

## Council of Governors

<b>Subject:</b>	Chair's Appraisal Outcome and Objectives		<b>Date:</b> 11 <sup>th</sup> May 2021	
<b>Prepared By:</b>	Tim Reddish, Senior Independent Director, Sue Holmes, Lead Governor			
<b>Approved By:</b>	Governor Remuneration and Nomination Committee			
<b>Presented By:</b>	Tim Reddish, Senior Independent Director, Sue Holmes, Lead Governor			
<b>Purpose</b>				
To approve the recommendation of the Governor Remuneration and Nomination Committee to accept the outcome of the Chairs Appraisal for 2020/21			<b>Approval</b>	x
			<b>Assurance</b>	
			<b>Update</b>	
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding care</b>	<b>To promote and support health and wellbeing</b>	<b>To maximise the potential of our workforce</b>	<b>To continuously learn and improve</b>	<b>To achieve better value</b>
x	x	x	x	x
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
		x		
<b>Risks/Issues</b>				
<b>Financial</b>	N/A			
<b>Patient Impact</b>				
<b>Staff Impact</b>				
<b>Services</b>				
<b>Reputational</b>				
<b>Committees/groups where this item has been presented before</b>				
Governor Remuneration and Nomination Committee 5 <sup>th</sup> May 2021				
<b>Executive Summary</b>				
<p>The appraisal process commenced with a survey issued to all Board members and Governors with interviews taking place with representatives from external stakeholders. The questions and ranking structure were the same as last years. The responses were then reviewed by the Senior Independent Director and Lead Governor who both met with the Chair to review previous years objectives and the outcome of the survey and then finally to agree with the Chair the objectives for the coming year.</p> <p>The committee have reviewed the outcome of the Chairs appraisal and recommend to the Council of Governors for approval. The overview is noted below:</p> <p><b>Overview</b></p> <p>Overall a successful year with CQC rating of KMH outstanding, the Trust outstanding for care and good overall, leadership at KMH outstanding and all service now good for safety. The Trust met its financial obligations and is one of the best trusts for service performance as measured by constitutional standards, a further improvement in staff feedback to being the third ranked trust nationally and being the HSJ's acute and specialist Trust of the Year.</p> <p>Covid has been a huge challenge for the whole year and staff have been put under very great pressure. As with much of the NHS, the Trust's response to Covid was fantastic and we have seen some fast, innovative, and clinically led changes both within the Trust and across the system. In part these have masked the pressures seen at the end of 2019 but has also left a legacy of longer</p>				

waiting times, delayed cancer treatment, a very different operational environment, and tired staff. In addition, there is the financial position where making progress will require a return to financial management and a working within a new financial regime.

During this time the Board and Council of Governors have taken a lighter approach to governance and assurance but will need to re-establish governance and oversight in 2021/22 and some of the financial, operational and quality 'discipline' that has been important in delivering our performance over the last few years needs to be re-established. Whilst the Covid legacy may not be as great as in many acute trusts, restoring and recovery services which began in the summer will be a long-term programme balancing the need to see people in a timely manner with allowing staff the time to recover.

Whilst Covid led to some significant developments in system working, the partnership with NUH has faltered and the ICS has not progressed as fast as hoped with some difficult relationships. At the same time the partnership with Nottingham Health Care has considerably strengthened with some key developments across both Trusts. The appointment of Kathy McLean provides an opportunity to move things on but the level of trust and openness needs considerable work.

The real challenge now is how we 'kick on' and use the recognition and awards as motivation and inspiration, whilst recognising the Covid legacy.

Committee rated the Chairs appraisal as excellent.

As the Chair is currently on secondment to University Hospitals Leicester for a period of 12 months no objectives for 2021/22 were agreed.

Objectives for the current Chair will be agreed by the Remuneration and Nomination Committee and reported to the Council of Governors at their next meeting for approval.