

**Council of Governors - Cover Sheet**

<b>Subject:</b>	Non-Executive Directors Appraisal outcome 2022/23 and objectives 23/24		<b>Date:</b> 31 <sup>st</sup> July 2023		
<b>Prepared By:</b>	Claire Ward, Chair				
<b>Approved By:</b>	Claire Ward, Chair				
<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>	
				<b>Assurance</b>	<b>X</b>
				<b>Update</b>	
				<b>Consider</b>	
<b>Strategic Objectives</b>					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
<b>Principal Risk</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>					
N/A					
<b>Acronyms</b>					
NED – Non-Executive Director					
<b>Executive Summary</b>					
<p>Appraisals have been conducted with all NEDs and feedback given. I believe we have a highly experienced and motivated NED team who are often engaging above and beyond their expected contractual responsibilities. Over the last year we have had more focus on our strategy for the next 5 years and NEDs have engaged well in those discussions, providing appropriate challenge to content and timelines. This has been helpful for both me as Chair and to our Executive team.</p> <p>Over this year I introduced a further arrangement to speak with Chairs' of committees individually after each meeting so that I could bring together the various issues and determine whether there are any themes or issues that have come from the committees that need to be addressed by the board. As a result of that feedback and discussions, we are reviewing the wider scope of the committees and membership to decide how these reflect our future implementation of our strategy. I am conscious that some committees have had significant workload and this is under review to see how we might redistribute to ensure that appropriate focus is given to each agenda item.</p> <p>In the coming year NEDs will contribute and help shape our strategic plan and how we will meet the challenges facing the NHS. We will ensure that our role as an anchor organisation is at the heart of our partnership work.</p>					

I look forward to continuing to work with our NEDs over the next year. Given the expected change in NEDs over the next 18 months, we are giving appropriate focus to succession planning.

Overview of NED Objectives for 2023/24

General objectives were agreed with each NED as follows:

- Participate fully and contribute to the Board , especially as we develop our partnerships around the place boards and the focus on wider health determinants.
- Hold the executives to account through challenging and seeking evidence to triangulate the views of the executives and information presented at the Board.
- Develop relationships with other board members and consider how this may support succession planning.
- Participate in discussion and formulation of strategy, cultural and organisational development.
- To take part in regular visits on all our sites and across Trust services.
- Remain up to date and engaged in the developments around the ICS and Provider Collaboratives to support and inform SFH strategic direction.
- Work with Governors through attendance at Council meetings

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. Member of Audit and Assurance and Charitable Funds committees</li> <li>6. Member of Remuneration Committee</li> <li>7. 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, Culture and Improvement 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, Culture and Improvement committee, consider how the strategic objectives of both committees can be developed for SFH and system wide learning.</li> <li>3. Bringing knowledge and experience from other NHS roles as appropriate.</li> <li>4. Build an active relationship with the chairs of workforce/people committees in partner organisations in the Provider Collaborative.</li> <li>5. 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 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 NED at The Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust</li> </ol>

Steve Banks	<ol style="list-style-type: none"> <li>1. Chair of Charitable Funds</li> <li>2. Member of People, Culture and Improvement 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> <li>2. Member of People Culture and Improvement 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> <li>3. Attendance at ICS Finance 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>	