

Council of Governors

Subject:	Non-Executive Directors Appraisal outcome 2020/21 and objectives 2021/22		Date: 10 th August 2021	
Prepared By:	Claire Ward, Chair			
Approved By:	Remuneration and Nominations Committee			
Presented By:	Claire Ward, Chair			
Purpose				
To approve the recommendation of the Remuneration and Nominations committee in respect of the appraisals for the Non-Executive Directors.			Decision	
			Approval	x
			Consider	
			Assurance	
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
X	X	X	X	
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
	X			
Risks/Issues				
Financial	N/A			
Patient Impact	N/A			
Staff Impact	N/A			
Services	N/A			
Reputational	N/A			
Committees/groups where this item has been presented before				
Remuneration and Nominations Committee 26.07.21				
Executive Summary				
<p>We started the year in lockdown and we finished it after 2 waves of the pandemic and approaching our third. Throughout the year, most NEDS have been unable to be present on site at any point. In some cases, personal circumstances have allowed one or two NEDs to see the transformation of Kingsmill from a busy hospital to one, at the height of covid, where there was limited public access and only essential staff and patients.</p> <p>We know that the last year has been very difficult for our staff and that the recovery of services are going to bring other pressures to bear. Whilst maintaining a close watch on the current resurgence of covid infections and the impact it may have on hospitalisations, the Trust is focussing on elective recovery as part of a national scheme to enhance our performance across the county.</p> <p>Despite those challenges, the Trust has performed exceptionally well, regularly one of the top performers both in the region and nationally, on emergency care and staff feedback. In this year we achieved HSJ Trust of the Year and the recognition as 3rd best in the country and 1st in the region as the best Trust to work in and receive care. These are testament to the brilliant staff we have at Sherwood and the commitment to an improving culture.</p> <p>Throughout the year, NEDs have maintained their oversight and assurance roles albeit through the lens of committee papers and virtual board meetings. That makes it harder to get a feel of the organisation without the ability to visit wards, talk directly to staff, take part in 15 steps and meet</p>				

the public and patients. I know that NEDS are keen to return to visiting the Trust at the first appropriate opportunity but I believe they have performed extremely well during this time. The secondment of John McDonald to Leicester has reduced the number of NEDs and all remaining have stepped up in some way to provide additional support and take on responsibilities or attendances at meetings.

As the Nottinghamshire Integrated Care System becomes embedded over the next year, Sherwood has a really important role to ensure that system does not distract from achieving real change for patients and community – on the contrary it must provide a structure to support improved outcomes and delivery. How we work with other providers and local authorities will be key to that success. Our NEDs will be focussing on the strategic role of SFHT and ensuring that we are in best position to delivery safe, effective and quality care to our patients.

As John McDonald had been Chair for the whole of 20/21, we conducted the appraisals jointly, with John recording his views on the previous 12 months and me setting the objectives for the coming year.

1. Overview of NED Objectives for 2020/2021

The role and objectives of the NEDs were considered in three categories:

- Key NED roles with particular reference to strategy, culture, holding to account.
- Specific roles within the formal Board and sub-committees, summarised below;
- Getting behind the numbers such as quality walks and informal visits.

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	1. Chair Quality Committee with particular focus on impact of Covid-19 and ensuring that in restoring and recovering services we continue to provide safe services 2. Remain up to date and engaged in the developments around the ICS and Provider Collaboratives to support and inform SFH Strategic objectives 3. Member of Audit and Assurance and Charitable Funds committees 4. Member of Remuneration Committee 5. Lead NED End of Life and Population Health management
Manjeet Gill	1. Chair People and Culture Committee and through oversight in other committees draw out the value of strategic and system wide thinking for SFHT 2. Member of Audit and Assurance Committee and Finance Committee. In the

	<p>short term to remain a member of the Quality Committee until such times as an additional NED is appointed.</p> <ol style="list-style-type: none"> 3. Lead NED on equality and diversity – develop links nationally and bring learnings to Sherwood 4. To seek IT support as necessary to assist in remote working
Neal Gossage	<ol style="list-style-type: none"> 1. Chair Finance Committee 2. To continue to contribute to discussions on finance at system level, including where possible as part of ICS roles. 3. To represent SFH on the Transition and Risk committee of the ICS 4. Continue to contribute to strategic discussions on role of SFH in wider system.
Tim Reddish	<ol style="list-style-type: none"> 1. Senior Independent Director 2. Lead NED on whistle blowing, freedom to speak up 3. Chair Charitable Funds Committee 4. Member of Quality and Finance Committees 5. Member of ICS Transition and Risk Committee
Graham Ward	<ol style="list-style-type: none"> 1. Vice Chair 2. Chair Audit and Assurance Committee 3. Member and vice-chair of Finance Committee 4. Chair of Remuneration Committee 5. Member of Charitable Funds Committee 6. Lead NED on commercial, PFI, estates and public sector estate; Sustainability 7. To share any appropriate learning and knowledge from role as NED at QEII NHS Trust