

## Council of Governors - Cover Sheet

<b>Subject:</b>	Non-Executive Directors Appraisal outcome 2021/22 and objectives 2022/23		<b>Date:</b> 9 <sup>th</sup> August 2022	
<b>Prepared By:</b>	Claire Ward, Chair			
<b>Approved By:</b>				
<b>Presented By:</b>	Claire Ward, Chair			
<b>Purpose</b>				
To approve the recommendation of the Chair in respect of the appraisals for the Non-Executive Directors.			<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	
<b>Identify which principal risk this report relates to:</b>				
PR1	Significant deterioration in standards of safety and care			
PR2	Demand that overwhelms capacity			
PR3	Critical shortage of workforce capacity and capability			
PR4	Failure to achieve the Trust's financial strategy			
PR5	Inability to initiate and implement evidence-based Improvement and innovation			
PR6	Working more closely with local health and care partners does not fully deliver the required benefits			
PR7	Major disruptive incident			
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change			
<b>Committees/groups where this item has been presented before</b>				
<b>Executive Summary</b>				
<p>This year continued to be a challenging time for the organisation and required NEDs to adapt their engagement due to restrictions on face-to-face meetings and attendance across our sites. It has also been a period of significant change for the board with approaching half of the positions either being vacated as people moved to new opportunities or being held by those in acting or interim roles. As I prepare this report in advance of the August Board, I am delighted to note we have a full team of substantive Executives and Non-Executives in place.</p> <p>During this year, we sadly said goodbye to Tim Reddish and Neal Gossage but were delighted to be joined by three new Non-Executive Directors – Steve Banks, Dr Aly Rashid and Andrew Rose Britton. Appraisals for these three NEDs will take place next year. During the period when we were at a reduced number of NEDs, our longer serving colleagues – Graham Ward, Barbara Brady and Manjeet Gill stepped up to cover any gaps in committees and attendance and I am grateful to them for the flexibility and their ongoing support.</p> <p>For a short period, we were able to return to in person board and committee meetings. This was welcomed and contributed to the ability for board members to get to know each other. There was also an opportunity for the return of visits to clinical and non-clinical areas, with some 15 step programme engagements which are an important part of the NEDs ability to gain assurance and oversight of the organisation and its activities. Unfortunately, due to a rise in covid over the summer, those meetings have returned to online, and visits have been curtailed. We look forward to those returning as soon as it is safe to do so.</p>				

As Chair, I have also relied upon NEDs to consider how they may engage at a system level. We have recently been invited to participate in meetings across the Provider Collaborative and the Nottingham and Nottinghamshire system. Again, NEDs have been willing to give additional time to those commitments which I believe will greatly assist SFHT and the wider NHS to provide the best services to our patients.

In the coming year NEDs will contribute and help shape our strategic plan and how we will meet the challenges facing the NHS which are considerably different to those which we faced pre pandemic. In previous years, summer was an opportunity for colleagues and the organisation to have a different pace between winter pressures. This year demand has continued to grow, and the pressures have not reduced. NEDs will need to support executive colleagues as we consider how best to prepare for greater challenges in coming months.

We have an excellent range of NEDs who bring a wide range of expertise and experience to our board, and I look forward to continuing to work with them.

### 1. Overview of NED Objectives for 2022/23

General objectives were agreed with each NED as follows:

- Participate fully and contribute to the Board
- Hold the executives to account through challenging and seeking evidence to triangulate the views of the executives and information presented at the Board
- Participate in discussion and formulation of strategy, cultural and OD
- Participate in 15 step quality walks, complaints reviews and other activities
- Ensure the Board outward looking and takes a lead across the health and social care system.
- Engage with system leaders and others where possible and appropriate
- Work with Governors through attendance as agreed at Council meetings
- Work with colleagues to support the CEO and EDs with the changes in the Executive Team.

In addition, individual objectives were agreed as follows:

Name	NED Specific Objectives
Barbara Brady	<ol style="list-style-type: none"> <li>1. Senior Independent director</li> <li>2. Lead NED for whistleblowing and Freedom to Speak Up</li> <li>3. Chair Quality Committee and ensuring that in restoring and recovering services we continue to provide safe services</li> <li>4. Remain up to date and engaged in the developments around the ICS and Provider Collaboratives to support and inform SFH Strategic objectives</li> <li>5. Contribute to the discussions and development of the Place Based Partnership and the focus on health inequalities.</li> <li>6. Member of Audit and Assurance and Charitable Funds committees</li> <li>7. Member of Remuneration Committee</li> <li>8. Lead NED End of Life and Population Health management</li> </ol>
Manjeet Gill	<ol style="list-style-type: none"> <li>1. Continue to Chair the People and Culture committee and to be a member of the Finance committee. Will be a reserve for the Quality Committee. Remain as a member of the Audit and Assurance Committee and Remuneration Committee.</li> <li>2. Through membership of both finance and People and Culture committee, consider how the strategic objectives of both committees can be developed for SFH and system wide learning.</li> <li>3. Develop the network and learning from EDI links nationally and bring benefits to SFH role</li> </ol>

	<ol style="list-style-type: none"> <li>4. Build an active relationship with the chairs of workforce/people committees in partner organisations in the Provider Collaborative.</li> <li>5. Support the new Director of People and provide counsel as appropriate</li> <li>6. To take part in site visits across the Trust and to a range of services, including 15 steps programme.</li> </ol>
Graham Ward	<ol style="list-style-type: none"> <li>1. To continue as Vice Chair of the board and provide support where needed to the Chair.</li> <li>2. To Chair the Remuneration Committee.</li> <li>3. To continue to Chair Audit Committee and be a member of Finance Committee and Charitable Funds</li> <li>4. To support the new Board members, both NED and Executive as we build a new team. To continue the work of mentoring other NEDs to understand the issues around estates and PFI so that we secure this knowledge and skill for the future.</li> <li>5. To share any appropriate learning and knowledge from role as Chair at QEII NHS Trust</li> </ol>
	For Reference – new NEDs roles will be reviewed again at the end of the year.
Steve Banks	<ol style="list-style-type: none"> <li>1. Chair of Charitable Funds</li> <li>2. Member of People and Culture Committee</li> <li>3. Member of Audit Committee</li> <li>4. Taking on the role of NED lead on Estates and PFI with the support of Graham Ward</li> </ol>
Dr Aly Rashid	<ol style="list-style-type: none"> <li>1. Member of Quality Committee</li> </ol>
Andrew Rose Britton	<ol style="list-style-type: none"> <li>1. Chair of Finance Committee</li> <li>2. Member of People Culture and Improvement Committee</li> </ol>
Dr Andy Haynes	<ol style="list-style-type: none"> <li>1. Special Adviser to the Board and Chair</li> <li>2. Attend Quality Committee</li> <li>3. Attend People Culture and Improvement committee</li> <li>4. To provide advice and focus on system working with specific reference to Place Based Partnership and tackling health inequalities.</li> </ol>