

REPORT TO THE TRUST BOARD - PUBLIC
14 SEPTEMBER 2017

Title	Chair's Report
Author	Marie Gabriel, Trust Chair

Purpose of the Report:

The report provides feedback from the Council of Governors and informs the Board of developments in Consultant recruitment and of the Chair's most significant activities.

Summary of Key Issues:

To receive information on Governor discussions including receiving recommendations from the Council for constitutional changes and advising of key changes to the Consultants' recruitment process.

Strategic priorities this paper supports (Please check box including brief statement)

Improving service user satisfaction	<input checked="" type="checkbox"/>	Ensuring meaningful service user participation will result in the appointment of high calibre clinical staff
Improving staff satisfaction	<input checked="" type="checkbox"/>	Appointment of high quality clinical leaders will contribute effective teamwork for staff.
Maintaining financial viability	<input checked="" type="checkbox"/>	Addressing and informing national and regional strategy will support an aligned viability strategy

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
20/07/2017	Council of Governors
27/07/2017	Appointments and Remuneration Committee

Implications:

Equality Analysis	Revised process for recruiting consultants seeks to ensure that we recruit clinical leaders who demonstrate the Trust's inclusion values.
Risk and Assurance	External stakeholder engagement and shared learning assists in mitigating risks
Service User/Carer/Staff	The report highlights how the Trust is seeking to ensure effective participation by those who use our services in consultant recruitment and our planned approach to raising the reduction of suicide as a key ambition across our 2 Sustainability and Transformation Partnerships (STPs)
Financial	There are no financial implications above existing budgets
Quality	NED visits and attending events helps ensure a Board understanding of service quality

Supporting Documents and Research material

Thrive London Consultation Document

Glossary

Abbreviation	In full
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1.0 Background/Introduction

- 1.1 The report informs the Board of the outcomes of the July Council of Governors meeting including recommendations to the Board on changes to the Trust's constitution. It also informs the Board of decisions taken by the Appointments and Remuneration Committee to improve the recruitment process for Consultant medical staff. Finally, it outlines the Chair's most significant activities over the summer.

2.0 Council of Governors

- 2.1 The Council of Governors considered the Trust's approach to suicide prevention with a full and insightful discussion. As a result, the Council agreed that the Trust's ambition for suicide prevention should be to seek to reduce suicide, with specific strategies to target vulnerable groups. The Council also agreed that this ambition was best achieved through local collaborative partnerships and asked the Trust to take leadership in raising this issue, signifying that suicide reduction is a priority for ELFT's Council of Governors.
- 2.2 The Council considered the two three-year term limit for Governor appointments. The Council unanimously agreed to recommend to the Board that the Trust's Constitution be revised to permit Governors to serve three three-year terms, providing a maximum tenure of nine years. There is a separate report on the agenda that provides more detail on this recommendation.
- 2.3 The Governors also received a report on the appointment of the Trust's external auditors and approved the Audit Committee's recommendation to appoint Grant Thornton.
- 2.4 The Council considered Board succession planning and specifically the appointment of the Chair and Vice Chair. I am pleased to report that the Council approved the reappointment of Mary Elford for a further term from 1st February 2018 to 31st October 2020. They also approved my reappointment from 1st November 2018 to 31st October 2021.
- 2.5 Due to the long absence of the Assistant Deputy Chair, on the recommendation of the Nominations and Conduct Committee, the Council approved the appointment of Norbert Lieckfeldt, who was the next runner up, as Assistant Deputy Chair until the next elections for the role are held.
- 2.6 I have reported before on the current Council of Governor Quality Improvement Project, which seeks to maximise the individual and collective impact of Governors. The July meeting saw a number of improvements tested, from jargon busters, including a warning bell to an extra 15 minutes of 'Any Other Business' to allow Governors to raise any strategic concerns. There were also reminder references to individual and Council contributions, for example that the Trust's focus on suicide followed a question to the Board from Governor Keith Williams. These quick win improvements were generally well received.

3.0 Consultant Appointments

3.1 The Appointments and Remuneration Committee received a report on improvements to the Consultant recruitment process, after a period of feedback and piloting of initiatives. The improvements seek to ensure that the process enables us to appoint high quality Consultants who uphold the values of the Trust and enable us to meet our current and future medical leadership requirements.

3.2 The key improvements agreed are:

3.2.1 To introduce a consistent approach to the Chairing of Panels by nominating a NED in addition to the Chair who will chair panels. Ken Batty has agreed to take on this role which will be reviewed in September 2018. The Panel Chair will retain responsibility for the running of the Panel.

3.2.2 To establish, in addition to a service user representative on the Interview Panel, a Service User Panel that tests candidate behavioural and interactional styles. Following a pilot, the guidelines and training for Service User participants has been improved and a People's Participation representative will attend the session to support the development of appropriate questions and Interview Panel feedback.

3.2.3 The recruitment process for Child and Adolescent Mental Health Services Consultants will be timed to allow for young people involvement.

3.2.4 All Interview Panel members will receive guidance on the interview process, their specific role and expectations of members.

3.2.5 Interviews will now begin with a strategic presentation from Candidates to test their understanding of the local and national contexts that they will operate within.

3.2.6 Improvements to the forms used by the Interview Panel will be implemented.

3.2.7 Feedback to candidates will continue to include ways to improve their interview performance.

3.3 The report also considered recruitment strategies for consultants, particularly for specialities where there are some difficulties; ELFT currently has 183 consultants which is mid-range for London Trusts of a similar size.

4.0 Chair Activities

4.1 The Board will recall that I have been a member of the London Mayor's Thrive London Advisory Group. The Advisory Group has now concluded its work and the resulting strategy is out for consultation. Thrive London, supported by the Mayor and the London Health Board, is a citywide movement for mental health. Its overall ambition is to raise awareness of mental health issues, challenge stigma and encourage all Londoners to look after their mental wellbeing and

facilitate improvements in care. Thrive London has six aspirations with more information provided at www.thriveldn.co.uk:

1. A City Where Individuals And Communities Are In the Lead – creating their own opportunities to improve mental health and wellbeing.
 2. A City Free From Stigma And Discrimination – including raising awareness
 3. A City That Maximises The Potential Of Children And Young People - building on developments that are happening already
 4. A City with a Happy, Healthy and Productive Workforce – Supporting more employers to have mental health and wellbeing central to their workplace and supporting people with mental health conditions to retain and gain work.
 5. A City With Services That Are There When and Where They are Needed – working with partners to develop new ways to access services and support
 6. A Zero Suicide City – working with partners to reduce suicide
- 4.2 The absence of meetings over the summer has enabled me to work with staff and Governors to strengthen two Committees. Professor Stefan Priebe, Dr Kevin Cleary, Ken Batty and I have considered the Terms of Reference of ELFT's Research Committee. The aim of this review is to ensure that the Committee supports the Board to establish and monitor a programme of research and innovation across all our services; responding effectively to patient need and external policy and ensuring rapid spread of research outcomes. With Governors and staff we have considered a range of Governor ideas to improve communication with and recruitment of Governors and Members, resulting in a clear forward plan of work. The resulting Research Strategy and Membership Strategy are due for Board consideration by the end of the financial year.
- 4.3 The NED programme of visits continues and we will provide reports at the Board meeting on Mary Elford's visit to Learning and Disability Services in Luton and Bedfordshire and NED attendance at the Medical Advisory Committee. ELFT has also received visitors with the Chief Executives of the NHS Confederation and NHS Providers resulting in good social media coverage of the Trust's work. Our sharing of best practice continues, and I would like to take this opportunity to thank one of our Peer Mentors/Peer Tutors for attending the national People's Partnership Network meeting with me and explaining what real participation looks like.

5.0 Action Being Requested

- 5.1 The Board is asked to **RECEIVE** and **NOTE** the report.