Executive Summary
The Council of Governor’s Nominations and Remuneration Committee met on 6 April 2016 to consider a number of important proposals regarding Non-Executive Director (NED) roles, responsibilities, and composition (including diversity). The Committee considered the following:

- A proposal to re-appoint Ms Leisha Fullick for a second 3 year term of office from 1 September 2016 to the end of August 2019;
- A proposal to re-appoint Ms Angela Harvey for a second 3 year term of office from 1 September 2016 to the end of August 2019;
- A proposal to retain the number of NEDs at 7 and to replace Sarah Charles (including a draft person specification for this NED appointment);
- The proposed timeline for recruiting a replacement NED for Richard Brooman who will leave the Trust at the end of February 2017 after 8 years in office; and
- The remuneration of the Chair and other NEDs for 2016/17.

The Committee considered all of the above in detail and unanimously agreed to make a number of important recommendations to the Council for approval:
Recommendation to the Council of Governors
The Council of Governors are requested to:

- APPROVE a number of recommendations relating to the above, which are addressed in turn in the attached supporting paper.

Trust Strategic Priorities Supported by this Paper
A strong Board team is essential in achieving all the Trust’s strategic aims. The Council of Governors, and hence its Nominations and Remuneration Committee, has a vital role to play in achieving the right balance of skills and composition of Non-Executive Directors.

Risk Implications
There are no specific risks identified in this paper.

Legal and Compliance Implications
The Committee and governing bodies must act in accordance with the Trust Constitution.

Finance Implications
There are no financial implications highlighted by this report.

Single Equalities Impact Assessment
Not completed for this report. The Council should take into consideration the composition and diversity of the current Board. Any recruitment that follows as a result of decisions taken by the Committee will strictly follow relevant equal opportunity guidance and legislation.

Requirement of External Assessor/Regulator
The Council of Governors are expected to comply with provisions of the Monitor Code of Governance.
Report of the Council of Governors’ Nominations and Remuneration Committee

Introduction

The Council of Governor’s Nominations and Remuneration Committee met on 6 April 2016 to consider a number of important proposals regarding Non-Executive Director (NED) roles, responsibilities, and composition (including diversity).

Each matter considered by the Committee is summarised below with the recommendation of the Committee presented for the Council’s consideration and approval.

1. Re-appointment of Ms Leisha Fullick as a Non-Executive Director

Ms Fullick was appointed as a Non-Executive Director in 2013 and commenced her first 3 year term of office from September 2013.

Performance Appraisal and Commitment to the Role

The Senior Independent Director has coordinated the annual performance appraisals and review of objectives for the two preceding years. These reports are presented to the Council each year. The ratings for the two preceding years (as presented to the Council) were as follows:

- **2013/14** - Overall, the Chair obtained a rating of 3.3 (out of a possible rating of 4), which represents a fully satisfactory performance, demonstrating the range of skills and qualities required.
- **2014/15** - Overall, the Chair obtained a rating of 3.5 (out of a possible rating of 4) which, although not a perfect score, represents an outstanding performance, making a critically important contribution to the work of the Board.

Feedback on Ms Fullick’s performance has also been sought from the other members of the Board. The comments received included the following:

"She is focussed on the overall strategy of the Trust for the benefit of its people: service users, staff and governors. She is a pleasure to work with”.

"Leisha is committed to working well with our partners: within the NHS, our boroughs and more broadly, and engages people wherever she goes. She makes a very positive impact”.

"Leisha has mastery of her brief and leads the Board with purpose, balance and good humour and promotes transparency. She ensures that the board works well as an entity. She lives the values of the Trust, and is committed to being a voice for the service users which is evidenced by her extensive visit programme to services and service users”

"She is ambitious for the Trust and ensures the Board’s ability to plan for the future. She understands and respects governance structures. She is persistent in holding both the Board and the Executives to account. She leads by example through the highest attendance at the Board and other Trust committee meetings. She is diligent in her approach, always well-prepared”.

"She communicates easily, and is keen to find ways that the whole organisation may pull
together. She wants all our people to understand how we’re doing and our overall direction of travel”.

“Leisha has a great understanding of the realpolitik of the NHS and the Trust and the wider world, and what that means for our Trust. Leisha has her own voice, and is objective and independent. She champions equalities and diversity. She fights for mental health parity of esteem”.

“Leisha is an outstanding Chair and has made a significant contribution to C&I both in terms of her strategic thinking and her warmth and relationship building skills”.

“Fully support reappointment. It is important to have continuity as the CEO changes and this provides an additional reason to agree a second term”.

“She is diligent and fully understands her role and is well liked by staff and governors”.

“Leisha is a thoughtful and strategic Chair. She is very good at engaging board members and creates a supportive and open atmosphere”.

“I have found Leisha to be a very effective Chair, who has lifted the performance of the Board since her appointment. She is tough, and brings you back to thinking about how you ought to be doing your job, both inside and outside Board meetings. I also think she has the kind of balance and fairness which is vital for an effective Chair, but is so often lacking”.

“I think with a new Chief Executive coming into place, it would be really risky not to have Leisha in post”.

The feedback from other Board members above provides evidence that Ms Fullick has demonstrated the full range of skills and qualities required for the role and she has taken every opportunity to engage with staff, service users, governors and members of the Trust to increase her knowledge of day to day service provision, concerns and challenges. Ms Fullick has an excellent attendance record at Board meetings, Board Sub-Committees and Governor Meetings. Additionally she has participated fully in Board development and learning opportunities.

Non-Executive Director Composition and Board Refreshment

Ms Fullick has particular experience in local authorities, social services, customer service industries, strategic decision making and change management in large and complex organisations.

In terms of Board refreshment, the composition of the Board should achieve a balance between continuity and renewal. This is Ms Fullick’s first re-appointment.

Re-appointment for a second term of office is considered to be best practice in achieving Board maturity and effectiveness.
Supporting Statement of Ms Fullick

Ms Fullick’s term of office is scheduled to expire at the end of August 2016. She has indicated that she would like to be considered for a further term. She has confirmed that she remains independent and that she has sufficient time to discharge her duties. Ms Fullick has provided a supporting statement which is attached at (Appendix 1).

RECOMMENDATION 1

The Council of Governors is requested to APPROVE the re-appointment of Ms Leisha Fullick for a further 3 year term of office (1 September 2016 - 31 August 2019).

2. Re-appointment of Ms Angela Harvey as a Non-Executive Director

Ms Harvey was appointed as a Non-Executive Director in 2013 and commenced her first 3 year term of office from September 2013.

Performance Appraisal and Commitment to the Role

The Trust Chair has carried out the annual performance appraisals and review of objectives for the two preceding years and provided a verbal briefing to the Nominations and Remuneration Committee.

Feedback on Ms Harvey’s performance has also been sought from the other members of the Board. The comments received included the following:

“I think Angela brings a really useful perspective to the Board and Resources Committee and is always asking questions about how decisions will play with the public”.

“Angela is really supportive when she knows someone is working hard for the benefit of the Trust. She sometimes appears rigid on issues, but actually she is pretty persuadable on most issues where she ought to be persuaded, and stands firm where she believes she is right”.

“Angela has been highly supportive when she has understood the personal challenges outside work that some of our senior staff were facing for short periods of time, and that support has been business like and effective”.

“Angela should be reappointed as she is a strong dedicated director”.

“Angela is a skilled public servant and has added the local authority dimension to the Board, using her breadth of knowledge and experience to the issues C&I are facing”.

“Her questions are to the point and she is a true ‘critical friend’ to the Trust”.

The feedback from other Board members above provides evidence that Ms Harvey has demonstrated the range of skills and qualities required for the role and she has taken every opportunity to engage with staff, service users, governors and members of the Trust to increase her knowledge of day to day service provision, concerns and challenges. This is further supported by the Council’s approval of Ms Harvey as the Senior Independent Director from April 2016.

Ms Harvey has an excellent attendance record at Board meetings, Board Sub-Committees and Governor Meetings. Additionally she has participated fully in Board development and learning opportunities.
Non-Executive Director Composition and Board Refreshment

Ms Harvey has particular experience in local government, social services, housing, human resources, customer service industries, strategic decision making and change management in large and complex organisations.

In terms of Board refreshment, the composition of the Board should achieve a balance between continuity and renewal. This is Ms Harvey’s first re-appointment.

Re-appointment for a second term of office is considered to be best practice in achieving Board maturity and effectiveness.

Supporting Statement of Ms Harvey

Ms Harvey’s term of office is scheduled to expire at the end of August 2016. She has indicated that she would like to be considered for a further term. She has confirmed that she remains independent and that she has sufficient time to discharge her duties. Ms Harvey has provided a supporting statement which is attached at (Appendix 2).

RECOMMENDATION 2

The Council of Governors is requested to APPROVE the re-appointment of Ms Angela Harvey for a further 3 year term of office (1 September 2016 - 31 August 2019).

3. Recruitment of a NED to replace Ms Sarah Charles

In considering a range of options to increase Black and Minority Ethnic (BAME) representation on the Board, the Council unanimously agreed in May 2015 to increase the number of NEDs by one. This resulted in the appointment of Mr Patrick Vernon. The Council noted that Ms Sarah Charles would be leaving the Trust in March 2016, which would be an opportunity to review the overall number of NEDs. The overall composition of the NEDs was considered by the Committee in their meetings in December 2015 and again in April 2016. The Committee considered skills required as well as the demands of the role and agreed to recommend to the Council that the number of NEDs should be retained at 7 (including the Chair). The Committee concluded that the person specification required for the next role should be someone who has experience at a senior level who has held an appropriate professional registration in the last five years with a clear understanding of the NHS Quality Agenda, quality standards and use of outcome measures. The proposed person specification is attached at Appendix 3.

RECOMMENDATION 3

The Council of Governors is requested to AGREE that the number of NEDs should be retained at 7 (including the Chair) and to AGREE the proposed person specification for the next appointment.
4. **Recruiting a replacement NED for Mr Richard Brooman (Chair of the Audit and Risk Committee)**

Mr Brooman will leave the Trust at the end of February 2017 after 8 years in office. During this time, Mr Brooman has been the chair of the Audit and Risk Committee, which is a mandated standing committee of the Board. It is best practice for the chair of the Audit Committee to have a substantial experience of financial management and accounts. Mr Brooman is a Chartered Accountant with over 25 years Board level experience in the financial sector. This is considered by the Board of Directors and the Council Nominations and Remuneration Committee to be a critical role and appointment for the Trust who recommend that the person specification for this role should seek to appoint someone with a similar level of experience in the financial sector who is also a Chartered Accountant.

**Timeline:** It is proposed that the recruitment process for this role commences in September with a recommendation brought to the December 2016 Council meeting for approval.

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**RECOMMENDATION 4**

The Council of Governors is requested to AGREE the recommended timeline for this appointment and authorise the Nominations and Remuneration Committee to finalise the person specification for this role to include the criteria above.

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5. **Remuneration review 2015/16**

The Committee has the responsibility of carrying out an annual review of the remuneration for the Trust Chair and other NEDs each year and to make a recommendation to the Council. The Committee considered this in the context of the external independent review carried out in 2014 as recommended by the Code of Governance, as well the wider NHS pay agreement for 2016/17. The Committee also received a performance report on the NEDs including details of their respective portfolios (attached at appendix 4 for information). Taking all this into consideration, the Committee unanimously agreed to recommend a 1% increase in remuneration for 2016/17.

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**RECOMMENDATION 5**

The Council of Governors is requested to AGREE that there should be a 1% uplift in remuneration for the Chair and other NEDs in 2016/17 in line with the NHS national pay award.
In the last three years, as chair of the Trust, I have been totally committed to improving the services and support the Trust provides to the people of Camden and Islington and more widely and I would welcome the opportunity to continue this work for a further term.

As chair it has been my responsibility to provide leadership of the Board and Council of Governors. I have sought to do this through promoting a climate of openness, trust and mutual respect in both bodies. I have worked hard to make sure that all those involved in the governance of the Trust are able to make an effective contribution and to help the Trust provide the best possible service to those that need it.

I have done this at board level through building trust between executives and non-executives and helping the Board to work together as a team. I believe the board now works better than it did when I arrived and that it is thinking and acting much more strategically, particularly in relation to the development of the St Pancras site and the future direction of the Trust.

I think it important as a leader to have high visibility. I am out and about a lot, visiting services regularly, and have been active in community engagement attending local events and conferences whenever I can. I work closely with our two local councils and have developed the partnership with them.

Working with governors and ensuring their voice is heard has been a strong focus, and I believe that the relationship between the governors and the Trust is now much more productive than it was. I have encouraged the governors to meet with me regularly outside of meetings; I respond to issues that governor’s raise and have established working groups which are starting to make a difference to how the Trust operates.

I have been particularly committed to improving how the Trust responds to equality, diversity and human rights issues. The Trust now has now developed a good equalities strategy, which recognises the discrimination that staff and service users can face and we have set targets for making the leadership of the Trust more diverse. I appointed a service user champion at Board level and we are now in the process of developing a new service user involvement strategy.

However I believe there is still a lot to do and if I was appointed for a second term I would focus on:

- Renewing and embedding the Trust’s values, with particular emphasis on openness and accountability, equalities and service user and carer engagement;
- Engaging with staff more and ensuring their concerns are listened to;
- Encouraging the development of approaches and services that, like the Recovery College, empower our service users;
- Improving how the Trust communicates with partners, staff and service users and the wider public;
- Helping the Council of Governors to engage more effectively with the work of the Trust, in particular through reducing bureaucracy and paperwork that may inhibit its work.
APPENDIX 2: Supporting Statement from Ms Harvey

In 2013 I was appointed as a Non-Executive Director of Camden & Islington NHS Trust and since then I've been dedicated to our work, very much supporting the values of C&I as well as our new clinical strategy. I want to continue working for the reduction of stigma associated with mental illness. I would like to be considered for a second three-year term as a NED.

I enjoy visiting a wide range of the Trust’s services and talking with services users and staff. I bring a keen eye to what I see and hear, and have brought back to the Board both stories of praise and concerns, and to see how matters may be improved, and give thanks where we should. Services users are at the heart of what the Trust is about and since I joined C&I I have carried their voice.

I work well with other Board members, while being able to challenge how we approach matters. So, for example, when I saw an unexpectedly low figure on recovery of overseas visitors’ costs, I asked about our reclaiming where appropriate, and since then our income has increased by £3 million, money which may be ploughed back into our services.

In 2015 I became Chair of the Resources Committee (which includes finance, workforce, IT and estates), working closely with the responsible directors and managers to test and support how these important resources are planned for and used to the benefit our service users, our staff, and local community. I continue as a member of the Remuneration Committee, the Nominations Committee and sit on the Governors Membership Committee. I learnt a lot about the Trust and the NHS while serving on the Audit & Risk Committee (2013-2015); I also chaired the Estates Group (2013-2014).

I’m very pleased that the Board and the Council of Governors recently agreed that I will succeed Sarah Charles as the Trust’s Senior Independent Director, from April.

I think strategically, looking out to the medium and long term, for the good of our services users, staff and the Trust. High ethical and governance standards matter to me hugely. And I enjoy working with our Governors.

I have a strong background across the corporate, public and third sectors working as an HR professional and as an executive coach. As a local councillor in Westminster, I have always stood up for local people and good local services. My experience in housing is extensive, and responsibilities included the rough sleeper strategy through which over 1600 people every year were helped back towards independent living. I also sponsored the Westminster Housing Commission to see how housing opportunities could be improved. I was privileged to be Lord Mayor of Westminster during the Diamond Jubilee and the Olympics/Paralympics Year. I continue to work on housing, planning and licensing. I chair the Staff Appeals Panel. I also Chair a not-for-profit private housing board.

Having had a short bout of PTSD myself, where I know early intervention made a huge difference, and having watched my own mother and recently my father-in-law suffer with dementia prior to their deaths, I fully understand the need for early diagnosis and excellent care for all our service users, both today and in the future. I hope you will reappoint me for another three-year term.

Angela Harvey
15 March 2016
We are specifically seeking an experienced individual with an appropriate senior clinical background to provide additional balance to the existing Board of Directors.

**Essential Criteria**

<table>
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<tr>
<th>Experience &amp; patient and community focus</th>
<th>Experience at a senior level in at least one of the following with experience in contributing to formal committees: (Appropriate qualification e.g. Medical, Nursing Social Work, Psychology, Occupational Therapy or equivalent; and • held an appropriate professional registration; and • held such a role within the past five years • Clear understanding of the NHS Quality Agenda, quality standards and use of outcome measures • Experience of and commitment to championing the rights of service users and carers and representing their views • Experience of and commitment to NHS Research and Development</th>
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<tr>
<td>Diversity Track Record</td>
<td>Evidence of and commitment to Equality, Diversity and Human Rights • Understanding of the Public Sector Equality Duty and the legislation relating to it</td>
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<td>Strategic direction</td>
<td>The ability to think and plan ahead, balancing needs and constraints • Proven leadership skills • Ability to understand complex strategic issues and analyse and resolve difficult problems</td>
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<td>Holding to account</td>
<td>The ability to accept accountability and probe and challenge constructively, holding the executive to account • Clear understanding, and acceptance of the legal duties, liabilities and responsibilities of Non-Executive Directors • Commitment to transparency and an understanding of the Statutory Duty of Candour in the NHS</td>
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<tr>
<td>Effective influencing and communication</td>
<td>Highly developed interpersonal and communication skills • Practical experience of Board or Committee work • Evident capability to operate in a Board level role</td>
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<td>Team working</td>
<td>Proven commitment to working as a team member • Ability to engage and work with a diverse range of people and groups</td>
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<td>Self-belief and drive</td>
<td>The motivation to improve NHS performance and confidence to take on challenges • Sufficient time and commitment to fulfil the role • An openness to constructive criticism</td>
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<td>Intellectual flexibility</td>
<td>The ability to think clearly and creatively • Ability to understand financial and performance related information and reports • Ability to lead and quickly adapt to change in a complex organisation within an NHS environment • Strong knowledge of corporate governance and an evident ability to deal with emerging issues</td>
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APPENDIX 4: NED performance in 2015/16 – REPORT FOR INFORMATION

Report to: Council of Governors’ Nominations & Remuneration Committee
Paper number: 8.0
Report for: Information
Report type: Governance
Date: 6 April 2016
Report author: Kevin Monteith. Trust Company Secretary
Leisha Fullick, Trust Chair
Report of: Leisha Fullick, Trust Chair
Foi status: Report can be made public

Title: NED performance in 2015/16

Executive Summary
This report provides the Committee with a report on the activities, role portfolios and general performance of the Non-Executive Directors. The report will also support the Council’s duty of holding the NEDs individually and collectively to account for the performance of the Board of Directors and will assist the Committee in considering its recommendations to the Council on NED remuneration.

Recommendation to the Committee
The Council of Governors’ Nominations and Remuneration Committee is requested to:

- receive and note the report.

Trust Strategic Priorities Supported by this Paper
A strong Board team is essential in achieving all the Trust’s strategic aims. The Nominations’ Committees, have a vital role to play in achieving the right balance of board composition, knowledge and skills.

Risk Implications
Failure to recruit and retain a strong Board team will have an impact on the successful achievement of the Trust’s strategic aims and could affect the Trust’s overall risk ratings.
Legal and Compliance Implications
Under Foundation Trust legislation, it is the role of the Council and Board Nominations’ Committees to respectively appoint Non-Executive and Executive Directors and approve their remuneration and other conditions of office.

Finance Implications
There are no financial implications associated with this report.

Single Equalities Impact Assessment
C&I’s current Board is not representative of the community it serves. Consequently, the Trust does not meet the new equality workforce standard for board composition. Any recruitment that follows as a result of decisions taken by the Nominations’ Committees will strictly follow relevant equal opportunity guidance and legislation.

Requirement of External Assessor/Regulator
Foundation Trusts are expected to comply with relevant provisions of Monitors Code of Governance or explain the reasons why they have chosen not to comply.
1. Introduction

This report summarises the activities, role portfolios and general performance of the Non-Executive Directors. The report will also support the Council’s duty of holding the NEDs individually and collectively to account for the performance of the Board.

2. Appraisal process and approach to monitoring performance

As Chair, I formally review the performance of the NEDs annually and set objectives as part of the Trust’s appraisal process. I also meet with the NEDs collectively prior to each Board meeting and have individual meetings throughout the year. I also meet with the Trust Company Secretary on a frequent basis and receive regular feedback on the effectiveness of committee meetings and NED activities in the Trust.

3. NED Portfolios

Each NED has a portfolio of responsibilities relevant to their experience and expertise. In addition to attendance at Board meetings, undertaking regular service visits, and attending seminars and training events, the NED portfolios are set out below:

| Richard Brooman Non-Executive Director and Deputy Chair | Richard is a Chartered Accountant with over 25 years Board level and senior management experience in large and complex organisations. He was Chief Financial Officer of the global consumer healthcare division at SmithKline Beecham Plc, with revenues in excess of £2 billion. Richard is currently a Non-Executive Director, and Chairs the Audit & Valuations Committee of a listed private equity investment trust, Hg Capital Trust plc. Since 1988, he has also been the Deputy Chair, Senior Independent Director and Chair of the Audit Committee for Invesco Perpetual UK Smaller Companies Investment Trust plc. Richard is on the Boards of Acal Plc and Leonard Cheshire Disability and is a Trustee at the British Youth Opera. He has been a Westminster resident for more than 15 years and is a Governor of Merchant Taylors' School. From 2002-2013 he was a Churchwarden and chaired his local Church Council. |

Richard has been a NED since March 2009 and will be leaving the Trust at the end of February 2017 when his current and final term ends.

- Deputy Trust Chair
- Chair of the Audit and Risk Committee (Meets 5 times a year)
- Member of the Board Remuneration Committee
- Member of the Board Nominations Committee
- Oversees relationships with Internal and External Auditors
Sue has worked extensively with local authorities, health organisations and partnerships on service improvement. As a programme lead for Total Place she has explored the potential for service redesign across agencies and user-led support systems for families with complex needs. Recently she has worked on the Local Government Association's "Ageing Well programme", drawing on the 'assets' and energy of older people to create networks that enable them to live independent and fulfilled lives. Sue's very first job was as a housing advisor in a housing charity in Deptford, south London, but after a few years she went back to the University of Sussex to take a Doctorate in political science. Her career has involved working in politics, the community and voluntary sector, and as an academic. She has previous experience as both an Executive and non-Executive Board member, as a Board member of OPM (a research organisation and consultancy), the Chair of Charter 88, the Chair of the Commission on Active Citizenship and Public Services, and a non-Executive Regional Board member for the Guinness Trust.

Sue joined the Trust in June 2012 and was re-appointed in 2015 for a second 3 year term which expires in May 2018.

- Chair of the Quality Committee (meets 6 times a year)
- Member of Audit & Risk Committee
- Member of the Board Nominations Committee
- Attends the Governor Working Group focused on Quality
Angela Harvey (FCIPD FRSA) is a local councillor in Westminster, with extensive experience in housing as well as planning and the built environment. Her responsibilities included the rough sleeper strategy through which over 1600 people every year were helped back towards independent living. She also sponsored the Westminster Housing Commission. Angela has just completed her term as Lord Mayor of Westminster and was Lord Mayor during the Diamond Jubilee as well as the Olympics and Paralympics. As an HR professional, she has a strong background across the private, public and third sectors. She is the Chair of a not-for-profit private housing board.

Angela joined the Trust in September 2013 and is coming towards the end of her first term of office and is keen to be appointed for a second 3 year term.

- Senior Independent Director
- Chair of the Resources Committee (meets 6 times a year)
- Member of the Board Nominations Committee
- Member of the Board Remuneration Committee
- Attends the Governor Working Group on Membership
- Regularly attends Council of Governors meetings
Pippa Aitken  
Non-Executive Director

Pippa was born and educated in Australia before coming to the UK in 1979 and beginning her planning career in Camden Council where she progressed to running a Development Control team covering the north eastern part of the Borough including the St Pancras Hospital site. She then moved on to what is now Jones Lang LaSalle (JLL), one of the world's leading property advisory firms, in 1987 where she spent the next 17 years, rising to the position of Director. In 2005 Pippa joined CB Richard Ellis (CBRE) where she worked on long term strategic development projects and led the national planning team. More recently, in 2010 Pippa joined Colliers International where she was Head of the Consulting Division. Pippa has had wide experience of NED work and public sector committees through her role on the Finance and Development Committee of a large successful housing association, Family Mosaic. This role has given her significant exposure to the legal and financial arrangements surrounding various property developments.

Alongside her executive career, Pippa has undertaken some voluntary work and she has also recently been elected a Governor for Villiers High School in Southall. Pippa has a strong interest in young people and in issues of diversity. She is a long term resident of Haringey, having previously lived in Islington.

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Pippa joined the Trust in May 2015, so is just coming to the end of her first year in office. Her first term runs to the end of April 2018.

- Member of the Strategic Development Committee (meets 6 times a year)
- Member of the Board Nominations Committee
- Attends the Governor Working Group focused on the St Pancras site development
- Is the NED lead advisor for the St Pancras site development
Patrick Vernon OBE is a Clore Fellow, Associate Fellow for the Department of History of Medicine at Warwick University, Health Partnership Coordinator for National Housing Federation, former committee member of Healthwatch England, and NHS England Equality Diversity Council. He has also been an Advisory board member for Time To Change and former member of the Labour and the Coalition government Ministerial Advisory for Mental Health. In 2010 The ‘Vernon Hall’ at The Chalkhill Health and Community Centre near Wembley Stadium was named in recognition of Patrick supporting the local community in the London borough of Brent as a former senior NHS manager. Patrick has previously worked as a senior civil servant at the Department of Health, Director of the Brent Health Action Zone (Brent Primary Care Trust) and Regional Director for MIND, North West London Community Foundation and The Afiya Trust. Patrick is also a former Non-Executive Director for East London & the City Health Authority, and Independent Chair of Westminster Partnership for Race Equality where he played a key role with the Metropolitan Police and the Muslim community with the aftermath of 7/7 in Westminster.

Patrick was awarded an OBE for his work in tackling health inequalities for ethnic minority communities in Britain in 2012. Patrick was a former Councillor for Hackney between 2006-2014 serving as a Chair of Health Scrutiny. Finally, Patrick is a trustee of Social Action for Health and North London Muslim Housing in Association in Hackney, and Patron of Santé a refugee social enterprise based in Camden.

Patrick joined the Trust in October 2015 on a three year term which expires at the end of September 2018.

- Chair of the Mental Health Law Committee
- Member of the Quality Committee
- Member of the Board Nominations Committee
- Member of the Equality and Diversity Committee
- Is the NED champion for service users and carers

4. Collective Performance of the NEDs

The Trust has performed well in 2015/16 with green governance ratings and a sound financial management throughout the year. Good progress has been made in responding to the issues highlighted by the CQC Inspection in 2014 and we await the outcome of the recent inspection in April 2016. The Board has progressed a number of important strategic issues such as the development of a new Clinical Strategy and a Strategic Outline Case for St Pancras Hospital, and has focused on a range of other important issues such as staff and service user experience, bed management and the implementation of a new electronic patient record (EPR).
The assurance and scrutiny functions of the NEDs have provided effective challenge and supportive interventions in the overall leadership and governance of the Trust.

The NEDs are generally well prepared for meetings and all contribute fully, bringing an appropriate level of challenge and scrutiny.

In the past year, the NEDs have spent more than the required time on Trust business and have been very understanding and responsive to additional meeting requests throughout the year. This includes taking on investigatory roles such as in whistleblowing cases and hearing disciplinary appeal cases. Each NED also has an independent role in chairing consultant interview panels, of which there have been several throughout the year.

The recent CQC Inspection required all NEDs to attend a significant number of additional meetings as part of the preparation as well as the formal CQC interviews during the inspection. The recruitment of a new Chief Executive also required a number of additional meetings for NEDs during the second half of 2015.

5. **Commentary on Individual Performance**

   The Trust Chair can provide further commentary on the individual performance of the NEDs at the committee as required.

6. **Setting NED Objectives for 2016/17**

   I have scheduled meetings with all the NEDs for individual appraisal meetings during April and May. I will agree a number of objectives with each NED and consider their development needs for the year ahead.