol know

We have revised the visit questionnaires which will help us in the evaluation of the bids.

The "Keep on Smiling" bids report covering the awards 2012-2014 is under way and should be available for the next Council of Governor's meeting in June.

**Roger Oliver (Chair)**

## COUNCIL OF GOVERNORS – SUMMARY REPORT

|                         |                                     |
|-------------------------|-------------------------------------|
| <b>Date of meeting:</b> | 12 March 2015                       |
| <b>Name of report:</b>  | Chief Executive's Report            |
| <b>Author:</b>          | Paul Mitchell, Trust Secretary      |
| <b>Presented by:</b>    | Dr Matthew Patrick, Chief Executive |

**Purpose of the report:**

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

## Chief Executive's Report

March 2015

### 1. Trust issues

#### **New Chair**

This is the first meeting of the Council of Governors for our new chair, Roger Paffard who took up his role in mid-January.

Roger has broad experience at Chair, Non-Executive and Chief Executive level across the business, public and voluntary sectors.

We are delighted to welcome Roger to SLaM and I am looking forward to a long and fruitful partnership that will drive improvements in mental health care, education and research and benefit the people we serve.

#### **Two new NED appointments**

This is also the first meeting for our two new NEDs. Likewise, we offer a warm welcome to them both.

June Mulroy has a strong financial background gained as an accountant, having operated as a board level Director of Finance for a number of years. June will be taking over the chairing of the Audit committee.

Dr Julie Hollyman was a Consultant Psychiatrist prior to working as Chief Executive of several mental health providers. Julie will lead on mental health law issues.

#### **Chief Operating Officer**

Nick Dawe left the Trust at the end of January. We thank him for his contribution to the Trust both as interim Director of Finance and latterly as Chief Operating Officer. The senior management team has ensured that his responsibilities have been covered while a replacement is sought, and particularly key current responsibilities such as contracts negotiation, strategic planning and estates management.

#### **Tariff arrangements**

Many NHS providers objected to the method of calculating the national prices for 2015/16 with the result that the new tariff will not be in place by 1 April 2015. The offer of an Enhanced Tariff Option (ETO) was made to providers worth £500m by NHSE. This is supported by SLaM but discussions are continuing. In the meantime contract negotiations are proceeding with the local CCGs with the aim of signing or escalating by the end of March.

#### **Trust Plan**

One of the consequences of the delay in agreeing the tariffs for 2015/16 is that the timetable for submitting the Trust's plan to Monitor has been extended. The draft plan now has to be with Monitor by 7 April and the full and final version by 14 May.

### **New models of care**

Following publication of the 5 year Forward View planning guidance applications were sought to develop new models of care within localities. Providers and partners in all of our boroughs sent in expressions of interest. I have taken time this week as part of a couple of SLaM teams to present our proposals and to have them assessed. These bids are important, not just because if successful they will lead to inward investment in boroughs, but also because they are so aligned with our forward strategy and with our work to increase our presence, contribution and relevance within all of our boroughs.

### **Brian Lumsden**

After 32 years working for SLaM and as Unison Branch Secretary, Brian sadly left us on Friday 27 February. The positive industrial relations climate at SLaM is due in no small measure to the efforts of Brian over a number of years. We wish him and his family a happy retirement.

### **Chris Streater**

Chris, Managing Director of the Health Improvement Network, South London has been offered and accepted a role as Chief Medical Officer for HCA International, a major private hospital provider. Our congratulations on this important appointment go to Chris. He will be leaving the HIN at the end of March and they are in the process of identifying a successor.

### **Bethlem Gallery and Museum**

The Bethlem Archive and Museum has been on site for 40 years in one small building and the Bethlem Gallery has been on site for 17 years as part of the Occupational Therapy department. As a result of funding from the Maudsley Charity, the Heritage Lottery Fund and the Foundation Trust both organisations will now be based in the renovated administration building at Bethlem Royal Hospital. The new location in the vastly increased exhibition spaces, opened to the public on Thursday 19 February. Visitors will now be able to view centuries of significant historic artworks and objects together with inspiring contemporary works by current artists and service users. The new building is open to the public and is free of charge.

Both organisations have gained an international reputation for excellence in the field of arts in health. For the first time they are under one roof, bringing together their specific areas of expertise to curate exhibitions informed and enlivened by the historical import of the collection and archives and new perspectives from artists and patients of SLaM. The new building secures the unique collections for future generations and enables the public to see more of the incredible artwork both from the historic collection and from current artists involved with our services today.

The old administration building's grand art-deco staircase provides a fitting showcase for the world-renowned statues of 'Raving' and 'Melancholy' Madness, which originally stood above the gates of 17th century 'Bedlam'.

The building will be formally opened by Grayson Perry on 19 March 2015.

### **Savile report**

The Trust has published findings of an investigation into an allegation of sexual abuse by Jimmy Savile whilst visiting the Bethlem Royal Hospital in 1980. Following a thorough

internal investigation supported by the Department of Health's Savile Legacy Unit, it has not been possible to identify the alleged victim or former member of staff to whom the incident was reported and this allegation has not been substantiated in any way.

An initial report was published by SLaM in June 2014. No victims were identified as part of this initial investigation and no allegations or reports of wrongdoing, inappropriate or criminal behaviour by Savile were identified.

## **2. National issues**

### **Freedom to speak up**

Sir Robert Francis QC has commented that new legal powers and regulations brought in over the last 18 months will force the NHS to change the way it treats whistleblowers. He warned that the public would not accept managers continuing to avoid responsibility for failure. Sir Robert challenged leaders in the NHS had to grasp the need to change the service's culture. He said that raising concerns should be part of everyday working life. He made a number of recommendations, including a named person in every hospital to support whistleblowers and help them draw attention to the issue they have identified. A national independent officer should also be appointed to support local guardians, where the latter fail to get results.

The Government has pledged that people seeking NHS employment will be protected from being discriminated against because they are known to be whistleblowers, under legislation to be introduced within weeks. Jeremy Hunt has promised to change the law by the end of this Parliament.

### **Mental healthcare in the NHS**

A cross-party group of MPs and peers has said progress in ending "institutional bias" against mental health patients in the NHS is unacceptably slow and must be accelerated in the next parliament. Despite pledges to achieve parity of esteem with physical health, a report by the all-party parliamentary group (APPG) on mental health says that people with mental health problems receive substandard care that would not be tolerated elsewhere in the NHS. Among its recommendations are a national target for reducing premature deaths among those with mental health problems given that, on average, people who have serious mental health illnesses die 15-20 years earlier than others. It also calls for a review of how the government ensures the NHS carries out its commitment to improving mental health services.

## **3. Research**

### **IoPPN booklet**

The Institute of Psychiatry, Psychology and Neuroscience has produced a booklet titled "Making a Difference, Research that changes health care and policy." 32 examples are described which showcases the impact of the research that has been carried out at the Institute.

### **Alzheimer's research network launched**

A new network of £30 million research centres is being launched to spearhead the search for a cure for Alzheimer's. Alzheimer's Research UK has announced a Drug Discovery Alliance, which will see research centres pooling their expertise to fight the disease. The drug discovery institutes will be at Cambridge and Oxford Universities and University College London. These institutes will see around 90 new research scientists, recruited over the next five years, employed in state of the art facilities to fast-track the development of new treatments for Alzheimer's disease and other dementias.

### **Skunk cannabis triples risk of psychosis**

Scientists have found smoking powerful skunk cannabis triples the risk of suffering a serious psychotic episode. The research team found that in the population studied by the researchers in south London, where cannabis use is widespread, the drug is linked to one quarter of all new cases of psychosis. Sir Robin Murray, professor of psychiatric research at King's College London, said there was now clear evidence for a causal link between smoking strong cannabis and the risk of mental illness. In a six-year study, scientists worked with 40 patients, aged 18-65, who presented at south London hospitals with a first episode of psychosis and had shown symptoms such as hearing voices or suffering delusions for at least a month. A further 370 healthy participants from the same area were included as controls. The study, published in *Lancet Psychiatry*, showed that cannabis potency and frequency of use were strongly linked to the risk of developing mental health problems.

## **4. Congratulations**

Kumar Jacob, ex NED and chair of the Maudsley charity received a much deserved MBE for services to the charity and voluntary sector in the new year's honours list.

**Dr Matthew Patrick**  
**Chief Executive**  
**March 2015**

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