

Council of Governors - Cover Sheet

Subject:	Non-Executive Directors Appraisal outcome 2023/2024 and objectives 2024/2025		Date:	13 th August 2024	
Prepared By:	Sally Brook Shanahan, Director of Corporate Affairs				
Approved By:	Graham Ward, Acting Chair				
Presented By:	Graham Ward, Acting Chair				
Purpose					
To approve the recommendation of the Chair in respect of the appraisals for the Non-Executive Directors.				Approval	
				Assurance	X
				Update	
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
X	X	X	X		
Principal Risk					
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				
Committees/groups where this item has been presented before					
N/A					
Acronyms					
NED – Non-Executive Director					
Executive Summary					
<p>Appraisals with all NEDs were conducted by Claire Ward, the Trust's former Chair, prior to her leaving the Trust on 24th May 2024 and feedback given to the appraisees. Claire reported her overall conclusion was that she believed the Trust has a highly experienced and motivated NED team, members of which engage above and beyond their expected contractual responsibilities. In the reporting year there was a focus on the finalisation of the Trust Strategy for 2024-29 that saw NEDs well engaged in discussions and challenging appropriately on its content and timelines. Claire acknowledged how impactful this engagement was to both her and the Executive team.</p> <p>During the review year Claire continued her regular dialogue with individual Committee Chairs after each meeting to enable developing themes to be taken forward to Board, as appropriate.</p> <p>In the coming year Claire envisaged a priority for NEDs would continue to be how the Trust will respond to and meet the challenges facing the NHS and ensure that the Trust's role as an anchor organisation is at the heart of its partnership work.</p>					

I look forward to continuing to work with our NEDs for the remainder of my tenure as Acting Chair and to implementing the planned succession arrangements.

Overview of NED Objectives for 2024/25

General objectives were agreed with each NED as follows:

1. Participate fully and contribute to the Board
2. Hold the executives to account through challenging and seeking evidence to triangulate the views of the executives and information presented at the Board
3. Participate in discussion and formulation of strategy, cultural and organisational development
4. Attend 15 steps and site visits across the trust and as many services as possible.
5. Remain up to date and engaged in the developments around the ICS and Provider Collaboratives to support and inform SFH strategy implementation.
6. Work with Governors through attendance at Council meetings.
7. Provide support to the CEO and EDs where appropriate.

In addition, individual objectives were agreed as follows:

Name	NED Specific Objectives
Barbara Brady	This will be a year of challenge for the board, especially with the change of chair at some point through the year. As SID it is important that Barbara provides the continuity of counsel to the chair
Manjeet Gill	<ol style="list-style-type: none"> 1. Continue to Chair Audit Committee 2. Continue membership of Quality and Partnership and Communities committees 3. Support Graham and Deputy CEO in their roles over the coming months 4. Continue the system level engagement. 5. Develop my role as a future Chair of a Trust. 6. To take part in site visits across the Trust and to a range of services, including 15 steps programme.
Graham Ward	<ol style="list-style-type: none"> 1. To move to Acting Chair of the Trust, on the departure of Claire Ward.
Steve Banks	<ol style="list-style-type: none"> 1. To Chair the People committee 2. To continue as a member on the Charitable Funds Committee and Audit committee. 3. To support and share NED leadership with Graham Ward on the issue of estates and PFI. 4. To develop more knowledge of our services through patient pathways and visits to our sites.
Dr Aly Rashid	<ol style="list-style-type: none"> 1. To Chair the Quality Committee 2. To continue as a member of People Committee

Andrew Rose Britton	<ol style="list-style-type: none"> 1. To continue membership of Finance, Audit, People and Charitable funds .This should extend Andrew’s experience and understanding of the Trust. 2. To increase awareness and discussions with others in committee and board on risk issues and concerns. 3. To support the board executives and NEDs as part of the transition to a new chair. 	
Dr Andy Haynes	<ol style="list-style-type: none"> 1. To provide any additional support and advice to the new Acting Chair. 2. To provide support and advice where appropriate to the Acting CEO and Medical Director during the period of Paul Robinson’s absence. 	